



In-depth Monitoring Report

Livelihoods Improvement of Urban Poor Communities Project



Implementation Monitoring and Evaluation Division (IMED)
Ministry of Planning
Government of the People's Republic of Bangladesh

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Table of Contents

	Page
Executive summary	v
Abbreviation & Acronym	vii
Glossary	viii
Chapter One: Details of the project	
1.1 Project Background	1
1.2 Project Description	1
1.3 Item-wise targeting and detailed cost breakdown	3
1.4 Procurement plan	7
1.5 Project Log frame (Output, Outcome)	12
1.6 Project Management	14
Chapter Two: In-depth Monitoring Activities and Time-bound Action plan	
2.1 Introduction, Background of In-depth Monitoring Works	15
2.2 Procedures for conducting In-depth Monitoring Activities	16
2.3 Survey method	18
2.4 Qualitative data	21
2.5 Data collection and analysis	23
2.6 Time-based action plan for In-depth Monitoring Activities	24
Chapter Three: Results Review	
3.1 Review of the progress Project	25
3.2 Project progress as against to major activities	28
3.3 Review the progress of implementation of overall procurement activities	32
3.4 Review of the achievement of project objective and output	53
3.5 Sustainability Plan/Exit Plan Review	62
3.6 Project Management	63
3.7 Analysis of data related to audit execution and resolution of objections	67
3.8 Review of beneficiary selection process	74
3.9 Monitoring and reviewing progress of project construction work as per specification, BOQ / TOR, quality and quantity	75
3.10 Analysis of results obtained on the basis of quantitative and qualitative data	85
3.11 Opinion exchange workshop at local level	102
3.12 National Workshop	103
3.13 Case Study	104
Chapter Four: SWOT Analysis	
4.1 Project's Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis	111
Chapter 5: Overall Observations	
5.1 Overall Observations of the project	113
Chapter 6: Recommendations and Conclusion	
6.1 Recommendations	117
6.2 Conclusion	118

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List of Tables

Table 1.1	Project approval, revision, implementation time and estimated cost	2
Table 1.2	Approved component wise estimated cost breakdown	3
Table 1.3	Year wise financial and physical target plan	5
Table 1.4	Procurement Plan for Goods	7
Table 1.5	Procurement Plan for Works	8
Table 1.6	Procurement Plan For Services	10
Table 2.1	Number of respondents by city corporation /municipality	21
Table 2.2	Summary of quantitative and qualitative data	22
Table 2.3	Time-based action plan for In-depth Monitoring Activities	24
Table 3.1	Fiscal year wise allocation, fund release, actual expenditure	26
Table 3.2	Targets and achievements/progress based on project components	27
Table 3.3	Procurement related Information of Goods: Planned and Actual	33
Table 3.4	Procurement related Information of Works: Planned and Actual	40
Table 3.5	Procurement related Information of Services: Planned and Actual	47
Table 3.6	Reviewed logical framework described in DPP	53
Table 3.7	Project Director, Nature of Responsibilities and Duration	63
Table 3.8	Organizing PSC and NPB committee meetings	65
Table 3.9	Status of Audit Objections	67
Table 3.10	Physical Work Progress: NUPRP/W2- Construction of 5-storied “Climate resilient housing and basic services for the low-income households” at Gopalganj Municipality (building 1 and 2)	76
Table 3.11	Physical Work Progress: NUPRP/W2.1- Construction of 5-storied “Climate resilient housing and basic services for the low-income households” at Gopalganj Municipality (building 3 and 4)	76
Table 3.12	Allocated land size for four multi-storied buildings	76
Table 3.13	Actual status of building construction activities as per work plan	80
Table 3.14	Source and quality of drinking water	81
Table 3.15	Source and availability of drinking water	81
Table 3.16	Facilities available in the Bathroom	82

List of Tables

Table 3.17	Bathroom use by gender	82
Table 3.18	Facilities available in the Latrine	83
Table 3.19	Latrine use by gender	83
Table 3.20	Status of Approach Road	84
Table 3.21	Age group wise distribution of beneficiaries: Male and Female	85
Table 3.22	Distribution of Beneficiaries by Family Type: Male and Female	86
Table 3.23	Number of female and male members in the Household	86
Table 3.24	Distribution of Respondents by Marital Status: Male and Female	86
Table 3.25	Distribution of Beneficiaries by type of Occupation	87
Table 3.26	Average Monthly Income of Female Beneficiaries HH: Before and After	87
Table 3.27	Average Monthly Income of Male Beneficiaries HH: Before and After	87
Table 3.28	Construction materials used in the main living room	88
Table 3.29	Beneficiaries with electricity connection in their residence	88
Table 3.30	Distance from residence to main source of food and water	89
Table 3.31	Training trade of the beneficiaries who participated in training	91
Table 3.32	Average amount of Business grants received from the project: Male and Female beneficiaries	91
Table 3.33	Amount of loan received from Savings and Credit Group: Female beneficiaries	91
Table 3.34	Frequency of distribution of items received under Food Basket	92
Table 3.35	Quantity of Eggs, edible oil and pulses received during the last month under the Food Basket	92

Pie Chart List

Pie Chart 3.1	Cumulative progress till April 2022	25
Pie Chart 3.2	Distribution of beneficiaries according to educational qualification	86

Bar Chart List

Bar Chart 3.1	Age group wise distribution of beneficiaries: male and female	85
Bar Chart 3.2	Average Monthly Income of Beneficiaries: Before and after the project	88
Bar Chart 3.3	Source of Drinking Water for the Beneficiaries	89
Bar Chart 3.4	Types of Latrines used by beneficiaries: Before and after the project	89
Bar Chart 3.5	Source of cooking fuel	90
Bar Chart 3.6	Amount of loan received from CHDF for housing development/renovation	90
Bar Chart 3.7	No. of daily meals of household members: before and after the scheme	92
Bar Chart 3.8	Impact of the project on the family as a whole: Views of the beneficiaries	93
Bar Chart 3.9	Opinions regarding awareness/perception of women's rights and various opportunities after joining the project	94

List of Still Images

Image 2.1	Cylinder test	19
Image 2.2	Hammer / rebound test	19
Image 2.3	Prototype Housing Design (6 Storied)	20
Image 2.4	Prototype Housing Design (2 Storied)	20
Image 2.5	Long-term lease accommodation through CHDF, Location: Gopalganj	20
Image 3.1	Previous status of land earmarked for Low Cost Housing in Gopalganj town	77
Image 3.2	Current Status of Land earmarked for Low Cost Housing in Gopalganj Town (Building 3 and 4)	77

List of Still Images

Image 3.3	Current status of land earmarked for Low Cost Housing in Gopalganj town on Google Maps (spot marked in circle)	77
Image 3.4	Observation of Casting of Service Piles for Low Cost Housing in Gopalganj City (Building 3 and 4)	77
Image 3.5	Master Plan: Building 1 (B1) and 2 (B2), Building 3 (B3) and 4 (B4)	78
Image 3.6	Ground Floor Plan	78
Image 3.7	Plumbing drawing	78
Image 3.8	Test report for determining construction quality	78
Image 3.9	Cement (King Brand), Rod (SS Tiger 400 DWR 60 Grade 20/16/10 mm), Sand (Sylhet St) and Stone Chips (as per specification) – starting from top left (clockwise)	79
Image 3.10	Collecting samples for cylinder test	80
Image 3.11	Standard Slump Test	80
Image 3.12	Drinking water facility, Buriganga Cluster, Hindupara, Narayanganj City Corporation	82
Image 3.13	Latrines next to Tubewell, Kaliajuri CDC, Comilla City Corporation	82
Image 3.14	Drinking water facility, College CDC, Patuakhali Municipality	82
Image 3.15	Bathroom Facility, Lama Para CDC, Sylhet City Corporation	83
Image 3.16	Bathroom Facility, Hindu Para, Ceramic Road, Kalsi, Dhaka North City Corporation	83
Image 3.17	Bathing Facility, Cane market CDC, Sylhet City Corporation	83
Image 3.18	Latrine Facility, Gatepara CDC, Gopalganj	84
Image 3.19	Latrine Facility, Town Jainkathi CDC, Patuakhali Municipality	84
Image 3.20	Road constructed under the project (Length: 302 m. and Width: 3.5 m.), Chhotobaira, Shamshanghat, Khulna City Corporation	84
Image 3.21	Road constructed under the project, Muslim Para, Rishipara, Narayanganj City Corporation	84
Image 3.22	Road constructed under the project, 1st Road, Karail Basti, Adarsh Nagar CDC, Banani, Dhaka North City Corporation	84
Image 3.23	A still picture during FGD, Khakdahar Eidgah ground, Mymensingh City Corporation	99
Image 3.24	A still picture during FGD, Faridpur Municipality	100
Image 3.25	Nutrition Beneficiary Smiling Rehana and Her Child, Adarshnagar, Ward 20, Dhaka North City Corporation	101
Image 3.26	Zaheda Begum in her own vegetable shop	104
Image 3.27	Khadija Akhter Ruby working on a sewing machine	105
Image 3.28	Amena Begum busy with blood pressure test in her N&WB corner	105
Image 3.29	Taslima trying very hard to achieve her dream	106
Image 3.30	Enlightened path journey of speech impaired Sumona	107
Image 3.31	Handicrafts made by Sumona, a speech impaired girl	107
Image 3.32	Rizia standing with her crippled husband (left), Rizia busy on her own grocery store (right)	108
Image 3.33	Fatema Akhter loses capital in Corona	109

Executive summary

The 8th Five Year Plan (2021-2025) of the Government of the People's Republic of Bangladesh has set a target, "Promoting prosperity and fostering inclusiveness". Similarly, the main theme of SDG-2030 announced by the United Nations, is "Leave no one behind". The urban poor are more marginalized than the rural poor. Therefore, one of the objectives of the government is to improve the living standards of the urban poor in order to move from "low income country" to "middle income country", attain sustainable development, and achieve the government's goal of inclusive development.

To this end, the present project was approved at the ECNEC meeting held on 14/08/2018 for implementation during the period from 1st July 2018 to 30th June 2023 with a total cost of 82612.00 Lakh taka. The project titled "Livelihoods Improvement of Urban Poor Communities Project (LIUPCP)" is being implemented by Local Government Division (LGD), under the Ministry of Local Government, Rural Development & Cooperatives, Govt. of Bangladesh, with financial and technical assistance from UNDP, and Foreign, Commonwealth and Development Office (FCDO) of the United Kingdom. According to the DPP, the main objective of the project is to improve the livelihoods and living conditions of 4 million slum dwellers, provide climate resilient infrastructure solutions, basic services, empower local communities, build effective local authorities, and support pro-poor national policy. However, the project is currently being implemented in 11 city corporations and 8 class one Municipality.

Already 3 years and 10 months of the project have passed. In view of this, the Implementation Monitoring and Evaluation Division (IMED), under the Ministry of Planning has given the responsibility of In-depth Monitoring of the project to Panna Community Development Foundation (PCDF) through review and analysis of data regarding implementation and financing including budget allocation, fund release, and expenditure information. In preparing this report, the consulting firm has given due emphasis on: the achievements of the project against targets up to April 2022, including problems faced during project implementation, focusing on the effectiveness and usefulness of the main activities being implemented, analyzing strengths, weaknesses, opportunities and threats (SWOT) of the project, and providing recommendations for future projects. Both Quantitative and qualitative data have been collected and analyzed from primary and secondary sources for the study. In order to make the in-depth monitoring study representative and realistic, data has been collected from the beneficiaries living in the 11 City Corporations and 8 Municipalities under the project. For quantitative data, a total of 661 beneficiaries have been interviewed (649 females, 12 males) with at least 40 beneficiaries from each city corporation and 25 beneficiaries from each municipality. For qualitative data, information has been collected through 31 FGDs, 49 Key Informant Interviews, 24 Case studies, including observation of 38 infrastructure facilities, 22 organizations, 19 local offices, and 4 five-storey buildings under construction.

According to the information obtained, out of the total budget of 82612.00 Lakh taka for the LIUPC project, an amount of 49,087.99 Lakh taka has been spent up to April 2022 (i.e.59.42% of the total budget). In the DPP, there are provisions for procurement of 58 packages including 6 packages under 'service' category, 28 packages under construction/'works' category, and 24 packages in 'goods' category. As of March 2022, each of the 20 packages under 'goods' category has been procured using OTM (NCT) system as described in the DPP. The purchase of these packages cost 423.69 Lakh taka (progress 54.28%). Under the 'work' category, against the target of 28 packages 19 packages have been procured at a cost of 321,86.58 lakh taka (progress is 60.07%). Out of the 47 lots under 6 packages in the service category, 33 lots have been procured as per UNDP procurement rules. According to the DPP, the remaining 14 lots under 3 packages were supposed to be procured following GOB method, but 3 lots under one package have been procured through OTM method. The procurement process of the 11 lots under the remaining two packages is being implemented like other activities of the project through utilizing the manpower already engaged in the project. The total expenditure incurred till March 2022 under 'service' category was Tk. 61,59.70 lakh (progress 70.35%).

The two main activities under the project are: (i) to provide with free of cost two-room housing facilities to 5,000 extreme poor families, and (ii) giving housing loan from the Community Development Fund (CHDF) to 15,000 poor families for repair/improvement of housing. But in both the cases the progress of the project has been disappointing. For example, as of April 2022, construction work has just started at Gopalganj Municipality for the 4 units of 5-storey buildings for 336 families, but construction work has not been completed as yet (achievement against the target is 6.72%). Similarly, against the target of providing housing loan to 15,000 poor families, only 560 families have availed housing assistance loan from CHDF (achievement only 3.73%). However, progress on other activities has been relatively satisfactory. For example, progress against the target of providing 1000 days' nutrition grant for pregnant women and lactating mothers is highly satisfactory (168.75%), regarding formation of Community Development Committee (CDC) the progress is 75.73%, and a total of 37 Lakh 87 thousand

beneficiaries have been covered till April 2022 against the target of 40 Lakh low-income people, (progress 94.68%). Among the beneficiaries, 35,713 marginalized women have received business grants and 87% of them started small businesses after receiving training (progress 40.31%). As of April 2022, a total of 23,447 savings and credit groups have been formed with 354,490 members (progress 58.84%), and a savings fund of 67 crore 30 Lakh taka has been formed (progress 74.78%). Around 98.50% of the respondents have access to electricity now, which is consistent with the Prime Minister's announcement of 100% electrification.

The role of the project in increasing incomes of the beneficiaries and their families is undoubtedly positive. The monthly income of the beneficiaries has increased considerably as compared to the pre-project condition. In the case of female beneficiaries, the average monthly household income increased by 34.03% (from 10,250 taka before the project to 13,738 taka after the project), while in the case of male beneficiaries, the monthly income has increased by 54.55% (increased from 11,458 taka to 17,708 taka). It needs to be mentioned here that the income earning activities of the beneficiaries have been negatively impacted due to the unusual situation arising out of the COVID-19 pandemic. The trade and transport sector has been adversely affected due to imposition of lockdowns at various times. As a direct and indirect effect of this, the income generating activities of the beneficiaries have been seriously affected and earnings opportunities significantly reduced, in comparison to a normal year. According to data from BBS, urban inflation rate in March 2022 was 5.69%. Since 2017-2018 fiscal year, the cumulative rate of urban inflation in March 2022 stood at 24.97%. After adjusting for the 24.97% inflation rate during 2017-18 to March 2022, the real income of female beneficiaries stands at Tk. 10,993. In other words, the real income of the female beneficiaries has increased by Tk. 743 (10,993-10,250), i.e. an increase of 7.25%. Similarly, the average household income of male beneficiaries stands at Tk. 14,170 after adjusting for the inflation rate. In other words, the real income of the male beneficiaries has increased by Tk. 2,712 (17,708-11,458) after adjusting for the inflation rate. Thus, it can be said without hesitation that the real income of the beneficiaries after adjusting for inflation has also increased because of the project. It emerged from the FGDs and field data that the project contributes not only to income increase, but its contribution is quite significant in other aspects of standard of living such as access to safe drinking water and hygienic latrines, nutritional improvements for mothers and children, enhancing disaster management skills, and empowerment of women.

Strengths, weaknesses, opportunities, and threats (SWOT) of the project are many and multi-dimensional. Important among the main Strengths are: provision of adequate funding, technical assistance from UNDP, increase in skills and employment opportunities through training of marginalized and slum women. Major weaknesses of the project include: delays in land acquisition for the low-cost housing and other reasons for the unusually slow pace of providing two-room free housing facilities to the extreme poor families, funds not being released according to DPP allocations (mainly due to the COVID-19 pandemic). Notable Opportunities include: enhanced capacity of poor-friendly city management and planning, reduction in child marriage and school drop-out through education stipend, nutrition assistance to pregnant and lactating mothers under the food basket, enhancement of skills through training and empowerment of women. Principal amongst the Threats are: the crisis caused by the global COVID-19 pandemic, the difficulty of managing the credit and savings accounts by the less educated CDC members, concerns regarding sustainability of project achievements, and uncertainty with regard to future extension of the project. However, the project implementing agency has been reasonably successful in addressing such issues and performing the responsibilities effectively and as per their mandate.

Based on the findings of the study from quantitative and qualitative data, the following observations and recommendations are put forward: According to the DPP, 5,000 extreme poor families are supposed to be provided with two-room housing facility free of cost, and 15,000 poor families to be provided with assistance for house repair/ improvement under CHDF housing loan. But in both cases, the achievement of the project is very negligible. Achieving the DPP target by June 2023 seems to be almost impossible. In this regard, the project implementing authority must take immediate steps to achieve the target. The project duration spans from June 2018 to July 2023 and already three years 10 months have passed. The remaining duration of the project is only 1 year 2 months and the remaining budget implementation is 40.58%. To achieve the remaining targets within the stipulated time frame, necessary steps should be taken on an urgent basis by the implementing agency for smooth completion of project related activities.

On the whole, it can be said that the project is highly relevant, timely and effective in creating employment, empowering the urban poor and the disadvantaged, in alleviating urban poverty, and empowering women. Despite some limitations, the overall performance of the project is quite promising and far-reaching. In view of the contribution of the project in improving the livelihoods and living standards of the urban poor, and ensuring better urban local service deliveries, necessary steps should be taken for further extension of the project duration by 2 years.

Abbreviation & Acronym

ADP	Annual Development Program
BOQ	Bill of Quantities
CAP	Community Action Plan
CDC	Community Development Committee
CHDF	Community Housing Development Fund
CPP	Community Procurement Process
CPTU	Central Procurement Technical Unit
CRMIF	Climate-resilient Municipal Infrastructure Fund
DFID	Department for International Development
DPA	Direct Project Aid
DPM	Direct Procurement Method
FAPAD	Foreign Aided Projects Audit Directorate
FCDO	Foreign, Commonwealth & Development Office
HIES	Household Income and Expenditure Survey
HOPE	Head of Procuring Entity
LIUPCP	Livelihoods Improvement of Urban Poor Communities Project
MoLGRD&C	Ministry of Local Government, Rural Development and Co-operatives
MPI	Multi-Dimensional Poverty Index
NHA	National Housing Authority
NPB	National Programme Board
NUPRP	National Urban Poverty Reduction Programme
OTM	Open Tendering Method
PCDF	Panna Community Development Foundation
PPA	Public Procurement Act 2006
PPR	Public Procurement Rules 2008
PSC	Project Steering Committee
SDG	Sustainable Development Goals
SEF	Socio-Economic Fund
SIF	Settlement Improvement Fund
SPSS	Statistical Package for Social Sciences
SWOT	Strengths, Weaknesses, Opportunities, and Threats
TOR	Terms of Reference
TAPP/TPP	Technical Assistance Project Proforma/Proposal
UNDP	United Nations Development Program
VAW	Violence Against Women

Glossary

Arboriculture:	Gardening of trees, shrubs, and woody Plants for shading and decorating.
Cast in Situ:	Technology of construction of buildings where walls and slabs of the buildings are cast at the site in formwork.
Compressive Strength:	The strength of a material to withstand the compressive force acted on it.
Cylinder Test:	The Cylinder test is designed to evaluate locomotor asymmetry in rodent models of CNS disorders.
Load test:	Load testing is typically used to demonstrate that existing or repaired structures can safely resist design loads.
MS/Mild Steel:	Basically it is an alloy of iron having low carbon content which makes it ductile.
Plinth level:	The level of the floor of a building immediately above the surrounding ground.
Rebound Hammer Test:	The rebound hammer method provides a convenient and rapid indication of the compressive strength of concrete by means of establishing a suitable correlation between the rebound index and the compressive strength of concrete.
Reducing Balance Method:	The amount of depreciation is calculated by applying a fixed percentage on the book value of the asset each year.
Stakeholder:	Any person, organization, social group, or society at large that has a stake in the project.
Super structure:	The portion of a building which is constructed above the ground level and it serves the purpose of structure's intended use. It includes columns, beams, slab upwards including all finishes, door and window schedules, flooring, roofing, lintels, and parapets.
Test Pile Drive:	Initial Test on piles are to be carried out at one or more locations depending on the number of piles required.

Chapter One

Details of the project

1.1 Project Background

The 8th Five Year Plan (2021-2025) of the Government of the People's Republic of Bangladesh has set a target, “Promoting prosperity and fostering inclusiveness”. Similarly, the basic concept of SDGs – 2030 is being announced by the United Nations “Leave no one behind”. The urban poor are more marginalized than the rural poor. Improving the living standards of the urban poor is one of the goals of the government to transition from a “low income country” to a “middle income country”, achieve sustainable development and implement the government's inclusive development goals.

With the financial and technical support of the Department of Local Government, UNDP, the Foreign, Commonwealth and Development Office (FCDO) of the United Kingdom Government, the project entitled "Livelihoods Improvement of Urban Poor Communities Project" is being implemented. The project aims to sustainably improve the livelihoods of about 4 million poor people living in 11 city corporations and 25 first class municipalities. However, the project is currently being implemented in 11 city corporations and 8 first class municipalities.

1.2 Project Description

- 1.2.1 Project name : Livelihoods Improvement of Urban Poor Communities Project
 1.2.2 Entrepreneurial : Ministry of Local Government, Rural Development and
 Ministry/ Division Cooperatives / Department of Local Government
 1.2.3 Implementing agency : Department of Local Government
 1.2.4 Project area : 8 division 11 city corporations 25 municipalities

Division	District		City Corporation		Municipality	
	DPP	Actual	DPP	Actual	DPP	Actual
Dhaka	Dhaka	Dhaka	Dhaka North *	Dhaka North	Savar	
			Dhaka South	Dhaka South		
	Narayanganj	Narayanganj	Narayanganj *	Narayanganj		
	Faridpur	Faridpur			Faridpur *	Faridpur
	Gopalganj	Gopalganj			Gopalganj	Gopalganj
	Gazipur	Gazipur	Gazipur	Gazipur	Kaliakair	
Chittagong	Chittagong	Chittagong	Chittagong *	Chittagong		
	Chandpur	Chandpur			Chandpur *	Chandpur
	Cox's Bazar	Cox's Bazar			Cox's Bazar	Cox's Bazar
	Comilla	Comilla	Comilla	Comilla		
	Feni				Feni	
	Noakhali	Noakhali			Noakhali	Noakhali
Rajshahi	Rajshahi	Rajshahi	Rajshahi	Rajshahi		
	Chapainawabganj				Chapainawabganj	
	Naogaon				Naogaon	
	Pabna				Pabna	
	Sirajganj				Shahjadpur	
Khulna	Khulna	Khulna	Khulna *	Khulna		
	Kushtia	Kushtia			Kushtia *	Kushtia
	Satkhira				Satkhira	
	Magura				Magura	
	Jessore				Nawapara	
Sylhet	Sylhet	Sylhet	Sylhet *	Sylhet		
Rangpur	Rangpur	Rangpur	Rangpur	Rangpur		
	Nilphamari	Nilphamari			Syedpur	Syedpur

Division	District		City Corporation		Municipality	
	DPP	Actual	DPP	Actual	DPP	Actual
	Kurigram				Kurigram	
	Dinajpur				Dinajpur	
Barisal	Barisal		Barisal *			
	Patuakhali	Patuakhali			Patuakhali *	Patuakhali
	Pirojpur				Pirojpur	
	Jhalakathi				Jhalakathi	
	Bhola				Bhola	
Mymensingh	Mymensingh	Mymensingh		Mymensingh	Mymensingh *	
	Jamalpur				Jamalpur	
8 Division	33 districts	18 districts	11 city corporations	11 city corporations	25 municipalities	8 municipalities

Source: DPP, Page-2 And project office

*City Corporation / Municipality selected for Phase-1

The project area will be selected from the remaining city corporations / municipalities in Phase-2.

1.2.5 Project Implementation Period and Financing Status (Project Approval, Revision, Implementation Period, Expenditure and Time Extension/Reduction)

Table 1.1
Project approval, revision, implementation time and estimated cost (Taka in lakh)

Subject	Approved estimates					Execution period	Date of approval
	GOB	Project help		Own	Total		
		DFID	UNDP				
Original	12,818.50	68,962.625	830.875	-	82612.00	01 July 2018 to 30 June 2023	14.08.2018

Source: DPP, page-1

1.2.6 Objectives of the project

- Facilitate climate resilient housing and basic services for the low income households;
- Building community organizations for the poor;
- Skills and enterprise development for women and girls;
- Enhancing climate adaptive capacity of the low income community through resilient infrastructure, &
- Strengthening municipal capacity for improved urban management, policy and planning.

1.2.7 Main activities of the project

- Provide two-room accommodation directly to 5,000 poor families;
- Provide housing assistance to 15,000 poor families by providing housing loans under the Community Housing Development Fund (CHDF);
- Basic services of 5000 directly and 15000 houses by CHDF, such as: Water Connection, Sanitation, Drainage, Approach Road, Waste Management Development;
- 4972 people use domestic and foreign consultants;
- Purchase of 6 jeeps / microbuses;
- Different levels of training;
- Socio-economic development will include skills development training for the poor, provision of nutritional support to pregnant mothers, education assistance to drop-outs and financial assistance for small businesses, raising awareness to prevent violence against women, and

- Increase housing and financial capacity of low-income people by constructing two-room flats for low-income people and setting up community development funds and providing interest-free long-term housing loan facilities as a result of project implementation.¹

1.3 Item-wise targeting and detailed cost breakdown

1.3.1 Approved component wise estimated cost breakdown

Table 1.2
Approved component wise estimated cost breakdown (Taka in lakh)

Sl. No.	Name of components	Quantity	GOB	Project Aid		Total cost
				RPA	DPA	
(A) Revenue component						
1.	Pay of officers*	120 mm	87.36	0.00	0.00	87.36
2.	Pay of establishment*	240 mm	58.37	0.00	0.00	58.37
3.	House rent allowance	360 mm	87.44	0.00	0.00	87.44
4.	Rest and recreation allowance	LS	5.76	0.00	0.00	5.76
5.	Festival allowance	LS	30.36	0.00	0.00	30.36
6.	Medical allowance	LS	7.92	0.00	0.00	7.92
7.	Tiffin allowance	LS	2.64	0.00	0.00	2.64
8.	Conveyance allowance	LS	1.58	0.00	0.00	1.58
9.	Overtime allowance	LS	22.00	0.00	0.00	22.00
10.	Education allowance	LS	5.28	0.00	0.00	5.28
11.	Travel expenses	LS	19.80	0.00	60.00	79.80
12.	Registration of vehicles and taxes	LS	81.80	0.00	0.00	81.80
13.	Report and documentary printing	LS	0.00	0.00	205.66	205.66
14.	Research, Documentation, Evaluation, Monitoring and Impact Assessment	LS	0.00	0.00	245.19	245.19
15.	Town Staff Training (120 training days per town / USD 50 PD)	LS	0.00	0.00	164.59	164.59
16.	Training / Briefing Workshops (23 towns / 2 Workshops / Briefings / 2 Days each / each 20 Participants / Training Of Nutrition Activities)	LS	0.00	0.00	207.21	207.21
17.	Public Representative Training	LS	0.00	0.00	123.44	123.44
18.	Awareness Campaign and Event (Early Marriage and Prevention of Violence etc.)	LS	0.00	0.00	80.00	80.00
19.	Awareness Campaign on Improved Tenure Security	LS	0.00	0.00	39.19	39.19
20.	Support to the development of LGUC / MAB / BUF	LS	0.00	0.00	68.37	68.37
21.	Town Exchange Visits	LS	0.00	0.00	98.75	98.75
22.	Operating A Platform to Showcase Local Level Success (Workshop / Seminar)	LS	0.00	0.00	58.78	58.78
23.	Seminar / Workshop	LS	0.00	0.00	79.80	79.80
24.	Institutional Study Tour and Conference	LS	0.00	0.00	45.28	45.28
25.	International Consultant	48 mm	0.00	0.00	480.00	480.00
26.	Local Consultants / Field Officials	4924 mm	0.00	0.00	5319.90	6515.55
27.	Support Staff / Field Staff	7440 mm	0.00	0.00	1195.65	
28.	Support for baseline and follow-up monitoring survey	LS	0.00	0.00	412.14	412.14
29.	Stationery, Fuel, Computer Toner, Printing of Advocacy Materials, Cleaning, Sundries etc.	LS	0.00	0.00	659.85	659.85
30.	Repair, maintenance and upkeep	LS	0.00	0.00	200.00	200.00
	Sub-total (revenue component):	-	410.31	0.00	9743.80	10154.11
(B) Capital component						
Resource Procurement:						
31.	Jeep / microbus*	6	0.00	0.00	250.80	250.80

¹ 5. Topic-1: National Urban Poverty Alleviation Programme, 5.1 Presentation and Discussion, ECNEC Meeting, 14/08/2018

Sl. No.	Name of components	Quantity	GOB	Project Aid		Total cost
				RPA	DPA	
32.	Motorcycles	100	0.00	0.00	106.75	106.75
33.	Digital camera	40	0.00	0.00	6.28	6.28
34.	Multimedia	37	0.00	0.00	14.32	14.32
35.	Municipal GIS Package (Hardware / Software)	36	0.00	0.00	35.13	35.13
36.	Laptop	180	0.00	0.00	85.65	85.65
37.	Computer with printer (desktop)	36	0.00	0.00	48.20	48.20
38.	Printer / Printer (color)	40	0.00	0.00	10.05	10.05
39.	Scanner	40	0.00	0.00	2.01	2.01
40.	Software (computer / housing financing)	LS	0.00	0.00	74.31	74.31
41.	Photocopier	2	0.00	0.00	5.02	5.02
42.	Air conditioner	10	0.00	0.00	40.19	40.19
43.	Phones and PABX	LS	0.00	0.00	7.03	7.03
44.	Office Furniture / Renovation / Workstation	LS	0.00	0.00	94.78	94.78
45.	Support to Low Income Housing (5,000 direct house & 15,000 through CHDF) Including Basic Services and Associated Infrastructure i.e. water connection point, sanitation facilities, paved road, drainage, peacal storadge & multi-purpose center	20000	11590.25	0.00	41993.95	53584.20
46.	SEF-Skill Training, Education, Business Startup, Prevent Early Marriage, Dowry, Drug Abuse, Pregnant & Lactating Mother etc. support	LS	0.00	0.00	17275.23	17275.23
	Sub-Total (Capital component):	-	11590.25	0.00	60049.70	71639.95
(C)	Contingency	1%	101.54	0.00	0.00	101.54
(D)	Physical contingency	1%	716.40	0.00	0.00	716.40
	Grand Total (a+b+c+d):	-	12818.50	0.00	69793.50	82612.00

Source of information: DPP, page-1 / 3-2 / 3

1.3.2 Details Annual Phasing of Cost

Table 1.3
Year wise financial and physical target plan²

(Taka In lakh)

Description	Total physical & financial target					Year-1			Year-2			Year-3			Year-4			Year-5		
	Qty	Unit	Unit Cost	Total cost	Weight	Financial	physical		Financial	physical		Financial	physical		Financial	physical		Financial	physical	
							% of item	% of project		% of item	% of project		% of item	% of project		% of item	% of project			
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
(A) Revenue Component																				
Pay of officers*	120	mm		87.36	0.00	17.47	0.20	0	17.47	0.20	0	17.47	0.20	0	17.47	0.20	0	17.47	0.20	0
Pay of establishment*	240	mm		58.37	0.00	11.67	0.20	0	11.67	0.20	0	11.67	0.20	0	11.67	0.20	0	11.67	0.20	0
House rent allowance	360	mm		87.44	0.00	17.49	0.20	0	17.49	0.20	0	17.49	0.20	0	17.49	0.20	0	17.49	0.20	0
Rest and recreation allowance	LS			5.76	0.00	1.15	0.20	0	1.15	0.20	0	1.15	0.20	0	1.15	0.20	0	1.15	0.20	0
Festival allowance	LS			30.36	0.00	6.07	0.20	0	6.07	0.20	0	6.07	0.20	0	6.07	0.20	0	6.07	0.20	0
Medical allowance	LS			7.92	0.00	1.58	0.20	0	1.58	0.20	0	1.58	0.20	0	1.58	0.20	0	1.58	0.20	0
Tiffin allowance	LS			2.64	0.00	0.53	0.20	0	0.53	0.20	0	0.53	0.20	0	0.53	0.20	0	0.53	0.20	0
Conveyance allowance	LS			1.58	0.00	0.32	0.20	0	0.32	0.20	0	0.32	0.20	0	0.32	0.20	0	0.32	0.20	0
Overtime allowance	LS			22.00	0.00	4.40	0.20	0	4.40	0.20	0	4.40	0.20	0	4.40	0.20	0	4.40	0.20	0
Education allowance	LS			5.28	0.00	1.06	0.20	0	1.06	0.20	0	1.06	0.20	0	1.06	0.20	0	1.06	0.20	0
Travel expenses	LS			79.80	0.00	15.96	0.20	0	15.96	0.20	0	15.96	0.20	0	15.96	0.20	0	15.96	0.20	0
Registration of vehicles and taxes	LS	-	-	81.80	0.00	16.36	0.20	0	16.36	0.20	0	16.36	0.20	0	16.36	0.20	0	16.36	0.20	0
Report and documentary printing	LS	-	-	205.66	0.00	41.13	0.20	0	41.13	0.20	0	41.13	0.20	0	41.13	0.20	0	41.13	0.20	0
Research, Documentation, Evaluation, Monitoring and Impact Assessment	LS	-	-	245.19	0.00	49.04	0.20	0	49.04	0.20	0	49.04	0.20	0	49.04	0.20	0	49.04	0.20	0
Town Staff Training (120 training days per town / USD 50 PD)	LS			164.59	0.00	32.92	0.20	0	32.92	0.20	0	32.92	0.20	0	32.92	0.20	0	32.92	0.20	0
Training / Briefing Workshops (23 towns /2 Workshops/Briefings / 2 Days each / each 20 Participants / Training Of Nutrition Activities)	LS	-	-	207.21	0.00	41.44	0.20	0	41.44	0.20	0	41.44	0.20	0	41.44	0.20	0	41.44	0.20	0
Public Representative Training	LS			123.44	0.00	24.69	0.20	0	24.69	0.20	0	24.69	0.20	0	24.69	0.20	0	24.69	0.20	0
Awareness Campaign and Event (Early Marriage and Prevention of Violence etc.)	LS	-	-	80.00	0.00	16.00	0.20	0	16.00	0.20	0	16.00	0.20	0	16.00	0.20	0	16.00	0.20	0
Awareness Campaign on Improved Tenure Security	LS			39.19	0.00	7.84	0.20	0	7.84	0.20	0	7.84	0.20	0	7.84	0.20	0	7.84	0.20	0
Support to the development of LGUC / MAB / BUF	LS			68.37	0.00	13.67	0.20	0	13.67	0.20	0	13.67	0.20	0	13.67	0.20	0	13.67	0.20	0
Town Exchange Visits	LS			98.75	0.00	19.75	0.20	0	19.75	0.20	0	19.75	0.20	0	19.75	0.20	0	19.75	0.20	0
Operating A Platform to Showcase Local Level Success (Workshop/Seminar)	LS			58.78	0.00	11.76	0.20	0	11.76	0.20	0	11.76	0.20	0	11.76	0.20	0	11.76	0.20	0
Seminar / Workshop	LS	-	-	79.80	0.00	15.96	0.20	0	15.96	0.20	0	15.96	0.20	0	15.96	0.20	0	15.96	0.20	0
Institutional Study Tour and Conference	LS			45.28	0.00	9.06	0.20	0	9.06	0.20	0	9.06	0.20	0	9.06	0.20	0	9.06	0.20	0
International Consultant	48	mm		480.00	0.01	96.00	0.20	0	96.00	0.20	0	96.00	0.20	0	96.00	0.20	0	96.00	0.20	0
Local Consultants / Field Officials	4924	mm	-	5319.90	0.07	1063.98	0.20	1	1063.98	0.20	1	1063.98	0.20	1	1063.98	0.20	1	1063.98	0.20	1

² DPP, page: 37-40

Description	Total physical & financial target					Year-1			Year-2			Year-3			Year-4			Year-5		
	Qty	Unit	Unit Cost	Total cost	Weight	physical		Financial	physical		Financial	physical		Financial	physical		Financial	physical		
						% of item	% of project		% of item	% of project		% of item	% of project		% of item	% of project				
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
Support Staff/Field Staff	7440	mm	-	1195.65	0.01	239.13	0.20	0	239.13	0.20	0	239.13	0.20	0	239.13	0.20	0	239.13	0.20	0
Support for baseline and follow-up monitoring survey	LS			412.14	0.01	82.43	0.20	0	82.43	0.20	0	82.43	0.20	0	82.43	0.20	0	82.43	0.20	0
Stationery, Fuel, Computer Toner, Printing of Advocacy Materials, Cleaning, Sundries etc.	LS			659.85	0.01	131.97	0.20	0	131.97	0.20	0	131.97	0.20	0	131.97	0.20	0	131.97	0.20	0
Vehicle repair, maintenance and upkeep	LS			50.00	0.00	10.00	0.20	0	10.00	0.20	0	10.00	0.20	0	10.00	0.20	0	10.00	0.20	0
Computers and other office equipment	LS			50.00	0.00	10.00	0.20	0	10.00	0.20	0	10.00	0.20	0	10.00	0.20	0	10.00	0.20	0
Machinery and equipment	LS			50.00	0.00	10.00	0.20	0	10.00	0.20	0	10.00	0.20	0	10.00	0.20	0	10.00	0.20	0
Other repairs and maintenance	LS			50.00	0.00	10.00	0.20	0	10.00	0.20	0	10.00	0.20	0	10.00	0.20	0	10.00	0.20	0
(A) Sub-Total (Revenue):			0.00	101,54.11	0.12	20,30.82	5.80	2.43	20,30.82	5.80	2.43	20,30.82	5.80	2.43	20,30.82	5.80	2.43	20,30.82	5.80	2.43
(B) Capital Component																				
Jeep / microbus*	6	Nos.	41.80	250.80	0.00	83.60	33.33	0	-	-	-	167.20	0.67	0	-	-	-	-	-	-
Motorcycles	100	Nos.	1.07	106.75	0.00	70.00	65.57	0	-	-	-	36.75	0.34	0	-	-	-	-	-	-
Digital camera	40	Nos.	0.16	6.28	0.00	6.28	100	0	-	-	-	-	-	-	-	-	-	-	-	-
Multimedia	37	Nos.	0.39	14.32	0.00	14.32	100	0	-	-	-	-	-	-	-	-	-	-	-	-
Municipal GIS Package (Hardware/Software)	36	Nos.	0.98	35.13	0.00	15.13	43.07	0	20.00	0.57	0	-	-	-	-	-	-	-	-	-
Laptop	180	Nos.	0.48	85.65	0.00	45.65	53.30	0	40.00	0.47	0	-	-	-	-	-	-	-	-	-
Computer with printer (desktop)	36	Nos.	1.34	48.20	0.00	28.20	58.51	0	20.00	0.41	0	-	-	-	-	-	-	-	-	-
Printer / Printer (color)	40	Nos.	0.25	10.05	0.00	10.05	100	0	-	-	-	-	-	-	-	-	-	-	-	-
Scanner	40	Nos.	0.05	2.01	0.00	2.01	100	0	-	-	-	-	-	-	-	-	-	-	-	-
Software (computer/housing financing)	LS	LS		74.31	0.00	20.00	26.91	0	30.00	0.40	0	24.31	0.33	0	-	-	-	-	-	-
Photocopier	2	Nos.	2.51	5.02	0.00	5.02	100	0	-	-	-	-	-	-	-	-	-	-	-	-
Air conditioner	10	Nos.	4.02	40.19	0.00	40.19	100	0	-	-	-	-	-	-	-	-	-	-	-	-
Phones and PABX	LS	Nos.		7.03	0.00	7.03	100	0	-	-	-	-	-	-	-	-	-	-	-	-
Office Furniture/Renovation/Workstation	LS	LS		94.78	0.00	44.78	47	0	50.00	0.53	0	-	-	-	-	-	-	-	-	-
Support to Low Income Housing (5,000 direct house & 15,000 through CHDF) Including Basic Services and Associated Infrastructure i.e. water connection point, sanitation facilities, paved road, drainage, peacal storage & multi-purpose center	20000	Nos.	LS	53584.20	0.66	14467.73	27.00	18	12324.37	0.23	15	10716.84	0.20	13	10716.84	0.20	13	5358.42	0.10	7
SEF-Skill Training, Education, Business Startup, Prevent Early Marriage, Dowry, Drug Abuse, Pregnant & Lactating Mother etc. support	LS	LS	LS	17275.23	0.21	3455.05	20.00	4	3455.05	0.20	4	3455.05	0.20	4	3455.05	0.20	4	3455.05	0.20	4
(B) Sub-total (Capital component):				716,39.95	0.88	183,15.04	26	22.4	159,39.41	22.2	19.5	144,00.15	20.1	17.6	141,71.89	19.8	17.33	88,13.47		10.78
Total (A+B):	-			817,94.06	1.00	203,45.86	25	24.8	179,70.23	22.2	21.9	164,30.97	20.1	20.0	162,02.71	19.8	19.76	108,44.29		13.21
(C) Contingency																				
Price Contingency 1%				8,17.94		2,03.46			1,79.70			1,64.31			1,62.03			1,08.44		
Grand total (A+B+C):				826,12.00		205,49.32			181,49.94			165,95.28			163,64.74			109,52.73		

1.4 Procurement plan

Table 1.4
Procurement Plan for Goods³

Package no	Description of procurement package as per PP / TAPP	Unit	Quantity	Procurement method and type	Contract approving authority	Sources of funds	Estimate cost (In lakh taka)	Indicative dates		
								Invitation for tender	Signing of contract	Cpmletion of contract
1	2	3	4	5	6	7	8	9	10	11
NUPRP/G1/1	Procurement of Jeep	No	2	OTM (NCT)	NPD	DFID	100.00	Aug-18	Sep-18	Oct-18
NUPRP/G1/2	Procurement of micro bus-2 & jeep-2	No	4	OTM (NCT)	NPD	DFID	150.80	Apr-19	Jul-19	Oct-19
NUPRP/G2/1	Motorcycle	No	40	OTM (NCT)	NPD	DFID	42.70	Aug-18	Sep-18	Oct-18
NUPRP/G2/2	Motorcycle	No	60	OTM (NCT)	NPD	DFID	64.05	Jan-19	Feb-19	Mar-19
NUPRP/G3/1	Digital camera	No	20	OTM (NCT)	NPD	DFID	3.28	Aug-18	Sep-18	Oct-18
NUPRP/G3/2	Digital camera	No	20	OTM (NCT)	NPD	DFID	3.00	Jan-19	Feb-19	Mar-19
NUPRP/G4/1	Multimedia	No	17	OTM (NCT)	NPD	DFID	7.32	Aug-18	Sep-18	Oct-18
NUPRP/G4/2	Multimedia	No	20	OTM (NCT)	NPD	DFID	7.00	Jan-19	Feb-19	Mar-19
NUPRP/G4/3	Municipal GIS Package (Hardware/Software)	No	36	OTM (NCT)	NPD	DFID	35.13	Jan-19	Feb-19	Mar-19
NUPRP/G5/1	Computer (laptop)	No	95	OTM (NCT)	NPD	DFID	45.65	Aug-18	Sep-18	Oct-18
NUPRP/G5/2	Computer (laptop)	No	85	OTM (NCT)	NPD	DFID	40.00	Jan-19	Feb-19	Mar-19
NUPRP/G5/3	Computer with printer (desktop)	No	12	OTM (NCT)	NPD	DFID	19.28	Aug-18	Sep-18	Oct-18
NUPRP/G5/4	Computer with printer (desktop)	No	18	OTM (NCT)	NPD	DFID	28.92	Jan-19	Feb-19	Mar-19
NUPRP/G6/1	Printer / Printer (color)	No	20	OTM (NCT)	NPD	DFID	5.05	Aug-18	Sep-18	Oct-18
NUPRP/G6/2	Printer / Printer (color)	No	20	OTM (NCT)	NPD	DFID	5.00	Jan-19	Feb-19	Mar-19
NUPRP/G7/1	Scanner	No	15	OTM (NCT)	NPD	DFID	0.75	Aug-18	Sep-18	Oct-18
NUPRP/G7/2	Scanner	No	25	OTM (NCT)	NPD	DFID	1.26	Jan-19	Feb-19	Mar-19
NUPRP/G8/1	Photocopier	No	2	OTM (NCT)	NPD	DFID	5.02	Aug-18	Sep-18	Oct-18
NUPRP/G9/1	Computer software	No	LS	OTM (NCT)	NPD	DFID	35.00	Jan-19	Feb-19	Mar-19
NUPRP/G9/2	Computer software	No	LS	OTM (NCT)	NPD	DFID	39.31	Jan-19	Feb-19	Mar-19
NUPRP/G10/1	Air conditioner	No	10	OTM (NCT)	NPD	DFID	40.19	Aug-18	Sep-18	Oct-18
NUPRP/G11/1	PABX and phone set	Set	1	OTM (NCT)	NPD	DFID	7.03	Aug-18	Sep-18	Oct-18
NUPRP/G12/1	Office Furniture / Work Station	Set	LS	OTM (NCT)	NPD	DFID	50.78	Aug-18	Sep-18	Oct-18
NUPRP/G12/2	Office Furniture / Work Station	Set	LS	OTM (NCT)	NPD	DFID	44.00	Jan-19	Feb-19	Mar-19

³ DPP, page: 32

**Table 1.5
Procurement Plan for Works⁴**

Package no	Description of procurement package as per DPP	Unit	Quantity	Procurement method and (type)	Contract approving authority	Sources of funds	Estimate cost (In lakh taka)	Indicative dates		
								Invitation for prequalification (If applicable)	Signing of contract	Cpmletion of contract
1	2	3	4	5	6	7	8	9	10	11
NUPRP/W1	Climate resilient housing and basic services for the low income households	No	618	CPP	Project Director	DFID/UNDP	1,943.50	N/A	Jul-18	Sep-18
NUPRP/W1.1	Climate resilient housing and basic services for the low income households	No	618	CPP	Project Director	DFID/UNDP	1,943.50	N/A	Oct-18	Dec-18
NUPRP/W1.2	Climate resilient housing and basic services for the low income households	No	618	CPP	Project Director	DFID/UNDP	1,943.50	N/A	Jan-19	Mar-19
NUPRP/W1.3	Climate resilient housing and basic services for the low income households	No	618	CPP	Project Director	DFID/UNDP	1,943.50	N/A	Apr-19	Jun-19
NUPRP/W1.4	Climate resilient housing and basic services for the low income households	No	618	CPP	Project Director	DFID/UNDP	1,943.50	N/A	Jul-19	Sep-19
NUPRP/W1.5	Climate resilient housing and basic services for the low income households	No	618	CPP	Project Director	DFID/UNDP	1,943.50	N/A	Oct-19	Dec-19
NUPRP/W1.6	Climate resilient housing and basic services for the low income households	No	618	CPP	Project Director	DFID/UNDP	1,943.50	N/A	Jan-20	Mar-20
NUPRP/W1.7	Climate resilient housing and basic services for the low income households	No	618	CPP	Project Director	DFID/UNDP	1,943.50	N/A	Apr-20	Jun-20
NUPRP/W1.8	Climate resilient housing and basic services for the low income households	No	618	CPP	Project Director	DFID/UNDP	1,943.50	N/A	Jul-20	Sec-20
NUPRP/W1.9	Climate resilient housing and basic services for the low income households	No	618	CPP	Project Director	DFID/UNDP	1,943.50	N/A	Oct-20	Dec-20
NUPRP/W1.10	Climate resilient housing and basic services for the low income households	No	618	CPP	Project Director	DFID/UNDP	1,943.50	N/A	Jan-20	Feb-21
NUPRP/W1.11	Climate resilient housing and basic services for the low income households	No	618	CPP	Project Director	DFID/UNDP	1,943.50	N/A	Mar-21	May-21
NUPRP/W1.12	Climate resilient housing and basic services for the low income households	No	618	CPP	Project Director	DFID/UNDP	1,943.50	N/A	Jun-21	Aug-21
NUPRP/W1.13	Climate resilient housing and basic services for the low income households	No	618	CPP	Project Director	DFID/UNDP	1,943.50	N/A	Sep-21	Nov-21
NUPRP/W1.14	Climate resilient housing and basic services for the low income households	No	618	CPP	Project Director	DFID/UNDP	1,943.50	N/A	Dec-21	Feb-22
NUPRP/W1.15	Climate resilient housing and basic services for the low income households	No	618	CPP	Project Director	DFID/UNDP	1,943.50	N/A	Mar-22	May-21

⁴ DPP, Page: 33

Package no	Description of procurement package as per DPP	Unit	Quantity	Procurement method and (type)	Contract approving authority	Sources of funds	Estimate cost (In lakh taka)	Indicative dates		
								Invitation for prequalification (If applicable)	Signing of contract	Cpmltion of contract
1	2	3	4	5	6	7	8	9	10	11
NUPRP/W1.16	Climate resilient housing and basic services for the low income households	No	612	CPP	Project Director	DFID/UNDP	1,943.50	N/A	May-22	Jun-21
NUPRP/W1.17	Climate resilient housing and basic services for the low income households	No	612	CPP	Project Director	DFID/UNDP	1,943.50	N/A	Oct-21	Dec-21
NUPRP/W1.18	Climate resilient housing and basic services for the low income households	No	612	CPP	Project Director	DFID/UNDP	1,943.50	N/A	Oct-21	Dec-21
NUPRP/W1.19	Climate resilient housing and basic services for the low income households	No	612	CPP	Project Director	DFID/UNDP	1,943.50	N/A	Jan-22	Jun-22
NUPRP/W1.20	Climate resilient housing and basic services for the low income households	No	612	CPP	Project Director	DFID/UNDP	1,943.75	N/A	Feb-18	Dec-18
NUPRP/W1.21	Climate resilient housing and basic services for the low income households	No	612	CPP	Project Director	DFID/UNDP	1,180.20	N/A	Jul-18	Dec-18
NUPRP/W2	Climate resilient housing and basic services for the low income households	No	900	CPP	Project Director	GOB	1,700.00	N/A	Jan-20	Dec-20
NUPRP/W2.1	Climate resilient housing and basic services for the low income households	No	1900	CPP	Project Director	GOB	1,700.00	N/A	Jan-21	Dec-21
NUPRP/W2.2	Climate resilient housing and basic services for the low income households	No	1900	CPP	Project Director	GOB	1,700.00	N/A	Jan-22	Oct-22
NUPRP/W2.3	Climate resilient housing and basic services for the low income households	No	1900	CPP	Project Director	GOB	1,700.00	N/A	Jan-22	Oct-22
NUPRP/W2.4	Climate resilient housing and basic services for the low income households	No	1900	CPP	Project Director	GOB	1,700.00	N/A	Nov-22	Dec-23
NUPRP/W2.5	Climate resilient housing and basic services for the low income households	No	1900	CPP	Project Director	GOB	1,590.25	N/A	Jan-23	Mar-23
Total							52084.20			

Table 1.6
Procurement Plan For Services⁵

Package no	Description of procurement package as per DPP / TPP	Unit	Qty	Procurement method and (type)	Contract approving authority	Sources of funds	Estimate cost (In lakh taka)	Indicative Dates			
								Invitation for EoI (If applicable)	Issue of REP	Signing of contract	Completion of contract
1	2	3	4	5	6	7	8	9	10	11	12
NUPRP/S1	National Consultants / Staff										
1	Project Coordinator	PM	48	UNDP	UNDP	DFID	115.00	Jul-18	Aug-18	Sep-18	Jun-23
2	Operations Coordinator	PM	48	UNDP	UNDP	DFID	110.40	Jul-18	Aug-18	Sep-18	Jun-23
3	Urban Planning and Governance Coordinator	PM	48	UNDP	UNDP	DFID	92.00	Jul-18	Aug-18	Sep-18	Jun-23
4	City Liaison Coordinator	PM	96	UNDP	UNDP	DFID	184.00	Jul-18	Aug-18	Sep-18	Jun-23
5	Social Mobilization & Community Capacity Building Coordinator	PM	46	UNDP	UNDP	DFID	92.00	Jul-18	Aug-18	Sep-18	Jun-23
6	Nutrition Expert	PM	46	UNDP	UNDP	DFID	92.00	Jul-18	Aug-18	Sep-18	Jun-23
7	Socio-Economic & Livelihood Coordinator	PM	46	UNDP	UNDP	DFID	92.00	Jul-18	Aug-18	Sep-18	Jun-23
8	Land Tenure & Housing Coordinator	PM	46	UNDP	UNDP	DFID	92.00	Jul-18	Aug-18	Sep-18	Jun-23
9	Infrastructure & Urban Services Coordinator	PM	46	UNDP	UNDP	DFID	92.00	Jul-18	Aug-18	Sep-18	Jun-23
10	M&E Coordinator	PM	46	UNDP	UNDP	DFID	92.00	Jul-18	Aug-18	Sep-18	Jun-23
11	Communication & Reporting Coordinator	PM	46	UNDP	UNDP	DFID	92.00	Jul-18	Aug-18	Sep-18	Jun-23
12	Internal Audit Coordinator	PM	46	UNDP	UNDP	DFID	92.00	Jul-18	Aug-18	Sep-18	Jun-23
13	Finance Specialist	PM	46	UNDP	UNDP	DFID	92.00	Jul-18	Aug-18	Sep-18	Jun-23
14	Admin, Procurement & HR Specialist	PM	46	UNDP	UNDP	DFID	92.00	Jul-18	Aug-18	Sep-18	Jun-23
15	Town Manager	PM	720	UNDP	UNDP	DFID	1080.00	Jul-18	Aug-18	Sep-18	Jun-23
16	Policy Advocacy officer	PM	46	UNDP	UNDP	DFID	46.00	Jul-18	Aug-18	Sep-18	Jun-23
17	GIS officer	PM	46	UNDP	UNDP	DFID	46.00	Jul-18	Aug-18	Sep-18	Jun-23
18	Climate Resilience Officer	PM	46	UNDP	UNDP	DFID	46.00	Jul-18	Aug-18	Sep-18	Jun-23
19	Garden Expert	PM	46	UNDP	UNDP	DFID	46.00	Jul-18	Aug-18	Sep-18	Jun-23
20	Finance Officer	PM	46	UNDP	UNDP	DFID	46.00	Jul-18	Aug-18	Sep-18	Jun-23
21	ICT Officer	PM	60	UNDP	UNDP	DFID	46.00	Jul-18	Aug-18	Sep-18	Jun-23
22	Audit Officer	PM	46	UNDP	UNDP	DFID	92.00	Jul-18	Aug-18	Sep-18	Jun-23
23	Governance & Mobilization Expert	PM	720	UNDP	UNDP	DFID	540.00	Jul-18	Aug-18	Sep-18	Jun-23
24	Socio-Economic & Nutrition Expert	PM	720	UNDP	UNDP	DFID	540.00	Jul-18	Aug-18	Sep-18	Jun-23
25	Infrastructure & Housing Expert	PM	720	UNDP	UNDP	DFID	540.00	Jul-18	Aug-18	Sep-18	Jun-23
26	M&E Expert	PM	288	UNDP	UNDP	DFID	259.20	Jul-18	Aug-18	Sep-18	Jun-23
27	Finance & Admin Officer	PM	720	UNDP	UNDP	DFID	539.95	Jul-18	Aug-18	Sep-18	Jun-23
NUPRP/S2	International Consultants										
1	Technical Adviser	PM	24	UNDP	UNDP	DFID	288.00	Jul-18	Aug-18	Sep-18	Jun-23
2	M&E Specialist	PM	24	UNDP	UNDP	DFID	192.00	Jul-18	Aug-18	Sep-18	Jun-23

⁵ DPP, page: 34-36

Package no	Description of procurement package as per DPP / TPP	Unit	Qty	Procurement method and (type)	Contract approving authority	Sources of funds	Estimate cost (In lakh taka)	Indicative Dates			
								Invitation for EoI (If applicable)	Issue of REP	Signing of contract	Completion of contract
1	2	3	4	5	6	7	8	9	10	11	12
NUPRP/S3	Support staff										
1	Secretary/Admin Assistant	PM	96	UNDP	UNDP	DFID	48.00	Jul-18	Aug-18	Sep-18	Jun-23
2	Driver	PM	288	UNDP	UNDP	DFID	144.00	Jul-18	Aug-18	Sep-18	Jun-23
3	Messenger	PM	1080	UNDP	UNDP	DFID	162.00	Jul-18	Aug-18	Sep-18	Jun-23
NUPRP/S4	Local Consultant Short Team										
1	Un-Specified Consultant	LS	LS	UNDP	UNDP	UNDP/DFID	31.35	Jul-18	Aug-18	Sep-18	Jun-23
2	Consultants for Community Support	PM	2972	GOB	NPD	UNDP/DFID	594.40	Jul-18	Aug-18	Sep-18	Jun-23
3	Consultants/volunteer for Community Support	LS	3100	GOB	NPD	UNDP/DFID	247.25	Jul-18	Aug-18	Sep-18	Jun-23
NUPRP/S5	Sub-contracts local										
1	Report and document printing	LS	LS	GOB	NPD	UNDP/DFID	205.66	Jul-18	Aug-18	Sep-18	Jun-23
2	Research, Documentation, Evaluation, Monitoring & Impact Assessment	LS	LS	GOB	NPD	UNDP /DFID	245.19	Jul-18	Aug-18	Sep-18	Jun-23
3	Support for Baseline and Follow-up Monitoring Survey & Settlement Mapping-Survey	LS	LS	GOB	NPD	UNDP /DFID	412.14	Jul-18	Aug-18	Sep-18	Jun-23
NUPRP/S6	Training, seminar, workshop										
1	Town staff training	LS	LS	GOB	NPD	UNDP/DFID	164.59	Jul-18	Aug-18	Sep-18	Jun-23
2	Training / Briefing Workshop (23 Towns / 2 Workshops / Briefing / 2 Days each/ each 20 Participants / Training on Nutrition Activity	LS	LS	GOB	NPD	UNDP/DFID	207.21	Jul-18	Aug-18	Sep-18	Jun-23
3	Public Representative Training	LS	LS	GOB	NPD	UNDP/DFID	123.44	Jul-18	Aug-18	Sep-18	Jun-23
4	Awareness Campaign & Event (Early Marriage & Prevention of Violence etc.)	LS	LS	GOB	NPD	UNDP/DFID	80.00	Jul-18	Aug-18	Sep-18	Jun-23
5	Awareness Campaign on Improved Tenure Security	LS	LS	GOB	NPD	UNDP/DFID	39.19	Jul-18	Aug-18	Sep-18	Jun-23
6	Town Exchange Visit	LS	LS	GOB	NPD	UNDP/DFID	98.75	Jul-18	Aug-18	Sep-18	Jun-23
7	Operating a platform to showcase local level success (workshops / seminars)	LS	LS	GOB	NPD	UNDP/DFID	58.78	Jul-18	Aug-18	Sep-18	Jun-23
8	Seminar / Workshop	LS	LS	GOB	NPD	UNDP/DFID	79.80	Jul-18	Aug-18	Sep-18	Jun-23
9	Institutional study tours and conferences	LS	LS	GOB	NPD	UNDP/DFID	45.28	Jul-18	Dec-18	Jan-19	Dec-22

1.5 Project Log frame (Output, Outcome)

Logical structure/ Logical framework

(A) Project Completion Date: June 2023

(B) Date of preparation of logical frame: 1 February 2018

The logical frame described in the DPP is highlighted below:

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
Aim			
Contribute to the achievement of SDGs (specially 1,6,11,13 ⁶) through capacity building of city corporations and municipalities as well as citizens.	<ul style="list-style-type: none"> Percentage reduction in the urban population living below the national poverty line Percentage reduction of urban population living in poor areas (A) Public health services (b) Safe drinking water and (c) Percentage increase in urban population with access to sanitation facilities 	<ul style="list-style-type: none"> Household Income-Expenditure Survey (HIES), BBS Slum and Floating Population Census, BBS SDGS Global Monitoring Database, UNSD 	<ul style="list-style-type: none"> National economic growth will not slow down significantly
Purpose			
Sustainable development of livelihood and quality of life of 4 million low-income people living in the city.	<ul style="list-style-type: none"> Inclusion of urban poverty and climate issues in the mainstream of national policies and plans, including the Eighth Fifth Annual Plan and the Urban Sector Development Policy (USDP) by 2022 Integrate issues related to poverty and climate tolerance in 36 cities by 2022 into local government development plans Poverty Alleviation Improvement (MPI) for 85% Beneficiary Households by 2022 By 2022, 85% of the beneficiary women will be in power 	<ul style="list-style-type: none"> Eighth 5-Year Plan and Urban Sector Development Policy (USDP) Municipality development plan, master plan, infrastructure development plan, investment plan Baseline and annual follow-up survey reports Multidimensional Poverty Index (MPI) Survey Report 	<ul style="list-style-type: none"> GoB's economic policies are becoming increasingly pro-poor. Political instability will not hinder the program.
Output			
Output-1 Climate tolerant housing will be provided for low income groups.	<ul style="list-style-type: none"> To build 5,000 climate tolerant housing by 2022. Upgradation / renovation of 15,000 climate tolerant housing through CHDF by 2022. To form Community Housing Development Fund (CHDF) in 36 cities by 2022. 	<ul style="list-style-type: none"> Baseline and annual follow-up survey reports. Field reports and online databases CHDF evaluation report 	<ul style="list-style-type: none"> Municipalities and city corporations have a favorable environment and will for land tenure and low-cost housing.

⁶ 1. End poverty in all its forms everywhere; 6. Ensure availability and sustainable management of water and sanitation for all; 11. Make cities and human settlements inclusive, safe, resilient and sustainable; 13. Take urgent action to combat climate change and its impacts;

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>Output-2 Build community organizations for low-income people</p>	<ul style="list-style-type: none"> • By 2022, 4,136 Community Development Committees (CDC) have been formed. • By 2022, 39,850 savings and credit teams have been formed. • By 2022, equivalent savings of Tk 90 crore have been made for community based savings and loan teams. • 104,529 beneficiaries are trained in various trades. 	<ul style="list-style-type: none"> • CDC assessment report • Town Federation Evaluation Report • Community Based Savings and Credit Group Quarterly Field Report 	<ul style="list-style-type: none"> • Municipalities and city corporations are willing and able to respond to the demands / needs of the organized poor.
<p>Output-3 Ensuring skills and employment for women and girls.</p>	<ul style="list-style-type: none"> • Improving employment for 88,600 people. • 75,300 students received education stipends. • 12,000 pregnant women and lactating mothers received 1,000 days of nutrition grants. • By 2022, the livelihood opportunities for 88,600 people have increased. • By 2021, 6,750 community leaders have received training on violence against women and child marriage. 	<ul style="list-style-type: none"> • Project record verification • Project Completion Report • Baseline and annual follow-up survey reports 	<ul style="list-style-type: none"> • There are employment and business opportunities at the city level. • Other support services (e.g., microcredit) willing and able to provide services to self-employed workers
<p>Output-4 Ensuring climate change tolerance / capacity through community based infrastructure.</p>	<ul style="list-style-type: none"> • 38,600 community / private latrines will be provided. • 6,505 water points (such as tubewells, piped water with bathroom facilities, etc.) will be provided. • Construction of 148 multipurpose community centers. • Sewerage management facilities in 36 cities. • 1,50,000 m paved / connecting roads and 1,49,978 m drainage improved. • Ensuring access to safe drinking water for 5,85,450 people by 2022. • Ensuring access to improved sanitation for 5,21,100 people by 2022. 	<ul style="list-style-type: none"> • Baseline and annual follow-up survey reports • Field reports and online databases • CCVA report • Agreements on Climate Resilient Municipal Infrastructure Fund (CRMIF) and Settlement Improvement Fund (SIF). 	<ul style="list-style-type: none"> • Adaptation and mitigation of climate change is a priority for national and local governments
<p>Output-5 Increase the capacity of the municipality in formulating improved urban management, policies and plans.</p>	<ul style="list-style-type: none"> • By 2022, 36 projects will be included in the climate tolerant city plan. • Improving coordination in 36 cities to ensure basic services for low-income people by 2022. 	<ul style="list-style-type: none"> • Evaluation Report / Assessment Report of Municipalities and City Corporations • Baseline and annual follow-up survey reports 	<ul style="list-style-type: none"> • Political economy and socio-cultural factors will not adversely affect the effective management / operation of groups.

Source: DPP, pages: 4-5

1.6 Project Management

Information related to project management / manpower as per DPP is given in the table below:

Serial No.	Title name	Number of posts as per DPP	Recruitment procedure
1.	Project Director	1	Deputation
2.	Deputy Project Director	1	Deputation
3.	Accounts Officer	1	Project
4.	Driver	2	Outsourcing
5.	MLS	1	Outsourcing

Source: DPP, page 31

1.6.1 Sustainability Plan / Exit Plan

The exit plan of the project as described in the DPP states the operation and maintenance (O&M) cost of the infrastructures developed under the programme will be borne by Community from their O&M Fund after completing of the programme. Besides, block allocation provided by Government to the City corporation/municipalities and their own resources may also be utilized for maintaining the common facilities to be built under the programme. City corporation/municipalities staff will supervise the work; as such no manpower is needed for maintenance of the facilities developed under the programme.

Chapter Two

In-depth Monitoring Activities and Time-bound Action plan

2.1 Introduction, Background of In-depth Monitoring Works

The Implementation Monitoring and Evaluation Division (IMED) under the Ministry of Planning conducts indepth monitoring and impact evaluation studies for the Development projects being implemented under the Annual Development Program (ADP), by hiring experienced consulting firm. On the basis of the evaluation, the IMED informs the concerned authorities about the progress of implementation, quality of works, weaknesses in the implementation process, whether there is any deviation in the actual implementation the project activities, further works need to be done in future, and makes recommendations for solutions. Under this backdrop, IMED has taken the initiative for indepth monitoring of the project titled 'Livelihoods Improvement of Urban Poor Commiunities Project' under the revenue budget in the current fiscal year 2021-2022. Panna Community Development Foundation (PCDF) has been appointed as a consulting firm by the IMED, duly following the formal procedures in this regard, for indepth monitoring of the project. After getting the responsibility, the consulting firm has reviewed the project related documents, prepared structured questionnaires, semi-structured questionnaires, and guidelines/ checklists for group discussions (FGD) and KII. Details of the procedures followed for the indepth monitoring study, action plan and other issues are included in the report.

2.1.1 The purpose of indepth monitoring

- Verify whether the project titled “Livelihoods Improvement of Urban Poor Commiunities Project” is being carried out properly and within reasonable time frame as per DPP;
- Analyze and review to what extent the input and output of the project would be achieved according to the goals of the project;
- Monitoring and reviewing the quality of construction works and procurement related issues;
- Analyse and verify whether the procurement activities are being carried out following Public Procurement Act-2006 (PPA-2006) and Public Procurement Rules-2008 (PPR- 2008);
- Collection of information through review and analysis of existing documents, spot visits/ inspections; and
- Collection of quantitative and qualitative information from the project locations through field survey, and provide necessary recommendations to policy makers and concerned implementing agencies for similar projects in the future.

2.1.2 Scope of Indepth Monitoring (as per Terms of Reference)

The research team has carried out the following activities for the purpose of indepth monitoring on the ongoing project:

1. Review and monitoring of project details (background, objectives, status of approval / revision, financing etc., all applicable information);
2. To review and analyze the year-wise activities, fund allocation, fund release and expenditure, and overall and component-wise achievements (physical and financial), and to collect and analyze the data on progress of the project, and presentation and review through tables/charts/graphical presentation;
3. Review and analyze the output, outcome and impact of the project in the light of the objectives and log frame;

4. Review and observation the process of various works / services collection (procurement) under the project; and review and observe whether laws and regulations (PPA, PPR, and development partner's guide lines, etc.) have been complied with; and review and make observation in the light of procurement plan of DPP for goods, works, and services;
5. To review and analyze the required manpower and associated objects for management and maintenance of goods, works and services procured under the project;
6. To review and analyze whether the goods, works, and services procured/to be procured through necessary monitoring / checking according to the specifications / BOQ / TOR mentioned in the terms and conditions of the purchase agreement and the quality of the product;
7. Analyze, observe and review the risks of project implementation related to various problems, such as delay in financing, delay in procurement of goods, works and services, weakness in project management, and extension of project duration, and increase in cost;
8. To review project approval, revision, (if applicable), review and monitor data and information on allocation of fund, payment of bills, etc
9. To review and analyse data on contract signing, contract terms, processing and approval of procurement, fund release, bill payments, agreements and recommendations of Development Partners, (if any);
10. To provide feedback/recommendation on the sustainability of the benefits created after the completion of the project;
11. To analyze the method of implementation of the project activities and perform a SWOT analysis, considering the project objectives, goals, implementation of project activities, project management, potential risks, extension of duration & costs, achievements, etc.
12. To undertake a comprehensive review of relevant documents, and provide necessary recommendations in light of information received from the field and analysis of data, prepare and present the report to the national workshop. The report has been finalized incorporating the feedback received from the National Workshop;
13. Review and analyze Project management process: Appointment of Project Director, recruitment of manpower, organizing meetings of Project Implementation Committee and Project Steering Committee and implementation of decisions, preparation and implementation of work plan, etc.;
14. Review internal audit, external audit, whether there are audit objections; If so, how many, what are the details, amount of money involved, etc.;
15. To perform any other works related to survey as assigned by the purchasing agency (IMED).

2.2 Procedures for conducting In-depth Monitoring Activities

Since the project titled “Livelihoods Improvement of Urban Poor Communities project”, is still ongoing, this indepth monitoring survey is of utmost importance to assess the financial and physical progress of the various components of the project. The issue of indepth monitoring surveys is of immense importance for the consultants of the consulting firms to perform their duties properly, formulate time-based action plans and make recommendations for indepth monitoring activities. The present survey activities have been decided keeping in mind the objectives of the project. The methods that have been adopted to achieve the objectives for indepth monitoring of the project, include:

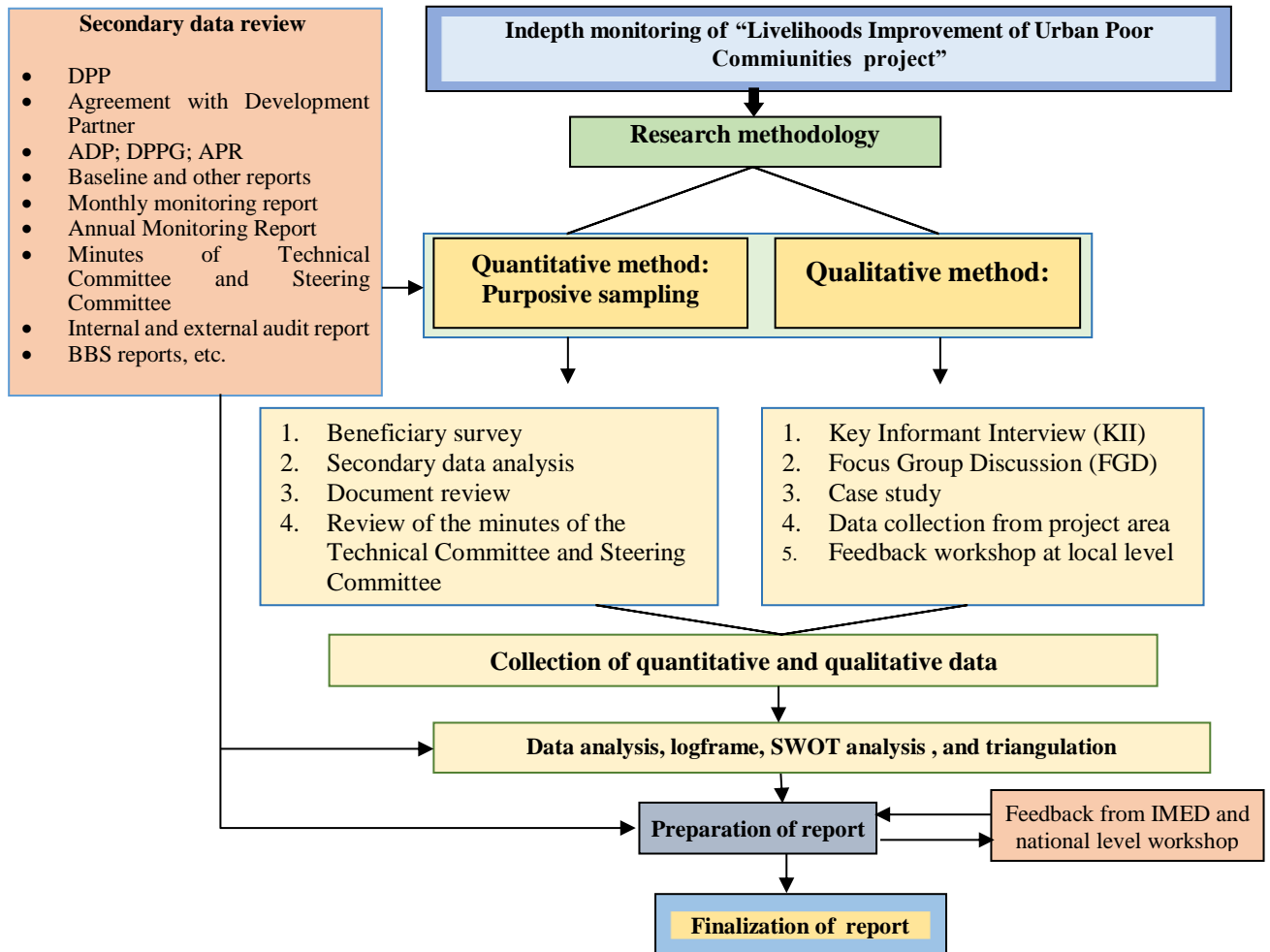
1. Collection of information through review of existing documents;
2. Collection of quantitative and qualitative information of the project area through survey; and
3. Collection of data through on-the-spot visit, monitoring, analysis and preparation of report.

2.2.1 Technical Approach

The strategic approach of the present survey has been developed in the light of the objectives of the project. Such as: 1) Review of Project documents, 2) Status of Project Implementation, 3) Review of Project Objectives, 4) Review and observation of output level achievement based on project log frame

5) Analysis of responses/ opinion of beneficiaries, 6) Review and monitoring of information regarding contract signing, terms of agreement, processing and approval of purchase proposals, consent to payment of bills, and recommendations of various missions, etc. by development partners, 7) Review of quality aspects of goods/works/services procured, whether procurement has been done following PPA-2006, PPR-2008) Review of internal and external audit, 9) Strengths, weaknesses, opportunities, and threats (SWOT) Analysis of the project, and 10) Review of essential activities of the Project, etc.

The theoretical framework of the strategic approach is illustrated by the following diagram:



2.2.2 Conceptualization

The scope of work outlined in the Terms of Reference has been followed to complete the indepth monitoring study. All the activities under the scope of work have been completed in phases. To complete the indepth monitoring study within the stipulated time various steps have been followed based on the Terms of Reference, which are described in the table below.

Steps	Activities
Desk Review	<ul style="list-style-type: none"> Review of relevant reports/documents indepth monitoring survey; Review of inspection reports of activities under implementation;
Preparatory work of indepth monitoring survey	<ul style="list-style-type: none"> Determine the size of the sample; Preparation of questionnaires and checklist required for data collection; Recruitment and training of enumerators, supervisors, data entry operators; Selection of survey areas and respondents; Finalization of field instruments (questionnaires and checklist) based on field testing and comments/suggestion of IMED; Finalization of work plan Preparation of inception report and presentation to IMED

Steps	Activities
Data collection and quality control	<ul style="list-style-type: none"> • Collection of quantitative and qualitative data from field level through structured questionnaires / guidelines 1; • Supervisors to oversee the day-to-day work of data collectors at the field level; • At least, 5% of filled in questionnaire verified; • Organizing workshops at local level and verifying the information collected
Management and analysis of collected data	<ul style="list-style-type: none"> • Correction of errors in information collected at field level; • Preparation of plans for management of collected information; • Data entry on the Computer and compilation; • Preparation of tables, graphs, and charts as needed; • Analysis of qualitative data collected following the triangulation process; • Review the strengths, weaknesses, opportunities and threats of the project based on the results obtained;
Preparation and presentation of reports	<ul style="list-style-type: none"> • Preparation of Draft report and submission to the relevant sector-3 of IMED; • Obtain feedback / opinion of the Technical and Steering Committee of IMED on the draft report; • Preparation of 2nd draft report based on the recommendations of Technical and Steering Committee; • Organizing national level workshop on 2nd draft report; • Preparation of Final Report in the light of feedback / recommendations received from the national level workshop and submission to IMED.

2.2.3 Secondary Data Review and Analysis

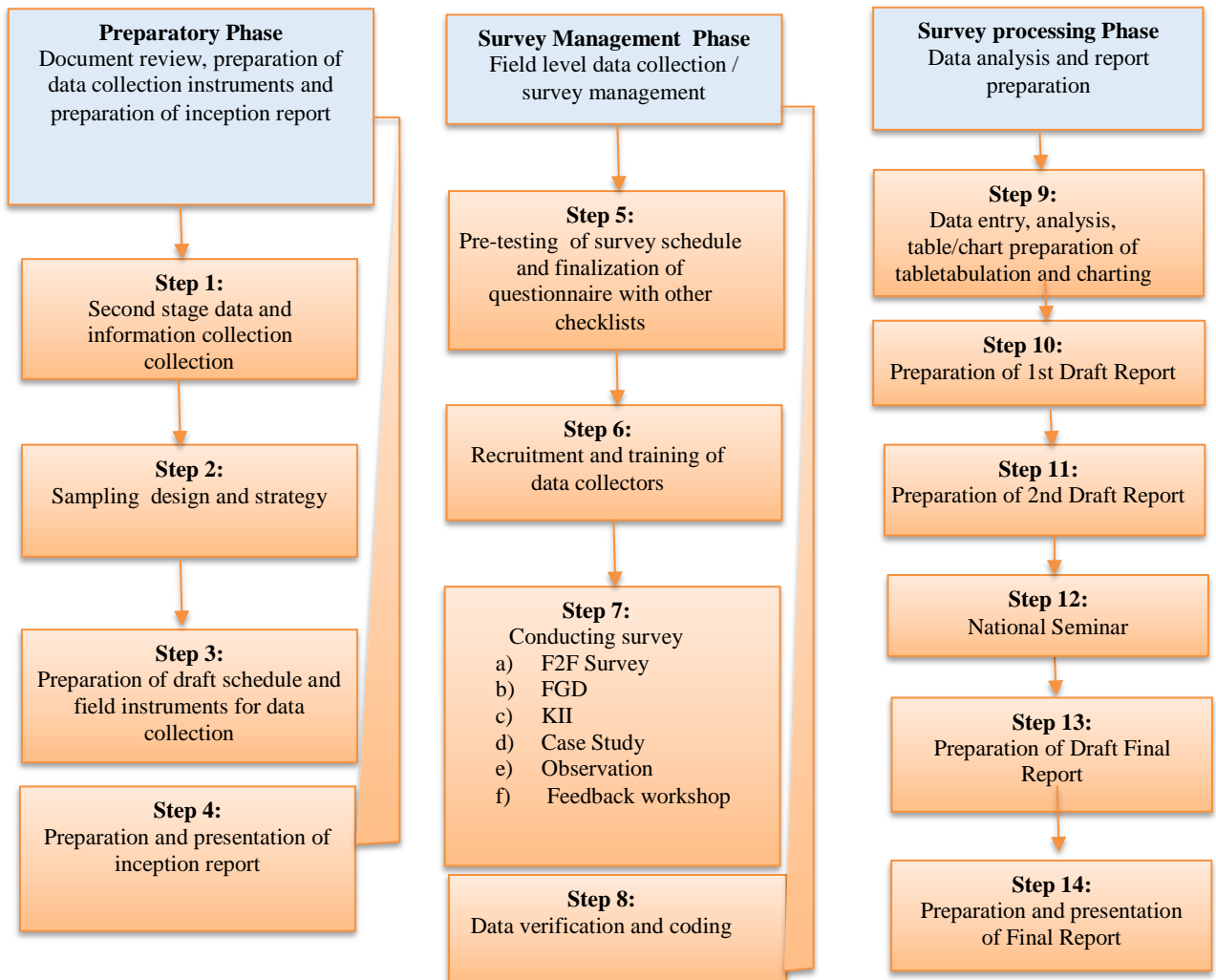
In order to carry out the indepth monitoring work, project related documents and data have been collected from the project office and analyzed. This phase of work has started from the time of preparation of the inception report, and continued till the report is finalized.

A brief list of the documents that have been used to review and analyze the status of the project in the light of objectives, is given below:

- 1) Development Project Proposal (DPP);
- 2) Minutes of the Technical Committee and Steering Committee of the project;
- 3) Annual Development Program (ADP);
- 4) Public Procurement Act (PPA);
- 5) Public Procurement Rules (PPR);
- 6) Annual project report;
- 7) Monthly report by IMED, implementing agency / Ministry;
- 8) Annual Report by IMED, Implementing Agency / Ministry;
- 9) Relevant data of Bangladesh Bureau of Statistics;
- 10) Other relevant reports;
- 11) Internal and external audit reports;
- 12) Agreement signed with Development Partner.

2.3 Survey method

Both quantitative and qualitative data have been collected for conducting indepth monitoring of activities. Opinions of field level beneficiaries have been obtained through quantitative and qualitative survey. In addition, qualitative aspects of physical infrastructure and furniture have been reviewed on the basis of visits to the project site to monitored the actual progress. The study has been completed in three different phases. The steps followed in each phase are shown in Figure 2.2 below:



2.3.1 Field level observation

- Physical inspection of project area.
- Comparison of work with original design.
- Monitoring the actual condition of basic services.
- Review whether the work is being completed on time or monitoring the actual progress of the work. Discussion with contractors and field level officers / employees.
- Work quality monitoring.
- Observation of lab test report of construction material.
- Monitoring the activities of the organizations under the project .

2.3.2 Quality assurance of 'goods' procured

Attempt has been made to ensure whether the branded product has been purchased as per the schedule of the Department of Public Works and the quality of the product has been verified through various engineering tests

Image 2.1

Cylinder test



Image 2.2

Hammer / rebound test

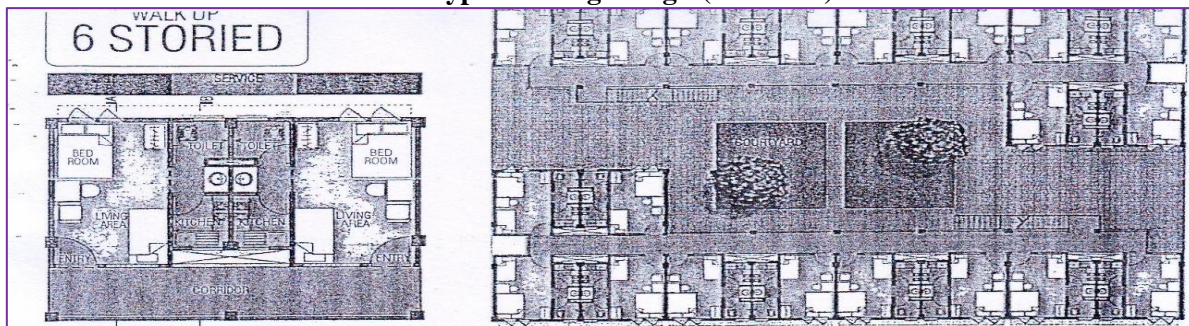


2.3.3 Quality of 'construction works'

To verify the quality of works, the following has been observed/ reviewed:

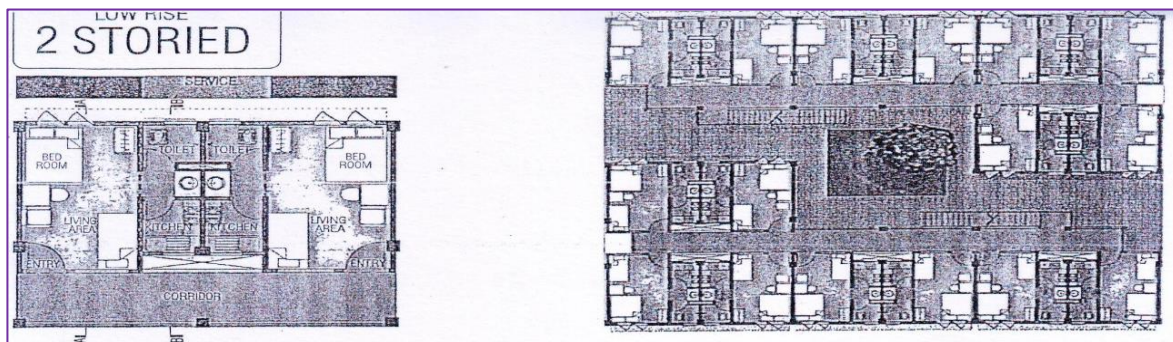
- Whether the project is being implemented as per the approved architectural design of the project. In all cases, it has been verified whether BNBC has been complied with or not.
- Errors during construction such as segregation, bleeding, inadequate curing, environmental concerns and warnings, etc. have been thoroughly reviewed.

Image 2.3
Prototype Housing Design (6 Storied)



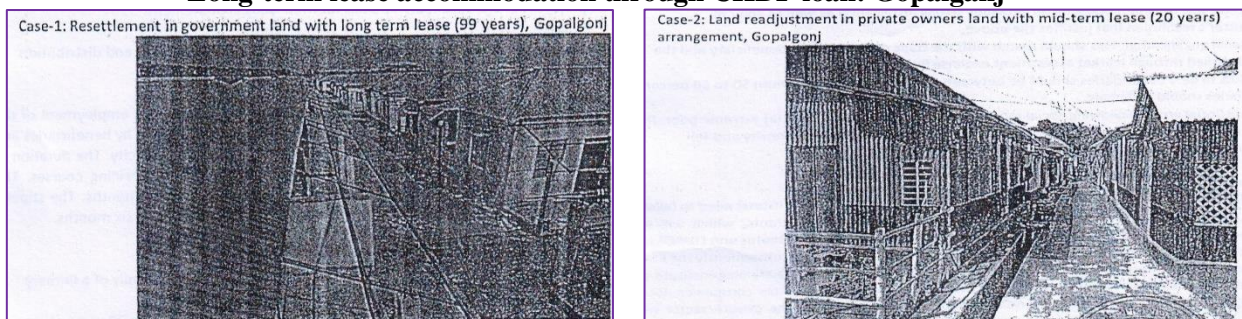
Source: DPP, page 111

Image 2.4
Prototype Housing Design (2 Storied)



Source: DPP, page 112

Image 2.5
Long-term lease accommodation through CHDF loan: Gopalganj



Source: DPP, page 105

2.3.4 Quantitative data: Sampling method and size determination

Both qualitative and quantitative data have been collected for this indepth monitoring. The methods of data collection are:

Quantitative Data: Quantitative information has been collected through face-to-face interviews with the beneficiaries at the household level.

A scientific sampling strategy has been followed to ensure that selected samples are representative of the project beneficiaries. The survey area has been determined considering each of the 11 city corporations

(100%) and each of the 8 municipalities (100%) under the project. The beneficiary-respondents of the project have been selected on a random basis.

The statistical formula used to determine the sample size is mentioned below.

Sampling method⁷

$$n = \frac{z^2 p (1-p)}{d^2} \times \text{Design effect}$$

Where,

n = The desired sample size;

z = The standard normal deviate = 1.96 at 5% level which corresponds to 95% confidence level;

p = 0.5;

1-p = 0.5

d = Margin of Error at 5 percent (standard value of 0.05); and

Design Effect = 1.50

Using the above formula, n = 575.78≈600.

The project is being implemented in 11 city corporations and 8 municipalities. Data have been collected from all city corporations (100%) and municipalities (100%) for the purpose of this indepth monitoring survey. At the first stage, all the 19 project areas including 11 city corporations and 8 municipalities have been selected. At the second stage, a total of 453 beneficiaries have been selected from 11 city corporations with a minimum of 40 beneficiaries from each city corporation (11 × 40 = 440), and a total of 208 beneficiaries have been selected from 8 municipalities with a minimum of 25 beneficiaries from each municipality (8 × 25 = 200). Thus, a total of 661 beneficiaries (453 + 208) have been selected for Face-to-face interviews, as shown in the table below. Out of the 661 selected beneficiaries, at least 50 beneficiaries were interviewed from each of the 5 major activities of the project. (E.g. Climate resilient housing, nutrition grants for pregnant women and lactating mothers, education stipends, skill development training, and grants for small businesses)

Table 2.1
Number of respondents by city corporation /municipality

Sl. No.	Name of Corporation	Number of respondents	Name of municipality	Number of respondents	Total number of respondents
1.	Dhaka North	40	Faridpur	28	68
2.	Dhaka South	41	Gopalganj	25	66
3.	Narayanganj	41	Chandpur	26	67
4.	Gazipur	42	Cox's Bazar	28	70
5.	Chittagong	41	Noakhali	25	66
6.	Comilla	40	Kushtia	26	66
7.	Rajshahi	40	Patuakhali	25	65
8.	Khulna	45	Syedpur	25	70
9.	Sylhet	40			40
10.	Rangpur	40			40
11.	Mymensingh	43			43
Total	11 city corporations	453	8 municipalities	208	661

2.4 Qualitative data

Qualitative information has been collected through Focus Group Discussion, Key Informant Interviews, case studies, observations, organizing feedback workshops at local and national level

a. Focus Group Discussion

A total of 31 FGDs have been conducted in 11 city corporations and 8 municipalities under the project. A minimum of 2 FGDs in each city corporation and 1 FGD in each municipality were conducted. On the average, there were 15 participants for each FGD. Thus, a total of 465 participants (31 × 15) were present in 31 FGDs.

⁷ Sampling techniques by William G. Cochran

b) Key Information Interview (KII)

A total of 49 Key Informant Interviews have been conducted with the officials involved in the implementation of the project at different levels, in order to know the current status of the project, the quality of services and construction works, problems faced in the implementation of different activities, etc.

c) Case study

A total of 24 case studies have been prepared based on intensive fieldwork/ in depth research in order to substantiate the data in a more logical, meaningful and reliable way and strengthen the findings obtained from field observation and analysis of data. To ensure the representation, the case studies include both type of beneficiaries - who have been successful, and those who have not been successful as yet- to highlight the role of the project and other issues in both the cases.

d) Observation

The quality of overall condition of works has been assessed. Using the checklist, including quality monitoring and verification, the existing condition of various installations has been assessed by observing 38 infrastructures already constructed, four five-storeyed building under construction, and through visiting 22 organizations, 19 local office under the project.

e) Organizing Feedback Workshop

A local level exchange workshop was held at the final stage of field level data collection on 08/04/2022 at the Buriganga Hall of Nagar Bhaban, Dhaka South City Corporation. A total of 50 participants including the beneficiaries of the project and the officials involved in the implementation of the project titled 'Livelihoods Improvement of Urban Poor Communities Project' attended the workshop. The workshop was presided over by Mr. Sohail Iqbal, Town Manager, LIUPCP, Dhaka South City Corporation. The Chief Guest Mr. Md. Abdul Majid, Director General, Sector-3, IMED, and other officials of Sector-3 were virtually connected. The Team Leader of the indepth monitoring study made a power point presentation on survey procedure and preliminary findings of the project. Finally, the session on open discussion was held where the participants expressed their views and opinions, raised questions, made observations and provided valuable comments on the progress of the project and different findings.

Necessary information has been collected through quantitative and qualitative methodology from a total of 1045 respondents / participants as shown below.

Table 2.2
Summary of quantitative and qualitative data

Sl. No.	Methods of data collection	Numbers
Quantitative data		
1	Survey through face to face interview	661 (Female 649 + Male 12)
Quality data		
2	FGD	31
3	KII	49
4	Questionnaire for the concerned contractor organization	2
5	Case study	24
6	Monitoring and verification of physical infrastructure and services	67
7	Observing the various organizations of the project	22
8	Local project office monitoring	19
9	Feedback Workshop	50
Overall		1045

2.5 Data collection and analysis

2.5.1 Data collection procedure

A proper action plan has been prepared for conducting the in-depth monitoring study and the data collection process has been carried out following this. Existing documents from the secondary sources have been properly reviewed. Face to face interviews with trainees were carried out through survey schedule, FGD, KII, and case studies were conducted using check list to collect data at field level. A team consisting of 8 supervisors and 16 data collectors have collected required data from the field.

In the first phase, a two-day training was given to the supervisors and data collectors during 18th and 19th March 2022. During the training, the purpose of the study, methodology of the survey, and questionnaire / checklist prepared for quantitative and qualitative were discussed in detail. After the training, they were sent out of Dhaka on 20th March 2022 for pretesting of the questionnaire. The survey schedule / checklist were finalized based on results of the pretesting and comments of IMED.

The field level data collection started in March 22 and continued up to April 7, 2022. For quality assurance of the survey, 10% spot checks of interviewers and 10% back checks were conducted by the supervisors. In the event of any error or problem, the error has been corrected by giving necessary information to the interviewer. The Field Coordinator and Quality Controller, under the leadership of Team Leader, were responsible for coordination and quality assurance process of data collection work.

2.5.2 Analysis of Data

The data obtained from the survey were analyzed in two ways. Namely: a) quantitative analysis, and b) qualitative analysis. The following methods were followed for proper analysis and evaluation of the data collected from both sources.

Quantitative data analysis

After collecting data from the field, Statistical Package for Social Science (SPSS) screen was designed as per the requirement for data entry and analysis and pre-validated data entry operators were trained according to the survey schedule. Data sheets were verified randomly to ensure the quality of data entry. Data management specialists and quality controller supervised the work. After data entry and cleaning, the experimental output table was prepared by creating a computer program as per the requirement, in the light of which the task of data analysis has been performed. During this time, the item-wise/area-specific progress of the project has been assessed. Then the final output is produced, and tables, charts and diagrams are prepared as required.

Qualitative Data Analysis

Following the triangulation process, the qualitative data collected in the survey were processed, analyzed, and evaluated.

2.5.3 Report Preparation

The in-depth monitoring report has been prepared on the basis of review of relevant documents, analysis of data/ information obtained from face to face interview, FGD, KII, case study, and observation; and feedback/recommendations received from the Technical Committee, Steering Committee, and local/national level workshop.

2.6 Time-based action plan for In-depth Monitoring Activities

Table 2.3
Time-based action plan for In-depth Monitoring Activities

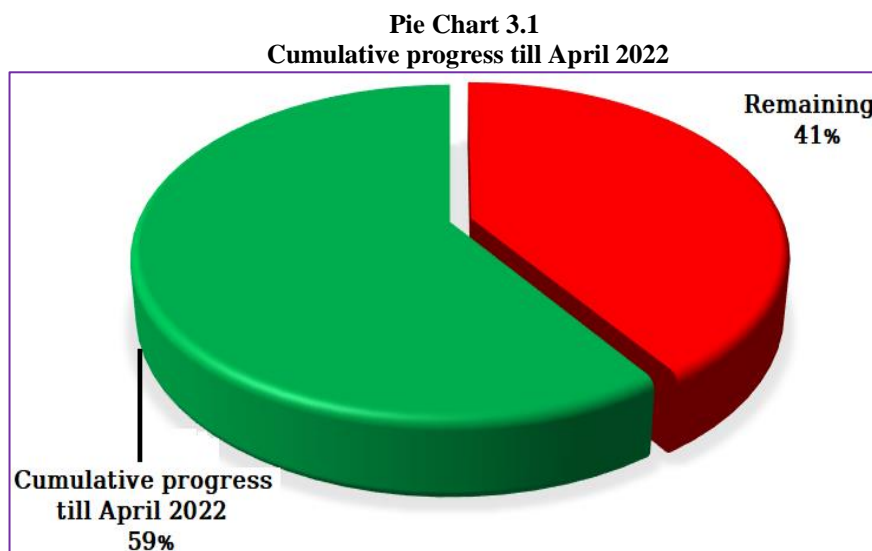
Sl.	Description of works performed for the in-depth monitoring study	Months						completion date	
		Jan 2022	Feb 2022	Mar 2022	Apr 2022	May 2022	Jun 2022		
1.	Contract signing for in-depth monitoring study		■					19/01/2022	
2.	Preparation of draft inception report and submission to IMED		■					20/01/2022 - 07/02/2022	
3.	Revision of inception report as per the comments/feedback of the 1 st meeting of the Technical Committee			■				08/02/2022 - 19/02/2022	
4.	Approval of the inception report by the 1 st meeting of the Steering Committee				■			20/02/2022 - 03/03/2022	
5.	Preparation of final tools for data collection				■			04/03/2022 - 07/04/2022	
6.	Recruitment of data collectors				■				
7.	Organizing training sessions				■				
8.	Pre-testing of survey schedule				■				
9.	Field Survey through survey schedule				■				
10.	Conducting FGD				■				
11.	KII, Case Study				■				
12.	Monitoring and verification of physical infrastructure and services				■				
13.	Organizing feedback workshop					■			
14.	Verification and cleaning of data collected through survey schedule					■		08/04/2022 - 15/04/2022	
15.	Data entry, verification, cleaning, analysis and output preparation					■		16/04/2022	
16.	Preparation of 1 st draft report and submission to IMED						■	17/04/2022 - 10/05/2022	
17.	Revision of 1 st draft report as per the feedback of 2nd meeting of Technical Committee						■	11/05/2022 - 22/05/2022	
18.	Preparation of 2 nd draft report and submission to IMED						■	23/05/2022	
19.	Presentation of 2 nd draft report at the national workshop and receiving feedback							■	24/05/2022 - 07/06/2022
20.	Revision of final draft report as per decision of national workshop and submission to IMED							■	08/06/2022 - 15/06/2022
21.	Revision of final draft report as per the comments of the 3rd meeting of the Technical Committee							■	16/06/2022 - 28/06/2022
22.	Preparation of final report and submission to IMED							■	

Chapter Three Results Review

3.1 Review of the progress Project

3.1.1 Overall progress of the project

The project titled 'Livelihoods Improvement of Urban Poor Communities Project' was approved for implementation from July 2018 to June 2023 at an estimated cost of 82,612.00 lakh taka. The project is scheduled to be implemented over a period of 5 years, the overall financial progress till April 2022 is 59.42%.



Source: Project Office

3.1.2 Financial year based DPP allocation, fund release and expenditure

Table 3.1 presents the status of fund allocation and expenditure by Fiscal Year:

- In the Fiscal Year (FY) 2018-19, the project titled 'Livelihoods Improvement of Urban Poor Communities Project', the financial progress was the lowest compared to DPP resources, only 40.85%. The actual expenditure was 79,86.58 lakh taka as against the target of 195,49.32 lakh taka. However, financial progress was 76.12% against the ADP / RADP allocation (104,92.00 lakh taka).
- In the FY 2019-20, financial progress was 76.39% of DPP allocation, i.e. 146,28.99 lakh taka was spent against the target of 191,49.94 lakh taka. Financial progress against ADP / RADP allocation (159,70.00 lakh) was 91.60%.
- In the FY 2020-21, the financial progress was 87.95% of DPP allocation, i.e. actual expenditure was 145,95.42 lakh taka as against the target of 165,95.28 lakh taka. Financial progress against ADP / RADP allocation (172,00.00 lakh) was 84.86%.
- In the first 10 months till April 2022 of the current Fiscal Year 2021-22, financial progress 59.42% of DPP allocation, i.e 11,877.00 lakh taka was spent against the target of 163,64.74.00 lakh taka. Financial progress against ADP / RADP allocation (190,00.00 lakhs) was 62.51%.

Review

It is evident from the table below that according to the DPP, there is a GoB allocation of 12,818.50 lakh tk for the project but till April 2022, a total of 270.53 lakh taka has been spent, which is only 2.11% of the estimated total expenditure under GoB..Reviewing the reasons for this, it has been found

that out of the estimated expenditure under GoB financing, an amount of 115,90.25 lakh taka⁸ has been allocated for free of cost housing assistance for the poor, which is 90.04% of the GoB estimate. Although consent was received from the concerned authorities for allotment of land for construction of housing in the municipalities under the project, the municipal authorities could not allocate free land during the implementation of the project. The government also stopped the process of tendering for construction during the Covid-19 pandemic. As a result, the release of fund under the GoB portion has been significantly reduced. On the other hand, the total allocation under the Project Aid is 69,793.50 lakh taka, against which the total disbursement till April 2022 is 48,817.46 lakh taka, which is about 69.95% of total project aid/ DPA allocation. The cumulative progress of disbursement of actual expenditure has been 59.42% against the total DPP allocation including GoB and project aid. Three years and 10 months of project period of has already been completed, and the remaining time is 1 year 2 months or 23.33%, but remaining budget implementation is 40.58%. This means that it will be almost impossible to achieve the target within the remaining 1 year and 2 months of the project. According to DPP allocation, fund release and expenditure under GoB financing and project aid was not ensured in any sector. Which is a major deviation. It may be mentioned here that the FCDO representative informed the meeting of the National Project Steering Committee held on 24-05-2021 that the budget of all aid dependent development projects has been significantly reduced by the UK Government due to the economic crisis caused by the global COVID-19 pandemic. In view of this, FCDO has reduced the rebate against the funding of the project by up to 20%.

Table 3.1

(Taka in lakh)

Fiscal Year wise Allocation, Fund Release, Actual Expenditure (Up to April 2022)

Financial year	Estimated expenses			Allocation under ADP/RADP	Fund Release*			Actual Expenditure*			Financial Progress %		
	GOB	Project Aid/ DPA	Total		GOB	Project Aid	Total	GOB	Project help	Total	Against DPP allocation	Against ADP/RADP allocation	Against Fund release
2018-19	2,414.89	17,134.43	19,549.32	8,405.00	3.74	7,982.84	7,986.58	3.74	7,982.84	7,986.58	40.85%	95.02%	100.00%
2019-20	3,927.52	15,222.41	19,149.94	15,970.00	20.46	14,608.53	14,628.99	20.46	14,608.53	14,628.99	76.39%	91.60%	100.00%
2020-21	2,564.42	14,030.86	16,595.28	17,200.00	19.73	14,575.69	14,595.42	19.73	14,575.69	14,595.42	87.95%	84.86%	100.00%
2021-22	2,562.14	13,802.60	16,364.74	19,000.00	226.60	11,650.40	11,877.00	226.60	11,650.40	11,877.00	72.58%	62.51%	100.00%
2022-23	1,349.53	9,603.21	10,952.74										
Total	12,818.50	69,793.50	82,612.00	62,662.00	270.53	48,817.46	49,087.99	270.53	48,817.46	49,087.99	59.42%	78.34%	100.00%

Source: DPP, Page-2 and Project Office

3.1.3 Item wise Project Implementation (Actual and Financial)

On the basis of analysis of the targets and achievements based on the main components of the 'Livelihoods Improvement of Urban Poor Communities Project', (see Table 3.2), the total allocation under the **revenue component** was Tk. 10154.11 Lakh and cumulative expenditure till April 2022 was Tk.5822.59 Lakh. Cumulative financial progress is 57.34%. The total allocation under **capital component** was Tk. 71639.95 Lakh and the cumulative expenditure up to April 2022 has been Tk. 43265.39 Lakh, i.e.cumulative progress is 60.39%. Overall, the total budget allocation of the project is Tk. 82612.00 Lakh and the cumulative financial progress of the project up to April 2022 is Tk. 49087.99 lakh, which is 59.42% of the total budget.

The main activities of the project are construction of 5,000 climate tolerant two-room dwellings and free distribution to the extreme poor and development / renovation of 15000 climate tolerant dwellings, basic infrastructure and associated infrastructure construction activities. In the DPP, 64.86% of the original project budget is allocated to this sector (53,574.20 lakh tk out of the total budget of 82,612 lakh taka). The cumulative progress in this sector is that an amount of Tk.28,315.00 lakh has been spent till April 2022, which is 52.84% of the total budget allocation in this sector.

⁸ Please see, estimated cost of the GOB portion of 'Support to Low Income Housing Including Basic Services and Associated Infrastructure' in Table 1.2.

Table 3.2
Targets and achievements/progress based on project components – Up to April 2022 (Taka in lakh)

Sl no.	Item name	Quantity	Estimated expenses	Cumulative progress achieved up to June 2021		Targets for the current financial year 2021-22		Progress up to April 2022 for the current financial year (2021-22)		Progress from start of project till April 2022	
				Financial	Actual Item %	Financial	Actual Item %	Financial	Actual Item %	Financial	Actual Item %
1	2	3	4	5	6	7	8	9	10	11	12
(A)	Revenue expenditure:										
1.	Pay of officers*	120 mm	87.36	17.44	19.96%	0.00	0.00%	0.00	0.00%	17.44	19.96%
2.	Pay of establishment*	240 mm	58.37	0.00	0.00%	0.00	0.00%	0.00	0.00%	0	0.00%
3.	House rent allowance	360 mm	87.88	8.72	9.97%	0.00	0.00%	0.00	0.00%	8.72	9.97%
4.	Rest and recreation allowance	LS	5.76	0.00	0.00%	0.00	0.00%	0.00	0.00%	0	0.00%
5.	Festival allowance	LS	30.36	3.47	11.43%	0.00	0.00%	0.00	0.00%	3.47	11.43%
6.	Medical allowance	LS	7.92	0.38	4.80%	0.00	0.00%	0.00	0.00%	0.38	4.80%
7.	Tiffin allowance	LS	2.64	0.00	0.00%	0.00	0.00%	0.00	0.00%	0	0.00%
8.	Conveyance allowance	LS	1.58	0.00	0.00%	0.00	0.00%	0.00	0.00%	0	0.00%
9.	Overtime allowance	LS	22.00	0.00	0.00%	0.00	0.00%	0.00	0.00%	0	0.00%
10.	Education allowance	LS	5.28	0.25	4.73%	0.00	0.00%	0.00	0.00%	0.25	4.73%
11.	Mobile Allowance	LS		0.38		0.00		0.00		0.38	
12.	Telephone	LS		0.35		0.00		0.00		0.35	
13.	Entertainment Allowance	LS		0.15		0.00		0.00		0.15	
14.	Baisakhi allowance	LS		0.28		0.00		0.00		0.28	
15.	Motor vehicle maintenance	LS		12.50		0.00		0.00		12.50	
16.	Traveling Allowance (TA/DSA)	LS	79.80	0.00	0.00%	10.00	12.53%	6.00	60.00%	6.00	7.52%
17.	Vehicle registration and taxes	LS	81.80	0.00	0.00%	0.00	0.00%	0.00	0.00%	0.00	0.00%
18.	Report and Documentary Printing	LS	205.66	50.00	24.31%	10.00	4.86%	8.00	80%	58.00	28.20%
19.	Research, Documentation, Evaluation, Monitoring and Impact Assessment	LS	245.19	108.68	44.32%	20.00	8.16%	17.00	85.00%	125.68	51.26%
20.	Town Staff Training (Training per day 120 in town / USD 50 PD)	LS	164.59	100.00	60.76%	40	24.30%	37	92.5%	137.00	82.23%
21.	Training/Briefing Workshop (23 Cities/2 Workshops/Briefing/Two Days Is/Is 20 Participants/Training of Nutrition Activities)	LS	207.21	150.00	72.39%	30	14.48%	25	83.3%	175.00	84.45%
22.	Public Representative Training	LS	123.44	50.00	40.51%	25	20.25%	23	16.20%	73.00	56.71%
23.	Awareness Campaigns and Events (Early Marriage and Prevention of Violence etc.)	LS	80.00	31.50	39.38%	0.00	0.00%	0.00	0.00%	31.50	39.38%
24.	Awareness Campaign on Improve Tenure Security	LS	39.19	20.00	51.03%	0.00	0.00%	0.00	0.00%	20.00	51.03%
25.	Support to development of LGUC/MAB/BUF	LS	68.37	0.00	0.00%	0.00	0.00%	0.00	0.00%	0.00	0.00%
26.	Town Exchange Visit	LS	98.75	15.00	15.19%	10	10.13%	10	10.13%	25.00	25.32%
27.	Operating a Platform to Showcase Local Level Success (Workshops/Seminars)	LS	58.78	0.00	0.00%	10	17.01%	10	17.01%	10.00	17.01%
28.	Seminar/Workshop	LS	79.80	5.00	6.27%	12	15.04%	10	12.53%	15.00	18.80%
29.	Institutional Study Tour and Conference	LS	45.28	10.00	22.08%	5	11.04%	5	11.04%	15.00	33.13%
30.	International consultant	48 mm	480.00	200.00	41.67%	200	41.67%	160	80.00%	340.00	70.83%
31.	Local Consultants/ Field Officials	4924 mm	6515.55	3199.00	49.10%	1250	19.18%	1144	91.52%	4,323.00	66.35%
32.	Support Staff/Find Staff	7440 mm	1195.65	0	0	0	0	0	0	0	0
33.	Support for baselines and follow-up monitoring surveys	LS	412.14	110	26.69%	25	6.07%	22.00	88.00%	132.00	32.03%
34.	Stationery, Fuel, Computer Toner, Printing of Advocacy Materials, Cleaning, Sundry, etc.	LS	659.85	149.48	22.65%	70	10.61%	58.00	82.86%	207.48	31.45%

Sl no.	Item name	Quantity	Estimated expenses	Cumulative progress achieved up to June 2021		Targets for the current financial year 2021-22		Progress up to April 2022 for the current financial year (2021-22)		Progress from start of project till April 2022	
				Financial	Actual Item %	Financial	Actual Item %	Financial	Actual Item %	Financial	Actual Item %
1	2	3	4	5	6	7	8	9	10	11	12
35.	Repair, storage and maintenance	LS	200.00	69.00	34.50%	20	10.00%	16.00	80.00%	85.00	42.50%
	Sub-total (Revenue expenditure)	-	10154.11	4,311.59	42.46%	1,737.00	17.11%	1,511.00	86.99%	5,822.59	57.34%
(B) Capital expenditure :											
36.	Jeep/Microbus	6	250.80	77.87	31.05%	0.00	0.00%	0.00	0.00%	77.87	31.05%
37.	Motorcycle	100	106.75	69.76	65.35%	0.00	0.00%	0.00	0.00%	69.76	65.35%
38.	Digital camera	40	6.28	0.00	0.00%	0.00	0.00%	0.00	0.00%		0.00%
39.	Multimedia	37	14.32	14.00	97.77%	0.00	0.00%	0.00	0.00%	14.00	97.77%
40.	Municipal GIS Package (Hardware/Software)	36	35.13	18.60	52.95%	0.00	0.00%	0.00	0.00%	18.60	52.95%
41.	Laptop	180	85.65	85.08	99.33%	0.00	0.00%	0.00	0.00%	85.08	99.33%
42.	Computer (Desktop) with printer	36	48.20	48.78	101.20%	0.00	0.00%	0.00	0.00%	48.78	101.20%
43.	Printer/Printer (Color)	40	10.05	0.00	0.00%	0.00	0.00%	0.00	0.00%		0.00%
44.	Scanner	40	2.01	2.00	99.50%	0.00	0.00%	0.00	0.00%	2.00	99.50%
45.	Software (Computer/Housing Financing)	LS	74.31	0.00	0.00%	0.00	0.00%	0.00	0.00%	0.00	0.00%
46.	Photocopier	2	5.02	5.00	99.60%	0.00	0.00%	0.00	0.00%	5.00	99.60%
47.	Air conditioner	10	40.19	39.60	98.53%	0.00	0.00%	0.00	0.00%	39.60	98.53%
48.	Phone and PABX	LS	7.03	7.00	99.57%	0.00	0.00%	0.00	0.00%	7.00	99.57%
49.	Office Furniture/Renovations/Work stations	LS	94.78	56.00	59.08%	0.00	0.00%	36.00	37.98%	92.00	97.07%
50.	Support to Low Income Housing Including Basic Services and Associated Infrastructure	20000	53584.20	20,499.00	38.26%	13,263.00	24.63%	7,816.00	10.92%	28,315.00	52.84%
51.	SEF-skill training, education, business startup, prevent early marriage, dowry, drug abuse, pregnant and lactating mothers and other support.	LS	17275.23	11,976.70	69.33%	4,000.00	23.15%	2,550.00	14.47%	14,526.70	84.09%
	Sub-total (Capital expenditure)	-	71639.95	32,899.41	45.92%	17200.00	24.01%	10,402.00	11.71%	43,265.39	60.39%
(C)	Contingency	1%	101.54	0.00	0.00%	0.00	0.00%	0.00	0.00%	0.00	0.00%
(D)	Physical contingency	1%	716.40	0.00	0.00%	0.00	0.00%	0.00	0.00%	0.00	0.00%
	Total (A+B+C+D):	-	82612.00	37,211.00	45.04%	19,000.00	22.92%	11,877.00	11.46%	49,087.99	59.42%

Source: DPP, Page-1/3-2/3 and Project Office

3.2 Project progress as against to major activities

Output-1

Affordable housing and housing assistance

According to the DPP, 5,000 poor extreme families, should be provided free of cost two-room accommodation. In contrast to this goal, a preliminary list is being prepared to provide free housing facilities to 336 beneficiary families in Gopalganj Municipality under affordable housing. On 5/08/2021, the Mayor of Gopalganj Municipality signed an agreement with two contractors for the construction of four five-storey buildings in the residential area. Soil filling work has already been completed. Now the work of service piling is going on. In addition, the project office informed that design for affordable housing in Chandpur, Kushtia and Noakhali municipalities is at the final stage of preparation and tenders will be called by June 2022. Thus, the achievement against the target is almost zero.

Observation on the low-cost housing component for not progressing as expected: At the time of preparation of the DPP, land allotment agreements were received from 24 municipalities, and it was

imperative to complete the land acquisition work immediately after the initiation of the project. Acquisition of land in the project is a big task in terms of affordable housing construction, which is quite challenging and time consuming compared to other components in the project. According to the DPP, plans to start work in this sector from December 2018 were included. But instead of appointing a full-time project director at the initial stage of the project, a Joint Secretary was appointed as the project director with additional responsibilities. As a result, no initiative was taken to implement free housing as he could not devote enough time for the project during his tenure (29/10/2018 to 05/05/2019) due to his busy schedule. As a result, the activities of this component lagged behind.

Eleven months after the commencement of the project, the activities related to land acquisition began after the appointment of Mr. Abdul Mannan, as the full-time Project Director. During his tenure, Low-cost Housing Coordinator was appointed for this component. However, due to possible legal complications regarding land acquisition, it was not possible to implement housing construction activities in Faridpur, Cox's Bazar, Patuakhali and Syedpur municipalities.

In this case, it is necessary to mention the case of Cox's Bazar and Chandpur city. The first initiative to build affordable housing under the project was taken in Cox's Bazar Municipality. After finalizing all the architectural designs, the project work had to be cancelled as it was not possible to acquire land for construction due to obstruction of residents living in the designated housing area in Cox's Bazar. Again, after the completion of all the works related to the construction work in Chandpur Municipality such as soil test, land clearance, preparation of all types of architectural designs, local elections were held during the execution of the contract with the municipal authorities. The newly elected Mayor then suggested construction of housing at another location in Chandpur city, citing the dumping area of the municipality as the site designated for free housing assistance. As a result, all the work related to construction activity has to be done again. In addition, the implementation of the said activities of the project has been slow due to restrictions due to COVID-19 pandemic and increase in the cost of construction materials. It will not be possible to implement the activities during the remaining period of the project duration.

It may be mentioned here that at the last PSC meeting held on 24/05/2021, the Project Director informed that a committee consisting of LGD and NHA representatives would coordinate for the smooth completion of the activities on a regular basis after the lockdown. But the committee has met only once so far. This committee should be activated under the direct supervision of the project director and regular supervision of activities should be arranged.

Housing Loan through Community Housing Development Fund (CHDF)

One of the objectives of the project is to provide housing loan assistance to 15,000 poor families for the renovation / improvement through the formation of Community Housing Development Fund (CHDF) in 36 cities. Guidelines have been formulated for the management of Community Housing Development Fund (CHDF). According to this guideline, a beneficiary will be provided a home loan of up to 80% of the estimated cost for house renovation/ improvement. Within a maximum of five years, the home loan can be repaid in equal monthly installments at a service charge of 9% (according to reducing balancing method). By April 2022, CHDF has been formed in Chittagong, Narayanganj and Rajshahi cities and registered with the Cooperative Department. The election of the said CHDF Management Committees has been completed on time and training on fund management has also been provided. Loans have been provided to 560 beneficiaries in these three cities for housing improvement / renovation. In addition, Community Housing Development Fund formation process is underway in 6 more cities. As the Development Partner FCDO did not provide 80% of the funds allocated for these activities in 2020 and 2021 because of the COVID-19 pandemic, the activities of the housing loan component through CHDF have decreased significantly and till April 2022, only 3.73% target beneficiaries have received housing loans. Progress of CHDF formation is 25%.

Despite all the best efforts, it will be very difficult to achieve even 50% of the DPP target within the stipulated time frame.

Output-2

Formation of Community Development Committee (CDC)

A unique feature of the project is to organize urban poor in a coordinated way. To this end, as a first step the beneficiaries in the poor community are selected and enrolled in the PG. At the second step, a Community Development Committee (CDC) is formed consisting of the chairpersons and secretaries of all the primary groups (PG) in each community. The CDC identifies the problems in the area according to importance and formulates a Community Action Plan (CAP) to address those issues and implementing those activities in accordance with the approved CAP.

At the third stage, a CDC cluster is formed consisting of all the chairmen and secretaries of all the CDCs in the poor slum areas. The cluster monitors all the activities of the cluster CDCs and establishes liaison / partnership with the public and private service providers on behalf of the CDCs being covered. At the fourth or final step, the Town Federation is formed with all the cluster leaders under each city corporation/ municipality. The Town Federation maintains liaison with local authorities on policy-making issues aimed at reducing urban poverty. Regular monitoring of CDC and cluster activities is also one of the tasks of the Town Federation.

Each CDC, Cluster and Town Federation has been duly registered through the concerned authorities. Each committee is elected by direct vote every two years. Under all these organizations, 4 million urban poor will benefit from the project.

As against the target of 4,136 CDCs, 3132 CDCs have been formed by April 2022. In this case the progress is 75.73%. Besides, 259 clusters and 19 Town Federations have been formed. Under these organizations, 30 lakh people from 763,564 urban poor families are directly benefitting from the project through 39,734 Primary Groups. After the formation of CDC, the selected committee has to acquire the ability to manage the organization through orientation and management training. It will be possible to bring 4 million urban poor under the project by increasing the number of beneficiary members in the CDCs already formed during the remaining period of the project.

Savings and loan teams and formation of savings funds

As against the target of 39,850 savings and credit teams, a total of 23,447 savings and credit teams with 354,490 members have been formed. In this case the progress is 58.84%. Similarly, against the target of the formation of a savings fund of Tk. 90 crore for community based savings and loan groups, the progress has been 74.78% with setting up a savings fund of Tk.67.30 crore. To achieve the targets, local project offices need to include non-savings and credit beneficiaries and also regularize irregular savers by holding regular motivational meetings at the CDC level on savings and borrowing facilities, safety of deposits and transaction process under savings and credit groups.

Skill development training

As against the target of training of 104,529 beneficiaries under various skills acquisition, 15,994 beneficiaries have received training so far in various trades. Progress is only 15.30%. In view of the overall situation during the COVID-19 period, the activities under this sector have been delayed due to non-implementation of the training program due to lockdown and restrictions on public gatherings for two long years. The project authority may be able to achieve the overall target of skill development training by making arrangement for the training of beneficiaries under the free training program conducted by different government and non-government agencies.

Output-3

Improving employment

As of April 2022, 35,713 marginalized women have received business grants to improve their quality of life, against the DPP target of 88,600. Around 87% of them have started small business and

received training. Progress is only 40.31%. Due to the overall situation during the COVID-19 period, the implementation of the program was hampered due to lockdown and restrictions on public gatherings for two long years. As a result, the activities of this sector have lagged behind. In this case also 70% of the target may be achieved through formulation of and implementation of an overall action plan. This figure of actual progress as per the projected targets shows that the targets were not properly set at the time of DPP formulation.

Nutritional support

As of April 2022, 20,250 pregnant women and lactating mothers and 20,250 children (aged 7-24 months) have received nutritional assistance for 1000 days against the target of 12,000 pregnant women and lactating mothers. Each beneficiary is provided with 30 eggs, 1 kg of pulses and 1 liter of oil per month under the Nutrition Support Program. Progress in this case is 168.75%. Reviewing various project documents, it was found that out of 43,000 women eligible for nutritional assistance, only 20,250 women were given this facility. This figure of actual progress as per the projected targets shows that the targets were not set properly at the time of preparation of DPP.

Education Grant

Against the target of providing education grant to 75,300 students, stipend has been provided to 10,906 students from 1st to 7th grade to prevent them from dropping out of school against the target of and 8,220 adolescents from 8th to 10th grade to prevent child marriage. Progress in this case is only 25.40%. Under the current socio-economic situation, education stipend activities should be implemented with utmost importance to prevent child marriage and reduce school drop-outs.

Output-4

Sanitation, water connection, and approach road construction

As against the target of 38,700 community / private latrines, 7,513 latrines have been constructed till April 2022. Progress is 19.46%. Against the target of ensuring access to improved sanitation for 5,21,100 people, sanitation facilities have been ensured for 1,98,327 people till April 2022, progress is 38.06%. As of April 2022, 3,035 water points have been installed as against the target of 6,505 water points (such as tubewells, piped water with bathroom facilities, etc.). Progress is 46.66%. In contrast to ensuring access to safe drinking water for 5,85,450 people, access to safe drinking water for 1,32,960 people has been ensured till April 2022, progress is 22.71%. Against the target of construction of 148 multipurpose community centers, 5 multipurpose community centers have been constructed till April 2022. Progress is 3.37%. Under the overall situation during the COVID-19 period, the implementation of the program was hampered due to two-year-long lockdown, which led to a significant reduction in donor agencies' allocations, including shortage of construction materials, rising prices and labor shortages.

Against the target of 150,000 metre paved / connecting roads and 1,49,98 metre drainage improvements the beneficiaries can access 2,97,126.52 metre of roads / footpaths, 1,80,606.51 metre of drainage system, crossing bridges 146.02 metre, culvert railings 178.83 metre, 334.08 metre, 37 dustbin / household waste management facilities, and 198 street lights, constructed under the Settlement Improvement Fund (SIF) and through the Climate Resilient Municipality Fund (CRMIF). Retaining wall, drainage system, tidal water resistant dam have been constructed to prevent soil erosion through 6 CRMIF schemes.

Over 150,000 meters of paved / connecting roads and 1,49,978 meters of drainage improvement under Output-4 have been completed, which is more than the target. In view of this, through formulating a realistic action plan with utmost importance for the implementation of other activities (such as construction of community / private latrines, installation of water points for safe drinking water, construction of community centers) which are lagging behind under this output can be achieved, as the road and drain construction targets have been achieved. It will be possible to achieve the estimated target of output-4.

Output-5

Against the target of 36 project cities being included in the Climate Resilient City Plan, as of April 2022 exercises have been completed in 15 cities to formulate an Urban Resilience Strategy and Cox's Bazar Municipality has already developed a Pilot City Resilient Strategy. It may be possible to achieve 42% of the target in this case by formulating an overall and realistic work plan.

Quality of Basic Services (e.g. Birth Certificate / Death Certificate / Trade License / Inheritance Certificate / Character Certificate / Holding Tax / Household Waste Management) has increased in most of the cities. However, according to the opinion of beneficiaries the quality of such services provided in Gazipur, Dhaka South and Mymensingh City Corporation has not improved much as compared to the pre-project period. Under the supervision of the Project Director (Output-5), the central and local level project officials need to take necessary steps to ensure the quality of services by coordinating with the concerned officials of the local government department.

3.3 Review the progress of implementation of overall procurement activities

This part of the report reviews whether the Government Procurement Policy PPA 2006 and PPR 2008 have been properly followed or any deviation from the policy as per the procurement plan of goods, works and services described in the DPP. Amount/collection of goods, works and services under different packages with DPP allocation, type of procurement method, approving authority, increase or decrease in estimated and actual cost or contract price, tender invitation, contract signing, and extension of contract execution etc. have been included in the observation report.

DPP targets and actual progress of the project procurement package

The procurement plan in the DPP includes a total of 58 packages, including 24 packages under the 'goods' category, 28 in the 'construction / works' category, and 6 packages in the 'service' category. As of March 2022, a total of 20 packages under goods category have been procured using OTM (NCT) method as per DPP. Procurement of these packages cost Tk. 423.69 lakh (progress is 54.28%). As against 28 packages under the "works" category, 19 packages have been procured using the CPP (Community Procurement Process) method. It is to be noted here that in the DPP there is mention of a procurement method, like the CPP (Community Procurement Process), but in PPR 2008 there is no such procurement method as the CPP. In fact, Section 76 (3) of DPM Procedure under PPR 2008 (Procurement of small works, goods, labor, etc. directly through beneficiary organizations for the purpose of poverty alleviation) has been termed as CPP procurement procedure in the DPP. As per the DPP, the remaining two packages (NUPRP / W2 and NUPRP / W2.1) were supposed to be procured using the CPP method with GoB funding, but in practice the two packages have been procured using OTM (National) method. Rule 16 (5b) of PPR 2008 has been violated in the procurement process of these two packages by disclosing the official estimated price through mutual collusion with the bidders. As a result, the price quotation in the tender of more than one bidding agency was less than 10% of official quoted price. This is a serious deviation. The total expenditure till March 2022 under 'works' category was Tk. 321,86.58 lakh (progress 60.07%). The total expenditure incurred till March 2022 under 'service' category was Tk. 61,59.70 lakh (progress 70.35%). Out of the 47 lots under 6 packages in the service category, 33 lots have been procured as per UNDP procurement rules. As per the DPP, the remaining 14 lots under 3 packages were supposed to be procured following GOB method, but 3 lots under one package (NUPRP/S5) have been procured through OTM method. The procurement process of the 11 lots under the remaining two packages (NUPRP/S4 and NUPRP/S6) is being implemented like other activities of the project through utilizing the manpower already engaged in the project. It is evident from the above the DPP procurement plan was not following the guidelines as specified in the PPA 2006 and PPR 2008. This reflects the inherent weaknesses of the DPP procurement plans. Thus, the DPP's overall procurement plan needs considerable refinement.

Detailed information on the progress of overall procurement activities shown in the following tables:

Table 3.3

Procurement related Information of Goods: Planned and Actual

SI No.	DPP Actual	Package no	Description of procurement package as per PP / TAPP: Goods	Unit	Qty	Procurement method and type	Contract Approval Authority	DPP estimated cost and Official estimated cost (Taka in lakh)	Actual contract price (Taka in lakh)	Difference between the DPP estimated cost and the contract price (%)	Indicative date			Remarks
											Signing of Contract	Completion of contract	The period of contract extension/reduction	
1	DPP	NUPRP/G1/1	Procurement of Jeep	No	2	OTM (NCT)	NPD	100		42.37% Less	Sep-18	Oct-18 61 Days	30 Days Less	Contract executed after 13 months as compared to DPP. Procurement has been done as per PPA, PPR.
	Actual	NUPRP/G1/1	Procurement of Jeep	No	2	OTM (NCT)	NPD	60	57.63		Oct-19	Oct-19 31 Days		
2	DPP	NUPRP/G1/2	Procurement of micro bus-2 & jeep-2	No	4	OTM (NCT)	NPD	150.8			Jul-19	Oct-19	N/A	No procurement done as yet
	Actual				0	OTM (NCT)	NPD		N/A		N/A	N/A		
3	DPP	NUPRP/G2/1	Motorcycle	No	40	OTM (NCT)	NPD	42.7		46.35% Less	Sep-18	Oct-18 61 Days	-	Contract executed after 3 months as compared to DPP. Procurement has been done as per PPA, PPR. However, no. of motorcycles procured is less than DPP target..
	Actual	NUPRP/G2/1	Motorcycle	No	22	OTM (NCT)	NPD	24	22.91		Dec-18	Jan-19 62 Days		
4	DPP	NUPRP/G2/2	Motorcycle	No	60	OTM (NCT)	NPD	64.05		50.51% Less	Feb-19	Mar-19 59 Days	-	Contract executed after 9 months as compared to DPP target. Procurement has been done as per PPA, PPR. However, no. of motorcycles procured was 25 less than DPP target.
	Actual	NUPRP/G2/2	Motorcycle	No	35	OTM (NCT)	NPD	32	31.70		Nov-19	Dec-19 61 Days		
5	DPP	NUPRP/G3/1	Digital camera	No	20	OTM (NCT)	NPD	3.28			Sep-18	Oct-18		No procurement done as yet
	Actual				0	OTM (NCT)	NPD		N/A		N/A	N/A		
6	DPP	NUPRP/G3/2	Digital camera	No	20	OTM (NCT)	NPD	3			Feb-19	Mar-19		No procurement done as yet
	Actual				0	OTM (NCT)	NPD		N/A		N/A	N/A		

SI No.	DPP	Package no	Description of procurement package as per PP / TAPP: Goods	Unit	Qty	Procurement method and type	Contract Approval Authority	DPP estimated cost and Official estimated cost (Taka in lakh)	Actual contract price (Taka in lakh)	Difference between the DPP estimated cost and the contract price (%)	Indicative date			Remarks	
	Actual										Signing of Contract	Completion of contract	The period of contract extension/reduction		
7	DPP	NUPRP/G4/1	Multimedia	No	17	OTM (NCT)	NPD	7.32		33.20% Less	Sep-18	Oct-18	30 Days less	Contract executed after 1 month compared to DPP target.. Procurement has been done as per PPA, PPR. However, no. of multimedia procured was 16 less than DPP target.	
	Actual	NUPRP/G4/1	Multimedia	No	12	OTM (NCT)	NPD	5.0	4.89		Oct-18	61 Days Oct-18 31 Days			
8	DPP	NUPRP/G4/2	Multimedia	No	20	OTM (NCT)	NPD	7		47.57% Less	Feb-19	Mar-19	29 Days less		Contract executed after 4 months of DPP target. Procurement has been done as per PPA, PPR. However, no. of Multimedias procured was 11 less than DPP target.
	Actual	NUPRP/G4/2	Multimedia	No	9	OTM (NCT)	NPD	4.0	3.67		Jun-19	59 Days Jun-19 30 Days			
9	DPP	NUPRP/G4/3	Municipal GIS Package (Hardware / Software)	No	36	OTM (NCT)	NPD	35.13			Feb-19	Mar-19		No procurement done as yet	
	Actual				0				N/A		N/A	N/A			
10	DPP	NUPRP/G5/1	Computer (Laptop)	No	95	OTM (NCT)	NPD	45.65		54.87% Less	Sep-18	Oct-18	-	Contract executed after 9 months as compared to DPP target. Procurement has been done as per PPA, PPR. However, 69 fewer computers (laptops) procured compared to DPP target.	
	Actual	NUPRP/G5/1	Computer (Laptop)	No	26	OTM (NCT)	NPD	21	20.60		Jun-19	61 Days Jul-19			

SI No.	DPP	Package no	Description of procurement package as per PP / TAPP: Goods	Unit	Qty	Procurement method and type	Contract Approval Authority	DPP estimated cost and Official estimated cost (Taka in lakh)	Actual contract price (Taka in lakh)	Difference between the DPP estimated cost and the contract price (%)	Indicative date			Remarks
	Actual										Signing of Contract	Completion of contract	The period of contract extension/reduction	
11	DPP	NUPRP/G5/2	Computer (Laptop)	No	85	OTM (NCT)	NPD	40		103.50% More	Feb-19	Mar-19 59 days	-	Contract executed 2 months earlier than DPP target in respect of 1st lot, but for 2nd lot contract was executed after 5 months of DPP target Procurement has been done as per PPA, PPR. However, 29 more laptops have been procured compared to DPP target.
	Actual	NUPRP/G5/2	Computer (Laptop)	No	47	OTM (NCT)	NPD	37	45.49		Dec-18 31 Days	Jul-19 62 Days		
12	DPP	NUPRP/G5/3	Computer with printer (desktop)	No	12	OTM (NCT)	NPD	19.28		79.56% Less	Sep-18	Oct-18 61 Days	-	Procurement has been done as per PPA, PPR. However, 8 nos. less computers (desktops) with printers have been procured as compared to DPP procurement plan..
	Actual	NUPRP/G5/3	Computer with printer (desktop)	No	4	OTM (NCT)	NPD	4.0	3.94		Oct-19	Nov-19 61 Days		
13	DPP	NUPRP/G5/4	Computer with printer (desktop)	No	18	OTM (NCT)	NPD	28.92		26.83% Less	Feb-19	Mar-19 59 Days	-	Contract executed after 5 months as compared to DPP. Procurement has been done as per PPA, PPR. However, 5 more computers (desktops) have been procured compared to DPP target following proper rules.
	Actual	NUPRP/G5/4	Computer with printer (desktop)	No	23	OTM (NCT)	NPD	22	21.16		Jul-19	Aug-19 62 Days		

SI No.	DPP	Package no	Description of procurement package as per PP / TAPP: Goods	Unit	Qty	Procurement method and type	Contract Approval Authority	DPP estimated cost and Official estimated cost (Taka in lakh)	Actual contract price (Taka in lakh)	Difference between the DPP estimated cost and the contract price (%)	Indicative date			Remarks
	Actual										Signing of Contract	Completion of contract	The period of contract extension/reduction	
14	DPP	NUPRP/G6/1	Printer / Printer (color)	No	20	OTM (NCT)	NPD	5.05		0.99% Less	Sep-18	Oct-18 61 Days	-	Contract executed after 10 months as compared to DPP. Procurement has been done as per PPA, PPR.
	Actual	NUPRP/G6/1	Printer / Printer (color)	No	20	OTM (NCT)	NPD	5.05	5		Jul-19	Aug-19 62 Days		
15	DPP	NUPRP/G6/2	Printer / Printer (color)	No	20	OTM (NCT)	NPD	5		-	Feb-19	Mar-19 59 Days	-	Contract executed after 5 months as compared to DPP. Procurement has been done as per PPA, PPR. However, 10 less printers (color) have been procured compared to DPP target
	Actual	NUPRP/G6/2	Printer / Printer (color)	No	10	OTM (NCT)	NPD	5	5		Jul-19	Aug-19 62 Days		
16	DPP	NUPRP/G7/1	Scanner	No	15	OTM (NCT)	NPD	0.75		-	Sep-18	Oct-18 61 Days	31 Days more	Contract executed after 9 months in respect of 1 st lot, and for 2 nd lot contract was executed after 1 month to DPP target. Procurement has been done as per PPA, PPR. However, no. of scanners procured was 2 less than DPP target.
	Actual	NUPRP/G7/1	Scanner	No	12	OTM (NCT)	NPD	0.75	0.75		Jun-19	Jul-19 61 Days Oct-18		
17	DPP	NUPRP/G7/2	Scanner	No	25	OTM (NCT)	NPD	1.26		-	Feb-19	Mar-19 59 Days	29 Days less	Contract executed after 4 months of DPP target. Procurement has been done as per PPA, PPR. However, no. of scanners procured was 16 less than DPP target.
	Actual	NUPRP/G7/2	Scanner	No	9	OTM (NCT)	NPD	1.26	1.26		Jun-19	Jun-19 30 Days		

SI No.	DPP	Package no	Description of procurement package as per PP / TAPP: Goods	Unit	Qty	Procurement method and type	Contract Approval Authority	DPP estimated cost and Official estimated cost (Taka in lakh)	Actual contract price (Taka in lakh)	Difference between the DPP estimated cost and the contract price (%)	Indicative date			Remarks
	Actual										Signing of Contract	Completion of contract	The period of contract extension/reduction	
18	DPP	NUPRP/G8/1	Photocopier	No	2	OTM (NCT)	NPD	5.02		0.40% Less	Sep-18	Oct-18 61 Days	-	Contract executed after 9 months of DPP target. Procurement has been done as per PPA, PPR. However, no. of photocopier procured was 1 less than DPP target.
	Actual	NUPRP/G8/1	Photocopier	No	1	OTM (NCT)	NPD	5.02	5		Jun-19	61 Days		
19	DPP	NUPRP/G9/1	Computer software	No	LS	OTM (NCT)	NPD	35		8.29% Less	Feb-19	Mar-19 59 Days	29 Days less	Contract executed after 9 months of DPP target. Procurement has been done as per PPA, PPR.
	Actual	NUPRP/G9/1	Computer software	No	LS	OTM (NCT)	NPD	35	32.10		Nov-19	Nov-19 30 Days		
20	DPP	NUPRP/G9/2	Computer software	No	LS	OTM (NCT)	NPD	39.31		86.78% Less	Feb-19	Mar-19 59 Days	-	Contract was executed after 3 months in respect of 1 st lot, for 2 nd lot contract was executed after 27 months, and for 3 rd lot contract was executed after 29 months of DPP target. Procurement has been done as per PPA, PPR.
	Actual	NUPRP/G9/2	Computer software	No	LS	OTM (NCT)	NPD	3.5	3.39		May-19	May-19 31 Days		
								2.5	2.22		May-21	May-21 31 Days		
								3	2.99		Jul-21	31 Days		
21	DPP	NUPRP/G10/1	Air conditioner	No	10	OTM (NCT)	NPD	40.19		52.26% Less	Sep-18	Oct-18 61 Days	-	Contract executed after 3 months of DPP target. Procurement has been done as per PPA, PPR.
	Actual	NUPRP/G10/1	Air conditioner	No	10	OTM (NCT)	NPD	20	19.19		Dec-18	Jan-19 62 Days		
22	DPP	NUPRP/G11/1	PABX & phone sets	Set	1	OTM (NCT)	NPD	7.03		41.54% Less	Sep-18	Oct-18 61 Days	-	Contract executed after 22 months of DPP target.. Procurement has been done as per PPA, PPR.
	Actual	NUPRP/G11/1	PABX & phone sets	Set	1	OTM (NCT)	NPD	4.5	4.11		Jul-20	Aug-20 62 Days		
23	DPP	NUPRP/G12/1	PABX & phone sets	Set	LS	OTM (NCT)	NPD	50.78		-	Sep-18	Oct-18 61 Days	-	Contract executed after 2 months of DPP target. Procurement has been done as per PPA, PPR.
	Actual	NUPRP/G12/1	Office furniture / work station	Set	LS	OTM (NCT)	NPD	50.78	50.78		Nov-18	Dec-18 61 Days		

SI No.	DPP	Package no	Description of procurement package as per PP / TAPP: Goods	Unit	Qty	Procurement method and type	Contract Approval Authority	DPP estimated cost and Official estimated cost (Taka in lakh)	Actual contract price (Taka in lakh)	Difference between the DPP estimated cost and the contract price (%)	Indicative date			Remarks
	Actual										Signing of Contract	Completion of contract	The period of contract extension/reduction	
24	DPP	NUPRP/G12/2	Office furniture / work station	Set	LS	OTM (NCT)	NPD	44			Feb-19	Mar-19 59 Days	29 Days less	Contract executed after 4 months of DPP target. Procurement has been done as per PPA, PPR.
	Actual	NUPRP/G12/2	Office furniture / work station	Set	LS	OTM (NCT)	NPD	44	44	-	Jun-19	Jun-19 30 Days		
Total								780.52	423.69					

Source: DPP and Project Office

Procurement of Goods: Observation

Each of the 20 packages of under the 'goods' category has been purchased through OTM (NCT) method. There were no deviations in the actual and estimated procurement method. The NUPRP/G5/2, NUPRP/G7/1 packages of the procurement plan were divided into lots in actual procurement.

All packages under 'goods' except NUPRP/G7/1 have been procured within the contract period specified in the DPP. NUPRP/G7/1 package required 31 days longer than contract period to complete procurement activities.

In case of NUPRP/G4/2 package, the estimated cost of each of the 20 multimedias was BDT.0.35 lakh, but actually each of the 9 multimedia was purchaed at BDT.0.4077 lakh each. Similarly, in the NUPRP / G5 / 1 package, the DPP the estimated cost of each of the 95 laptops was BDT. 0.4805 lakh, but actually each of the 26 laptops was purchued at BDT. 0.7923 lakh. In the NUPRP / G5 / 2 package, each of the 47 laptops was purchased at a price of more then BDT 0.42 lakh than the estimated cost. (DPP estimated cost BDT. 0.4705 lakh vs. actual price BDT. 0.9678 lakh per laptop).

Under package NUPRP/G7/2, 25 scanners were planned to be procured at an estimated cost of BDT. 1.26 lakh (BDT 0.05 lakh each), but actually 9 scanners (BDT. 0.14 lakh each) were procured at the DPP estimated cost. That is, 9 scanners were purchased instead of 25 scanners using the estimated cost of BDT.1.26 lakh.

The NDP was the approving authority for all procurements.

Table 3.4
Procurement related Information of Works: Planned and Actual

Sl. No	DPP	Package no	Description of procurement package as per DPP: Works	Unit	Qty	Procurement method and type	Contract Approval Authority	DPP estimated cost and Official estimated cost (Taka in lakh)	Actual contract price (Taka in lakh)	Difference between the DPP estimated cost and the contract price (%)	Indicative date			Remarks
	Actual										Signing of Contract	Completion of contract	Signing of Contract	
1	DPP	NUPRP/W1	Climate resilient housing and basic services for the low income household	No	618	CPP	Project Director	1,943.50			Jul-18	Sep-18	273 days more	Procurement has been executed as per PPA, PPR. Rule 76(3) (DPM) of PPR 2008 has been followed for this procurement.
	Actual	NUPRP/W1	Climate resilient housing and basic services for the low income household	No	618	DPM	Project Director	1,943.50	1,943.50	-	2018-19	2018-19 365 days		
2	DPP	NUPRP/W1.1	Climate resilient housing and basic services for the low income household	No	618	CPP	Project Director	1,943.50			Oct-18	Dec-18	273 days more	Procurement has been executed as per PPA, PPR. Rule 76(3) (DPM) of PPR 2008 has been followed for this procurement.
	Actual	NUPRP/W1.1	Climate resilient housing and basic services for the low income household	No	618	DPM	Project Director	1,943.50	1,943.50	-	2019	2019 365 days		
3	DPP	NUPRP/W1.2	Climate resilient housing and basic services for the low income household	No	618	CPP	Project Director	1,943.50			Jan-19	Mar-19	273 days more	Procurement has been executed as per PPA, PPR. Rule 76(3) (DPM) of PPR 2008 has been followed for this procurement.
	Actual	NUPRP/W1.2	Climate resilient housing and basic services for the low income household	No	618	DPM	Project Director	1,943.50	1,943.50	-	2019	2019 365 days		
4	DPP	NUPRP/W1.3	Climate resilient housing and basic services for the low income household	No	618	CPP	Project Director	1,943.50			Apr-19	Jun-19	274 days more	Procurement has been executed as per PPA, PPR. Rule 76(3) (DPM) of PPR 2008 has been followed for this procurement.
	Actual	NUPRP/W1.3	Climate resilient housing and basic services for the low income household	No	618	DPM	Project Director	1,943.50	1,943.50	-	2019	2019 365 days		
5	DPP	NUPRP/W1.4	Climate resilient housing and basic services for the low income household	No	618	CPP	Project Director	1,943.50			Jul-19	Sep-19	273 days more	Procurement has been executed as per PPA, PPR. Rule 76(3) (DPM) of PPR 2008 has been followed for this procurement.
	Actual	NUPRP/W1.4	Climate resilient housing and basic services for the low income household	No	618	DPM	Project Director	1,943.50	1,943.50	-	2019	2019 365 days		

Sl. No	DPP	Package no	Description of procurement package as per DPP: Works	Unit	Qty	Procurement method and type	Contract Approval Authority	DPP estimated cost and Official estimated cost (Taka in lakh)	Actual contract price (Taka in lakh)	Difference between the DPP estimated cost and the contract price (%)	Indicative date			Remarks
	Actual										Signing of Contract	Completion of contract	Signing of Contract	
6	DPP	NUPRP/W1.5	Climate resilient housing and basic services for the low income household	No	618	CPP	Project Director	1,943.50			Oct-19	Dec-19 92 days	273 days more	Procurement has been executed as per PPA, PPR. Rule 76(3) (DPM) of PPR 2008 has been followed for this procurement.
	Actual	NUPRP/W1.5	Climate resilient housing and basic services for the low income household	No	618	DPM	Project Director	1,943.50	1,943.50	-	2020	2020 365 days		
7	DPP	NUPRP/W1.6	Climate resilient housing and basic services for the low income household	No	618	CPP	Project Director	1,943.50			Jan-20	Mar-20 92 days	273 days more	Procurement has been executed as per PPA, PPR. Rule 76(3) (DPM) of PPR 2008 has been followed for this procurement.
	Actual	NUPRP/W1.6	Climate resilient housing and basic services for the low income household	No	618	DPM	Project Director	1,943.50	1,943.50	-	2020	2020 365 days		
8	DPP	NUPRP/W1.7	Climate resilient housing and basic services for the low income household	No	618	CPP	Project Director	1,943.50			Apr-20	Jun-20 91 days	273 days more	Procurement has been executed as per PPA, PPR. Rule 76(3) (DPM) of PPA 2008 has been followed for this procurement.
	Actual	NUPRP/W1.7	Climate resilient housing and basic services for the low income household	No	618	DPM	Project Director	1,943.50	1,943.50	-	2020	2020 365 days		
9	DPP	NUPRP/W1.8	Climate resilient housing and basic services for the low income household	No	618	CPP	Project Director	1,943.50			Jul-20	Sep-20 92 days	273 days more	Procurement has been executed as per PPA, PPR. Rule 76(3) (DPM) of PPR 2008 has been followed for this procurement.
	Actual	NUPRP/W1.8	Climate resilient housing and basic services for the low income household	No	618	DPM	Project Director	1,943.50	1,943.50	-	2020-21	2020-21 365 days		
10	DPP	NUPRP/W1.9	Climate resilient housing and basic services for the low income household	No	618	CPP	Project Director	1,943.50			Oct-20	Dec-20 92 days	273 days more	Procurement has been executed as per PPA, PPR. Rule 76(3) (DPM) of PPR 2008 has been followed for this procurement.
	Actual	NUPRP/W1.9	Climate resilient housing and basic services for the low income household	No	618	DPM	Project Director	1,943.50	1,943.50	-	2021	2021 365 days		

Sl. No	DPP	Package no	Description of procurement package as per DPP: Works	Unit	Qty	Procurement method and type	Contract Approval Authority	DPP estimated cost and Official estimated cost (Taka in lakh)	Actual contract price (Taka in lakh)	Difference between the DPP estimated cost and the contract price (%)	Indicative date			Remarks
	Actual										Signing of Contract	Completion of contract	Signing of Contract	
11	DPP	NUPRP/W1.10	Climate resilient housing and basic services for the low income household	No	618	CPP	Project Director	1,943.50		-	Jan-21	Feb-21 59 days	273 days more	Procurement has been executed as per PPA, PPR. Rule 76(3) (DPM) of PPR 2008 has been followed for this procurement.
	Actual	NUPRP/W1.10	Climate resilient housing and basic services for the low income household	No	618	DPM	Project Director	1,943.50	1,943.50	2021	2021 365 days			
12	DPP	NUPRP/W1.11	Climate resilient housing and basic services for the low income household	No	618	CPP	Project Director	1,943.50		-	Mar-21	May-21 92 days	273 days more	Procurement has been executed as per PPA, PPR. Rule 76(3) (DPM) of PPR 2008 has been followed for this procurement.
	Actual	NUPRP/W1.11	Climate resilient housing and basic services for the low income household	No	618	DPM	Project Director	1,943.50	1,943.50	2021-22	2021-22 365 days			
13	DPP	NUPRP/W1.12	Climate resilient housing and basic services for the low income household	No	618	CPP	Project Director	1,943.50		-	Jun-21	Aus-21 92 days	273 days more	Procurement has been executed as per PPA, PPR. Rule 76(3) (DPM) of PPR 2008 has been followed for this procurement.
	Actual	NUPRP/W1.12	Climate resilient housing and basic services for the low income household	No	618	DPM	Project Director	1,943.50	1,943.50	2022	2022 365 days			
14	DPP	NUPRP/W1.13	Climate resilient housing and basic services for the low income household	No	618	CPP	Project Director	1,943.50		-	Sep-21	Nov-21 91 days	274 days more	Procurement has been executed as per PPA, PPR. Rule 76(3) (DPM) of PPR 2008 has been followed for this procurement.
	Actual	NUPRP/W1.13	Climate resilient housing and basic services for the low income household	No	618	DPM	Project Director	1,943.50	1,943.50	2022	2022 365 days			
15	DPP	NUPRP/W1.14	Climate resilient housing and basic services for the low income household	No	618	CPP	Project Director	1,943.50		-	Dec-21	Feb-22 90 days	275 days more	Procurement has been executed as per PPA, PPR. Rule 76(3) (DPM) of PPR 2008 has been followed for this procurement.
	Actual	NUPRP/W1.14	Climate resilient housing and basic services for the low income household	No	618	DPM	Project Director	1,943.50	1,943.50	2022	2022 365 days			

Sl. No	DPP	Package no	Description of procurement package as per DPP: Works	Unit	Qty	Procurement method and type	Contract Approval Authority	DPP estimated cost and Official estimated cost (Taka in lakh)	Actual contract price (Taka in lakh)	Difference between the DPP estimated cost and the contract price (%)	Indicative date			Remarks
	Actual										Signing of Contract	Completion of contract	Signing of Contract	
16	DPP	NUPRP/W1.15	Climate resilient housing and basic services for the low income household	No	618	CPP	Project Director	1,943.50			Mar-22	May-22	273 days more	Procurement has been executed as per PPA, PPR. Rule 76(3) (DPM) of PPR 2008 has been followed for this procurement.
	Actual	NUPRP/W1.15	Climate resilient housing and basic services for the low income household	No	618	DPM	Project Director	1,943.50	1,943.50			2022		
												2022		
17	DPP	NUPRP/W1.16	Climate resilient housing and basic services for the low income household	No	612	CPP	Project Director	1,943.50		17.19% less	May-21	Jun-21	304 days more	Procurement has been executed as per PPA, PPR. Rule 76(3) (DPM) of PPR 2008 has been followed for this procurement.
	Actual	NUPRP/W1.16	Climate resilient housing and basic services for the low income household	No	612	DPM	Project Director	1609.50	1609.50					
												2022		
18	DPP	NUPRP/W1.17	Climate resilient housing and basic services for the low income household	No	612	CPP	Project Director	1,943.50			Oct-21	Dec-21		No procurement done as yet
	Actual													
19	DPP	NUPRP/W1.18	Climate resilient housing and basic services for the low income household	No	612	CPP	Project Director	1,943.50			Oct-21	Dec-21		No procurement done as yet
	Actual													
20	DPP	NUPRP/W1.19	Climate resilient housing and basic services for the low income household	No	612	CPP	Project Director	1,943.50			Jan-22	Jun-22		No procurement done as yet
	Actual													
21	DPP	NUPRP/W1.20	Climate resilient housing and basic services for the low income household	No	612	CPP	Project Director	1,943.75			Feb-18	Dec-18		No procurement done as yet
	Actual													
22	DPP	NUPRP/W1.21	Climate resilient housing and basic services for the low income household	No	612	CPP	Project Director	1,180.20			Jul-18	Dec-18		No procurement done as yet
	Actual													

Sl. No	DPP	Package no	Description of procurement package as per DPP: Works	Unit	Qty	Procurement method and type	Contract Approval Authority	DPP estimated cost and Official estimated cost (Taka in lakh)	Actual contract price (Taka in lakh)	Difference between the DPP estimated cost and the contract price (%)	Indicative date			Remarks
	Actual										Signing of Contract	Completion of contract	Signing of Contract	
23	DPP	NUPRP/W2	Climate resilient housing and basic services for the low income household	No	1900	CPP	Project Director	1,700.00			Jan-20	Dec-20 364 days	409 days more	Rule 16 (5B) of PPR 2008 has been violated in this procurement process. Under this package, 168 flats are being constructed instead of 1900. As per the contract, more than 67 days will be required for the completion of these packages after the project implementation period..
	Actual	NUPRP/W2	Construction of 5-storied "Climate resilient housing and basic services for the low-income household" at Gopalganj Pourashava (building 1 and 2)	No	168	OTM (National)	Project Director	1692.229	1529.30	1.65% less	5/08/2021	17/09/2023 774 days		
24	DPP	NUPRP/W2.1	Climate resilient housing and basic services for the low income household	No	1900	CPP	Project Director	1,700.00			Jan-21	Dec-21 365 days	409 days more	Rule 16 (5B) of PPR 2008 has been violated in this procurement process. Under this package, 168 flats are being constructed instead of 1900. As per the contract, more than 67 days will be required for the completion of these packages after the project implementation period..
	Actual	NUPRP/W2.1	Construction of 5-storied "Climate resilient housing and basic services for the low-income household" at Gopalganj Pourashava (building 3 and 4)	No	168	OTM (National)	Project Director	1671.98	1504.78	0.05% less	5/08/2021	17/09/2023 774 days		
25	DPP	NUPRP/W2.2	Climate resilient housing and basic services for the low income household	No	1900	CPP	Project Director	1,700.00			Jan-22	Oct-22		No procurement done as yet
	Actual													
26	DPP	NUPRP/W2.3	Climate resilient housing and basic services for the low income household	No	1900	CPP	Project Director	1,700.00			Jan-22	Oct-22		No procurement done as yet
	Actual													

Sl. No	DPP	Package no	Description of procurement package as per DPP: Works	Unit	Qty	Procurement method and type	Contract Approval Authority	DPP estimated cost and Official estimated cost (Taka in lakh)	Actual contract price (Taka in lakh)	Difference between the DPP estimated cost and the contract price (%)	Indicative date			Remarks
	Actual										Signing of Contract	Completion of contract	Signing of Contract	
27	DPP	NUPRP/W2.4	Climate resilient housing and basic services for the low income household	No	1900	CPP	Project Director	1,700.00			Nov-22	Dec-23		No procurement done as yet
	Actual													
28	DPP	NUPRP/W2.5	Climate resilient housing and basic services for the low income household	No	1900	CPP	Project Director	1,590.25			Jan-23	Mar-23		No procurement done as yet
	Actual													
Total								52084.20	32,186.58					

Source: DPP and Project Office

Procurement of Works: Observation

Out of a total of 28 works in the procurement plans of DPP, 22 were supposed to be funded by DFID/UNDP and 6 by GOB. It may be noted here that in Table 1.2 'Approved component wise estimated cost breakdown', free housing support, basic services (ie, safe drinking water facilities, latrines, bathrooms, roads, drains, waste management, street lights, ect.), and housing loan facility for housing improvement through forming CHDF will be completed under 'Support to Low Income Housing Including Basic Services and Associated Infrastructure' component. Estimated cost allocated at BDT. 535,84.20 lakh (GOB BDT. 115,90.25 lakh and project aid BDT. 419,93.95 lakh). But in the procurement plan for works, the estimated cost is shown as BDT.520,84.20 lakh (GOB BDT.100,90.25 lakh and project aid BDT.419,93.95 lakh). That is, an amount of BDT.15,00.00 lakh less has been allocated in 6 packages of GOB part in the procurement plan for works than the estimate of GOB part of the component 'Support to Low Income Housing Including Basic Services and Associated Infrastructure' in Table 1.2. This is a deviation in the procurement plan for works.

It is to be noted here that in the DPP there is mention of a procurement method, like the CPP (Community Procurement Process), but in PPR 2008 there is no such procurement method as the CPP. In fact, Rule 76(3) (DPM) of PPA 2008 (Procurement of small works, goods, labor, etc. directly through beneficiary organizations for the purpose of poverty alleviation) has been termed as CPP procurement method in the DPP. Under procurement plan for works, 6 multi-storied building construction packages (NUPRP/W2 to NUPRP/W2.5) funded by GOB will be constructed through contractors. But the procurement method of the said 6 packages is also described as CPP in DPP. All these procurement should have been mentioned in DPP as OTM (National) method instead of CPP procurement method.

It is clear from this, deviations are visible both in the estimated cost and procurement method of the procurement plan for works, which could easily be solved while preparing the procurement plan. To implement any project jointly with development aid agencies in the future with the aim of poverty alleviation, the procurement procedure should be specifically mentioned while planning for infrastructure construction or renovation through the beneficiary organization.

Out of 19 work packages, DFID/UNDP funded 17 packages have been procured through CPP as per DPP. As per the DPP by March 2022, the remaining two packages (NUPRP / W2 and NUPRP / W2.1) were supposed to be procured using the CPP method with GoB funding, but in practice the two packages have been procured using OTM (National) method. Procurement is done through e-GP process. Moreover, even though the construction of 6-storied and 2-storied buildings is mentioned in the DPP, in reality 5-storied buildings are being constructed. For package No-NUPRP/W2, Tender Opening Report showed that 11 Tenderer submitted their tenders and quoted amount of 08 Tenderer is the same with 10% less than the official cost estimate. For package No-NUPRP/W2.1, Tender Opening Report showed that 12 Tenderer submitted their tenders and quoted amount of 05 Tenderer are the same with 10% less than the official cost estimate. Above mentioned scenario proves that official cost estimate was an open secret. It should be mentioned here that, as per Rule 16(5b) of PPR-2008, starting with each financial year Procuring Entity update their APP & Cost estimate. Official cost estimate will be signed by three member and after approval of HOPE it will be kept confidential which is handed over to Tender Opening Committee (TOC) prior to tender opening. Rule 16 (5B) of PPR 2008 has been violated in the procurement process of these two packages by disclosing the official cost estimate through collusive practice with the bidders. As a result, the price quotation in the tender of more than one bidding agency was less than 10% of official cost estimate. This is a serious deviation. In the case of tendering of the remaining 4 packages under GOB funding, the concerned department should complete all the procurement activities as per Rule No. 16(5B) of PPR 2008.

According to the DPP, the completion date of both the NUPRP/W2 and NUPRP/W2.1 packages was fixed in December 2020, but as per the contract 67 days more will be required for the completion of these packages (after the project completion) period. This is also a serious deviation.

**Table 3.5
Procurement related Information of Services: Planned and Actual**

Sl. No	DPP	Package no	Description of Procurement Package as per DPP/TPP: Services	Unit	Qty	Procurement method and type	Contract Approval Authority	DPP estimated cost and Official estimated cost (Taka in lakh)	Actual contract price (Taka in lakh)	Difference between the DPP estimated cost and the contract price (%)	Indicative date			Remarks
	Actual										Signing of Contract	Signing of Contract	Signing of Contract	
1	DPP	NUPRP/S1	National Consultants / Staff							23.10% less			62 days more	Contract was executed 2 months earlier than DPP target. Procurement has been done as per UNDP rules.
		1	Project Coordinator	PM	48	UNDP	UNDP	115			Sep-18	Jun-23		
		2	Operations Coordinator	PM	48	UNDP	UNDP	110.4			Sep-18	Jun-23		
		3	Urban Planning and Governance Coordinator	PM	48	UNDP	UNDP	92			Sep-18	Jun-23		
		4	City Liaison Coordinator	PM	96	UNDP	UNDP	184			Sep-18	Jun-23		
		5	Social Mobilization & Community Capacity Building Coordinator	PM	46	UNDP	UNDP	92			Sep-18	Jun-23		
		6	Nutrition Expert	PM	46	UNDP	UNDP	92			Sep-18	Jun-23		
		7	Socio-Economic & Livelihood Coordinator	PM	46	UNDP	UNDP	92			Sep-18	Jun-23		
		8	Land Tenure & Housing Coordinator	PM	46	UNDP	UNDP	92			Sep-18	Jun-23		
		9	Infrastructure & Urban Services Coordinator	PM	46	UNDP	UNDP	92			Sep-18	Jun-23		
		10	M&E Coordinator	PM	46	UNDP	UNDP	92			Sep-18	Jun-23		
		11	Communication & Reporting Coordinator	PM	46	UNDP	UNDP	92			Sep-18	Jun-23		
		12	Internal Audit Coordinator	PM	46	UNDP	UNDP	92			Sep-18	Jun-23		
		13	Finance Specialist	PM	46	UNDP	UNDP	92			Sep-18	Jun-23		
		14	Admin, Procurement & HR Specialist	PM	46	UNDP	UNDP	92			Sep-18	Jun-23		
		15	Town Manager	PM	720	UNDP	UNDP	1080			Sep-18	Jun-23		
		16	Policy Advocacy officer	PM	46	UNDP	UNDP	46			Sep-18	Jun-23		
		17	GIS officer	PM	46	UNDP	UNDP	46			Sep-18	Jun-23		
		18	Climate Resilience Officer	PM	46	UNDP	UNDP	46			Sep-18	Jun-23		
		19	Garden Expert	PM	46	UNDP	UNDP	46			Sep-18	Jun-23		
		20	Finance Officer	PM	46	UNDP	UNDP	46			Sep-18	Jun-23		
		21	ICT Officer	PM	60	UNDP	UNDP	46			Sep-18	Jun-23		
		22	Audit Officer	PM	46	UNDP	UNDP	92			Sep-18	Jun-23		
		23	Governance & Mobilization Expert	PM	720	UNDP	UNDP	540			Sep-18	Jun-23		
		24	Socio-Economic & Nutrition Expert	PM	720	UNDP	UNDP	540			Sep-18	Jun-23		
		25	Infrastructure & Housing Expert	PM	720	UNDP	UNDP	540			Sep-18	Jun-23		
		26	M&E Expert	PM	288	UNDP	UNDP	259.2			Sep-18	Jun-23		
	27	Finance & Admin Officer	PM	720	UNDP	UNDP	539.95		Sep-18	Jun-23				
Actual	NUPRP/S1							4067	4067					
											1764 days			
											Jul-18	Jun-23		
											1826 days			

Sl. No	DPP	Package no	Description of Procurement Package as per DPP/TPP: Services	Unit	Qty	Procurement method and type	Contract Approval Authority	DPP estimated cost and Official estimated cost (Taka in lakh)	Actual contract price (Taka in lakh)	Difference between the DPP estimated cost and the contract price (%)	Indicative date			Remarks	
	Actual										Signing of Contract	Signing of Contract	Signing of Contract		
2	DPP	NUPRP/S2	International Consultant							31.25% less			62 days more	Contract was executed 2 months earlier than DPP target. Procurement has been done as per UNDP rules.	
		1	Technical Advisor	PM	24	UNDP	UNDP	288			Sep-18	Jun-23			
		2	M&E Specialist	PM	24	UNDP	UNDP	192			Sep-18	Jun-23			
	Actual	NUPRP/S2					330	330	1764days		Jul-18	Jun-23			
											1826 days				
3	DPP	NUPRP/S3	Support staff							24.86% less			62 days more	Contract was executed 2 months earlier than DPP target. Procurement has been done as per UNDP rules.	
		1	Secretary/Admin Assistant	PM	96	UNDP	UNDP	48			Sep-18	Jun-23			
		2	Driver	PM	288	UNDP	UNDP	144			Sep-18	Jun-23			
	3	Messenger	PM	1080	UNDP	UNDP	162		Sep-18		Jun-23				
Actual	NUPRP/S3					266	266	1764 days	Jul-18	Jun-23	1826 days				
4	DPP	NUPRP/S4	Local Consultant Short Team							19.99% less			62 days more	Contract was executed 2 months earlier than DPP target. Activities of the package are implemented through UNDP's procurement rules and other regular activities in the project through the project manpower. That is, no services are procured through this package.	
		1	Un-Specified Consultant	LS	LS	UNDP	UNDP	31.35			Sep-18	Jun-23			
		2	Consultants for Community Support	PM	2972	G.O.B	NPD	594.4			Sep-18	Jun-23			
	3	Consultants/volunteer for Community Support	LS	3100	G.O.B	NPD	247.25		Sep-18		Jun-23				
Actual	NUPRP/S4					698.52	698.52	1764 days	Jul-18	Jun-23	1826 days				
5	DPP	NUPRP/S5	Sub-contracts local							63.88% less			62 days more	Contract was executed 2 months earlier than DPP target. Procurement of service completed through OTM method.	
		1	Report and document printing	LS	LS	G.O.B	NPD	205.66			Sep-18	Jun-23			
		2	Research, Documentation, Evaluation, Monitoring & Impact Assessment	LS	LS	G.O.B	NPD	245.19			Sep-18	Jun-23			
	3	Support for Baseline and Follow-up Monitoring Survey & Settlement Mapping-Survey	LS	LS	G.O.B	NPD	412.14		Sep-18		Jun-23				
Actual	NUPRP/S5			LS	LS	OTM	NPD	311.68	311.68	1764 days	Jul-18	Jun-22	1826 days		

Sl. No	DPP	Package no	Description of Procurement Package as per DPP/TPP: Services	Unit	Qty	Procurement method and type	Contract Approval Authority	DPP estimated cost and Official estimated cost (Taka in lakh)	Actual contract price (Taka in lakh)	Difference between the DPP estimated cost and the contract price (%)	Indicative date			Remarks
	Actual										Signing of Contract	Signing of Contract	Signing of Contract	
6	DPP	NUPRP/S6	Training, seminar, workshop							45.77% less			303 days less	Contract was executed 2 months earlier than DPP target. Activities of the package are implemented through UNDP's procurement rules and other regular activities in the project through the project manpower. That is, no services are procured through this package.
		1	Town staff training	LS	LS	G.O.B	NPD	164.59			Sep-18	Jun-23		
		2	Training / Briefing Workshop (23 Towns / 2 Workshops / Briefing / 2 Days each/ each 20 Participants / Training on Nutrition Activity	LS	LS	G.O.B	NPD	207.21			Sep-18	Jun-23		
		3	Public Representative Training	LS	LS	G.O.B	NPD	123.44			Sep-18	Jun-23		
		4	Awareness Campaign & Event (Early Marriage & Prevention of Violence etc.)	LS	LS	G.O.B	NPD	80			Sep-18	Jun-23		
		5	Awareness Campaign on Improved Tenure Security	LS	LS	G.O.B	NPD	39.19			Sep-18	Jun-23		
		6	Town Exchange Visit	LS	LS	G.O.B	NPD	98.75			Sep-18	Jun-23		
		7	Operating a platform to showcase local level success (workshops / seminars)	LS	LS	G.O.B	NPD	58.78			Sep-18	Jun-23		
		8	Seminar / Workshop	LS	LS	G.O.B	NPD	79.8			Sep-18	Jun-23		
	9	Institutional study tour and conferences	LS	LS	G.O.B	NPD	45.28		Jan-19		Dec-22			
Actual	NUPRP/S6						486.5	486.5		1764 days	Jul-18	Jun-22		
Total								8755.58	6159.70		1461 days			

Source: DPP and Project Office

Procurement of of Services: Observation

Under the service category, 33 lots of 4 packages (NUPRP/S1, NUPRP/S2, NUPRP/S3, NUPRP/S4) have been procured as per UNDP procurement rules.

14 lots under three packages (NUPRP/S4, NUPRP/S5, NUPRP/S6) have been mentioned as procured under 'GOB' as type of procurement method. There is no procurement method called 'GOB' in PPR-2008. Three lots of NUPRP/S5 package are procured through OTM method. The remaining two packages are part of regular project activities, like other activities of the project, services of these packages are implemented through the project manpower. That is, no services have been purchased for procuring both NUPRP/S4, NUPRP/S6 packages. Other than NUPRP/S6, the completion of 5 packages took 62 days more than the DPP scheduled date.

Overall observation

After reviewing the procurement plan of the DPP, it has been found that in the case of procurement plan of goods, the heading of the package mentions 'Description of procurement package as per PP / TAPP' and in case of service, 'Description of procurement package as per DPP / TPP'. But this project is not TAPP or TPP. This is a deviation of the procurement plan.

The procurement plan shows an estimated expenditure of BDT. 520,84.20 lakh for procurement (GoB BDT. 100,90.25 lakh and project assistance BDT. 419,93.95 lakh). But according to DPP estimate the allocation was BDT. 535,84.20 lakh (GOB BDT 115,90.25 and project aid 419,93.95). That is, BDT. 15,00.00 lakh less was allocated in the GOB part of this sector in the procurement plan. This is a major deviation.

Although CPP method is mentioned in the work purchase plan, there is no procurement method called CPP in PPR 2008. which is a deviation from the purchase plan. In practice, 76 (3) of DPM method has been followed in case of purchase.

3.3.1 Procurement case study

In order to verify whether PPR 2008 was being properly followed in the execution of 2 works under the project, information has been gathered regarding the execution of work as per the tender description by examining the work order and tender documents. Type of work, budget and cost of work, procuring authority, method of procurement of work, date of completion as per contract, actual date of completion, etc have been reviewed.

Information regarding procurement of project works as per PPR-2008

1. Lot/Package No: NUPRP/W2

Name of work as per tender: Construction of 5-storied "Climate resilient housing and basic services for the low-income household" at Gopalganj Pourashava (building 1 and 2).

- Ministry / Division: Ministry of Local Government, Rural Development and Cooperatives / Department of Local Government
- Implementing Agency: Gopalganj Municipality
- Actual Procurement method and type: OTM
- Type of Procurement Process: On-line
- Procurement method and type in DPP / RDPP: CPP
- Whether PPR 2008 has been followed in preparation of tender documents (or proposals): Yes
- Whether PPR 2008 was followed in preparation of Specification: Yes
- Whether standard documents published by CPTU were used in preparation of the specification and its type: Yes, e-PW3
- Tender publication medium (National / International) (Date with name of Bengali and English newspapers and name of website)

- Name of the Newspaper: (Bangla)
Tender published:
Prothom Alo, Date: 16/03/2021
Dainik Bartoman Gopalganj, Date: 16/03/2021
Revised / Corrigendum publication date:
Prothom Alo, Date: 16/04/2021
Daily Bartoman Gopalganj, date: 16/04/2021
- Name of the Newspaper: (English)
Tender published:
Daily Star, Date: 16/03/2021
Revised / Corrigendum publication date:
Daily Star, Date: 18/04/2021
- Whether Tender Notice Published on CPTU Web Site: Yes, e-GP Tender Date: 18/03/2021
- Tender sale start date: 18/03/2021
- Last date and time for sale of tenders: 28/04/2021, 4.00 pm
- Number of tenders sold: 20
- Number of tenders received: 11
- Whether the Security for the tender was deposited or not: Yes
- Number of Responsive Tenders: 8
- Number of Non-Responsive Tenders: 3
- Evaluation Report Approval Date: 20/05/2021
- Date of issue of Notification of Award (NOA): 15/07/2021
- Estimated cost as per DPP / RDPP [Proposed Price (DPP / RDPP)]: 17,00.00 Lakh Taka
- Official Estimated Cost: 16,92.23 lakh Taka
- Contract value: 15,29.30 lakh Taka
- Name of the organization receiving the work order:
 - Messrs. Benazir Construction, 314, Bankpara, Gopalganj.
- Date of signing the contract: 05/08/2021
- Date of completion of work as per DPP: 31/12/2020
- Date of completion of work as per work order / contract: 17/09/2023

Review: The DPP has the provision for the construction of 6-storey and 2-storey buildings, but in reality a 5-storey building is being constructed. The DPP was supposed to procure the NUPRP / W2 package through CPP method but in reality it was procured following OTM (National) method. Procurement has been completed in e-GP process. Specifications are prepared using standard documents e-PW3 published by CPTU. The first notice of the tender was published in a local daily newspaper of Gopalganj on 16/03/2021 along with a Bengali and English national daily. Exactly one month after the publication of the first notification, the revised / Corregendum notification was published in the aforesaid dailies on 16/04/2021. A total of 20 tenders were sold on 28/04/2021, the last day for sale of tenders.

However, according to the proposal disclosure report, in the case of NUPRP / W2 package, out of 11 tenders received, 8 tenders showed their quoted price at 10% lower than the official estimated price. It appears that the official estimated price was not kept as secret; probably the procurement was done through mutual collaboration/agreement with the contractor, i.e. Rule 16 (5b) of PPR 2008 has been violated. After the issuance of NOA on 15/07/2021, the contract was signed on 05/08/2021 with the contractor named Messrs. Benazir Construction and Md. Mizanur Rahman (joint venture). According to the agreement, it will take 67 days more after the expiry of the project duration to complete the work of this package. This is a major deviation.

2. Lot/Package No: NUPRP/W2.1

Work Name: Construction of 5-storied “Climate resilient housing and basic services for the low-income household” at Gopalganj Pourashava (building 3 and 4).

- Ministry / Division: Ministry of Local Government, Rural Development and Cooperatives / Department of Local Government
- Implementing Agency: Gopalganj Municipality
- Actual purchase method and type: OTM
- Type of procurement Process: On-line
- Procurement method and type in DPP / RDPP: CPP
- Whether PPR 2008 has been followed in preparation of tender documents (or proposals): Yes
- Whether PPR 2008 was followed in preparation of Specification: Yes
- Whether standard documents published by CPTU were used in preparation of the specification and its type: Yes, e-PW3
- Tender publication medium (National / International) (Date with name of Bengali and English newspapers and name of website)
 - Newspaper Name: (Bangla)
Tender published:
Prothom Alo, Date: 16/03/2021
Daily Bartoman Gopalganj, Date: 16/03/2021
Revised / Corrigendum publication date:
Prothom Alo, Date: 16/04/2021
Daily Bartoman Gopalganj, date: 16/04/2021
 - Newspaper Name: (English)
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Revised / Corrigendum publication date:
Daily Star, Date: 16/04/2021
- Whether Tender Notice Published on CPTU Web Site: Yes, e-GP Tender Date: 18/03/2021
- Commencement Date of Tender Sale: 18/03/2021
- Last date and time of sale of tenders: 28/04/2021, 4.00 PM
- Number of tenders sold: 20
- Number of tenders received: 12
- Whether the Security for the tender was deposited or not: Yes
- Number of Responsive Tenders:8
- Number of Non-Responsive Tenders:4
- Date of approval of assessment report: 20/05/2021
- Date of issue of Notification of Award (NOA): 15/07/2021
- Estimated Cost as per DPP/RDPP [Proposed Price (DPP/RDPP)]: 1700.00 Lakh Taka
- Official Estimated Cost: 16,71.98 Lakh Taka
- Contract Price: 15,04.78 Lakh Taka
- Name of the organization receiving the work order:
Messrs. Niaz Traders and Md. Mizanur Rahman (Jointventure), 154, Motijheel B/A, Dhaka.
- Date of signing the contract: 05/08/2021
- Date of completion of work as per DPP: 31/12/2020
- Date of completion of work as per work order / contract: 17/09/2023

Review: The DPP has the provision for the construction of 6-storey and 2-storey buildings, but in reality a 5-storey building was being constructed. The DPP was supposed to procure the NUPRP / W2.1 package in CPP method but in reality it was collected in OTM (National) method. Procurement has been completed in e-GP process. Specifications are prepared using standard documents e-PW3 published by CPTU. The first notice of the tender was published in a local daily newspaper of Gopalganj on 16/03/2021 along with a Bengali and English national daily. Exactly one month after the publication

of the first notification, on 16/04/2021, the revised / Corrigendum notification was published in the aforesaid dailies. A total of 20 tenders were sold on 28/04/2021, the last day for sale of tenders.

However, as per the proposal disclosure report, 5 of the 12 tenders received for the NUPRP/W2.1 package showed their quoted price at 10% lower than the official estimated price.

It appears that the official estimated price was not kept secret, the procurement was done through mutual collaboration/ agreement with the contractor, i.e. Rule 16 (5b) of PPR 2008 has been violated. After the issuance of NOA on 15/07/2021, the contract was signed on 05/08/2021 with the contractor named Messrs. Benazir Construction and Md. Mizanur Rahman (joint venture). According to the agreement, it will take 67 days more after the expiry of the project duration to complete the work of this package. This is a major deviation.

3.4 Review of the achievement of project objective and output

Review of the achievement of objectives/output

The observation of the goals, objectives, and outputs mentioned in the log frame are reviewed in Table 3.6:

Table 3.6
Reviewed logical framework described in DPP

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
Goal			
Contribute to the achievement of SDGs (specially 1,6,11,13 ⁹) through capacity building of city corporations and municipalities as well as citizens.	<ul style="list-style-type: none"> Percentage reduction in the urban population living below the national poverty line Percentage reduction of urban population living in poor areas Percentage increase in urban population with access to (A) Public health services, (b) Safe drinking water, and (c) Sanitation facilities. 	<ul style="list-style-type: none"> Household Income-Expenditure Survey (HIES), BBS Slum and Floating Population Census, BBS SDGs Global Monitoring Database, UNSD 	National economic growth will not slow down significantly
Review the results To achieve SDGs (especially 1, 6, 11, 13) through capacity building of city corporations and municipalities as well as citizens through construction of climate resilient infrastructure such as housing, safe drinking water, sustainable sanitation, trade based training, business grants,	According to data from BBS, urban inflation rate in March 2022 was 5.69%. Since 2017-2018 fiscal year, the cumulative rate of urban inflation in March 2022 stood at 24.97%. Before joining the project, the average monthly household income of female beneficiaries was Tk. 10,250, and monthly household income of male beneficiaries was Tk. 11,458. The average household income of female beneficiaries in March 2022 was Tk. 13,738. However, after adjusting for the 24.97% inflation rate during 2017-18 to March 2022, the real	<ul style="list-style-type: none"> Findings from the study Project baseline survey Annual Review Template Household Income-Expenditure Survey (HIES), BBS Bangladesh Economic Survey 2021 Slum and Floating Population Census, BBS, 2014 	<p>In the financial year 2021-22, the economic growth of Bangladesh will increase by 6.4 percent. This figure has been mentioned in the World Bank's 'Global Economic Prospects' report.</p> <p>The World Bank report further predicts that this growth rate may increase up to 6.9 percent in the fiscal year 2022-23.</p>

⁹ 1 End poverty in all its forms everywhere; 6. Ensure availability and sustainable management of water and sanitation for all; 11. Make cities and human settlements inclusive, safe, resilient and sustainable; 13. Take urgent action to combat climate change and its impacts;

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>education grants, nutrition support, formation of savings and credit groups, above all mobilizing the urban poor.</p>	<p>income stands at Tk. 10,993. In other words, the real income of the female beneficiaries has increased by Tk. 743 (10,993-10,250), i.e. an increase of 7.25%. Similarly, the average household income of male beneficiaries in March 2022 was Tk 17,708, which stands at Tk 14,170 after adjusting for the inflation rate during July 2018 to March 2022. In other words, the real income of the male beneficiaries has increased by Tk. 2,712 (17,708-11,458) after adjusting for the inflation rate. This implies an increase of 23.7% in real income for the male beneficiaries Thus, it can be said without hesitation that not only the nominal income has increased because of the project, the real income of the beneficiaries has also increased as compared to the pre-project period.</p> <ul style="list-style-type: none"> • Ensured access to safe drinking water for 1,32,960 people. Among the surveyed respondents, 45.39% households are using drinking water from deep tube wells. • 1,98,327 urban poor have been ensured sanitation facilities. 54.31% of surveyed beneficiary households are using sanitary latrines. 		
Objective			
<p>Sustainable development of livelihoods and quality of life of 40 lakh low-income people living in the urban areas.</p>	<ul style="list-style-type: none"> • Inclusion of urban poverty and climate issues in the mainstream of national policies and plans, including the Eighth Five Year Plan and the Urban Sector Development Policy (USDP) by 2022 • Integrate issues related to poverty and climate resilient in 36 cities into local government development plans by 2022 	<ul style="list-style-type: none"> • Eighth 5-Year Plan and Urban Sector Development Policy (USDP) • Municipality development plan, master plan, infrastructure development plan, investment plan 	<ul style="list-style-type: none"> • GoB's economic policies are becoming increasingly pro-poor. • Political instability will not hinder the program.

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
	<ul style="list-style-type: none"> Improvement of Poverty situation (MPI) for 85% Beneficiary Households by 2022 Empowerment of 85% of the beneficiary women by 2022 	<ul style="list-style-type: none"> Baseline and annual follow-up survey reports Multidimensional Poverty Index (MPI) Survey Report 	
<p>Review the results</p> <ul style="list-style-type: none"> Thirty lakh people from 763,564 urban poor households are receiving direct benefits from the project 	<ul style="list-style-type: none"> Urban poverty and climate issues have been included in the Eighth Five Year Plan (July 2020-June 2025). (Chapter 5: Urban Development Strategy). As a result of project activities at the local level, 15 city corporations and municipalities have increased budget allocations for poverty reduction and building climate resilient infrastructure compared to the previous fiscal year. Due to the Covid-19 pandemic this allocation has been spent on the public health sector and in the implementation of community action plans. Around 70% of the beneficiaries expressed their satisfaction with this support program of the local government. Poverty mapping has been completed in 19 cities, using which local governments and other stakeholders can easily implement poverty reduction programmes. Exercise has been completed in 15 cities to develop Urban Resilience Strategy, and Cox's Bazar Municipality has already developed a pilot Urban Resilience Strategy. (Progress 44.44%) 	<ul style="list-style-type: none"> Eighth Five Year Plan (July 2020-June 2025) has been reviewed. Baseline and annual follow-up survey reports also showed positive indication. Annual Review Template Annual Outcome Monitoring 2021 Ongoing indepth monitoring survey findings (the present study). 	<ul style="list-style-type: none"> GOB's economic policies are increasingly pro-poor. Although political instability has been mentioned as an important predictor in the DPP logframe – overall program implementation has been hampered in reality due to significant reductions in donor funding to address the situation arising out of COVID-19 pandemic including nationwide lockdowns iduring 2020 and 2021.
Output			
<p>Output -1</p> <p>Climate resilient housing will be</p>	<ul style="list-style-type: none"> Build 5,000 climate resilient dwellings by June 30, 2022. 	<ul style="list-style-type: none"> Baseline and annual follow-up survey reports. 	<ul style="list-style-type: none"> There is favorable environment and willingness for land acquisition and low cost

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
provided for low income groups.	<ul style="list-style-type: none"> • Upgrading/repairing 15,000 climate resilient dwellings through CHDF by 2022. • Creation of Community Housing Development Fund (CHDF) in 36 cities by 2022. 	<ul style="list-style-type: none"> • Field reports and online database • CHDF Evaluation Report 	housing in municipalities and city corporations.
<p>Review the results</p> <p>Climate-resilient housing for low-income communities is underway.</p>	<ul style="list-style-type: none"> • Preparation of preliminary list is underway to provide free housing facility under affordable housing to 336 beneficiary families in Gopalganj city. Soil filling work has already been completed, and work of service piling is going on. According to the project office, the design for affordable housing in Chandpur, Kushtia and Noakhali municipalities is in the finalization stage and tenders will be invited by June 2022. Achievement against targets is virtually nil. • 560 Climate Resilient Housing in Chittagong, Narayanganj and Rajshahi city have been improved/renovated through CHDF loan. However, according to the present indepth monitoring survey in 6 more cities the process of setting up Community Housing Development Fund is underway. Progress is 25%. <ul style="list-style-type: none"> ➤ As of April 2022, CHDFs have been formed in Chittagong, Narayanganj and Rajshahi Nagar and registered with the Directorate of Cooperatives. Election of CHDF Management Committees has been completed on time and training related to fund management has also been provided. Loans have been given to 560 beneficiaries in these three cities for improvement/renovation of houses. In 6 more cities, the process of setting up 	<ul style="list-style-type: none"> ➤ Field reports and online database ➤ Baseline and annual follow-up survey reports. ➤ Ongoing/present indepth monitoring survey ➤ Annual Review Template ➤ CHDF Evaluation Report 	<ul style="list-style-type: none"> • In many cases, the favorable environment and willingness for land tenure and low-cost housing did not exist in municipalities and city corporations. • Program implementation has been hampered due to significant reductions in donor funding and national lockdowns in 2020 and 2021 as a result of the COVID-19 pandemic.

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
	<p>Community Housing Development Fund is underway.</p> <p>➤ Achieving the target of climate resilient housing construction and improvement/renovation by June 2023 through providing free of cost housing and CHDF loans is almost impossible. Achieving a maximum of 50% against the target within the specified time frame may be quite difficult.</p>		
<p>Output-2 Building community organizations for low income people</p>	<ul style="list-style-type: none"> • By 2022, 4,136 Community Development Committees (CDCs) have been formed. • By 2022, 39,850 savings and credit groups were formed. • By 2022, a savings equivalent of Tk 90 crore has been created for community based savings and loan groups. • Training 104,529 beneficiaries to acquire various skills. 	<ul style="list-style-type: none"> • CDC Assessment Report • Town Federation Assessment Report • Quarterly Field Report of Community Based Savings and Credit Groups 	<ul style="list-style-type: none"> • Municipalities and City Corporations are willing and able to respond to the demands/ needs of the organized poor.
<p>Review the results Work is ongoing to form community organizations for low-income people.</p>	<ul style="list-style-type: none"> • As of April 2022, 19 Town Federations, 259 clusters, and 3132 CDCs have been formed. Under these organizations 763,564 urban poor houses are getting project benefits through 39,734 groups. (Progress 75.73%) ➤ The remains target of Community Development Committee (CDC) formation is 24.27%. But after the formation of CDC, along with registration, the selected committee has to acquire the capacity to manage the organization through orientation and management training, and it is quite time-consuming. It may not be possible to achieve 	<ul style="list-style-type: none"> ➤ Report on Annual Outcome Monitoring (AOM) 2021 ➤ LIUPCP Annual Report (2020) ➤ NUPRP bi-Annual Report, April-September 2021 ➤ Quarterly Progress Report, April-June 2020 ➤ Ongoing indepth monitoring survey ➤ Annual Review Template 	<ul style="list-style-type: none"> ➤ Municipalities and City Corporations appear to have willingness and able to respond to the demands/ needs of the organized poor. ➤ Program implementation has been hampered due to significant reductions in donor funding and imposition of national lockdowns in 2020 and 2021 due to the COVID-19 pandemic.

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
	<p>the target within the project period.</p> <ul style="list-style-type: none"> • A total of 23,447 savings and credit groups have been formed with a total of 3,54,490 members till April 2022. (Progress 58.84%) <ul style="list-style-type: none"> ➤ The remaining target of formation of savings and credit group is 41.16%, which cannot be implemented within the project period. • As of April 2022, a total savings fund of Tk 67.30 crore has been formed. (Progress 74.78%). <ul style="list-style-type: none"> ➤ Funding target for savings and credit group remaining is 25.22%. In order to achieve the remaining target, the local project offices should target beneficiaries outside the savings and loan groups and increase the members by organizing regular motivational meetings at the CDC level about the facilities of savings and loans under the groups, security of deposits, and transaction process. • 15,994 beneficiaries received training and skill development grants in various trades. (Progress 15.30%) <ul style="list-style-type: none"> ➤ The training target remaining is 84.70%, which cannot be implemented within the project period. However, it may be possible to achieve the target of skill development training by tagging the beneficiaries in the free training program conducted by other government agencies / development agencies. 		

Narrative Summary	Objectively Varifiable Indicators	Means of Verification	Important Assumptions
<p>Output-3 Ensuring the skills and employment of women and girls.</p>	<ul style="list-style-type: none"> • Improved employment scope of 88,600 people. • 75,300 students received education grants. • 12,000 pregnant women and lactating mothers received 1,000 Days of nutritional grants. • Increased livelihood opportunities for 88,600 persons by 2022. • By 2022, 6,750 community leaders have received training on violence against women and child marriage. 	<ul style="list-style-type: none"> • Verification of project records • Project completion report • Baseline and annual follow-up survey reports 	<ul style="list-style-type: none"> • There are employment and business opportunities at the city level. • Other support services (eg, microcredit) are willing and able to serve the self-employed workers
<p>Review the results Employment opportunities are increasing through socio-economic empowerment of women and girls.</p>	<ul style="list-style-type: none"> • 35,713 marginalized women received business grants to improve their quality of life. 87% of these women have started small businesses after receiving training. (Progress 40.31%) <ul style="list-style-type: none"> ➤ The business grant target remains at 59.59%, which cannot be achieved within the project period. • Education stipend has been given to 10,906 students (students) studying from class 1 to class 7 to reduce school dropouts. 8,220 girls studying from class 8 to class 10 have been given education stipend to prevent child marriage. (Progress 25.40%) <ul style="list-style-type: none"> ➤ The target of education stipend remaining is 74.60%, which cannot be implemented within the project period. • 20,250 pregnant women and lactating mothers and 20,250 children (aged 7-24 months) received nutritional grants. Adolescent girls are also given reproductive health and nutritional support through one-time payment of Tk 6500. (Progress 168.75%) <ul style="list-style-type: none"> ➤ Achievement against nutrition grant target is 	<ul style="list-style-type: none"> • Verification of project records • Baseline and annual follow-up survey reports • 	<p>Program implementation has been hampered due to significant reductions in donor funding and imposition of national lockdowns in 2020 and 2021 due to the COVID-19 pandemic.</p>

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
	more than the target, (168.75%), project target has already been achieved.		
<p>Output-4</p> <p>Ensuring climate change resilience/capacity through community based infrastructure.</p>	<ul style="list-style-type: none"> • 38,600 community/individual latrines to be provided. • 6,505 water points (eg tubewells, piped water with bathroom facilities etc.) will be provided. • Construction of 148 multipurpose community centers. • Sewage management facilities in 36 cities. • 1,50,000 meters of paved/connecting roads and 1,49,978 meters of drainage improved. • Ensuring access to safe drinking water for 5,85,450 people by 2022. • Ensuring access to improved sanitation for 5,21,100 people by 2022. 	<ul style="list-style-type: none"> • Baseline and annual follow-up survey reports • Field reports and online database • CCVA report • Climate Resilient Municipal Infrastructure Fund (CRMIF) and Settlement Improvement Fund (SIF) agreements. 	<ul style="list-style-type: none"> • Climate change adaptation and mitigation is a priority for national and local government
<p>Review the results</p> <p>Through Community Based Organization (CDC) of the city area, the problems under the area of the CDC are identified on the basis of importance, and after formulation of Community Action Plan (CAP) to solve them, projects are being financed to build and maintain capacity of climate resilient infrastructure.</p>	<ul style="list-style-type: none"> • 7,513 community/individual latrines constructed. Progress 19.46%. • 3,035 water points have been installed. Progress 46.66%. • 5 Multipurpose Community Centers have been constructed. Progress is 3.37%. • Expansion of sewage management facilities in 19 cities is in progress. • 2,97,126.52 metres Road/Footwalk, 1,80,606.51 metres Drainage System, Crossing Bridge 146.02 metres, Culvert Railing 178.83 metres, Stairs/Ghat 334.06 metres, Dustbin/Domestic Waste Management 37, and 197 street light facilities provided. Target achieved. • Ensured access to safe drinking water for 1,32,960 people. (Progress 22.71%). 	<ul style="list-style-type: none"> ○ Baseline and annual follow-up survey reports ○ Field reports and online databases ○ CCVA report ○ Climate Resilient Municipal Infrastructure Fund (CRMIF) and Settlement Improvement Fund (SIF) agreements. 	<p>Program implementation has been hampered by significant reductions in donor funding and national lockdowns in 2020 and 2021 due to the COVID-19 pandemic.</p>

Narrative Summary	Objectively Varifiable Indicators	Means of Verification	Important Assumptions
	<ul style="list-style-type: none"> Sanitation facilities ensured for 1,98,327 people. (Progress 38.06%) 1,50,000 meters of paved/linking roads and 1,49,978 meters of drainage improvement of Output-4 have been completed. Which is more than the target. As the target of construction of roads and drains is achieved, through formulating and completing a realistic action plan with utmost importance, this will help implementation of other activities (such as construction of community/individual latrines, establishment of water points for safe drinking water, community center construction activities) under Output-4 which are lagging behind. Through this it will be possible to achieve the estimated target of Output-4. 		
<p>Output-5</p> <p>Capacity building of municipalities in formulating better urban management, policies and plans.</p>	<ul style="list-style-type: none"> Inclusion of 36 project cities in the Climate Resilient Urban Plan by 2022. Improving coordination in 36 cities to ensure basic services for low-income communities by 2022. 	<ul style="list-style-type: none"> Assessment Report/Assessment Report of Municipalities and City Corporations Baseline and annual follow-up survey reports 	<p>Political economy and socio-cultural factors will not adversely affect the effective management/operation of the groups.</p>
<p>Review the results</p> <p>The capacity of municipalities to formulate better urban management, policies and plans is increasing.</p>	<ul style="list-style-type: none"> To develop Urban Resilience Strategy, exercise has been completed in 15 cities. Cox's Bazar Municipality has already developed a pilot Urban Resilience Strategy. (Progress 41.66%) As a result of project activities at the local level, 15 city corporations and municipalities have increased budget allocations for poverty reduction and building climate resilient infrastructure. This allocation is being spent 	<ul style="list-style-type: none"> Assessment Report/Assessment Report of Municipalities and City Corporations Baseline and annual follow-up survey reports 	<p>Project implementation has been hampered due to significant reductions in donor funding and national lockdowns in 2020 and 2021 due to the COVID-19 pandemic.</p>

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
	<p>on public health sector and implementation of community action plans due to the COVID-19 pandemic. According to the Annual Outcome Report, 70% of the beneficiaries are satisfied with this support program of the local government. Slum mapping for 19 cities has also been completed.</p> <p>➤ Quality of Basic Services (e.g. Birth Certificate / Death Certificate / Trade License / Inheritance Certificate / Character Certificate / Holding Tax / Household Waste Management) has increased in most of the cities. However, according to the opinion of beneficiaries the quality of such services provided in Gazipur, Dhaka South and Mymensingh City Corporation has not improved much as compared to the pre-project period. Progress 44.44%.</p> <p>➤ In this case, under the supervision of the Project Director (Output-5), the central and local level project officials need to take necessary steps to ensure the quality of services by coordinating with the concerned officials of the local government department.</p>		

Observation on the logframe structure

The logframe is prepared in a 4x4 matrix, containing the project description, objectively verifiable indicators, means of verification, key assumptions and goals, objectives, outputs, inputs. However, although the logframe described in the DPP of this project contains project description, objectively verifiable indicators, means of verification, important assumptions and goals, objectives, outputs, there is no input and yearly-based indicator for.

3.5 Sustainability Plan/Exit Plan Review

The exit plan of the project as described in the DPP states that the community will bear the cost of operation and maintenance of the infrastructure constructed under the project from their own operation and maintenance (O&M) funds. Also, the City Corporations/Municipalities will maintain the common facilities constructed under the project from the block allocation given by the Government and with

their own funds. City Corporation/Municipal staff will supervise the maintenance work. Therefore, no additional manpower will be required to maintain the facilities constructed under the project.

Analyzing the data obtained from the survey, it has been found that the community has already formed an O&M fund of Tk.. 350.99 lakh through 2,037 CDCs from their own operation and monitoring (O&M) funds to bear the operation and maintenance costs of the infrastructure constructed under the project. A Program Implementation Committee (PIC) has been formed in each ward with representatives from City Corporation/Municipal Councilors, City Corporation/Municipal staff, CDC Chairman and Secretary, DHFW, WASA/DPHE, Department of Education, concerned NGOs. This committee formulates Community Action Plan (CAP) based on local needs and implements infrastructure development program based on CAP. PIC Committee can assist the City Corporation/Municipality in maintenance of common facilities constructed under the project with block allocation given by the Government and own funds after completion of the project activities. City Corporation/Municipal staff as well as PIC may supervise maintenance works. As a result, no additional manpower will be required for the maintenance of the facilities constructed under the project and it is expected that quality standards will be maintained in the maintenance of the infrastructure.

3.6 Project Management

3.6.1 Appointment of National Project Director

According to the DPP, the National Project Director of the project titled “Livelihoods Improvement of Urban Poor Communities Project” will be responsible for the overall management of the project activities. The National Project Director shall ensure that the ongoing work of the project is being completed as per the DPP/project document and the approved annual work plan. The Project Director will lead the Project Implementation Team of the Local Government Department by planning, and managing the implementation of the activities approved in the Annual Action Plan. The Project Director is responsible for managing all day-to-day project related activities. These activities include task and procurement planning, financial management and preparation and monitoring of project progress reports. The Project Director will leverage the project experience to effectively implement the project and lead the smooth implementation of the project activities by exerting policy influence within the government system to ensure necessary cooperation with other ministries and government departments.¹⁰

Since the inception of the project Mr. Rabindranath Bormon, Joint Secretary of the concerned department served as additional duty for about 6 months from 29/10/2018 to 05/05/2019. Later, Mr. Abdul Mannan, Joint Secretary performed the duties of this project regularly for a total of 2 years, and as an additional responsibility from 05/05/2019 to 27/05/2021. Joint Secretary Mr. Md. Ershadul Haque served as Project Director for about 6 months from 27/05/2021 to 29/11/2021. That is to say, 3 officers served as project director of this project for three years and one month from the beginning of the project up to 29/11/2021. The latest being Masum Patwari, Joint Secretary, has been holding additional charge as Project Director since 29/11/2021. The Project Director has changed four (4) times since the beginning of the project (as shown in the table 3.7 below).

Table 3.7
Project Director, Nature of Responsibilities and Duration

Name of Project Director	Principal Office and Designation	Nature of responsibility	Tenure of office		Whether responsible as project manager of multiple projects	
			joining	transfer	yes/no	Project No
Rabindranath Bormon	Local Government Department, Joint Secretary	Additional responsibility	29/10/2018	05/05/2019	No	
Abdul Mannan	Local Government Department, Joint Secretary	Deputation	05/05/2019	27/05/2021	No	
Md. Ershadul Haque	Local Government Department, Joint Secretary	Additional responsibility	27/05/2021	29/11/2021	No	
Md. Masum Patwari	Local Government Department, Joint Secretary	Additional responsibility	29/11/2021	ongoing	No	

Source: Project Office

¹⁰ Programme Key Staffs Terms of Reference (ToR), DPP, Page 50

It is noteworthy that in this case, according to paragraph 16.7 of the circular issued by the Planning Department regarding "Formulation, processing, approval and revision of development projects in the public sector", the Project Director cannot be changed before 3 years unless it is strictly necessary in the public interest. There has been deviation in this case. A full-time Project Director shall be appointed for the remainder of the project in strict compliance with the said paragraph. According to the DPP, one Deputy Project Director, one accounts officer, two drivers, one MLS were supposed to be appointed but no appointment has yet been made. For the smooth implementation of the project, appointments need to be given for these posts.

3.6.2 Project manpower status

In order to properly implement the activities of this project, there has been provision in the DPP for appointment of a total of 1,267 national and international consultants including Operations Coordinator, Urban Planning and Governance Coordinator, City Liaison Coordinator, Social Mobilization and Community Capacity Building Coordinator. They have been appointed as per the recruitment rules of UNDP. Project related monitoring shows that the number of manpower actually engaged in the project is 1,214 (95.82%). Of these, 34 are working at the project head office, the remaining 1,180 project-related manpower, are working in 19 City Corporations and Municipalities as CF, SENOF.

In the case of project-related recruitment, the government has faced with lawsuits several times demanding job permanence of project workers. Therefore, in the light of this experience, it is mentioned in the DPP that the appointment of all officials and field workers at the city corporation and municipal level, including coordinators, accounts officers, etc. of various project-related components, will be done in accordance with UNDP's own rules. Accordingly, all local level appointments are mentioned in the DPP as Consultants/Advisors as per UNDP regulations.

The information regarding the manpower employed in the project is presented in the table below:

Sl. No	Post Name	Number (People)		Number of vacant post and %	Term of office	
		Resources of DPP	Actual number of manpower and %		start	end
1	Project Coordinator	1	0	1 (100%)		
2	Operations Coordinator	1	1 (100%)	0 (0%)	Jul-2018	Jun-23
3	Urban Planning and Governance Coordinator	1	1 (100%)	0 (0%)	Jul-2018	Jun-23
4	City Liaison Coordinator	2	2 (100%)	0 (0%)	Jul-2018	Jun-23
5	Social Mobilization and Community Capacity Building Coordinator	1	1 (100%)	0 (0%)	Jul-2018	Jun-23
6	Nutrition Expert	1	1 (100%)	0 (0%)	Jul-2018	Jun-23
7	Socio-Economic and Livelihood Coordinator	1	1 (100%)	0 (0%)	Jul-2018	Jun-23
8	Land Tenure and Housing Coordinator	1	1 (100%)	0 (0%)	Jul-2018	Jun-23
9	Infrastructure and Urban Services Coordinator	1	1 (100%)	0 (0%)	Jul-2018	Jun-23
10	M&E Coordinator	1	1 (100%)	0 (0%)	Jul-2018	Jun-23
11	Communication and Reporting Coordinator	1	1 (100%)	0 (0%)	Jul-2018	Jun-23
12	Internal Audit Coordinator	1	1 (100%)	0 (0%)	Jul-2018	Jun-23
13	Finance Specialist	1	1 (100%)	0 (0%)	Jul-2018	Jun-23
14	Admin, Procurement & HR Specialist	1	1 (100%)	0 (0%)	Jul-2018	Jun-23
15	Town Manager	20	19 (95%)	1 (5%)	Jul-2018	Jun-23
16	Policy Advocacy	1	0 (0%)	1 (100%)	Jul-2018	Jun-23
17	GIS Officer	1	0 (0%)	1 (100%)	Jul-2018	Jun-23
18	Climate Resilience Officer	1	0 (0%)	1 (100%)	Jul-2018	Jun-23
19	Gender expert	1	1 (100%)	0 (0%)	Jul-2018	Jun-23
20	Finance Officer	1	1 (100%)	0 (0%)	Jul-2018	Jun-23
21	ICT Officer	1	1 (100%)	0 (0%)	Jul-2018	Jun-23
22	Audit Officer	2	2 (100%)	0 (0%)	Jul-2018	Jun-23
23	Governance and Mobilization Expert	20	19 (95%)	1 (5%)	Jul-2018	Jun-23
24	Socio-Economic and Nutrition Expert	20	19 (95%)	1 (5%)	Jul-2018	Jun-23
25	Infrastructure and Housing Expert	20	19 (95%)	1 (5%)	Jul-2018	Jun-23
26	M&E Expert	5	5 (100%)	0 (0%)	Jul-2018	Jun-23
27	Finance and Admin Officer	20	19 (95%)	1 (5%)	Jul-2018	Jun-23
	International Consultant					
28	Technical Advisor	1	1 (100%)	0 (0%)	Jul-2018	Jun-23
29	M&E Specialist	1	1 (100%)	0 (0%)	Jul-2018	Jun-23
	Support staff			0 (0%)		

Sl. No	Post Name	Number (People)		Number of vacant post and %	Term of office	
		Resources of DPP	Actual number of manpower and %		start	end
30	Secretary Admin Asstt	2	2 (100%)	0 (0%)	Jul-2018	Jun-23
31	Driver	5	5 (100%)	0 (0%)	Jul-2018	Jun-23
32	Messenger	1	1 (100%)	0 (0%)	Jul-2018	Jun-23
	Local consultant sort team					
33	Unspecified Consultant	LS	30	0	Jul-2018	Jun-23
34	Consultant for Community Support	170	170 (100%)	0 (0%)	Jul-2018	Jun-23
35	Consultant/Volunteer for Community Support	959	885(92.28%)	0 (0%)	Jul-2018	Jun-23
	Total	1,267	1,214(95.82%)	53 (4.18%)		

Source:Project Office

3.6.3 Organizing Steering Committee and PIC Committee meetings

- First year of project initiation- during the 11 months from August, 2018 to June, 2019, 1 NPB and 1 PSC meeting was scheduled to be held as per DPP but 1 NPB meeting was held on 22/01/2019, but no PSC meeting was held in this financial year.
- In the second year of the project- during 2019-20, as per DPP 4 NPB and 1 PSC meetings were scheduled but actually 2 NPB meetings and 1 PSC meeting were held. During the second year of the project, the second NPB meeting was held on 11/07/2019, the third NPB meeting was held on 30/06/2020, and the first PSC meeting was held on 21/08/2019. That is, the first PSC meeting was held after the second meeting of NPB.
- In the third year of the project- during 2020-21 as per DPP, 4 NPB and 1 PSC meetings were supposed to be held but actually only 1 NPB meeting and 2 PSC meetings were held. In the third year of the project, the fourth NPB meeting of the project was held on 05/05/2020, and the second PSC meeting on 28/10/2020, and the third PSC meeting on 24/05/2021. It may be noted here that the in the financial year 2017-18. the second PSC meeting (23/10/2018) was held 8 months after the second NPB meeting (on 11/02/2018).
- In the fourth year of the project- during 2021-22, as per DPP 2 NPB and 1 PSC meetings were scheduled till December 2021, but no information on organizing NPB and PSC meetings has been provided by the project office so far (as shown in the table 3.8 below).

Table 3.8
Organizing PSC and NPB committee meetings

Name of Committee	2018-2019 (August'2018-June'2019)			2019-2020			2020-2021			2021-2022			total Actual achievement (April, until 2022)
	Target as per circular	Target as per DPP	Actual achievement	Target as per circular	Target as per DPP	Actual achievement	Target as per circular	Target as per DPP	Actual achievement	Target as per circular	Target as per DPP	Actual achievement (April, until 2022)	
PSC	4	1	0	4	1	1	4	1	2	4	1	0	3
NPB	-	1	1	-	4	2	-	4	1	-	4	0	4

Source:Project Office

Observation on the results:

As per the circular issued by the Planning Department it is necessary to organize at least 1 steering committee meeting every three months for smooth implementation, monitoring and supervision of the project as per 'Annexure-D' and 'Annexure-D' of the circular on "Formulation, processing, approval and revision of development projects in the public sector". Although there is a provision in the DPP of at least 1 PIC meeting every three months, there is no plan to hold Steering Committee/PSC meeting and PIC meeting in the DPP. According to the DPP of the project, at least 1 PSC meeting is to be held every year and accordingly 3 steering committee meetings have been convened since the inception of the project. It is also to be noted here that the DPP mentions formation of National Program Board (NPB) in place of PIC at the central level of the project, and although 4 NPB meetings were supposed to be held every year, only 4 NPB meetings have been held since the beginning of the project.

Below are the important parts of the discussion of the meetings of the Project Steering Committee and NPB and the status of implementation of the decisions.

3rd PSC Meeting: 24-05-2021

Sl.	Issues and Decisions	Implementation of decisions
1	Construction of “low-cost housing” is permitted at increased market rates or following government-approved schedules, and the City Corporation has to initiate low-cost housing construction activities wherever land is available.	Construction activities have already started in Gopalganj
2	Subject to the approval of the Ministry, NPSC approves the piloting of digital healthcare in Narayanganj.	The decision has been implemented
	Chittagong Hill Tract Municipalities (Khagrachari, Bandarban and Rangamati) and Teknaf Municipality have agreed to be included under the LIUPC scheme and the scheme requires prior approval of the Planning Commission.	The decision to amend the DPP is yet to be implemented
	The DPP will be revised in light of all the changes in the LIUPC project.	The decision to amend the DPP is yet to be implemented

2nd PSC Meeting: 28-09-2020

Sl.	Issues and Decisions	Implementation of decisions
1	Guidelines on “Low-Cost Housing (Affordable)” are approved along with the sample MOU presented.	The decision has been implemented
2	Draft architectural designs and designs of Gopalganj and Chandpur along with estimated cost are approved for immediate commencement of procurement process and construction work.	The decision has been implemented
3	It is advised to coordinate with NHA, LGED and other concerned agencies while implementing the housing program.	The decision has been implemented
4	As per the approved DPP, the duration of the project is agreed to be extended till June 2023.	The decision has been implemented

Progress in implementation of decisions of previous NPB committee meetings

4th NPB Meeting: 24/05/2021

Sl.	Issues and Decisions	Implementation of decisions
1	Review project progress and approve revised budget as per Annual Action Plan 2021. The Board recommends ensuring and prioritizing climate resilience in infrastructure construction.	has been implemented
2	Project activities are not being implemented as planned due to national lockdown due to 2nd wave of covid-19. Implementation of construction work is hampered due to increase in cost of construction materials and shortage of workers. The Project Office will monitor the situation closely and inform the NPB.	has been implemented
3	The topic of implementation of "low-cost housing" will be discussed in the PSC meeting in light of the increase in the price of construction materials.	has been implemented
4	Project activities in Barisal City Corporation area were suspended due to budget constraints.	has been implemented

Source: Project Office

3.7 Analysis of data related to audit execution and resolution of objections

According to the DPP, all project expenditures are to be approved by the Foreign Audited Project Aid Directorate (FAPAD) and the Office of Audit and Investigation (OAI), UNDP, as per the guidelines laid down in the National Execution Manual (NEM).

According to the project office, FAPAD has completed the audit of this project for the calendar years 2018, 2020 and 2021. However, due to the COVID-19 pandemic, the audit for the year 2019 has not yet been completed. The audit report for the year 2018, 2020 and 2021 has arrived at the project office. There were 2 audit objections of 9involving Tk..14,11.68 lakh in 2018, 12 audit objections of Tk..69,67.20 lakhs in 2020, and 15 audit objections of Tk..69,17.89 lakhs in 2021. That is, in 3 years, a total of 29 audit objections amounting to 152,96.77 lakh taka were raised. It is to be noted that a review of the said audit objections carried out by FAPAD shows violation of DPP provisions, non-execution of works on time as per contract, purchase of construction materials without ensuring quality as per BOQ, expenditure in excess of sector wise estimates, collusive practice/ leakage of official estimated price, execution of procurement in violation of the rules of PPR-2008, etc. are noteworthy.

Only two audit objections of 2018 have been replied to FAPAD authorities in the form of broadsheets. Out of 29 audit objections, only 1 audit objection was resolved. Out of 28 outstanding audit objections, 10 objections are to be settled by amending the DPP. Another 18 audit objections are to be expeditiously disposed of according to suggestion/ opinion of the audit authority. The concerned ministries and development agencies have to consider the objections mentioned in the allocation and release of project funds. The following table 3.9 gives the audit objection and settlement status.

Table 3.9
Status of Audit Objections

Audit Authority	Year	Title of Audit Objection	Actions taken to resolve audit objections	Audit settlement stage and comments
FAPAD	2018	Para 1: Tk. 13,88,73,223.00 (Thirteen Crore Eighty Eight Lakh Seventy Three Thousand Two Hundred and Twenty Three Taka) shown as expenditure without disbursing amount to the beneficiaries at the field level.	Money has already been distributed to every beneficiary through Mobile Banking (Rocket).	Answered through broadsheet. Audit Objection Resolved. Information is recorded and stored.
		Para 2: Expenditure incurred in excess violating DPP Provision as management and consultants' fee of Tk. 22,95,300.00 (Twenty Two Lakh Ninety-Five Thousand and Three Hundred Taka) .	DPP will be revised and adjusted	The objection is upheld. Answered through broadsheet. The project authorities and concerned departments should take prompt action to resolve.
Due to the COVID-19 -19 pandemic, the audit for the year 2019 has not yet been completed				
FAPAD	2020	Para-01: Irregular Expenditure was made amounting to Tk. 3,24,97,531.00 (Three Crore Twenty Four Lakh Ninety Seven Thousand Five Hundred and Thirty One Taka) for COVID-19, violating provision of the DPP.	This program has been completed under WASH mentioned in DPP.	The objection is upheld. No reply was given through the broadsheet. The said amount should be adjusted by revising the DPP. The project authority and the concerned department

Audit Authority	Year	Title of Audit Objection	Actions taken to resolve audit objections	Audit settlement stage and comments
				should take quick action to settle the objection.
		Para-02: Loss of Project money amounting to Tk. 64,15,82,931.00 (Sixty Four Crore Fifteen Lakh Eighty Two Thousand Nine Hundred and Thirty One Taka) for Infrastructure Development violating the DPP provision.	The activities have been carried out as per DPP provisions. Small scale construction works are carried out based on No Objection Letter (NOC) issued from City Corporation/Municipal Mayors.	The objection is upheld. The answer is not satisfactory. No reply was given through the broadsheet. The FAPAD authority shall take appropriate action to settle the objection by submitting relevant evidence.
		Para-03: Excess payment was made amounting to Tk. 52,72,000.00 (Fifty Two Lakh Seventy Two and Thousand Taka)for starting business from the Socio- Economic Fund (SEF).	Tk.10,000.00 per beneficiary has been given as business grant, approved by head office and as per approved contract.	The objection is upheld. No reply was given through the broadsheet. The said amount should be adjusted by revising the DPP. The project authorities and concerned departments should take prompt action to resolve objections.
		Para-04: Loss of Project money amounting to Tk. 82,46,626.00 (Eighty Two Lakh Forty Six Thousand Six Hundred and Twenty Six Taka) in SIF (Settlement Improvement Fund) in 2020 since land ownership was not confirmed.	The construction work has been implemented as per the commitment letter given by the Mayor and local Councillor of Mymensingh City Corporation.	The objection is upheld. No reply was given through the broadsheet. In case of implementation of activities through SIF funds, the implementation of activities must be ensured by ensuring land ownership. The project authorities and concerned departments should take prompt action to resolve objections.

Audit Authority	Year	Title of Audit Objection	Actions taken to resolve audit objections	Audit settlement stage and comments
		Para-05: Loss of Project money amounting to Tk. 14,89,000.00 (Fourteen Lakh and Eighty Nine Thousand Taka) for Payment of Hardship Allowance to the field level workers violating of the DPP provision.	Hardship Allowance has been paid to the field staff with the approval of the Head Office and as per the circular issued for the emergency situation for Covid-19.	The objection is upheld. No reply was given through the broadsheet. The said amount should be adjusted by revising the DPP. The project authority and the concerned department should take quick action to settle the objection.
		Para-06: The project authority incurred expenditure amounting to Tk. 26,18,837.00 (Twenty-Six Lakh Eighteen Thousand Eight Hundred and Thirty-Seven Taka) beyond the DPP Provision.	Audit objections will be answered by contacting the head office.	The objection is upheld. No reply was given through the broadsheet. No reply was given through the broadsheet. Appropriate action shall be taken to resolve audit objections and activities shall be conducted as per DPP.
		Para-07: Loss of project money amounting to Tk. 10,40,400.00 (Ten Lakh Forty Thousand and Four Hundred Taka) due to excess disbursement for Covid-19 expenditure.	Audit objections will be answered after verifying the documents.	The objection is upheld. No reply was given through the broadsheet. The answer is not satisfactory.
		Para-08: The work was not done in time violating the contract agreement.	According to the contract, the work should be completed within 6 months.	The objection is upheld. No reply was given through the broadsheet. Appropriate action should be taken to resolve audit objections and activities should be completed within the contract period and schedule.
		Para-09: Irregular selection of urban poor & extreme poor and Communities and beneficiaries.	Audit objections will be answered after verifying the documents.	The objection is upheld. No reply was given through the broadsheet. Appropriate measures should be taken to resolve objections and urban poor and extreme poor communities and beneficiaries should be

Audit Authority	Year	Title of Audit Objection	Actions taken to resolve audit objections	Audit settlement stage and comments
				selected as per the objectives of the project.
		Para-10: Irregularly showing expenditure in the FS amounting to Tk.9,95,000.00 (Nine Lakh Ninety and Five Thousand Taka) but those amount was unspent in the Bank account.	Partial bill paid to Town Federation as covid-19 assistance. Due to head office's objection, outstanding bills have not yet been paid.	The objection is upheld. No reply was given through the broadsheet. Financial statement should be amended and notified to the audit authority.
		Para-11: Loss of Project money amounting to Tk. 29,30,000.00 (Thirty Nine Lakh and Thirty Thousand Taka) due to non-allocation of fund against hand washing for prevention of covid-19.	Hand washing facilities at community level were set-up of to prevent transmission of Covid-19 virus as per approval from head office and as per approved contract.	The objection is upheld. No reply was given through the broadsheet. Appropriate action should be taken by reviewing all vouchers related to set-up of hand washing facilities for prevention of Covid-19 to resolve audit objections.
		Para-12: Loss of project money amounting to Tk 48,558.00 (Forty Eight Thousand Five Hundred and Fifty Eight Taka)by preparing fake Quotation.	Answers to Audit objection will be given later on.	The objection is upheld. No reply was given through the broadsheet. Appropriate action shall be taken for resolution of objections and fake vouchers/receipts should not be presented for activities implemented through SIF funds.
FAPAD	2021	Para-01: Without execution of work, expenditure included in the FS amounting to Tk. 96,86,959.00 (Ninety six lakh eighty six thousand nine hundred fifty nine).	Town federations, CDCs and clusters could not complete the activities on time due to the covid-19 pandemic.	The objection is upheld. No reply was given through the broadsheet. Audit objections should be resolved by amending the Financial Statements (FS).

Audit Authority	Year	Title of Audit Objection	Actions taken to resolve audit objections	Audit settlement stage and comments
		Para-02: Violating DPP provisions and PPR-2008, CRMIF & SIF fund disbursed to CDC, Cluster and Federation amounting to Tk 3,38,35,012.00 (Three Cores Thirty Eight Lakh Thirty Five Thousand and Twelve Taka).	CRMIF and SIF funds are disbursed through CDCs, clusters, and town federations as per the guidelines of DPP. As per guideline, it was not necessary to follow the tendering process as the work was below Tk.7.50 lakhs.	The objection is upheld. No reply was given through the broadsheet. The issues should be regularly regularized and communicated to the audit authority along with authentic documents.
		Para-03: Violating Delegation of financial power & Rule 69 (1) of PPR-2008, Town Federation Chattogram City Corporation has procured goods through Quotation method involving amount of Tk. 15,91,994.00 (Fifteen Lakh Ninety One Thousand Nine Hundred and Ninety Four Taka)	CDC financial guidelines do not specify any financial limits.	The objection is upheld. No reply was given through the broadsheet. The issues should be regularized and communicated to the audit authority along with authentic documents.
		Para-04: Irregular expenditure has been shown amounting to Tk. 14,43,235.00 (Fourteen Lakh Forty Three Thousand Two Hundred and Thirty Five Taka) due to payment of bill to other supplier instead of the actual vendor or service provider.	The illiterate poor beneficiaries received checks against the bank account of someone they knew as the activities were implemented through the community and the vendor did not have a bank account.	The objection is upheld. No reply was given through the broadsheet. The issues should be regularly regularized and communicated to the audit authority along with authentic documents.
		Para-05: Violating Rule-17(1) of PPR-2008, Project Authority split into two packages for avoiding approval of higher authority (Concerned Ministry) amounting to Tk. 16,99,22,935.00 (Sixteen Crore Ninety Nine Lakh Twenty Two Thousand Nine Hundred and Thirty Five Taka) & Tk. 16,71,98,017.00 (Sixteen Crore Seventy One Lakh Ninety Eight Thousand and Seven Taka) .	As per DPP both packages are being implemented through NUPRP/W2 and NUPRP/W2.1 package.	The objection is upheld. No reply was given through the broadsheet. The matter should be regularized immediately on the instructions of the audit authority with proper action against the responsible person. The annual procurement plan of the project should be prepared based on the procurement plan as prescribed by DPP.
		Para-06: Violating Rule 16(5) of PPR-2008, Local authority signed 02(two)	As per clause 43.3.of ITT proposal shall not be more or	The objection is upheld.

Audit Authority	Year	Title of Audit Objection	Actions taken to resolve audit objections	Audit settlement stage and comments
		contract agreementst by collusive practice amounting TK. 15,29,30,641.5 (Fifteen Crore Thirty Nine Lakh Thirty Thousand Six Hundred and Forty One Taka Fifty Paisa) & 15,04,78,215.30 (Fifteen Crore Four Lakh Seventy Eight Thousand Two Hundred and Fifteen Taka Thirty Paisa).	less than 10% of the proposed estimate	No reply was given through the broadsheet. The matter should be settled immediately on the direction of the Audit Authority with appropriate action against the responsible person. The concerned department shall take effective steps to comply with Rule 16(5) of PPR-2008 in keeping the official estimated price secret in such tendering process under the project.
		Para-07: Violating DPP provision, excess payment was made for business startup grant against the Socio-Economic Fund (SEF) amounting to Tk. 28,40,000.00 (Twenty eight lakh forty thousand only).	Tk.10,000 per beneficiary as business grant as approved by head office and as per approved contract.	The objection is upheld. No reply was given through the broadsheet. The said amount should be adjusted by revising the DPP.
		Para-08: Violating DPP provision, local authority executed the work for the Construction of 5-Storeied Building of climate resilient housing and basic services for low income households	In general, DPP refers to the construction of proto-type buildings. In fact, an attempt has been made to give an idea of the prototype building through the 2/6 storey building mentioned in the DPP.	The objection is upheld. No reply was given through the broadsheet. Audit objections should be resolved by revising the DPP.
		Para-09: Due to selection of inappropriate scheme, real beneficiaries are deprived of benefits.	According to the SIF guidelines, pregnant women should be given priority in the construction of footpaths. On the other hand, the poor, rich, disabled, pregnant women of the community all got constructed footpaths and drain facilities.	The objection is upheld. No reply was given through the broadsheet. Objections should be disposed of with appropriate action against the person responsible.
		Para-10: Project money was not used and remains unspent worth Tk 6,58,491.00 (Six Lakh Fifty Eight Thousand Four Hundred and Ninety One Taka) due to non use of Settlement Improvement Fund (SIF) in the contract period.	Because of Rakhinepara CDC seeking to build footpaths instead of tube wells, has delayed the process of designing and costing. The work has been cancelled due to the injunction issued on	The objection is upheld. No reply was given through the broadsheet. The issues should be regularized and communicated to the audit authority along

Audit Authority	Year	Title of Audit Objection	Actions taken to resolve audit objections	Audit settlement stage and comments
			the designated site by Gaiyamatli CDC.	with authentic documents.
		Para-11: Beyond DPP Provision Micro & Small Enterprise Fund (MSEF) has been disbursed irregularly amounting to Tk 5,00,000.00 (Five Lakh Taka)	Business grants mentioned in DPP and HQ instructions were followed.	The objection is upheld. No reply was given through the broadsheet. Audit objections should be resolved by revising the DPP.
		Para-12: Irregular expenditure amounting Tk 3,91,384.00 (Three Lakh Ninety One Thousand Three Hundred and Eighty Four Taka) due to making estimate based on RCC item with crushed stone chips instead of RCC item with crushed brick chips and signing contract..	Due to Cyclone Amphan, the size of the construction work at the CDC has increased, brick chips used instead of stone chips because of increased cost of construction materials	The objection is upheld. No reply was given through the broadsheet. The issues should be regularly regularized and communicated to the audit authority along with authentic documents.
		Para-13: The Community Development Committee (CDC) has not deposited unspent money in the Operation & Maintenance account as well as Local UNDP account as instructed in the contract & Settlement Improvement Fund (SIF) Guideline amounting Tk 1,49,353.00 (One Lakh Fifty Nine Thousand Three Hundred and Fifty Three Taka).	The said amount will be deposited as per the guidelines.	The objection is upheld. No reply was given through the broadsheet. The issues should be regularized as per the rules and the said amount should be deposited in the appropriate bank account.
		Para-14: Irregular expenditure amounting to Tk. 80,560.00 (Eight Thousand Five Hundred and Sixty Taka) due to estimated excess rates of schedule for Earth Box Cutting item.	As this work is being carried out on a limited scale, the construction work has been carried out following the DRS code.	The objection is upheld. No reply was given through the broadsheet. The said amount should be deposited in the bank account of the project and the audit authority should be informed.

Audit Authority	Year	Title of Audit Objection	Actions taken to resolve audit objections	Audit settlement stage and comments
		Para-15: Irregular expenditure amounting to Tk. 81,935.00 (Eighty One Thousand Nine Hundred and Thirty Five Taka) due to excess payment for M/S deformed bar beyond quoted price and without estimated item.	M/S had to purchase Deformed Bar at a higher price than the quoted price due to sudden rise in rod prices.	The objection is upheld. No reply was given through the broadsheet. Issues should be regularized as per rules and audit authority should be informed promptly.
<i>Source: Project Office</i>				

Overall observation shows that the responses of the project implementing department are not reasonable enough in view of most of the objections of the audit authorities. Prompt action should be taken in settling objections. Audit objections play an important role in ensuring the overall quality of products, operations and services. However, it is essential to conduct quality internal and external audits to establish financial discipline, transparency and accountability in project implementation and to improve institutional efficiency and capacity. The quality of FAPAD audits is satisfactory in terms of transparency and accountability of project financial management.

3.8 Review of Beneficiary Selection Process

From city selection to beneficiary selection, the project uses scientific method. While selecting cities, all city corporations and A-class municipalities are analyzed on the basis of their total population and urban poor population. The assessment is re-evaluated through field visits to collect additional data. After the completion of this extensive process, a total of 20 cities were selected for implementing the project.

A participatory poverty mapping is conducted in each city corporation and municipality for beneficiary selection, followed by identification of slums in each ward of the city. The map and database are then vetted by local stakeholders and approved by ward councilors and mayors. This exercise ensures that the city authorities are officially recognizing the urban slums. The poverty mapping exercise is based on 16 poverty indicators, which reflect indicators of living in addition to standard demographic data.

After finalizing the poverty mapping exercise, poverty indicators are determined through a workshop, where city priorities are set keeping in mind the local context. A poverty score is assigned to each poor settlement and then recalculated to determine a ward poverty index. All poor settlements within a ward are classified on four scales by assigning an overall poverty score. For example: Q1- Severely underdeveloped, Q2- Very little developed, Q3- Slightly developed, and Q4- Fairly developed. The Ward Poverty Index has enabled both the project and the city authorities to make rational investments in line with the needs of the wards and use it as a supportive tool for poverty reduction.

The main criterion for beneficiary selection in this scheme is the Multidimensional Poverty Index (MPI) score. Families with high and moderate MPI poverty scores are generally given priority for selection.

As a unique asset of the scheme, LIUPCP provides each housing unit owner with a secured tenure benefit lasting 99 years, on the condition that they do not rent out or sell or transfer the unit. This provision provides security to the selected beneficiaries that they will not be evicted for a period of time and even become the legal owners of the municipal property as per the scheme laid down by the government. Further, to increase the sustainability and feasibility of the housing complex, a management and maintenance committee is constituted with house owners and collectively financed on the basis of monthly subscription from all the unit owners. Beneficiary selection for this project is a complex and unique process, considered an important part of the affordable housing project, which

includes a detailed criteria to reach the most vulnerable, including the disabled, climate refugees, widows, and the elderly.

Analyzing the qualitative data, it was found that many times the right beneficiaries could not be selected due to concealment of information by beneficiaries and local public representatives. In this context, in the review of audit objections, inconsistencies were noticed in the selection of two beneficiaries. Two randomly selected CDCs Dirashram West and Rathkhola CDC were physically observed. From verification it can be seen that Moses. Submersible pumps have been installed in Rehana's land. He is the Accountant of Dirashram West CDC. Her husband is an expatriate from Saudi Arabia. He lives in a building with attached bathrooms. By which it is understood that she is a woman of status, not poor or extremely poor. Similarly 4 bathrooms have been sanctioned in Rathkhola CDC. Out of 4 bathrooms, 2 bathrooms have been constructed in the same house. The owner of the said house, Mr. Shafiqul Islam, is working as a teacher in a madrasa belonging to MPO. Mr. Shafiqul also lives in that house. He is also not poor or extremely poor but well-to-do. On inspection of the promissory note signed by Shafiqul Islam, the landlord for the bathroom, it was found that the signature of the promissory note was not his. It is learned from Ali, the tenant, that the rent is being increased every year, which is a clear breach of the agreement. Actual beneficiaries of the infrastructure were not found during on-site verification. From the above observation it is clear that this is not congruent with the aim and objective of selecting beneficiaries from the urban poor and extreme poor.

3.9 Monitoring and reviewing progress of project construction work as per specification, BOQ / TOR, quality and quantity

Preparations are being made to start construction of a total of 4 buildings of the project in Gopalganj municipality. 2 contractors have been involved in this ongoing work. A technical committee consisting of an engineer from the local government department, an engineer from the municipality and local project officers are regularly supervising the construction work. In addition, an independent supervision firm is also monitoring the construction work regularly and submitting reports to the project headquarters. The physical construction activities of the project include removal of garbage from dumping area, soil filling, construction of 4 buildings, construction of boundary wall, waste management, rain water harvesting, construction of pond, garden, playground. Actual progress status of project construction works, design drawings, specifications, BOQ/TOR. Materials (rod, sand, cement, concrete, bricks etc.) and materials (machinery) used in civil and water resource construction, quality and quantity of materials, quality of construction work, environmental protection, waste disposal, use of safety materials for workers, and existing challenges on the ground Observed and reviewed.

During data collection at the field level, all physical activities under the purview of the 2 contractor organizations of the project were observed on the ground. The financial and actual progress data of the construction works of the contractors observed on site are inserted in the sub-paragraphs and tables below. 2 physical construction works under the project are monitored. Their specifications, BOQ/TOR. Observations and recommendations of technical experts on design doing, use of materials and materials, quantity and quality of materials, test execution, supervision, progress and quality of construction work are described in this part of the report.

3.9.1 Progress Analysis of “Low-Cost Housing” Construction Work

Work orders have been issued through e-GP system where contractors have been appointed for the construction of buildings under the project. As per DPP the main construction work of the project includes construction of 6 storey and 2 storey buildings. Also includes waste removal, soil filling, central court, compound drain, approach road, soil testing, material testing, gardening/landscaping, etc. Already the tender for the construction of the building has been invited and the contract has been entered

into with the contractor as per the terms of the tender. The construction work of four buildings with 5 floors under construction under Gopalganj municipality was inspected. The stage of progress of contracted physical work is indicated in the table 3.10 and table 3.11 below:

Table 3.10

Physical Work Progress: NUPRP/W2- Construction of 5-storied “Climate resilient housing and basic services for the low-income households” at Gopalganj Municipality (building 1 and 2)

Details	Actual status of implementation, in March 2022
Garbage removal and sand filling	Completed (100%)
Test pile drive	Completed (100%)
Load test	Completed (100%)
Service pile	not started

Source: In-depth Monitoring Survey, 2022

During the inspection/visit of the project area during 26/03/2022 to 28/03/2022, it was observed that the construction work of Building 1 and 2 under Package No. NUPRP/W2, waste removal, sand filling, load test, test pile drive has been completed. However, the service pile work has not yet started. The actual progress of work as per the work plan given in the contract is meagre. No godowns for storage of construction materials and no construction related activities were seen in the construction area. So, it can be said that it will not be possible to complete the construction work within the project period of 30 June 2023 (Table 3.10).

Table 3.11

Physical Work Progress: NUPRP/W2.1- Construction of 5-storied “Climate resilient housing and basic services for the low-income household” at Gopalganj Pourashava (building 3 and 4)

Details	Actual status of implementation, March 2022
Garbage removal and sand filling	Completed (100%)
Test pile drive	Completed (100%)
Load test	Completed (100%)
Service pile	5 piles completed

Source: In-depth Monitoring Survey, 2022

Waste removal, sand filling, load test, test pile drive have been completed in the construction works of Building 3 and 4 under Package No. NUPRP/W2.1. At present the work of service piling has started and the actual progress of the work as per the work plan given in the contract is negligible (Table 3.11).

Project Area Details: The housing project under construction under Low-Cost Housing is located at Charsonakur, Ward No. 9 of Gopalganj Municipality. Its location is 5 km from the municipal office. away This place was a municipal dumping center for a long time. The total area of the under construction housing is 3.45 acres. The measurements of land allocated for four multi-storied buildings are given in table 3.12:

Table 3.12

Allocated land size for four multi-storied buildings

Details	Amount (Acres)
Approach Road	0.30 acres
Building 1 and 2	1.31 acres
Building 3 and 4	1.84 acres
Total	3.45 acres

Source: Project Office



Image 3.1
Previous status of land earmarked for Low Cost Housing in Gopalganj town



Image 3.2
Current Status of Land earmarked for Low Cost Housing in Gopalganj Town (Building 3 and 4)



Image 3.3
Current status of land earmarked for Low Cost Housing in Gopalganj town on Google Maps (spot marked in circle)



Image 3.4
Observation of Casting of Service Piles for Low Cost Housing in Gopalganj City (Building 3 and 4)

3.9.2 Overall observation of the project area

The design of two-bedroom flats in the DPP calls for provisions for separate kitchens, waste management, gullies, cross ventilation, sunset over windows, etc. for each flat. But since no building has been constructed under low-cost housing so far, it has not been possible for the consultancy firm to make any observations about the quality of building construction. Which is a special deviation.

Review of infrastructure drawings or designs

The drawings or designs of each building are reviewed. The architectural design, structural and electrical design of the building have been completed by the concerned department. After reviewing the design, it has been found that the contractor is working on the service piling as per the design without any change.

The four buildings under construction are expected to have the following facilities:

- Flats for 336 families
- Child/Disabled/Elderly Friendly Accommodation
- Solar electricity
- Adequate water supply
- Waste management
- Rainwater harvesting
- Small market
- Pond
- Community Center
- Playground
- Courtyard.

The design of the buildings is aesthetic. As per the design, adequate light and ventilation system has been kept in the building. Each building has 1 staircase, 1 master bed, 1 living room, 1 bathroom, 1 kitchen room in each of the 20 flats on each floor. Type A flat has an area of 278.25 sq. ft. and type UNI flat has an area of 298.16 sq. ft. A review of the design shows that each flat has sufficient light and air circulation.

Lack of clean and usable water in the big cities of Bangladesh is a big problem nowadays. At the same time, flooding during the rainy season is also a great suffering for people. As a result of groundwater extraction, the groundwater table is going down. If this continues, potable water will become scarce in the near future. These problems can be easily solved if the rainwater is properly maintained and used for daily activities. So, rain water harvesting has been included in the design of these 4 buildings. Apart from solar power, with the facilities of biogas plant, drainage facilities, 1 central court, 2 internal courts, 8 kitchen gardens, these buildings may be considered as ideal climate tolerant housing.

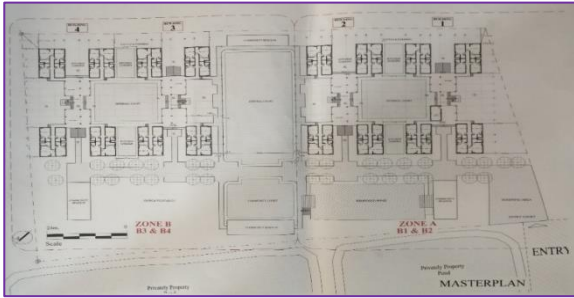


Image 3.5
Master Plan: Building 1 (B1) and 2 (B2),
Building 3 (B3) and 4 (B4)

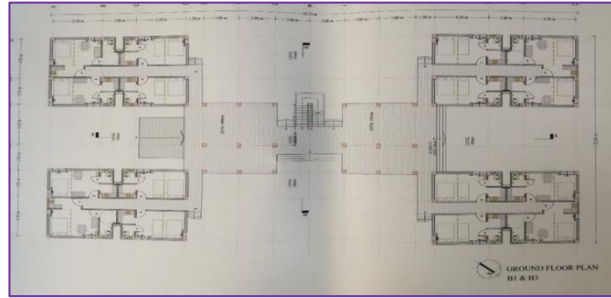


Image 3.6
Ground Floor Plan

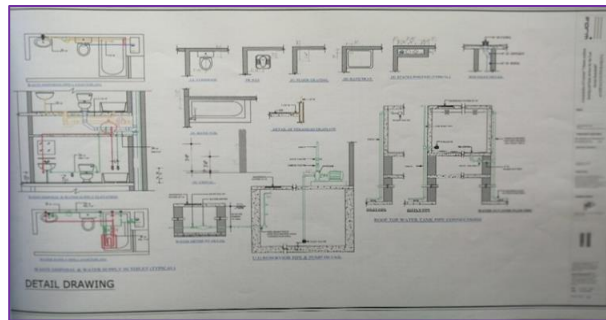


Image 3.7
Plumbing drawing

3.9.3 Review of construction quality test report

CONSULTANCY RESEARCH & TESTING SERVICES (CRTS)
Department of Civil Engineering
Khulna University of Engineering & Technology
Khulna 800, Bangladesh
Phone: 06610-6666-76, 06610-7676-81, 06610-7676-82, 06610-7676-83

কনসালট্যান্সি রিসার্চ এন্ড টেস্টিং সার্ভিসেস (সিআরটিএস)
কৃষ্ণা বিশ্ববিদ্যালয়
কৃষ্ণা-৪০০, বাংলাদেশ
ফোন: ৬৬১০-৬৬৬৬-৭৬, ৬৬১০-৭৬৭৬-৮১, ৬৬১০-৭৬৭৬-৮২, ৬৬১০-৭৬৭৬-৮৩

Tension Test of Deformed MS Bars (ASTM A 370)

Client : Executive Engineer, Gopalganj, Paurashava. CRTS No. : 6902 Date : 22.12.2021
Ref. No. : Crp/Egg/2021/2229-2 Date : 14.12.2021 Test No. : T-2143-05 Date of Testing : 02.03.2021
Project : -

Sl. No.	ID Mark	Bar Dia (mm)	Actual Dia (mm)	Actual Area (mm ²)	Average Yield Point (MPa)	Yield of Proof (MPa)	Average Tensile Strength (MPa)	Ultimate Tensile Strength (MPa)	Ultimate Elongation (%)	Average Elongation to Break (%)	Reduction of Area (%)	Remarks
1	SCRM 5400-600	20	20.13	2438	142.3	147	517	517	23.4	23.4	7.25	
	SCRM 5400-600	20	20.15	2439	146.5	148	498	498	21.2	21.2	8.66	
	SCRM 5400-600	20	20.01	2428	142.2	142	442	442	20.8	20.8	8.66	
2	SCRM 5400-600	16	16.07	1560	124	124	445	445	18.8	18.8	5.75	
	SCRM 5400-600	16	16.08	1563	124	124	424	424	13.7	13.7	5.60	
	SCRM 5400-600	16	16.07	1560	124	124	451	451	18.8	18.8	5.75	
3	SCRM 5400-600	12	12.07	1066	106.6	106.6	454	454	21.8	21.8	5.60	
	SCRM 5400-600	12	12.07	1066	106.6	106.6	454	454	21.8	21.8	5.60	
	SCRM 5400-600	12	12.07	1066	106.6	106.6	454	454	21.8	21.8	5.60	
4	SCRM 5400-600	10	10.07	1012	101.2	101.2	485	485	21.8	21.8	5.60	
	SCRM 5400-600	10	10.08	1013	101.3	101.3	485	485	21.8	21.8	5.60	
	SCRM 5400-600	10	10.09	1014	101.4	101.4	485	485	21.8	21.8	5.60	

1 MPa = 145 psi = 10.197 kg/cm²
Strengths are based on actual cross-sectional area.
Average yield strength reduction varies by within ±0.5%
Samples were received in unaltered condition.

Controlled by: *[Signature]* CRTS (Civil), Dept. of Civil Engg. Test performed by: *[Signature]* S.K. Md. Kamal Uddin, Assistant Professor, Dept. of Civil Engg.

Note: Samples collected by the client have been tested in the laboratory. CRTS (Civil) does not take any responsibility as to the representativeness of the samples received to be tested. It is recommended that proper care be taken in a week and several more samples should be tested under the same conditions as the samples tested in the laboratory. In order to ensure that the results are representative of the actual work, it is recommended that all samples be collected by persons duly authorized. For any queries please contact with Chairman, CRTS, Civil, Department of Civil Engineering, KUET.

GOVERNMENT OF THE PEOPLE'S REPUBLIC OF BANGLADESH
LOCAL GOVERNMENT ENGINEERING DEPARTMENT
OFFICE OF THE EXECUTIVE ENGINEER
GOPALGANJ.

COMPRESSIVE STRENGTH TEST OF CEMENT (ASTM C-109)
(Using 50/50.8mm Cube of Cement Mortar)

Client : XEN,Pourashava Gopalganj Memo/ Ref.d. : 34/3 dt.05.12.2021
Scheme : Package No-NUPRP/W-2.1

Sample No : 01 Bag Type of Specimen:50mm Cube, Sampled by/dt: XEN, Poursa.Gopar.7.12.2021
Quantity : 01 Bag City/Repres : Not Inform
Casting date/Time : 08.12.2021 Lab. Reg. No:27
Date of Test (Time) :3-Days 11.12.2021 107-Days 15.12.2021 28days
Brand of Cement(Origin): (King Brand) M/s Proportion : Cement:Sand:1:2.75 W/C Ratio:0.49
Type of Sand Used: Standards Sand (Imported sand & grading as per ASTM C-78)

Specimen Number	Age (days)	Specimen Area (M ²)	Maximum Load (KN)	Compressive Strength Local Area (MN/M ²)	Average Compressive Strength (MN/M ²)	Remarks (If any)
01	3	0.0025	31.9	12.76	13.08	= 1897.10 PSI
02	3	0.0025	32.7	13.08		
03	3	0.0025	33.5	13.40		
01	7	0.0025	22.1	20.84	20.89	= 3029.36 PSI
02	7	0.0025	21.3	20.52		
03	7	0.0025	22.6	21.30		

Note: 1MN/m² = 145.038 PSI and 1kn = 224.809lb

Note: Specified strength of Portland Composite Cement (PCC) as per ASTM C-595 are

3-days ----13 MN/m² (1885 PSI)
7-days ----20 MN/m² (2900PSI)
Optional Requirement 28-days 28 MN/m² (3625)

Comments (If any) : 3 & 7 Days result are Acceptable

Copy: *[Signature]* L.E.D. T-2143-05
M/S Niaz Traders
[Signature] A.S. Md. Kamal Uddin
LGED, Gopalganj.

Image 3.8
Test report for determining construction quality

On-site inspection of the project area is carried out to verify whether the goods are being used as per the specifications/BOQ stipulated in the purchase agreement. A number of reports on strength determination of concrete, stone chips, sand and de-formed bars are available, as provided by QUETT and LGED-Gopalganj. As per rules, cylinder test is required at each stage of concrete placement and as per BNBC Section 5.12.2, cylinder test shall be done daily or every 60 cubic meter of concrete or every 250 square meter area of concrete whichever is less in case of concreting in any project. No such test report was found in the said project.

The 9 test reports received in the case of NUPRP/W2.1 package and the 6 reports received for NUPRP/W2 package are all of recent dates. It may be note here that as per the report, no test-sample was given in sealed condition. However, in the test reports that were available, the strength of the material was acceptable in almost all cases. The following table shows the name and date of the test:

Sl.	Test Name	Product	Date of report	
			Package no NUPRP/W2	Package no NUPRP/W2.1
1	Tension Test of Deformed MS Bars	Rod	02/12/2021	22/03/2022
2	Compressive Strength Test of Cement	Cement	01/12/2021	11/12/2021
3	Water Absorption Test of Bricks	Brick	02/12/2021	12/12/2021
4	Compressive Strength of Test Bricks	Brick	02/12/2021	12/12/2021
5	Normal Consistency (ASTM C-187) & Setting Time (ASTM C-19) Determination of Cement	Cement	05/12/2021	15/12/2021
6	Sieve Analysis (Combine of FM of Sand)	Sand	02/12/2021	12/12/2021
7	Resistance to Abrasion of Aggregate by the use of Los Angeles Abrasion Test	Stone chips		12/12/2021
8	Grain Size Analysis	Stone chips		12/12/2021
9	Load Test			January,2022

Source: Local Project Office

Monitoring of materials used in construction work

From the specification of all the materials used in the construction of this project, such as rods, sand, stone chips, cement, bricks, water, etc., to the quantity and quality of the construction work, the contractor has completed all the tests properly, which is evident from the observation.



Image 3.9
Cement (King Brand), Rod (SS Tiger 400 DWR 60 Grade 20/16/10 mm), Sand (Sylhet St) and Stone Chips (as per specification) – starting from top left (clockwise)

Cement: Evidence of using King brand cement in construction as per specification.

Rod: Tiger brand rod used.

Sand: Use of Sylhet sand for casting and local sand for site filling has been observed.

Stone Chips: Imported stone chips are used.

Water: Submersible water is used in construction.



Image 3.10
Collecting samples for cylinder test



Image 3.11
Standard Slump Test

Monitoring the overall progress of building construction work under Low-Cost Housing:

Analyzing the project tender, and contract, it can be seen that two contracting firms received the work order and accepted the work site layout on 17/08/2021, 4 months after participating in the tender on 29/04/2021. After that, the work of removing the garbage and sand filling of the site is completed. Test pile casting work started on last 04/11/2021. Test pile driving started on 11/12/2021 and load test work was completed (Table 3.13). After about three months on 02/02/2022 the revised design of the pile was supplied to the contractor. Talking to the contracting company, it is known that the project manager has changed 3 times in 2021. As a result, the building construction work is not being implemented as per the work plan due to delay in receipt of work orders and other official activities.

Table 3.13
Actual status of building construction activities as per work plan

Description of activities	Duration		Total Time		Comment
	Schedule	Actual	Schedule	Actual	
Total duration of building construction	August 21 – June 22	-	23 months	-	Not started
Lay-out, garbage removal and sand filling (Package No. NUPRP/W2. and NUPRP/W2.1)	September 2021-February 2022	September 2021 - February 2022	6 months	6 months	completed
Service pile (Package No. NUPRP/W2)	15 February 2022 - 15 April 2022	not started	2 months		Construction is 2 months behind schedule. It will not be possible to complete the construction work within the stipulated time.

Description of activities	of	Duration		Total Time		Comment
		Schedule	Actual	Schedule	Actual	
Service pile (Package No. NUPRP/W2.1)	No.	15 February 2022 - 15 April 2022	Start 28 March 2022	2 months		Construction is 2 months behind schedule. It will not be possible to complete the construction work within the stipulated time.

Source: In-depth Monitoring Survey, 2022

- Through interviews with contractors and analysis of market rates, it has been found that the prices of construction materials, especially rods, cement, stone chips, have increased up to one and a half times compared to the proposed schedule rates. If the project authorities do not take a decision in this regard quickly, it will not be possible to complete the construction work on schedule.

3.9.4 Basic Facility Monitoring

Monitoring of safe drinking water facilities

A total of 20 safe drinking water facilities constructed under the project were monitored. Out of this, 18 (90%) deep tube wells, 1 (5%) shallow tubewell, 1 (5%) piped water are installed under the project. Fresh water was found in 95% of facilities, iron-rich water was found in one facility. However, 3 (15%) drinking water facilities had no platform, 1 (5%) facility had a platform but no drains to allow used water to flow to a safe distance. 18 drinking water sources were found to be at a safe distance from the latrine (94.74%). However, electric lighting is available in 11 facilities (55%). Each drinking water facility is used by an average of 20 beneficiary households (Table 3.14 & Table 3.15).

Table 3.14
Source and quality of drinking water

Details	Source of drinking water			Water quality		Water facility platform			The head of the tube well has a cover
	Deep Tube well	Shallow tube well	Pipe water	Pure water	Water With iron	Paved platforms and paved drains	Paved platforms but no paved drains	No platform	
Number	18	1	1	19	1	16	1	3	19
Percent (%)	90%	5%	5%	95%	5%	80%	5%	15%	100%

Source: In-depth Monitoring Survey, 2022

Table 3.15
Source and availability of drinking water

Details	Distance of tube well from latrine		Electric lighting/bulbs available		Period of Construction/ Installation			Bathrooms are available during emergencies	Each safe drinking water source is being used by an average of about 20 beneficiary households
	More than 10 meters	Less than 10 meters	Yes	No	2019	2020	2021		
Number	18	1	11	9	10	3	7	20	
Percent(%)	90%	5%	55%	45%	50%	15%	35%	100%	

Source: In-depth Monitoring Survey, 2022

Photograph of drinking water facility constructed under the project:



Image 3.12
Drinking water facility,
Buriganga Cluster, Hindupara,
Narayanganj City Corporation



Image 3.13
Latrines next to Tubewell,
Kaliajuri CDC, Comilla City
Corporation



Image 3.14
Drinking water facility, College
CDC, Patuakhali Municipality

Bathroom observation

A total of 15 bathrooms constructed under the project were observed and it was found that 86.70% of the bathrooms had no cracks in the floor, and considering the safety issues, it was found that all the bathrooms have the facility of closing the door from inside. Three-fourths of bathrooms have supply water system (73.3%, 11). Electric lighting is available in 13 (86.7%) bathrooms. Besides, 86.70% of the bathrooms are used by both men and women. An average of 5 families are using one bathroom (Table 3.16 & Table 3.17).

Table 3.16
Facilities available in the Bathroom

Details	Cracks in the floor of bathroom		Water supply system		Bathroom door can be closed from inside	Electric lighting/bulbs are available	
	Yes	No	Supply water	bucket/mug		Yes	No
Number	2	13	11	4	15	13	2
Percentage %	13.3%	86.7%	73.3%	26.7%	100%	86.7%	13.3%

Source: In-depth Monitoring Survey, 2022

Table 3.17
Bathroom use by gender

Details	Separate Bathroom facilities for male and female			Duration of Construction/ Installation			Bathrooms are available during natural calamities	Each latrine is being used by about 5 beneficiary families on an average
	Both	Female	Male	2019	2020	2021		
Number	13	2	0	1	9	5	15	
Percentage %	86.7%	13.2%	0%	6.7%	60.0%	33.3%	100%	

Source: In-depth Monitoring Survey, 2022

Stills of the Bathrooms constructed under the project:



Image 3.15
Bathroom Facility, Lama Para
CDC, Sylhet City Corporation



Image 3.16
Bathroom Facility, Hindu Para,
Ceramic Road, Kalsi, Dhaka
North City Corporation



Image 3.17
Bathing Facility, Cane market
CDC, Sylhet City Corporation

Latrine Observation

A total of 37 latrines constructed under the project were monitored. Every latrine is a sanitary latrine (100%). Considering safety issues, each latrine has facility of closing the door from inside. However, 3 latrines were found with bad smells (8.10%), and 81.10% (30) had water supply. Out of the 37 latrines, 31 (83.80) latrines have cleaning equipment, 29 (78.4) have electric lighting, 100% of latrines were found usable during natural calamities (such as floods, landslides etc.). Besides, 91.90% latrines are used by both men and women. An average of 5 families are using one latrine (Table 3.18 & Table 3.19).

Table 3.18
Facilities available in the Latrine

Details	Sanitary Latrines	The latrine door can be closed	Latrines with stink		Latrines with water supply		Cleaning equipment is available		Electric light/bulb is present	
			Yes	No	Yes	No	Yes	No	Yes	No
Number	37	37	3	34	30	7	31	6	29	8
Percentage %	100%	100%	8.1%	91.9%	81.1%	18.9%	83.8%	16.2%	78.4%	21.6%

Source: In-depth Monitoring Survey, 2022

Table 3.19
Latrine use by gender

Details	User of latrines			Period of Construction/Installation			Latrines are usable during natural calamities	Each latrine is being used by 5 beneficiary families on an average
	Both	Female	Male	2019	2020	2021		
Number	34	2	1	11	12	14	37	
Percentage %	91.9%	5.4%	2.7%	29.7%	32.4%	37.9%	100%	

Source: In-depth Monitoring Survey, 2022

Stills of latrines constructed under the project:



Image 3.18
Latrine Facility, Gatepara CDC,
Gopalganj Municipality



Image 3.19
Latrine Facility, Town Jainkathi
CDC, Patuakhali Municipality

Approach road monitoring

A total of 31 approach roads constructed under the project were monitored. Out of these 2 (6.50%) are brick laid roads, 4 (12.90%) are pitch poured, and 25 (80.60%) are paved/cement finishing roads. Observations showed that 6 (19.40%) road surfaces were uneven, 5 roads had cracks (16.10%), and 4 road surfaces had potholes (12.9%). Only 1 (3.2%) of the monitored roads was found to have waterlogged roads (Table 3.20).

Table 3.20
Status of Approach Road

Details	Road type			Is the road surface high?		Any cracks are visible on the road surface		There are holes in the road pavement surface		During monsoons, or for any other reason, water accumulates on the roads	
	Brick laying	Pitch casting	paved road	Yes	No	Yes	No	Yes	No	Yes	No
Number	2	4	25	6	25	5	26	4	27	1	30
Percentage %	6.5%	12.9%	80.6%	19.4%	80.6%	16.1%	83.9%	12.9%	87.1%	3.2%	96.8%

Source: In-depth Monitoring Survey, 2022

Stills of roads constructed under the project:



Image 3.20
Road constructed under the project
(Length: 302 m. and Width: 3.5 m.),
Chhotobaira, Shamshanghat,
Khulna City Corporation



Image 3.21
Road constructed under the
project, Muslim Para, Rishipara,
Narayanganj City Corporation



Image 3.22
Road constructed under the
project, 1st Road, Karail Basti,
Adarsh Nagar CDC, Banani,
Dhaka North City Corporation

3.10 Analysis of results obtained on the basis of quantitative and qualitative data

3.10.1. Quantitative data analysis

Age wise breakdown of beneficiaries

For the present study, 661 beneficiaries were interviewed out of which only 12 (1.82%) were male and the remaining 649 (98.18%) were female beneficiaries. The mean age of male beneficiaries was 35.42 years, and that of female beneficiaries was 33.26 years. However, 39.14% of female beneficiaries were below 30 years of age (Table 21 and Bar Chart 3.1).

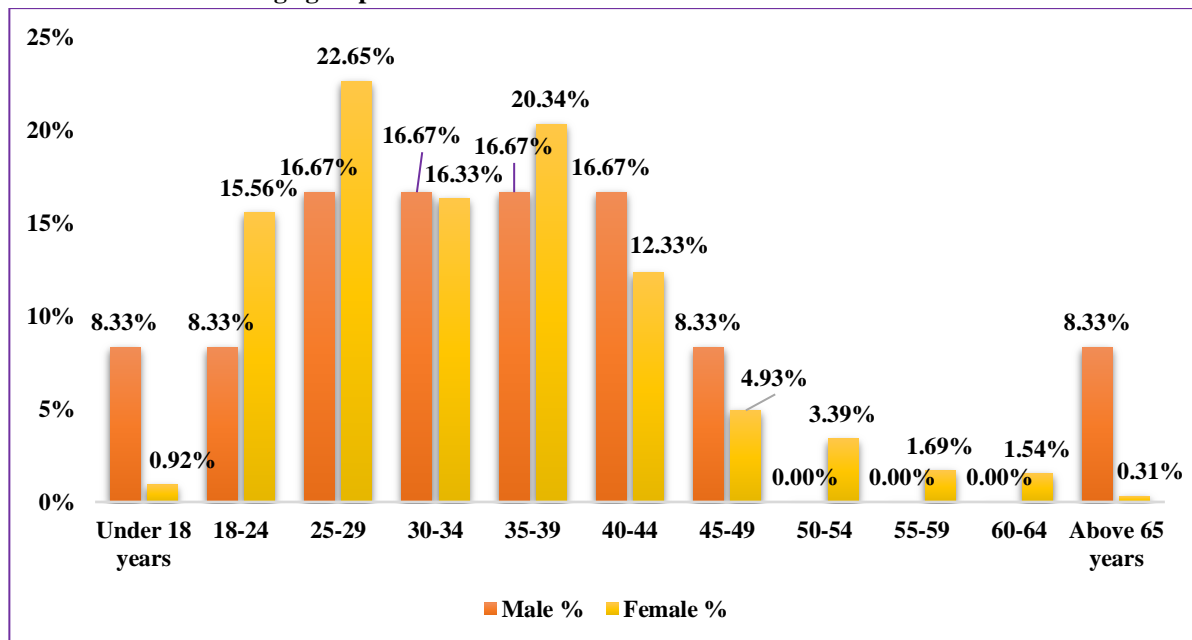
Table 21
Age group wise distribution of beneficiaries: Male and Female

Age group	Male		Female		Total	
	Number	%	Number	%	Number	%
Under 18 years	1	8.33%	6	0.92%	7	1.06%
18-24	1	8.33%	101	15.56%	102	15.43%
25-29	2	16.67%	147	22.65%	149	22.54%
30-34	2	16.67%	106	16.33%	108	16.34%
35-39	2	16.67%	132	20.34%	134	20.27%
40-44	2	16.67%	80	12.33%	82	12.41%
45-49	1	8.33%	32	4.93%	33	4.99%
50-54	0	0.00%	22	3.39%	22	3.33%
55-59	0	0.00%	11	1.69%	11	1.66%
60-64	0	0.00%	10	1.54%	10	1.51%
Above 65 years	1	8.33%	2	0.31%	3	0.45%
Total	12	100%	649	100%	661	100%
Average age	35.42		33.26		33.30	

Source: In-depth Monitoring Survey, 2022

Bar Chart 3.1

Age group wise distribution of beneficiaries: male and female



Source: In-depth Monitoring Survey, 2022

Educational Level of Beneficiaries

Education builds and strengthens the foundation of nations. A high literacy rate is indicative of a developed society. Literacy refers to the ability to read and write a simple message. According to chart 3.2, among the surveyed beneficiaries, 12% have educational qualifications SSC or above. Notably, 23% of those surveyed are either illiterate or can only sign. As per slum census 2014 literacy rate was 33.26%, the literacy rate among current beneficiaries is 77%.

That is, the literacy rate among surveyed

beneficiaries is 43% higher as compared to slum census 2014. This suggests that among the urban poor, those with some elementary education have been prioritized in the selection of beneficiaries.

Family type

Half (50%) of male and three-fourths (77%) of female beneficiaries are from single family and overall, less than a quarter of the urban poor live in joint families. That is, the joint family is gradually disappearing in Bangladesh (Table 3.22).

Average number of HH members

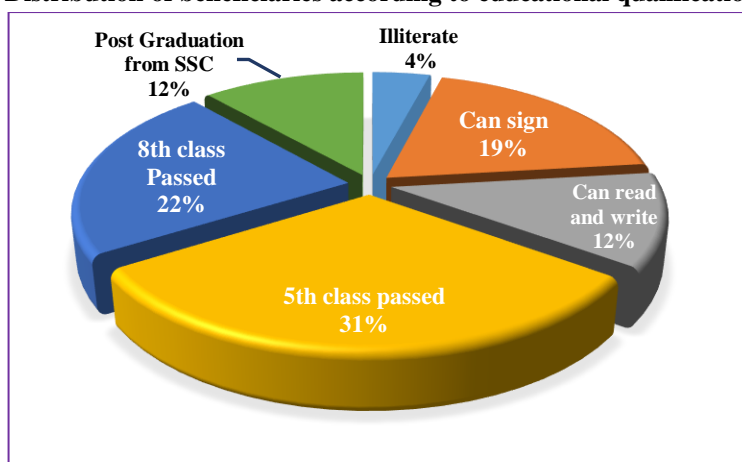
From the table 3.23 it is seen that the average size of the beneficiary households is 4.72. It may be noted that as per HIES, 2016 the average number of member of household members residing in the city was 4.00. But since the data is taken from poor families living in slum areas, the household size is slightly higher than that of the general population in urban areas. Because, the fertility rate of poor families is generally higher than that of well-off families.

Marital status

Marital status and its variation play an important role in population composition and structure. From the table 3.24 it is clear that 83.33% of the male beneficiaries are currently married and the remaining 16.67% are unmarried. On the other hand, among female beneficiaries the married rate proportion married is 89.37%. Among the female beneficiaries, 8.63% are currently widowed, divorced, or abandoned by their husband and only 2% are currently unmarried (Table 3.24).

Pai chart 3.2

Distribution of beneficiaries according to educational qualification



Source: In-depth Monitoring Survey, 2022

Table 3.22

Distribution of Beneficiaries by Family Type: Male and Female

Family type	Male		Female		Total	
	Number	%	Number	%	Number	%
Single family	6	50.00%	501	77.20%	507	76.70%
Joint family	6	50.00%	148	22.80%	154	23.30%
Total	12	100.00%	649	100.00%	661	100.00%

Source: In-depth Monitoring Survey, 2022

Table 3.23

Number of female and male members in the Household

Age group	Number of male members (average)	Number of female Members (average)	Total
0 to 17 years	0.85	0.97	1.82
18 to 64 years	1.33	1.41	2.75
65+ years	0.07	0.08	0.15
Average number of members of HH	2.25	2.47	4.72

Source: In-depth Monitoring Survey, 2022

Table 3.24

Distribution of Respondents by Marital Status: Male and Female

Marital Status	Male	Female	Total
	%	%	%
Married	83.33%	89.37%	89.26%
Unmarried	16.67%	2.00%	2.27%
Widow/distressed	0.00%	6.78%	6.66%
Divorced	0.00%	0.77%	0.76%
Separated	0.00%	1.08%	1.06%
Total	100%	100%	100%

Source: In-depth Monitoring Survey, 2022

Occupation of Beneficiaries

According to the table 3.25, 53.47% of the surveyed respondents are currently housewives, compared to 57.78% before joining the project. While only 4.47% of the beneficiaries were engaged in business before joining the project, the proportion of beneficiaries in business now stands at 23.57%. There has been 19.10% increase. There have also been increases in the proportion of women in tailoring and handicrafts/sewing after the project.

Table 3.25
Distribution of Beneficiaries by type of Occupation

Occupation Type	Present (%)	Past (%)
Housewife	53.47%	57.78%
Business	23.57%	4.47%
Tailoring	6.32%	3.45%
Handicrafts/Sewing	4.93%	1.08%
Housekeeper	4.31%	5.75%
Day laborer	2.93%	3.45%
Service	1.69%	1.15%
Cook	0.77%	1.15%
Student	0.62%	8.05%
Cleaniing/Cleaner	0.31%	0.31%
Garment worker	0.31%	1.15%
Unemployed	0.15%	11.49%
Retired	0.15%	0.00%
Other	0.46%	0.77%

Source: In-depth Monitoring Survey, 2022

Impact of the project in increasing Household Income

The monthly income of the beneficiary households has increased substantially compared to the pre-project period. According to the table 3.26 and table 3.27 below, average monthly household income female beneficiaries has increased by 34.03% (income increased from 10,250 taka before the project to 13,738 taka after the project). Similarly, average monthly household income male beneficiaries has increased by 54.55% (income increased from 11458 taka before joining the project to 17,708 taka after the project) (Bar chart 3.2) .

Table 3.26
Average Monthly Income of Female Beneficiaries HH: Before and After

Monthly income group	Present (%)	Past (%)
Up to 5000	5.39%	22.96%
5001-10000	34.36%	41.45%
10001-15000	31.74%	20.34%
15001-20000	15.56%	8.17%
20001-25000	5.24%	3.85%
25001-30000	4.62%	1.69%
Above 30000	3.08%	1.54%
Total	100%	100%
Average monthly income	13738	10250

Source: In-depth Monitoring Survey, 2022

Table 3.27
Average Monthly Income of Male Beneficiaries HH: Before and After

Monthly income group	Present (%)	Past (%)
Up to 5000	0.00%	33.33%
5001-10000	41.67%	25.00%
10001-15000	16.67%	8.33%
15001-20000	25.00%	25.00%
20001-25000	0.00%	0.00%
25001-30000	8.33%	8.33%
Above 30000	8.33%	0.00%
Total	100%	100%
Average monthly income	17708	11458

It is noteworthy that the figure of current income presented here is much lower than the real income. All of us including the respondent are going through a dire pandemic situation due to COVID-19 for the last two years. During these two years, the employment and income of the people across the country has been greatly disrupted and the urban areas have also had a major negative impact on the income. The trade and transport sectors have been hit hard by the successive lockdowns. The direct and indirect effect of these measures is that the income-generating activities of the respondents were greatly disrupted, and the income figure obtained is substantially less compared to a normal year. Findings from Focus Group discussion and field data show that the actual income of the respondents is expected to be much higher than the income obtained in the survey, but due to the situation arising out of the COVID-19 pandemic, the income figure as obtained from the present survey is slightly lower for the time being, which is likely to go up gradually as the situation normalizes. Even after adjusting for inflation since

the beginning of the project till the present time, the real income of the beneficiaries has also increased as will be clear from the following.

According to data from BBS, urban inflation rate in March 2022 was 5.69%. Since 2017-2018 fiscal year, the cumulative rate of urban inflation in March 2022 stood at 24.97%. Considering the rate of inflation, the average household income of female beneficiaries in March 2022 was Tk. 13,738. However, adjusting for the 24.97% inflation rate during 2017-18 to March 2022, the real income stands at Tk. 10,993. In other words, the real income of the female beneficiaries has increased by Tk. 743, i.e. an increase of 7.25%. Similarly, the average household income of male beneficiaries in March 2022 was Tk 17,708, which stands at Tk 14,170 after adjusting the inflation rate during July 2018 to March 2022. In other words, the real income of the male beneficiaries has increased by Tk 2,711 after adjusting for the inflation rate. An increase of 23.7% in real income for the male beneficiaries. Thus, it can be said without hesitation that the real income of the beneficiaries has also increased as compared to the pre-project period.

Type of Construction materials used for main living room of beneficiary household

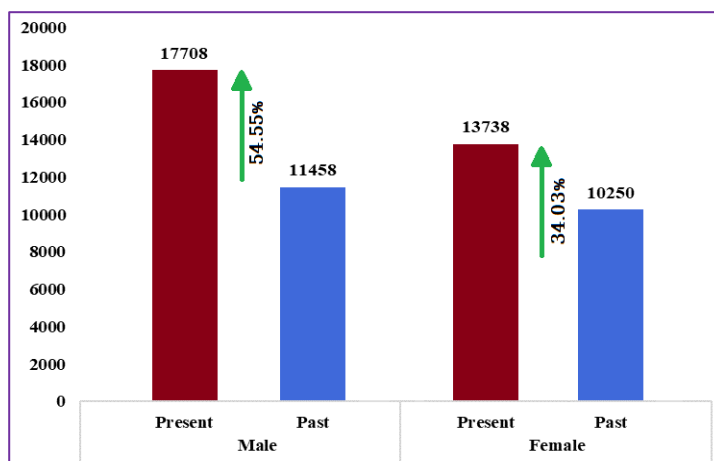
Currently, 39.94% of the beneficiaries live in paved floors (previously 26.48%), 17.10% have concrete slabs (previously 13.62%), and 9.68% brick laid (previously 6.35%) (Table 3.28).

This shows that after joining the project, higher proportion of beneficiaries are now living in pucca houses, or semi-pucca houses, which indicates improvement in their housing condition.

Electricity connection

According to the table 3.29, most all (98.50%) of the respondents have electricity connection in their households, which was 93.04% before the project. As per Census of slum and floating population 2014, 89.65% of the households were using electricity. The finding of the present survey is consistent with the announcement of the Hon'ble Prime Minister of Bangladesh regarding 100% electrification (Table 3.29).

Bar chart 3.2
Average Monthly Income of Beneficiaries: Before and after the project



Source: In-depth Monitoring Survey, 2022

Construction materials used in the main living room

Construction materials used	After the project (%)	Before the project (%)
Roofing material		
Tin/CI sheet	90.77%	85.33%
Brick/concrete	8.32%	6.51%
Straw/impermanent material	0.91%	8.02%
Other		0.15%
Wall material		
Tin/CI sheet	58.25%	58.55%
Brick/concrete	37.07%	24.21%
thatched wall (bamboo/thatch/straw)	3.93%	15.43%
Mud/soil	0.76%	1.66%
Other		0.15%
Floor type		
Concrete casting	17.10%	13.62%
Paved floor/net finishing	39.94%	26.48%
raw/soil	32.83%	53.10%
Brick laying	9.68%	6.35%
Other	0.45%	0.45%

Source: In-depth Monitoring Survey, 2022

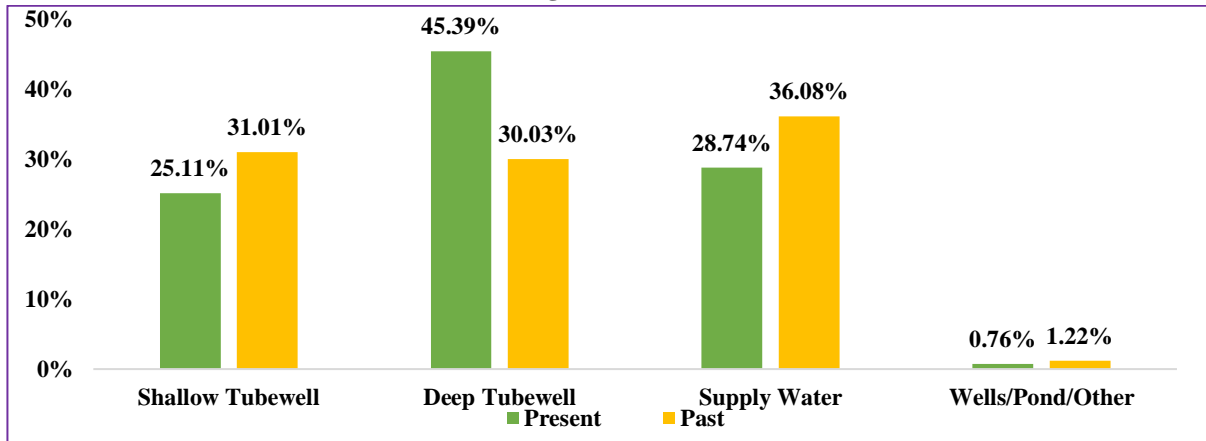
Table 3.29
Beneficiaries with electricity connection in their residence

Beneficiary HH with electricity connection	After (%)	Before (%)
	98.50%	93.04%

Source: In-depth Monitoring Survey, 2022

Source of drinking water

Bar chart 3.3
Source of Drinking Water for the Beneficiaries



Source: In-depth Monitoring Survey, 2022

Easy availability of safe drinking water is a major challenge in urban areas. Therefore, one of the objectives of the project is to increase the availability of safe drinking water among the urban poor. From the above figure, it is evident that 70% of the responding households are collecting drinking water either from deep tube well or shallow tube well, which was 61% before the scheme. Around a quarter (29%) of the households are using supply or tap water as drinking water as compared to 36% before joining the project. According to Census of slum and floating population 2014, 52.48% households used tube well and 45.21% households used supply water as drinking water (Bar chart 3.3). That is, access to safe drinking water has increased among the project beneficiaries. The average distance to drinking water source from residences has decreased by about 30 feet after inclusion in the project (108.51 feet vs. 139.35 feet) (Table 3.30).

Table 3.30
Distance from residence to main source of food and water

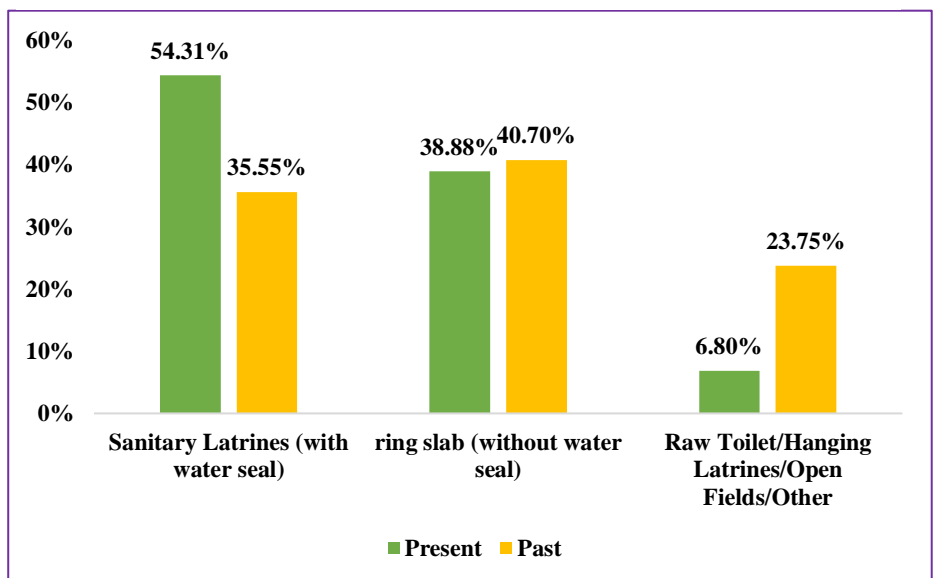
Distance from residence to main source of drinking water	Average distance (in feet)
After the project	108.51
Before the project	139.35

Source: Beneficiary Survey, 2022

Latrine facilities

Latrine facilities are important determinants of a healthy and clean environment for the urban poor. The project is working to increase access to sanitation facilities among the urban poor. According to bar chart 3.4, 54% of the beneficiary households are currently using sanitary latrines, which was 36% before the project. In addition, 39% of households use latrines with ring slab (without water seal). Thus, 93% of households have access to some kind of hygienic toilets which was 77% before the project. Only 6.8% of the beneficiary households still use

Bar chart 3.4
Types of Latrines used by beneficiaries: Before and after the project



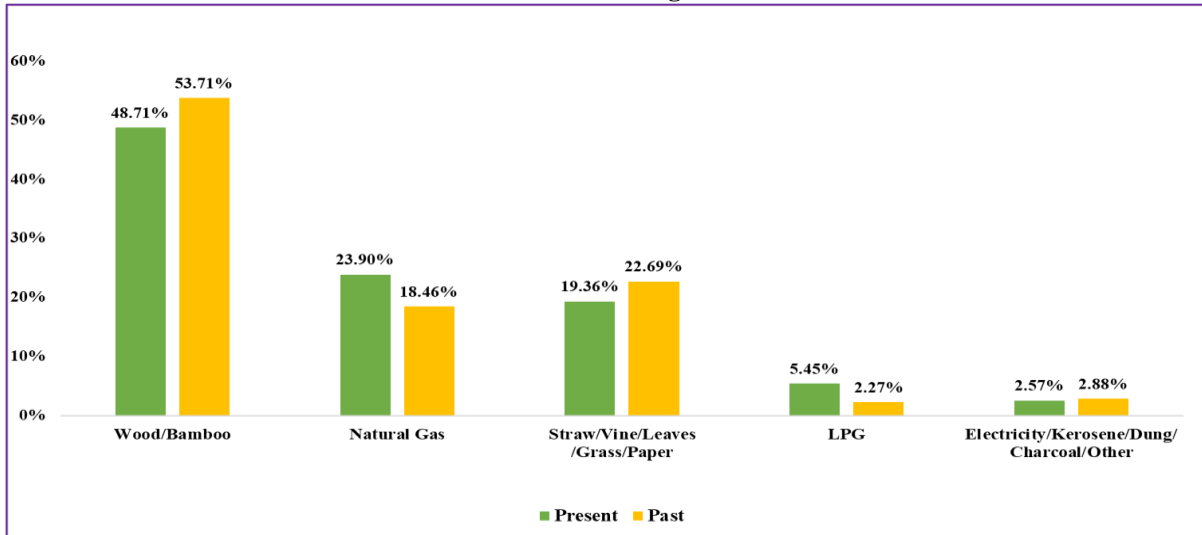
Source: In-depth Monitoring Survey, 2022

kutcha/ open/hanging latrines (. According to Census of slum and floating population 2014, 26.25% households were using sanitary latrines (with water seals). In other words, proportion using sanitary latrines (with water seals) has more than doubled among beneficiary households compared to 2014.

Source of cooking fuel

According to Figure 3.5 below, 48.71% of the beneficiary households are still using wood as cooking fuel, which was 53.71% before the project, 23.90% of the beneficiaries are using natural gas for cooking, as against 18.46% earlier. 19.36% beneficiaries are using straw/vine/leaves/grass or bush as fuel. However, the consumption of LPG as a cooking fuel has increased by 3.18% compared to earlier (Bar chart 3.5).

Bar chart 3.5
Source of cooking fuel

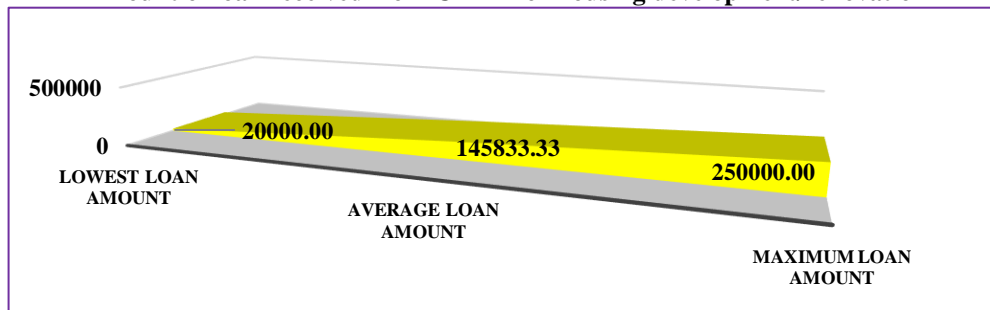


Source: In-depth Monitoring Survey, 2022

Development/renovation of houses through CHDF loans

As per the bar chart 3.6 below 18 of the respondents reported that they have received house improvement/renovation assistanceS through CHDF loan. They received an average loan of Tk 1,45,833, the maximum loan amount is Tk 2,50,000.00 and the lowest loan amount is Tk 20,000.

Bar Chart: 3.6
Amount of loan received from CHDF for housing development/renovation



Source: In-depth Monitoring Survey, 2022

Distribution of beneficiaries participating in Training by type of trade

According to table 3.31 more than half (57.66%) of the surveyed female beneficiaries received training on tailoring, 10.22% beneficiaries received training in block-boutique and beauty parlor trade, 7.30% in goat rearing and 5.84% in basic computer. One-fourth of male beneficiaries are in tailoring trades, one in seven male beneficiaries (14.29%) are trained in basic computers, and 14.29% male beneficiaries are trained in mobile servicing.

Thus, it appears that the training trade of the beneficiaries also varies by gender.

Participation of women in basic computing training and mobile phone servicing is significantly lower than that of male beneficiaries. On the other hand, female participation in training trades like beauty parlour, goat rearing, block-batik, poultry etc. is relatively higher than male beneficiaries.

Business grants

One of the of the purposes of the business grant scheme is to make the urban poor self-reliant through gainful employment. Therefore, project beneficiaries have got the opportunity to become self-reliant through the maximum grant of Tk. 10,000.00 from the project. The table 3.32 shows that 189 beneficiaries received business grants from the project. Among them only 2 are male and the rest 187 are female. One of the male beneficiaries received Tk. 9,000 and another received Tk. 10,000. However, among the female beneficiaries, 1 beneficiary

received a grant of Tk. 4,200, 1 received Tk. 4,500, and 1 received Tk. 5,500. On the other hand, 4 received an average of Tk. 6,500 each, 27 received an average of Tk. 7,000, 8 received an average of Tk. 9,000, and almost three-fourths of the beneficiaries (74.73%) received business grants of Tk. 10,000 each. The table also shows that the highest number of beneficiaries received business grants of Tk. 10,000 on the average. However, in the DPP, a maximum of Tk. 8,000 per beneficiary has been proposed under the business grant section. It is clear from the above that there has been some violation of DPP guidelines in the distribution of business grant.

Loan received from Savings and Credit Group

A Savings and Credit Group has been formed in each CDC to inculcate the habit of building own capital through savings among the project beneficiaries. Besides savings, beneficiaries can also take loans from this fund. The average loan amount received by female beneficiaries from Savings and Credit Group is Tk. 12,922 (Table 3.33). However, there is considerable variation in the amount of loans received. Two-thirds of the beneficiaries (67.78%) received a loan of ten thousand taka. On an average, 6 beneficiaries got a loan of 20 thousand taka, 4 beneficiaries got a loan of 30 thousand taka, 2 beneficiaries took a loan of 40 thousand

Table 3.31
Training trade of the beneficiaries who participated in training

Training trade	Male (7) %	Female (137) %	Total (144) %
Tailoring	28.57%	57.66%	56.25%
Beauty parlour	0.00%	10.22%	9.72%
goat rearing	0.00%	7.30%	6.94%
Basic computer training	14.29%	5.84%	6.25%
Block batik	0.00%	2.19%	2.08%
Poultry (eggs)	0.00%	2.19%	2.08%
Mobile phone servicing	14.29%	1.46%	2.08%
Repairing electrical machinery	0.00%	0.73%	0.69%
Food processing	0.00%	0.73%	0.69%
other	42.86%	11.68%	13.19%
Total (n=144)	100.00%	100.00%	100.00%

Source: In-depth Monitoring Survey, 2022

Table 3.32
Average amount of Business grants received from the project: Male and Female beneficiaries

Business grants (Average tk)	Male beneficiaries		Female beneficiaries	
	Number (n=2)	(%)	Number (n=187)	(%)
4200	0	0.00%	1	0.54%
4500	0	0.00%	1	0.54%
5500	0	0.00%	1	0.54%
6500	0	0.00%	4	2.15%
7000	0	0.00%	27	14.52%
8000	0	0.00%	1	0.54%
9000	1	50.00%	8	4.30%
10000	1	50.00%	144	74.73%
Total (n=189)	2	100.00%	187	100.00%
Average grant	9500.00 Taka		9233 Taka	

Source: In-depth Monitoring Survey, 2022

Table 3.33
Amount of loan received from Savings and Credit Group: Female beneficiaries

Amount of loan received	Female beneficiaries	
	Number	(%)
1000	1	1.11%
5000	8	8.89%
9000	3	3.33%
10000	61	67.78%
15000	2	2.22%
20000	6	6.67%
30000	4	4.44%
35000	1	1.11%
40000	2	2.22%
50000	2	2.22%
Total	90	100.00%
Average loan amount	12,922 Taka	

Source: In-depth Monitoring Survey, 2022

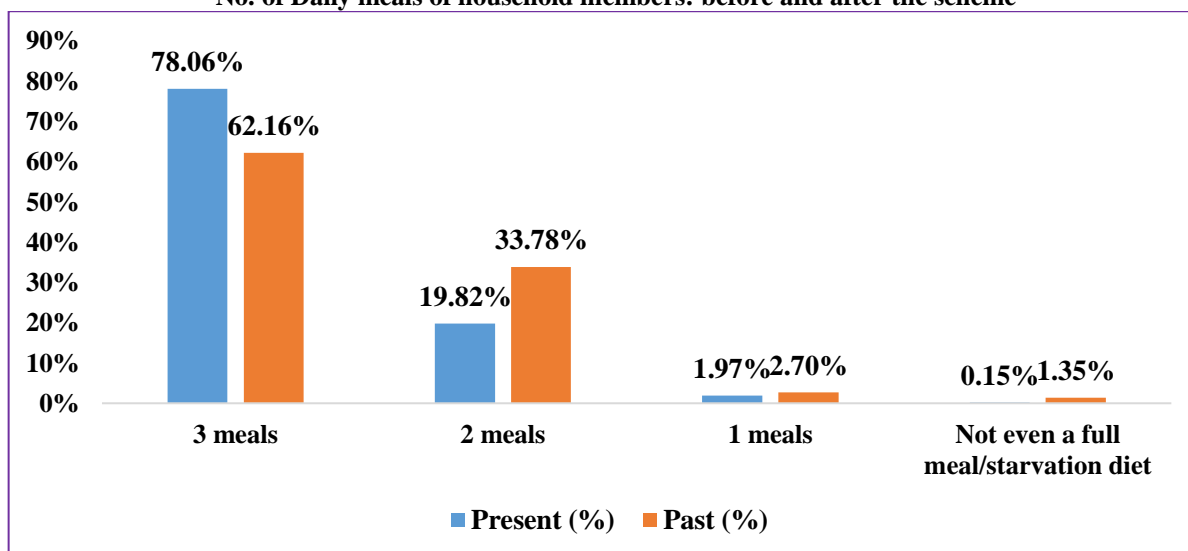
taka and 2 beneficiaries got a loan of 50 thousand taka maximum.

Food Security

The food security of the beneficiary households has improved considerably compared to the pre-project status. More than three-fourths (78.06%) of the beneficiary households having access to three meals a day by all members after joining the project, which was 62.16% before joining.

On the other hand, about one-third (33.78%) of the beneficiary families used to consume two meals a day before the project which has now decreased to 19.82%. Proportion of households with access to one meal or less decreased from 4.05% to only 2.12% after joining the project. Thus, as a result of joining the project, the food security status in the beneficiary households has increased as compared to before (Bar Chart 3.7).

Bar Chart: 3.7
No. of Daily meals of household members: before and after the scheme



Source: In-depth Monitoring Survey, 2022

Nutritional support

The provision of 1000 days nutrition grant for pregnant and lactating mothers is one of the important aspects of this scheme. Beneficiaries are supposed to receive 30 eggs, 1 kg of pulses and 1 liter of edible oil per month under this support program. All of the surveyed beneficiaries received 30 eggs in the last month. However, in the case of edible oil, 60.34% received 1 liter and 39.66% received 500 ml. Similarly, 56.90% beneficiaries received 1 kg of pulses (Table 3.34 and Table 3.35). Abnormal rise in prices of eggs, pulses, and edible oil is also a reason for not receiving the specified amount. Allocation for this sector needs to be increased to ensure distribution of 30 eggs, 1 kg of pulses and 1 liter of edible oil per month to pregnant and lactating mothers as per DPP guideline.

Table 3.34
Frequency of distribution of items received under Food Basket

Frequency of distribution/Delivery	Egg %	Dal, edible oil %
Fortnightly	42.16%	11.35%
Monthly (once every month)	57.30%	88.11%
Bimonthly	0.54%	0.54%
Total (n=185)	100%	100%

Source: In-depth Monitoring Survey, 2022

Table 3.35
Quantity of Eggs, edible oil and pulses received during the last month under the Food Basket

a) Egg	
Number	beneficiary (%)
30	100%
Total (n=115)	100%
Average	30
b) Edible oil	
Amount (ml)	beneficiary (%)
500	39.66%
1000	60.34%
Total (n=116)	100%
Average	801.74 ml
c) Dal	
Amount (gram)	beneficiary (%)
125-400	16.38%
500	17.24%
550	4.31%
570	1.72%
700	0.86%
750	1.72%
900	0.86%
1000	56.90%
Total (n=116)	100%
Average	752.93 gram

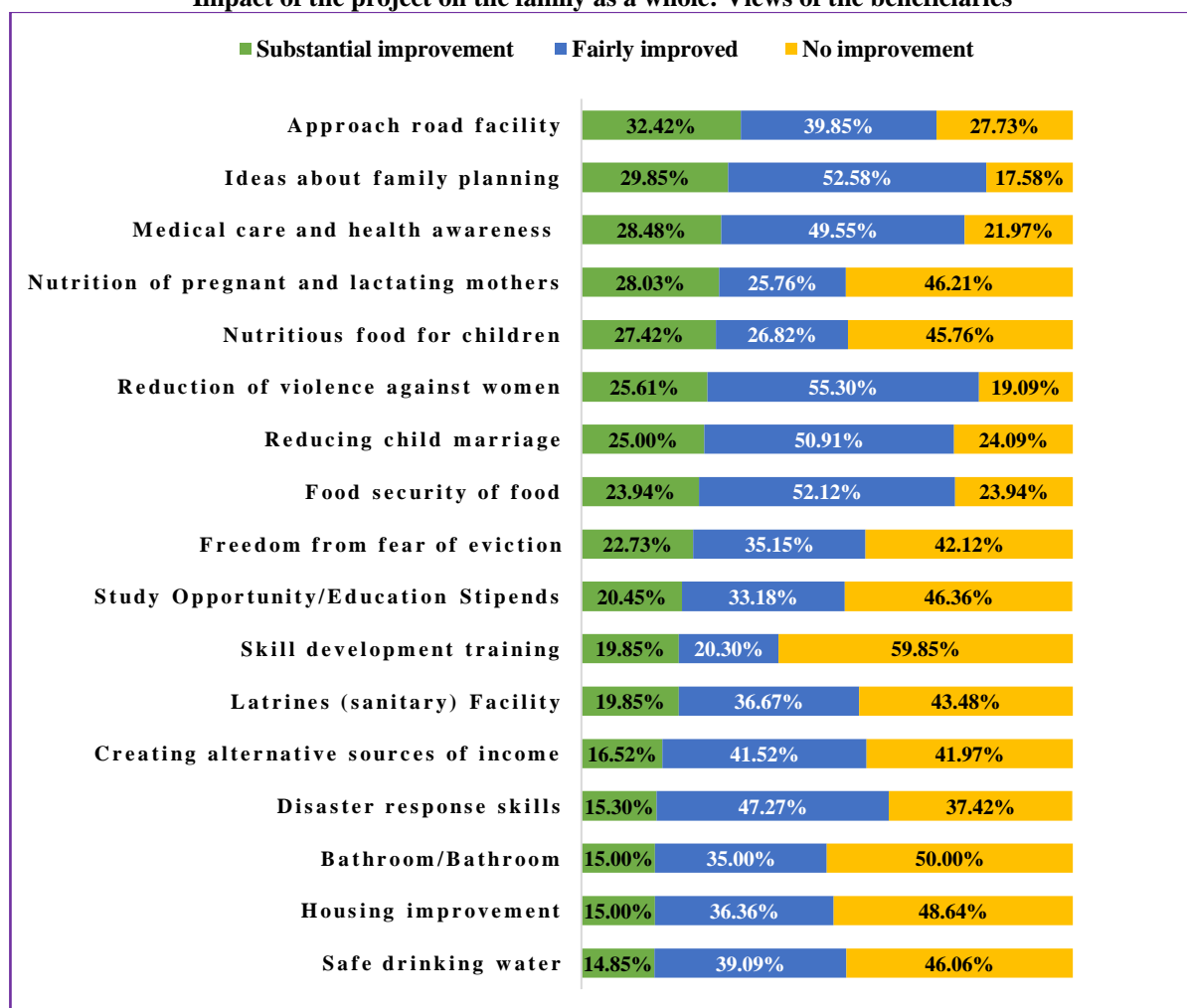
Source: In-depth Monitoring Survey, 2022

Overall impact of the project on the beneficiaries

Beneficiaries were asked to give their views on the impact of the “Livelihood Improvement of Urban Poor Communities” project on the household well-being. The results, based on their perception, show that the project has significant positive impact in creating alternative sources of income for the beneficiaries, improving food security, education stipend in reducing school dropouts/ child marriage, reducing violence against women, empowerment of women, relief from fear of eviction, increasing access to medical care, and increasing health awareness and importance of family planning, etc. The findings of the survey show that almost half of the respondents (51.36%) have improved their housing conditions compared to the time before joining the project.

Kind of positive changes occurred in the quality of life of the poor after being included in the project are shown in bar chart 3.8 below. The role of this project in increasing socio-economic status is quite important, with 58.03% of the beneficiaries having an alternative source of income as a result of the scheme. Three-fourths (76.06%) of the beneficiaries feel that food security has improved, 53.94% respondents opined that drinking water facility has improved. Besides, 50.00% and 56.52% respondents mentioned improved bathroom and sanitary latrine, respectively.

Bar Chart: 3.8
Impact of the project on the family as a whole: Views of the beneficiaries

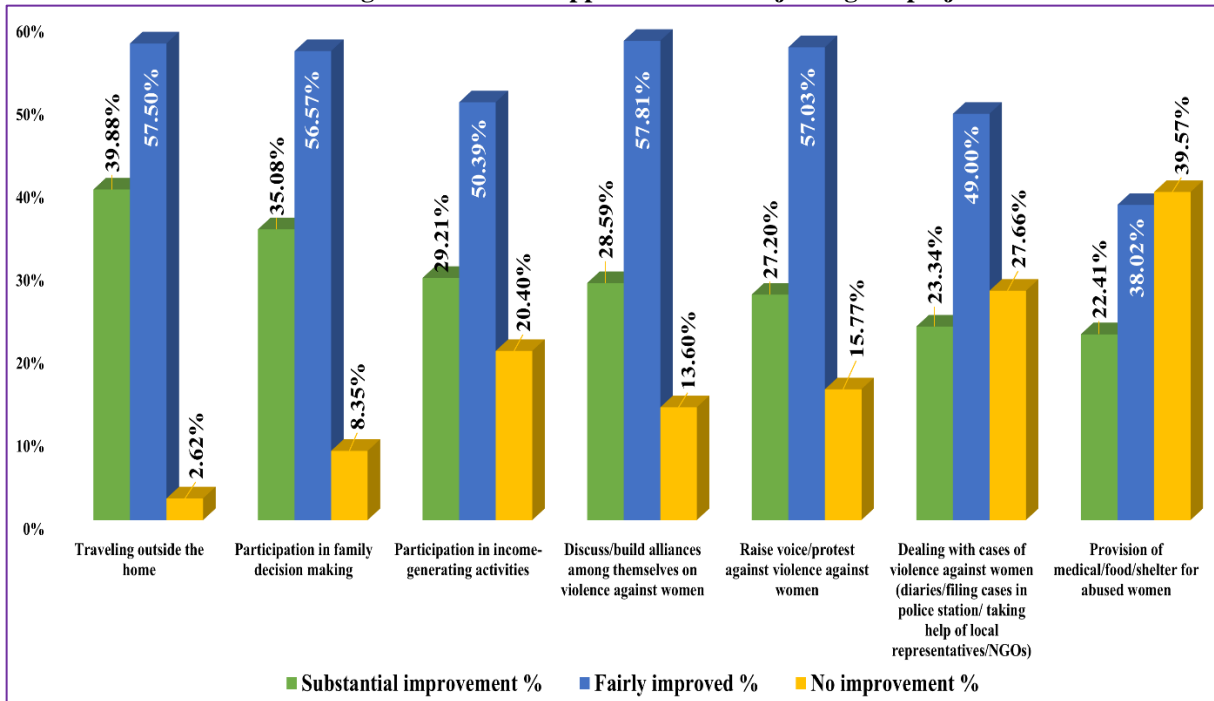


Source: In-depth Monitoring Survey, 2022

Women empowerment and awareness raising

The awareness of women beneficiaries about women's rights and various opportunities has increased compared to the situation before. From the bar chart 3.9, it is evident that rate of increase ranges from 60% to 90% for different issues (Bar chart 3.9).

Bar chart 3.9
Opinions regarding awareness/perception of women's rights and various opportunities after joining the project



Source: In-depth Monitoring Survey, 2022

3.10.2 Cross cutting issue

It needs to be mentioned here that the picture of improving the quality of life of the beneficiaries presented here is not only due to the LIUPCP project. This is because many government, non-government, and local organizations are also implementing various programs for the socio-economic development of the urban poor, including various training and loan programs. Many of the beneficiaries of the current project may have benefited directly or indirectly through such programs. Thus, the full credit for improving the quality of life of the beneficiaries may not be in the current project alone. More in-depth research is needed to identify how much the project's 'contribution' actually is. But due to limited time and budget constraints, no data has been collected in the current survey.

3.10.3 Findings from Qualitative Data

Summary findings from KII

A total 49 Key Informant Interviews (KII) have been conducted with different level officials involved in the implementation of the project to know the current status of the project, quality of services and construction work, problems faced, etc. The information obtained from KII is summarized below:

- A total of 336 families will be provided with free-of-cost two-room accommodation. Preliminary list of 255 extremely poor families has been brought in the long list in order to provide two-room accommodation to the extremely poor people in 9 wards of Gopalganj Municipality. Construction work of this project is currently underway.
 - ✓ In Chandpur municipality, 78 poor families have been listed for two-room accommodation but construction work has not started yet.

- ✓ Activities related to two-room housing have not yet started in other city corporations and municipal areas due to land acquisition complications. Land could not be acquired for affordable housing project in Cox's Bazar town due to obstruction of local people.
- Target has been fixed to improve / renovate 250 housing for poor families through CHDF loan in Rajshahi City Corporation. Achievement against target is only 40 till February, 2022. The target could not be achieved due to lack of funds.
 - ✓ The target of Chittagong City Corporation was 10, achievement is 5, due to lack of fund the target was not achieved. In Narayanganj, the target was 24, the issue of providing CHDF loan to 24 poor families is under process. Apart from this, no other area has undertaken activities to improve / repair the housing condition of poor families through CHDF loans.
- According to some participants, in order to improve maternal health and meet the nutritional needs, list of potential beneficiaries is prepared by identifying pregnant women and lactating mothers through field survey by CDC staff. Food basket is distributed according to the list.
- The targets of the training at organizational level in Gopalganj were: Town Level Coordination Committee (TLCC)- 1, Ward Committee -9, Standing Committees (Women and Children Affairs Committee, Poverty Alleviation and Slum Development, Disaster Management Committee)-3, Vacutag Management and Maintenance Training- 1, Town Steering Committee members-1, orientation on infrastructure development work of LGI staff-2, training on nutrition-2, orientation training on nutrition-1, have been successfully completed. Target has been achieved by 100%.
- Health and nutrition training has been provided in Comilla. Training on tax collection and audit has been attended by the concerned departments. In addition, for effective implementation of infrastructure work, Skill Development training has been given to members of Standing Committee
 - ✓ However, no such training has been provided to the officers/employees of Dhaka North, Dhaka South, Narayanganj, Chittagong, Rajshahi City Corporation and Patuakhali Municipality.
- Monthly reports of Savings and Credit Groups are prepared and reviewed by Project office. The activities of Savings and Credit groups are jointly monitored by community level staff, project staff, municipal slum development officers, Federation, Cluster and CDC leaders. However, due to the Corona crisis, the activities of the savings and credit groups were hampered and a gap has been noticed in the case of regular monitoring. As a result, savings are reduced and loan collection has been hampered. Overcoming this situation requires regular PIC meetings, CDC meetings with PG teams and cluster discussions and raising awareness among members. There is a need to increase the supervision of the executive members of the Federation. Many participants opined that the project cannot be implemented without the coordination of the municipal office and the project implementing agency. To this end, coordination meetings are organized for the members of the Project Implementation Committee and Procurement Committee. But still help from project office is needed for proper maintenance of Savings Fund.
- Members of the Town Federation Committee discuss with the beneficiaries about different types of help related to project activities. They also prepare action plans based on the needs and priority of the people in the area. The Town Federation discusses possible ways to resolve any problems faced by the community and staff. The members of the Town Federation try to involve all concerned government officials including the Mayor, Councilor, slum development officer of the area in the activities of the project.
- Multi-purpose activities of the Community centers in the area include, among others, education stipends, skills development training, infrastructure development (such as roads, drains, latrines, bathrooms), business grants, nutrition activities, pure drinking water, assistance in preventing child marriage, counseling on violence against women.

- In order to prepare community action plan (CAP), the beneficiary members of the primary group, CDC, and Cluster discuss together in a group on issues that are more urgent in the CDC. Beneficiaries of the respective areas, ward councilors, also join in the discussion. Problems are identified by visiting the area, social maps are prepared sitting on the spot. Regarding implementation of community action plan, the issues discussed in the CDC are listed according to priority, such as: roads, business grants, tube-wells for drinking water, latrines, education stipends, training for efficiency development, etc, and are presented to the responsible officers of the project for their gradual implementation.
- The work is coordinated at three stages/levels: (A) Community, (b) Councilor Office, (l) Municipality Office. CDCs and clusters play a leading role in community integration. Meetings of Project staff are held regularly with the committees where field level problems/ obstacles, and progress are discussed. Field Leve Staff at all levels try to solve problems through regular field visits.
- Women are also managing the infrastructure development work by themselves, from purchasing goods to finishing work. Their role in ensuring the quality of work is also commendable. The efficiency of ensuring services to the poor has been enhanced through coordination with government and non-government organizations.
- While implementing the activities related to the construction / installation of climate resilient housing and community-based infrastructure in the project area, in many cases lack of skills and capacity of community leaders has been observed. Efforts are being made to overcome these issues by providing technical training and guidance to the leaders. Pledges/commitments have been taken from the landowners. Written guarantee has been obtained from the concerned authority for the construction of climate resilient housing and community-based infrastructure.
- Problems in the implementation of infrastructure activities are resolved in some cases on the basis of the advice and approval of community, local councilors, Mayors and city corporation officials, while in some cases location is also changed. The respective Mayor of the City Corporation tries to resolve the land ownership issues through discussions with the concerned officials. In the case of any deviation in the implementation of any plan related to infrastructure work is resolved through consultation with the concerned stakeholders. With the approval of TPB (Town Project Board), the problem is resolved locally through variation order on the recommendation of PIC which needs to be approved by the project headquarters.
- However, sometimes problems arise due to lack of coordination between the Municipal office and implementing agency. To this end, coordination meetings are organized by Town Manager for the members of the Project Implementation Committee and Procurement Committee.
- A bank account called Operations and Maintenance (O&M) account has been opened under each CDC for repair and maintenance of infrastructures constructed under each CDC. With O&M fund, the CDCs will be able to carry out any maintenance work in the future.
- During implementation of infrastructure work under the project, efforts are being made to maintain the quality standards as per BNBC. In order to maintain the quality of infrastructure works, the concerned engineers verify every aspect at the field level through various types of tests including soil test, cylinder test, cement test, water test, stone, sand, brick tests, etc.
- All activities including procurement of goods and services are being implemented as per the procedures of the project and government rules. The LIUPC project is a community led project, where the community procures all the goods related to construction materials, sometimes there are delays in procurement of goods due to lack of their technical skills. Implementation of infrastructure development activities is being affected due to increase in the cost of construction materials, the price of the construction materials is much higher than that mentioned in the contract, which is creating problems in the implementation of the activities. Therefore, for smooth implementation of the construction works the government guideline (LGED Rate Schedule Guide Line) needs to be updated quickly.
- Project Implementation Committee (PIC) meetings are arranged regularly under the chairmanship of the concerned ward councilor. However, due to the lockdown situation during

Corona pandemic and restrictions on public gatherings, it was not possible to hold PIC meetings as per schedule.

- Some information regarding audit:
 - ✓ The Town Manager of LIUPC in Sylhet City Corporation said that 4 audits have been completed since the beginning of the project in his area. Six objections have been raised and all have been settled. Monitoring and evaluation policies have been formulated for program development. Account Personnel of Sylhet City Corporation has been given training. 'Paid seals' being given on each invoice. physical verification of assets is being done and given an identification number, and revenue stamps being affixed on every bill above 1,000 tk.
 - ✓ Patuakhali Municipality has been audited in 2022. An audit objection was raised because inconsistency in the signature of the seller on the voucher of purchase of goods.
 - ✓ The Town Manager of Comilla City Corporation said that 3 audits have been completed so far and no major objection has been raised.
 - ✓ There have been 3 audits in Chandpur Municipality. There were a few objections involving small amount. Management has responded to the objections in a timely manner.
 - ✓ Since the start of the project in Rajshahi, spot checking has been done twice and FAPAD audit has been done once. No objection has been raised.
 - ✓ Audits have been completed by FAPAD in Gopalganj on 27, 28 February and 1,2 March, 2022. The audit objection is in the process of being disposed of at the project headquarters.
 - ✓ There have been 4 audits in Chittagong so far. An audit objection is still unresolved.
- According to the Town Manager of Dhaka South City Corporation LIUPC is a multi-dimensional project and at the same time facing multiple challenges. LIUPC is an example of a project having large number of components. It is a very bold step to address different issues under a single project, such as economic prosperity, raising social awareness, promoting health and nutrition, ensuring access to basic services, leadership development, and management of organization. Each component of LIUPC project is as big as a single project. It is a difficult and challenging task to bring results by implementing such a large project in a limited time frame of just a few years.
 - ✓ The Town Manager of Dhaka South City Corporation said that the amount of savings of the members is around one crore taka. But using these savings in a systematic way has now become a challenge. Because, there is very little time left before the completion of the project. In this short period of time, it is a very difficult task to motivate the members and orient them about the process of sustaining the trend of economic growth by using their savings in an appropriate way. However, once this is accomplished, CDCs will be able to become self-sufficient. Then, the CDCs will be able to disburse all the grants from their own savings after the project completion.
- According to the participants in KII, the project has some weak or negative aspects, such as withholding information from the community facilitators during the preparation of the beneficiary list which made it impossible to accurately identify and prepare the list of beneficiaries. Under the community mobilization, all the poor, especially those who are not municipal voters, could not be included. The documentation capacity of CDCs, CDC clusters, and Town Federations is still limited, and the literacy / educational status of the leaders of these platforms is also a challenge. Less educated CDC members find it difficult to manage credit and savings accounts which is quite complex. As a result, members of CDC, cluster and Federation (organizations) are still dependent on the project. Mutual interaction is disrupted due to lack of permanent meeting place for the organizations.
- Participants in the KII made some recommendations for successful implementation of project activities. These are: proper implementation of Citizen Charter of Municipality / City Corporation is required, the municipality will also have to prepare a poor friendly budget, City Master Plan needs to be prepared and implemented effectively, Standing Committees of municipalities / city

corporations need to be more reactivated, it is necessary to build the capacity of the leaders and field level workers of the organizations formed under the project, there is a need to ensure transparency and accountability in the work of elected representatives, including leaders of community organizations. In addition, involvement of municipality / city corporation in savings and loan activities for monitoring of community based organizations should be introduced. Municipalities and LGI staff need to create ownership feeling towards the work implemented through the project. Front line workers (CF, SENF) can be used as municipal resources.

- ✓ There should be a "check and balance" relationship between the project manager and the municipal mayor in the overall management of the project.
- ✓ In order to implement the ongoing initiatives under the project and reap its full benefits, the duration of the project needs to be extended for at least another five years.

Analysis of data obtained on the basis of Focus Group Discussions:

A total of 31 FGDs have been conducted in 11 city corporations and 8 municipalities under the project. A minimum of 2 FGDs in each city corporation and 1 FGD in each municipality were conducted. A total of 465 participants were present in 31 FGDs. FGDs have been conducted in the project area to determine the extent to which the beneficiaries have benefited from the implementation of the ongoing project. The following is a summary of the feedback and recommendations received from the beneficiaries on the basis of focus group discussions:

Housing activities:

Madhumati cluster of Gopalganj-

- Initially 255 names have been given. Housing construction work is underway.
- Apart from this exception, the members who participated in the group discussions in other areas said that the project did not take any action to build, renovate or improve the two-room accommodation in their area.

CHDF lending method:

- In Narayanganj, 95 families have received loans from CHDF.
 - ✓ However, they have been having trouble repaying the loan that was given earlier during the Covid-19 pandemic. They are having problems in repaying loans due to declining incomes and lack of earning opportunities during the Covid-19 pandemic.
- Four families in Pahartali of Chittagong have got CHDF loan.
 - ✓ No one has yet received a CHDF loan at Boxirhat in Bakalia, Chittagong. However, proposal has been sent and verification is underway.
- They did not have any problem in getting loan.
- Besides, in other districts no family received CHDF loan for housing renovation/improvement.

Community Development Committee (CDC):

The member of Focus group discussion opined:

‘About 95 percent of the members are women. The number of male members is very low. The number of members from the low-income families in the area is also low due to the constant influx of new members. The number of members has been less than 100.’



- According to them, monthly, bi-monthly, quarterly, half-yearly and annual general meetings of the CDC are held as per schedule. However, during the Covid-19 pandemic, some meetings could not be held due to government restrictions.

- Issues discussed in the meetings organized at the CDC include savings, nutrition activities, training, education stipends, business grant, construction of necessary infrastructure, prevention of child marriage, empowerment of women, reduction of violence against women, disabled members, reproductive health of adolescents, dowry awareness, prevention of eve-teasing, child labor, etc.

Image 3.23
A still picture during FGD, Khakdahar Eidgah ground, Mymensingh City Corporation

CDC Cluster:

- Almost all the members of the Cluster are women. Mymensingh City Corporation alone has 12 male members in one cluster. Monthly, bi-monthly, quarterly, half-yearly and annual general meetings are held regularly in the clusters. These meetings discuss various aspects of the community with CDC and cluster members. The meeting sheds light on the theme and activities of various special days such as Environment Day, Women's Day, Hand Washing Day, so that the members become aware. Besides, other activities performed include various family problems of the members, medical assistance to the sick person, arranging someone's blood if necessary, taking necessary action in case of any incident of violence against women.

Town Federation:

- Federation is formed through elections. A nine (9) member Town Federation Committee is formed by direct vote of cluster members. Town Federation acts as representative of Primary Group, CDC and Cluster. With the exception of the Covid-19 pandemic, monthly, bi-monthly, quarterly, half-yearly and annual general meetings of the Town Federation are held regularly.
- Although overall members have ideas about Town Federation in most areas, Khulna City Corporation Ward No. 18, Kushtia Sadar Ward No. 10, Dhaka South City Corporation Ward No. 62 (Gonkatuli Slum), and Dhaka North City Corporation Ward No. 20 and Ward No. 2 have no clear ideas about functions of Town Federation.

Savings and Credit Group:

- Arrangements are there in the Savings and Credit group to give loans for the convenience of the members.
 - ✓ The amount of loan disbursed to the eligible member is usually between Tk.2,000 to Tk.5,000, the loan amount can be higher in especial cases. Most members invest in small businesses with these loans, such as cloth or three piece business, paper-bag making, etc. Some even spend the loan money to pay for medical care or education.
- According to the members of the Savings and Credit group, the amount of loan provided is not sufficient, and it is quite difficult to do business with such a small amount. That's why after taking loans from the group, in many cases, they have to take loans from other sources. Almost all the members are in favour of Savings and Credit group.

*According to the members who participated in the FGD:
'A savings group of 10 to 20 members is formed in each CDC. Savings group meetings are held once a month. These meetings discuss how to save, the benefits of saving, etc. The CDC president is in charge of this savings group and the cashier keeps the accounts. Members in savings groups can save on an optional basis considering their income and family status. Members usually save from Tk.50 to Tk.100 per month.'*

other
sustaining the

- Although the project activities were somewhat stagnant during the Covid-19 pandemic, but the savings activities have not stopped completely.

Training:

- A large number of beneficiary members have been given under training under the project. The subjects have been trained include sewing, beauty parlor work, mobile servicing, masonry, carpentry, driving, computer, block-batik, handicraft work, fridge mechanic, etc.



that

Image 3.24
A still picture during FGD, Faridpur Municipality

The participants in the FGD mentioned:

Many families were experiencing financial hardship, poverty and unrest before joining the project. Many were struggling to meet the basic needs of the family. After receiving training from the project, many beneficiary members have improved their skills, most of them have joined income-generating activities, while many have started their own businesses. As a result, financial hardship in their family has been reduced. They are earning their own living, helping their families, having three meals a day, paying for their children's education and medical expenses.

- There are differences in the training trade depending on the CDC. Not all the CDCs have scope to offer training on the members think that some new training trades can be added considering the working environment and demand of the area. In view of the interest of the trainees, they should be included under the desired trade. This will encourage them to get trained in the desired trade and after completing the training they will be able to engage in income-generating activities.
 - ✓ The new trades that can be included are training in electrical work, cow fattening, raising of poultry, handicrafts, cultivation of vegetables, raising of pigeons, making of nakshi kantha, etc.
 - ✓ There are different aspects of computer, and training can be arranged on these aspects. As a result, the employment opportunities of the educated unemployed youth of the area will be created. They will be able to play a supportive role in building digital Bangladesh by keeping pace with the world through the use of modern technology.

Grants for income generating activities:

- Many CDCs have received grants for income generating activities from a number of beneficiary projects. About ninety percent of these grant members are still running their businesses successfully. They said that they did not have to face any problem to get the grant for income generating activities, they got the grant easily.
 - ✓ Almost all of the grant recipients for income generating activities in the communities are married women. However, some widows and physically challenged women have also received grants as entrepreneurs. Most of the beneficiaries who have received grants for income generating activities are involved in various types of small businesses. These include small businesses - textile business, sewing or tailoring, grocery stores, paper-bag making, bhargari business, etc.
 - ✓ Beneficiary CDC members communicate directly with buyers to market products in conducting business activities. Buyers also come to the business establishment to see the product directly and check and choose to buy. On the other hand, the members go to the wholesale market in person to buy their business goods. In conducting business, members do not use any kind of online media, e-commerce site, social media.
 - ✓ Global pandemic Covid-19 has caused a number of business grant beneficiaries to lose their business capital (including grants).

Education Grant:

- In low-income families, children often have to drop out of school due to lack of money. As a result, slum-dwelling children become victims of child labour, and especially girls have to face various problems including child marriage. Many students from poor families are able to continue their studies as a result of arranging education stipends through the project.
 - ✓ In addition, child labor and child marriage rates have dropped significantly.
 - ✓ Through the project in different areas, education stipends have been arranged for female students studying in eighth to tenth class at the secondary level of many poor families. A total of Tk.9,000 tk education stipend of Tk.4,500 was given twice.
- However, majority of the participants opined that as a result of providing education stipends, a large number of poor students can continue their studies without any hindrance, but many students are still out of stipends. Those who are eligible but have not yet received it should also be brought under this education stipend. They also think that the amount of money given as education stipend is not enough in the current context. So they recommended to increase the amount of stipend money and extend its duration. They will be able to continue their studies without any hindrance with the help of stipend even after high school.

1000 days nutrition grant:

- Nutrition grants have been provided to for lactating and pregnant mothers. Many poor families have come under this nutrition grant. They are getting eggs, oil, and pulses every month. These are helping to meet their nutritional needs. In many families, in the past it was difficult to eat twice a day. Beneficiaries of the nutrition grants are now healthier than before and are able to meet their nutritional needs and also of their children.
 - ✓ Adolescents are given menstrual pads, panties, iron, folic acid, calcium, worm tablets etc. Participants mentioned that before the project, adolescent girls did not share their problems with anyone due to shyness. As a result of the project's activities on reproductive health of adolescents, they have become aware of menstrual hygiene.



Image 3.25
Nutrition Beneficiary Smiling Rehana and Her Child, Adarshnagar, Ward 20, Dhaka North City Corporation

Service of Municipality / City Corporation:

Most of the CDC members are of the opinion that:

Getting Birth Certificate / Death Certificate / Trade License / Succession Certificate / Character Certificate / Holding Tax / Household Waste Management / Water Supply Services, etc has become easier than before. However, the beneficiary members of Gazipur, Dhaka South, Mymensingh City Corporation maintain that there has been no improvement in the availability of these services. To get these services, one has to suffer as before, have to turn around day after day, go to the online stores outside, or go to the City Corporation office. Sometimes it takes 15 to 20 days to get a birth certificate.

Overall opinion regarding the project:

- According to most of the participants, the strengths of the project are: it provides an opportunity for the poor to organize at the community level; opportunities have been created for employment and skill development of the poor; Leadership development for CDC leaders. Women leadership recognized by society and municipal authority and empowerment of women.

All the grant (100%) money goes directly to the poor people so there is no chance of irregularities. Savings and credit activities have resulted in increasing one's own savings and helping to increase family income by investing loan money. Safe shelter has been created opportunities for floating families of the city and access to various services (such as safe drinking water, latrine, and waste management) has become much easier than before. Nutrition grants for poor pregnant women, lactating mothers and children in the city has improved health

and nutritional status. Awareness among the poor with regard to reducing child marriage and preventing violence against women has increased. As a result of the direct participation of women in the infrastructure construction work, monitoring efficiency and quality of the construction work is increasing.

- According to the participants, opportunities of the project including formation of community based organizations (CDCs, Clusters, and Federations) and supporting to become self-reliant. Integrating CDCs, Clusters, Federations as mainstream organizations of municipalities / city corporations. To increase family income by improving skills of poor women and creating employment opportunities. To ensure allocation for the poor in the municipality / city corporation budget. The development of climate resilient infrastructure has increased the mobility of the poor and contributed to social and economic development. Safe housing for poor people will be ensured. Building local entrepreneurship. Creating effective linkages and partnerships between public, private and community organizations. To implement poor friendly and inclusive service system in the municipality through project implementation.
- Regarding the threats of the project, the governance system development has not been achieved as expected. Proper beneficiary selection, high rate of community migration, construction of infrastructure on private land, natural disasters, uncertainty regarding savings and credit loan repayment. Maintaining the work speed and sustainability at the end of the project.
- CDC members from most of the areas participating in the FGDs expressed intention for the project to continue. They think that many poor families in different areas are still out of the project services. The project needs to be continued to provide services to these families.
 - ✓ CDC members think- 'It would be better to make every poor family self-sufficient close of the project'.
- Members feel that some steps need to be taken now to make the project sustainable. According to them the steps include to increase the amount of business grants, to provide skill training to more people, to continue and extend period of education stipends, to improve the drainage system, to provide training to sustain the savings group, to arrange training on accounts keeping for the Savings and Credit Groups
- Except for one or two areas, no two-room accommodation was provided and no CHDF loan was disbursed. Members believe that the project will be more sustainable if poor families are provided with double housing or CHDF loans to alleviate their housing problems. They said many poor families in urban areas do not have their own housing; You can't even afford to rent a house in a standard environment. As a result, all these families are being forced to live in unhealthy dirty environment. Therefore, they expressed the view that it is necessary for such families to start housing activities from the project on an urgent basis.

3.11 Opinion exchange workshop at local level

A local level workshop was held on 07/04/2022 in Buriganga Hall of Dhaka South City Corporation on the in-depth monitoring of the project titled 'Livelihoods Improvement of Urban Poor Communities Project'. Workshop Chairman Sohail Iqbal, Town Manager, LIUPCP, Dhaka South City Corporation welcomed all present and started the workshop. Then, with the consent of the chief guest, Mr. Md. Abdul Majid, Director General, Sector-3, IMED, study team leader presented a power point on the survey work of Panna Community Development Foundation engaged in the in-depth monitoring of the 'Livelihoods Improvement of Urban Poor Communities' project. Finally, the chairman called on all to participate in open discussions on the progress of the project and the various findings on the project. Beneficiaries and project officers present at the workshop provided their views and opinions.

Results from local level workshops:

1. As a result of the project activities, the development, empowerment and awareness of women leadership in the area has increased. They have now acquired the skills to work as a team for their own development. Saving, running a business with business grants has brought prosperity to the family.
2. Many beneficiaries of Dhaka South City Corporation have been trained in various trades including tailoring, beauty parlor, driving and have got employment or self-employment and are helping their families through this.

3. Participants in the discussion said that the people living in slum areas were the most backward in terms of health and lack of awareness. Awareness of their rights has been raised through various committee meetings, including campaign management, SCC committees at scheduled intervals through this project. He has learned how to solve any problem.
4. According to the participants, the beneficiaries listed in the project are getting proper service. However, many slum dwellers who are still eligible for the service are left out of the project. They also think that they need to be brought under the project service. In particular, there is a need to increase the number of nutrition, business grants and skills training.
5. They also said it would take about three weeks to get a loan from the Savings and Credit Group. 10,000 tk from a single business and 20,000 tk from a group business grant. All transactions are done through Bank Account or Rocket.
6. Leaders are responsible for building infrastructure at the CDC. The price of the product is determined by sorting the verification through the purchasing committee. The desired product is purchased from the vendor at the lowest price.
7. Beneficiaries must be local voters in the election. As a result, the concerned officers, staff, and councilors can easily identify the beneficiaries - who are the residents of which area, which ward.
8. Ayesha Mukarram, Councilor, Dhaka South City Corporation, who was present at the discussion, said the LIUPC project is playing an effective role in improving the living standards of urban poor people, especially in empowering and raising the awareness of women. They have now learned to understand and deserve the civil services and rights they deserve. According to her, the backward women in the society have now come a long way in improving their quality of life.

3.12 National Workshop

A national workshop was held on 23/05/2022 in the conference room of IMED on the in-depth monitoring of the project titled 'Livelihoods Improvement of Urban Poor Communities Project'. The Chairman of the workshop welcomed all present and started the activities of the workshop. Then, with the consent of the chief guest, Panna Community Development Foundation, which is engaged in the in-depth monitoring of the project titled 'Livelihoods Improvement of Urban Poor Communities Project', presented a PowerPoint for consideration of the revised 2nd draft report. Finally, the Chairman called on all to participate in open discussions on the draft report. Officials present at the workshop gave their views and opinions on the report.

National Workshop Discussions and Decisions:

1. The keynote speaker Mr. Md. Matiar Rahman, Director General, Monitoring and Evaluation Sector-3, IMED said that overall the report has been good. However, he offered some suggestions to enrich the report.

The first image on the cover of the report needs to be changed and the executive summary needs to be further refined. Part of the schedule or Glossary should be included in Bengali in case of Bangla report. There is an opportunity to make the report more precise by eliminating unnecessary parts of the report. There is no observation that the cost of consultancy is higher in the approved cost division of the locally implemented project.

He added that paragraph 2.14 of the second chapter should be omitted from the final report and the phrase "if any" should be omitted from sub-paragraph 2.3.9 of the same chapter. In addition, the case study should include two case studies of those who did not succeed (if any) with the benefit of the project, and finalize the current picture on Figure 2.3, 2.4, 2.5 on pages 26 and 27 of the report. It is better to add color pictures to the report.

2. Special guest Dr. Mohammad Emdad Ullah Mian, Director General, Department of Local Government, said that the review of sub-paragraph 3.1.2 of the third chapter would have to refine the rebate and expenditure portion as opposed to the estimate of the GOB section and break the large paragraphs of paragraph 3.2 of the same chapter into smaller paragraphs. The FAPAD audit information was based on the number of year-round audits and the total amount of audit objections is not mentioned in the report.

Columns 5 and 6 of Table 3.3 of paragraph 3.2 of the third chapter should be omitted if not required and the clause has been shortened in the review section of Table 3.4, 3.5, and 3.6 of paragraph 3.4.

3. Mr. Abu Hena Morshed Zaman, Secretary, IMED, Chief Guest, said that the section on “Weaknesses” of Chapter IV should be shifted to the “Risks” section of the report, “All poor families, especially those who are not local voters” could not be covered under Community Mobilization. The recommendations of Chapter VI should make specific recommendations and do not elaborate on what has hindered implementation other than land acquisition of low-cost housing.

Considering the situation caused by Covid-19, it is advisable to recommend a back-up plan for future projects and the average increase in monthly income group shown in the section “Impact of project on family income growth” is sufficient considering the time gap and inflation rate. Whether or not he has images and reviews.

4. Mr. Md. Abdul Majid, Chairman of the workshop and Director General, Sector-3, IMED, NDC, said that sub-paragraphs 5.1.1 to 5.1.22 of the fifth chapter should be replaced by paragraphs 5.1 to 5.22 and 5 of the same chapter. Sub-paragraphs 1.17, 5.1.18, and 5.1.18 should be modified, although the report appears to be relatively good, there are some spelling and linguistic errors that need to be corrected. He advised to avoid spelling and linguistic errors in the final report through a professional Proof Reader. He also requested the consulting firm to restructure the report in the light of the comments made by various speakers present at the workshop.

3.13 Case Study

Some case studies have also been done to assess the impact of the project on the beneficiaries. Below are a few case studies.

Case Study-1: A turning point in Zaheda's life

Zaheda Begum (40), PG-Kanthal, CDC-Khwaja Manzil West, Cox's Bazar Municipality, Cox's Bazar. Her husband Mr. Gura Mia is sick and unable to earn at present. Zaheda's eldest son Arif was the sole earner of the nine-member family.

Arif is a truck driver by profession as well as they have a small vegetable shop. But during the corona period, the vegetable shop was closed due to lack of capital. Zaheda's family was doing very well with her son's earnings. Their happiness did not last long.



Image 3.26
Zaheda Begum in her own vegetable shop

On 01-08-2020, a dark night of sadness came suddenly in their life. As usual, Zaheda was preparing to go to bed after dinner with her family. At that time the mobile phone rang, someone on the other end of the mobile informed her that her son had died in a road accident. After the death of Zaheda's family's only earner, she became disoriented. She could not figure out how to manage the daily expenses of the family, the education expenses of her sons, the expenses of the pregnant wife of the dead son.

‘This project grant has changed the course of my life today, so I am grateful to the project.’ - Zaheda

At that time, the project of improving the living standards of urban poor people became a beacon a hope for her.

After receiving the money BDT. 10,000 from the project's as business grant, Zaheda reopened the closed vegetable shop with her other son. At present their shop is running quite well. With the income of the shop, the cost of their family, the cost of educating the little boys is going well. With the income of the shop, they are able to bear the expenses of their family, the education expenses of her sons.

Case Study-2: Ruby, a successful sewing worker

There is a history of thousands of obstacles in the path of women's success through the ages.

Khadija Akhter Ruby (26) is one of the brave women who have overcome these obstacles and brought themselves to the door of success in the society. With an extremely poor family of four, Ruby lives in Panchghar Para CDC of Ward No. 26 of Chittagong City Corporation. The day laborer husband is the only earner in the family. It was very difficult to bear all the basic family expenses with her husband's income alone. To get rid of this difficult situation, Ruby started trying to bear the expenses of the family along with her husband. In such a situation, Ruby's name was finally shortlisted as a beneficiary of skill development under 'Livelihoods Improvement of Urban Poor Communities Project' in 2018 through the Community Development Committee (CDC).

Ruby completed 6 months long sewing training course from Rangdhanu Development Training Center with sincerity. During the course, she received a grant of BDT.9,000 from the project for conveyance and tiffin. Instead of joining Garments after completing the training, Ruby purchased a sewing machine with the grant money.

She is earning at least BDT. 6,000 per month with the touch of her skillful hands through this sewing machine. She can earn much more during various festivals and social events than at other times. Ruby is now contributing towards the upkeep of the family along with her husband with her earnings.

Khadija said,

'My sewing work did not stop even though my husband did not have the opportunity to earn during the lockdown. I continued my work. Even in the Corona situation, my family never went without food for a single meal.'

Khadija Akhter Ruby wants to educate her children well and establish them as enlightened people of the society. She wants to take her initiative to more unique heights, so that underprivileged women like her get a scope of work in a decent work environment.

Success can be defined in many ways. However, success varies from person to person. A small entrepreneur like

Khadija Akhter Ruby is working tirelessly to taste this different level of success.

Case Study-3: Amena Begum, a successful entrepreneur of N&WBC¹¹

Amena Begum, from Markas Moholla under 09 ward of Gopalganj Municipality. Her husband Rafiqul Islam is suffering from illness for long time. Their only income source was a mini grocery shop name "Ma Store" in Markas Moholla and they earned a little bit money from this shop. "It was too difficult to maintain their family expenditures, children's education costs and husband's treatment by that money" said by Amena and she was disoriented in that period that what she will do at this moment, how she can manage her family expenditures. In June 2020, unexpectedly, she heard that 03 No. Sasthi Cluster under LIUPC project, Gopalganj municipality will work with some women entrepreneurs for disbursing nutritional condition food transfer program. She thought that it can be one of the sources of her income, but on that time, the barriers were that she



Image 3.27
Khadija Akhter Ruby working on a sewing machine



Image 3.28
Amena Begum busy with blood pressure test in her N&WB corner

¹¹ Nutrition & Women Friendly Business Corner

had not trade license and bank account to fill the criteria of selection process for vendor. With the support of one community leaders, she took a short time to do trade license and bank account.

Before she started business with 3 No. Sasthi Cluster as an entrepreneur of a NWFBC, she did not know about the nutrition services. 3 No. Sasthi Cluster arranged a training for nutrition entrepreneurs. From that training she learnt how measure blood pressure, blood sugar, taking weight for growth monitoring of children, fill up the nutrition card and promotional nutrition messages to pregnant women, lactating mothers and children under the age of two.

From October 2020, Amena Begum started her business with 3 No. Sasthi Cluster along with her own business. She opened a new corner for serving and selling nutritional conditional food (egg, oil and pulse), MNP, ORS, Zink, family planning method, sanitary napkin and checking blood pressure & blood sugar.

Amena Begum said “by doing business with 3 No. Sasthi Cluster, I am earning a fine-looking amount in every month with my regular business which is helping me a lot to maintain my family expenditures, children’s education costs and husband’s treatment. Peoples are coming to me for checking their blood pressure, blood sugar which give me pleasure because of my social responsibilities. I take a minimum fee from them and advise them appropriately. I am now enough capable to do my business, even, when my agreement of nutritional conditional food distribution will be expired with 3 No. Sasthi Cluster then I will also be able to do my business as now I am more professional in my business that I have learnt during working with LIUPCP.”

Case Study-4: Education grant showed inspiration among the students who dropped out

As much as Bangladesh has succeeded in achieving sustainable economic growth as a result of rapid urbanization, the rate of marriage of girls and children, social instability, insecurity and family breakdown and erosion of values have increased at an unusual rate. Disadvantaged girls who are going to school are drop out in the middle and are being pushed towards an uncertain life called child marriage. According to UNICEF, two-thirds of adolescents aged 10-19 in Bangladesh are victims of child marriage.

As a result of these child marriages, 41% of girls drop out of school in the middle. The survey found that 63% of girls are dropping out of school due to family financial problems along with child marriage. Many parents try their best to educate girls and make them self-reliant in the society, but they have to accept the rate of scarcity.

Yet Taslima Akhter is one of the few girls who have moved forward using her indomitable will. In a family of poverty, it was very difficult for a day laborer father to meet the basic needs of the family. In pursuit of scarcity, Taslima's family left Noakhali and settled in Nimtala Soleman Ukil Colony of Ward No. 36 of Chittagong in search of work. Even after coming here, it became impossible to meet the expenses of the family with her father's income. So, her mother Ranu Begum started working as a house maid. Ranu Begum's desire is to educate her daughter Taslima and prepare her a good human being. Taking this aspiration seriously, Ranu Begum made her daughter study from class I to class VIII. When the poverty in the family becomes extreme, it becomes impossible for Ranu to bear the education expenses of her daughter. So, Taslima had to stop studying. Meanwhile, the father started trying hard to get his daughter married. Ranu Begum looked for work around to cover the expenses of her daughter's education. Tough Ranu Begum looked for more opportunities to serve as a domestic worker to bear the education expenses of her daughter. At one point, when Ranu Begum was diagnosed with breast cancer,



Image 3.29

Taslima trying very hard to achieve her dream

her hopes were ruined. The Community Development Committee (CDC) came forward for the education of the desperate Ranu's daughter. Taslima's name was finally registered under the Education Grant for the 'Livelihoods Improvement of Urban Poor Communities Project'.

Taslima received BDT. 9,000 from the project as an education grant. After receiving the money, Taslima started her studies with serious effort to fulfill her mother's dream. Taslima is now in ninth grade. With the education grant, Taslima bought a school dress, notebook, pen and school bag for herself. Asked about the feeling of getting an education grant, 14-year-old Taslima said,

"When my studies stopped due to lack of money, my father tried to get me married. I am very happy to get the education grant. Now, I want to fulfill my mother's dream by being established by studying."

As a result of the regular consultation and observation of the project field staffs, Taslima is now very focused on her studies.

Ranu Begum expressed her desire that her daughter Taslima would be educated and self-reliant and then get married. Ranu thinks that that if the underprivileged families of the city can be provided with vocational training along with education grant, then there will be no poverty in those family. Girls will also not be victims of child marriage.

Case Study-5: Story of Sumona Sheikh- A Speech Impaired Girl in Arambag CDC, Gopalganj



Image 3.30

Enlightened path journey of speech impaired Sumona

Sumona Sheikh is a 16-year-old young girl. She is speech impaired by birth. Her parents did not know about her impairment during birth but at the age of 1/2 years, family realized that she can't speak and response. The poor parent then went to local hospital, Quack doctor and Traditional healer in Gopalganj for treatment. The doctor confirmed about her impairment and tried medication locally. So far, they did not treat well as there was no expert doctor for better treatment of a speech impaired at local level, finally referred to Dhaka but poor parent had not enough money to bear the cost of higher treatment located at Dhaka. Sumona gradually grows in her parents' house. In 2013 at the age of 5, her mother arranges to admit her in a special child school named "Borno Protibondhi School" Gopalganj which is 1 and ½ kilometer away from their rented house. She continued her education with special care of their schoolteacher. Now she is in grade eight student.

Sumona have 2 sisters and 1 brother who is also speech impaired. Her father Mr. Jubayer Sheikh is a daily laborer and mother Sabana Begum is working as maid servant on contractual basis in the town areas. They don't have enough capacity to maintain the daily family expenditure for 5 members from their poor earning. Most of the time they passed the days with hardship and have consumed daily food one time in a day.

In 2019, at the beginning stage of program implementation started mobilization work to organize poor people through PG and CDC formation. During this organizing phase, opportunity knocked at the door of Sumonas mother. She has been enrolled as a PG member in Jaba Dal, Arambag CDC with other poor neighbors under ward no.6 of Gopalganj Pourashava. Sumonas mother, Sabana Begum after initial enrollment as a PG member.



Image 3.31

Handicrafts made by Sumona, a speech impaired girl

Sabana Bugum had no opportunity to continuing her schooling due to poverty. She was completed primary education and her husband knows only name signature. But both are interested to help their children to educate as They had pain not to study more. Especially Somonas mother has positiveness

about children education but can't bear the expenses. LIUPCP as its implementation strategy started education grant to reduce early marriage beneficiaries selection in 2020, during selection process,

Sumona goes to school with her mother daily to resist her child from eve teasing by miscreants

according to her MPI score and pre verification result allowed her elder daughter Sumona for EG grantee as she was in grade eight student and PWD.

The Sumonas family again faced challenges in 2020 Covid situation and countrywide lock down. The house owner stooped her mothers work for 3 months and her father was also lost job of daily labor. The school were also closed for a long time due to covid pandemic and finally school reopened on 12 September 2021 as per government circular. Sumonas mother feel to send her daughter to go to school. But feel that her old dress does not fit, she required new dress, shoe and some education materials. By this time, Sumona received Education grants (EM) amount BDT.9000 from the LIUPC project. Now she is continuing her schooling and class with happiness regularly. According to her class teacher's opinion, Sumona is attentive to her study, very much creative, technically sound and polite girl. She is also stood first in her class. During lockdown, she has made different type of colorful materials.

In "Borno Protibondhi School" have some limitation that this school granted /registered for education up to class eight. Sumona now is in Class eight. After December 2021, she will not be able to admit into general school due to her speech impairment. Ultimately, she will drop out as there is no scope for education for special child in Gopalganj. Millions of girls aren't at school today like Sumona. They are shut out of education because of discrimination, poverty, emergencies and culture.

In connection to this, her mother thinking to train her on sewing cloths at home if she gets opportunity to assist from any person/institution for purchasing a sewing machine. It would be helpful for Sumona to develop her skill. Her mother promises not to give marry her girl before eighteen. Sumona also expresses her opinion by head knotting (sign language) not to marry without doing something like-Self-employment generation.

Case Study-6: Rizia- The name of a fighter against misfortune



Image 3.32

Rizia standing with her crippled husband (left)
Rizia busy on her own grocery store (right)

It was 2002 Md. Idris Ali fall from a fruit tree results fractured backbone and injured spinal cord. After a long treatment now, he could walk leaning on scratcher, but her family became submissive carrying load of expenditure. Rizia, his wife. They have two sons one was in class three and another was eight months old. They felt themselves as helpless. Finding no other alternatives Rizia

started a grocery shop in her a side of her living room in 2004. She struggles hard. When Barkhada Moddopara went under Kushtia

Pauroshova in 2012 subsequently LIUPC started to work in this area. Riza became a member of a primary group under . She was selected as a vendor of women friendly business corner under LIUPCP. She was earning much to drive her family. Corona threat her again. In the last month her husband got brain stroke. Now she became vulnerable again. Her elder son is studying MBA and younger son is in class 12. Rizia is strong in mind to fight against the poverty with the help of LIUPC project. "I could not maintain my family if this support from LIUPC would not have" said Rizia. She dreams that one day her children will get jobs and the struggle of their life will end.

Case Study-7: Fatema Akhter loses capital in Corona



Image 3.33
Fatema Akhter loses
capital in Corona

Ms. Fatema a 29-year-old women was lived in Khoradipara CDC area of ward-20 under Sylhet City Corporation.

In 2020, She was received BDT 10,000 as a business grant. By the grant money she was started a poultry business. Her husband, Md. Jakir Hossain is a day labour. He was only earning member of the family. So, Ms. Fatema want to start a small poultry business and support her husband to maintain the family properly. The COVID-19 pandemic changed the urban poor's life. The living cost increased; house rent increased. On the other, daily labour demand decreased. So, the family decided to move in low-cost area for reduce the family maintaining cost. When the situation will change, they will be back and start her business again.

Case Study-8: Farida quits her clothing business

Ms. Farida, a PG member of Saidabath wash Colony CDC under Dhaka South City Corporation. In 2019, she was received BDT 10,000 as a business grant. She was started cloth selling business by the grant money.

In four-members family, one was boy of 13 years old & another was girl of 11 years old. Her husband not doing any work for earn money. She is the only earning member of the family. COVID-19 spread out in that time. Mobility is respected, living cost was higher. It was difficult for her to continue the business. After running two-three month of the business, she was using the business money to the family expenses. And now the business was closed.

Chapter Four

SWOT Analysis

4.1. Project's Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis

SWOT analysis is an important part of the in-depth monitoring of any development project. The SWOT analysis i.e. Strengths, Weaknesses, Opportunities and Threats of the ongoing project are presented below.

4.1.1 Strengths

The main strong point of the project are the internal positive conditions of the project, which play an important role in guiding the project implementation process successfully. Notable strengths of the project are:

- Implementing the project on the basis of baseline study;
- Previous experience in the implementation of similar projects;
- Conducting regular audit activities at central and local levels by the project's own audit team, UNDP's audit team and FAPAD;
- Inclusion of specific exit plan in the DPP for sustainability project of the project and implementation through local authorities.

4.1.2 Weaknesses

No matter how efficiently a development project is formulated / implemented, there are some internal weaknesses in the project, due to which the project implementation process is slowed down and being hampered. As a result, the process of achieving the desired goals and objectives of the project is interrupted. The main weaknesses of the project include:

- Duration, cost, and project activities not properly estimated during preparation of DPP; the OVI in the log-frame provides detailed descriptions of goals and objectives, objectively verifiable indicators, means of verification, and important assumptions and output, but no indicator for input and year-wise target is given;
- Fund not released as per DPP allocation, it may be mentioned here that the project budget has been reduced/modified by the donor organization (FCDO) due to the Covid-19 pandemic;
- Delays in land acquisition for 'low cost housing' and in some cases local barriers faced in this regard;
- The DPP did not include plan to hold PIC and PSC meetings as per the circular regarding 'Procedures for formulation, processing, approval and revision of development projects in the public sector';
- Not being able to include all the poor families, especially those who are not local voters under community mobilization process;
- Interactions/communications being disrupted between organizations, because of not having permanent meeting room/seating place;
- It is not possible to implement the project without proper coordination between the municipal office and the project implementing agency, there are some shortcomings in this regard, such as the project procurement committee is not efficient;
- The project director has been changed quite frequently.

4.1.3 Opportunities

Generally, external positive conditions are considered as opportunities for any development project. The main opportunities of the project include:

- Formation of social organization by organizing the poor people, capacity development of the poor;
- Child marriage and school dropouts are being prevented through providing education stipends;

- Poverty alleviation through creating alternative sources of income, increasing in income generating activities, and sustainable development;
- Creating incentives for savings through Savings and Credit Group, availing loan facilities and repaying loan installments as per convenient time and amount;
- Women empowerment and leadership development;
- Capacity building in disaster management;
- Integrate CDCs, clusters, federations into mainstream municipalities / city corporations;
- Opportunity to use front line personnel (CF, SENF) as municipal resources.

4.1.4 Threats

The risk of a development project means the external conditions or factors of the project. The potential risks of this project are:

- Global pandemic COVID - 19 Crisis and other natural disasters;
- Construction of infrastructure on private land;
- Natural disaster like situations or natural disasters;
- The slum areas of the city are usually built on government khas land, or land belonging to various government departments. So, the slum dwellers become regular victims of eviction. Therefore, there are concerns about the sustainability of various facilities built under the project in the slum areas.
- The activities of savings and credit groups have been disrupted due to the situation arising out of Corona pandemic and there is also a gap in regular monitoring. As a result, savings have been reduced and debt collection hampered.

Chapter 5

Overall Observations

5.1. Since the inception of the project, a baseline survey has been conducted by two local-foreign firms engaged by UNDP.

5.2. As per the DPP, the GoB allocation for the project is Tk. 128,18.50 lakh but the total disbursement of GoB portion till April 2022 is Tk. 270.53 lakh, which is only 2.11% of the estimated expenditure of GoB allocation and only 0.33% of total DPP estimate. On the other hand, the total allocation under Project Aid is Tk. 697,93.50 lakh, against which a total of Tk 488,17.46 lakh has been released, which is about 69.95% of total Project Aid and 59.09% of DPP estimate. Against the DPP allocation of funds, cumulative financial progress till April 2022 is Tk. 49,087.99 lakh, which is 59.42% of total DPP allocation. It is almost impossible to achieve the target in the remaining 1 year and 2 months of the project duration. It may be mentioned here that the representative of the donor organization (FCDO) informed the meeting of the National Project Steering Committee held on 24-05-2021 that the budget of all Aid dependent development projects has been significantly reduced by the UK government due to the economic recession caused by the global Covid-19 pandemic.

5.3. According to the DPP, a total of 4 million urban poor have been targeted for the project. From the beginning of the project till February 2022, a total of 37 lakh 87 thousand beneficiaries have been enrolled in the project. Cumulative progress / target achievement is 94.68%. The remainder of the target is achievable in the remaining time of the project.

5.4. The two major activities of the project are (i) to provide free-of-cost two-room housing to 5,000 poor extreme families, and (ii) to provide loan assistance from CHDF to 15,000 poor families for housing repair / development through housing loans. But in both the cases, the progress of the project is very disappointing. In the case of the first activity, the real progress is almost zero: Service piling work has been started in Gopalganj Municipality after filling the soil under the project for providing free accommodation. On the other hand, in Chandpur, Kushtia, and Noakhali Municipality, the work related to the design for the construction of two-room housing has been completed and the tender is expected to be called by June 2022. Considering the overall situation, it will not be possible to transfer the ready flats to the beneficiaries by completing the construction work within the project period. It may be mentioned here that at the last PSC meeting held on 24/05/2021, the Project Director informed that after the end of the lockdown a committee consisting of LGD and NHA representatives would be formed to coordinate the activities on a regular basis for smooth completion of the project. But the committee has met only once so far. The unusual delay is mainly due to the Covid-19 pandemic, because the government had stopped the tender process for construction activities during the pandemic by issuing a notification. As a result, release of fund for housing construction has been delayed significantly. On the other hand, progress with regard to providing housing loan assistance to poor families from CHDF is very slow, out of 19 cities under the project housing only 3 CHDFs have been formed (one in each city), and loans are being provided to the beneficiaries in the 3 cities. It may be mentioned here that for the past two years the Development partner/ the FCDO has reduced funding to this sector due to the global Covid-19 pandemic. As a result, progress on housing loans is only 3.73% of the target. Thus, achieving the DPP target by June 2023 of constructing climate resilient housing under the low-cost housing and providing CHDF loans for repair/improvement of housing is not at all possible. Even with all the best efforts, it will be difficult to achieve 50% of the target within the stipulated time frame.

5.5. The procurement plan in the DPP includes a total of 58 packages, including 24 packages under the ‘goods’ category, 28 in the ‘**construction / works**’ category, and 6 packages in the ‘**service**’ category. As of March 2022, a total of 20 packages under the ‘**goods**’ category have been procured using OTM (NCT) method as per DPP. Procurement of these packages cost Tk. 423.69 lakh (progress is 54.28%). As against 28 packages under the ‘**works**’ category, 19 packages have been procured using the CPP (Community Procurement Process) method. It is to be noted here that in the DPP there is mention of a procurement method, like the CPP (Community Procurement Process), but in PPR 2008 there is no such procurement method as the CPP. In fact, Section 76 (3) of DPM Procedure under PPR 2008 (Procurement of small works, goods, labor, etc. directly through beneficiary organizations for the purpose of poverty alleviation) has been termed as CPP procurement procedure in the DPP. As per the

DPP, the remaining two packages (NUPRP / W2 and NUPRP / W2.1) were supposed to be procured using the CPP method with GoB funding, but in practice the two packages have been procured using the OTM (National) method. Rule 16 (5b) of PPR 2008 has been violated in the procurement process of these two packages by disclosing the official estimated price through mutual collusion with the bidders. As a result, the price quotation in the tender of more than one bidding agency was less than 10% of official quoted price. This is a serious deviation. The total expenditure till March 2022 under 'works' category was Tk. 321,86.58 lakh (progress 60.07%). The total expenditure incurred till March 2022 under 'service' category was Tk. 61,59.70 lakh (progress 70.35%). Out of the 47 lots under 6 packages in the service category, 33 lots have been procured as per UNDP procurement rules. As per the DPP, the remaining 14 lots under 3 packages were supposed to be procured following GOB method, but 3 lots under one package (NUPRP/S5) have been procured through OTM method. The procurement process of the 11 lots under the remaining two packages (NUPRP/S4 and NUPRP/S6) is being implemented like other activities of the project through utilizing the manpower already engaged in the project. It is evident from the above the DPP procurement plan was not following the guidelines as specified in the PPA 2006 and PPR 2008. This reflects the inherent weaknesses of the DPP procurement plans. Thus, the DPP's overall procurement plan needs considerable refinement.

5.6. It has been informed by the project office that the audit of this project for the years 2018, 2020 and 2021 has been completed by FAPAD. However, 2019 audit has not yet been completed due to the situation arising out of Covid-19 pandemic. In the audit report of 2018 there are 2 audit objections involving a total amount of Tk. 14,11.68 lakh, while 12 objections in 2020 involving Tk. 96,07.93 lakh, and 15 objections in 2021 amounting to Tk. 69,17.89 lakh. In other words, a total of 29 audit objections have been raised in 3 years amounting to Tk. 179,37.50 lakh. However, replies to the two audit objections of 2018 have been given to the FAPAD authorities in the form of broadsheets. Out of the total of 29 audit objections, only 1 objection has been settled till now. Of the remaining 28 unresolved audit objections, 10 objections have to be settled through revising the DPP. The other 18 objections need to be disposed of expeditiously as per the opinion of the audit authority. Before allocating and releasing funds for the project in the future, the concerned Ministry and Development Partners need to take into consideration these audit objections.

5.7. Preliminary list is being prepared to provide affordable housing to 338 beneficiary families in Gopalganj. The Mayor of Gopalganj Municipality signed an agreement with two contractors on 5/06/2021 for the construction of four five-storeyed buildings. Soil filling work has already been completed. Service piling work has started under one package. Based on interviews with the contractors and analyzing the market price, it has been found that in some cases the prices of construction materials especially rod, cement, stone chips have increased by one and a half times as compared to the proposed schedule. Construction works will not be completed within the specified time frame unless the project authorities take a decision on an urgent basis to resolve this issue.

5.8. According to the DPP, the design of the two-room flats built under low-cost housing component outlines plans to have separate kitchens, waste management, gullies, cross-ventilation, sunset over windows, etc. for each flat. But since no building has yet been constructed under low-cost housing, it has not been possible for the consulting firm to make observation on the quality aspect of building construction. This is a deviation in the case of this project.

5.9. According to data from BBS, urban inflation rate in March 2022 was 5.69%. Since 2017-2018 fiscal year, the cumulative rate of urban inflation in March 2022 stood at 24.97%. Before joining the project, the average monthly household income of female beneficiaries was Tk. 10,250, and monthly household income of male beneficiaries was Tk. 11,458. The average household income of female beneficiaries in March 2022 was Tk. 13,738. However, after adjusting for the 24.97% inflation rate during 2017-18 to March 2022, the real income stands at Tk. 10,993. In other words, the real income of the female beneficiaries has increased by Tk. 743 (10,993-10,250), i.e. an increase of 7.25%. Similarly, the average household income of male beneficiaries in March 2022 was Tk 17,708, which stands at Tk 14,170 after adjusting for the inflation rate during July 2018 to March 2022. In other words, the real income of the male beneficiaries has increased by Tk. 2,712 (17,708-11,458) after adjusting for the inflation rate. This implies an increase of 23.7% in real income for the male beneficiaries. Thus, it can be said without hesitation that not only the nominal income has increased because of the project, the real income of the beneficiaries has also increased as compared to the pre-project period.

5.10. So far, 3 Community Housing Development Funds (CHDF) have been formed. In addition, Community Housing Development Fund (CHDF) formation process is underway in 6 more cities. The progress is only 25% in this respect. The remaining CHDF formation target is 75%, which appears to be impossible to achieve within the project period.

5.11. As of April 2022, 3132 CDCs, 259 clusters, and 19 Town Federations have been formed. Under these organizations, 763,564 urban poor households are being benefitted from the project through 39,734 Primary Groups. In this case, the progress is 75.73%. The remaining target of formation of Community Development Committees (CDC) is 24.27%, which can be achieved within the project period.

5.12. Up to April 2022, a total of 23,447 Savings and Credit teams with 3,54,490 members have been formed, and progress is 58.84% in this respect. It is expected that by June 2023, up to 80% of the target of Savings and Credit team formation are likely to be achieved.

5.13. As of April 2022, 15,994 beneficiaries have been trained in various trades, the progress is 15.30% of the target. The remaining training target is 84.70%, which is by no means possible to achieve within the project period.

5.14. Four government officials have served as Project Director in the project since July 2018 to April 2022. Three of the four PDs have held the position of Project Director as additional charge. In the year 2021 alone, three Project Directors have been changed. The smooth implementation of the activities of the project has been adversely affected due to frequent change of the Project Director. As a result, paragraph 16.7 of the circular as issued by the Planning Department 'Project Director cannot be changed before 3 years unless absolutely necessary in the public interest' related to "Procedure for Preparation, Processing, Approval and Amendment of Public Sector Development Projects" has been violated.

5.15. As per 'Annexure-Da' and 'Annexure-Dha' of the circular issued by the Planning Department regarding "Procedures for Preparation, Processing, Approval and Revision of Public Sector Development Projects", there is a provision of holding at least one Steering Committee Meeting and one PIC meeting every three months. But no planning has been done in the DPP as per the said provision with regard to holding Steering Committee and PIC meeting. However, according to the DPP there is provision of holding at least one PSC meeting every year, and accordingly 3 Steering Committee meetings have been held since the inception of the project. It may be mentioned here that in the DPP there is provision for formation of a National Program Board (NPB) instead of a PIC at the central level of the project. As per DPP, it is mandatory to hold 4 NPB meetings every year, but only 4 NPB meetings have been held till April 2022. This is a major deviation.

5.16. Getting Birth Certificate / Death Certificate / Trade License / Succession Certificate / Character Certificate / Holding Tax / Household Waste Management / Water Supply Services has become easier than before in most of the project areas. However, according to the beneficiaries of Gazipur, Dhaka South, and Mymensingh City Corporation, there has not been much improvement in getting these services compared to the pre-project period.

5.17. Many of the CDC members do not have adequate educational qualifications. As the account keeping of Savings and Credit funds is complicated, it is quite difficult for the CDC members with inadequate education background to manage the accounts efficiently.

5.18. The documentation capacity of CDCs, CDC clusters, and Town Federations is still limited, and lack of education of the leaders of these platforms is also a major challenge.

5.19. In many cases, it has not been possible to involve all the poor under community mobilization process, especially those who are not local voters.

5.20. Urban slums are usually built on govt. khas land, or land belonging to various government departments. So, the slum dwellers become victims of eviction on a regular basis. Therefore, there are concerns about the sustainability of various facilities built in the slum areas under the project.

5.21. Project estimates have been prepared based on the Rate Schedule (LGED) of 2019. But the price of construction materials is not stable. At present, the price of construction materials has increased significantly compared to 2019. Progress of construction work is being hampered due to fluctuations in commodity prices and progress of project implementation is being delayed.

5.22. Exit Plan:

The exit plan of the project as described in the DPP states that the operation and maintenance (O&M) of the infrastructures built under the project will be borne by block allocation provided by Government to the city corporation/municipalities. Besides, the own resources of the city corporation/municipalities may also be utilized for maintaining the common facilities. City corporation/municipalities staff will supervise the maintenance work, and as such no additional manpower will be needed for maintenance of the facilities built under the project.

On the basis of review and analysis of data obtained from the survey, it has been found that an operational and monitoring (O&M) fund amounting to Tk.350.99 lakh has already been created through formation of 2,037 CDCs with the objective of bearing the operation and maintenance cost of the infrastructures constructed under the project. A Project Implementation Committee (PIC) has been formed in each ward under the leadership of City Corporation / Municipal Councilors, consisting of City Corporation / Municipal Staff, CDC Chairman and Secretary, DHFW, WASA / DPHE, representatives of Department of Education and concerned NGOs. The committee is preparing a Community Action Plan (CAP) based on local needs and implementing a CAP-based infrastructure construction programme.

Chapter 6

Recommendations and Conclusion

6.1. Recommendations

6.1.1. The five-year project titled “**Livelihoods Improvement of Urban Poor Communities Project (LIUPCP)**” being implemented from July 2018 to June 2023 at a total cost of 82612.00 Lac taka, has already completed three years and 10 months. The remaining duration of the project is 1 year 2 months but the remaining budget implementation is 40.58%. Appropriate work plan and procurement plan should be adopted to complete the remaining activities of the project within the project period.

6.1.2. One of the main activities of the project is to provide free of cost two-room accommodation to 5,000 extreme poor families. However, the progress of the project in this respect is very disappointing. It has not been possible to provide free accommodation to any beneficiary till April 2022, only preliminary work is underway to provide accommodation to a few families in Gopalganj municipality. Real progress is almost zero. It may be mentioned here that at the last PSC meeting held on 24/05/2021, the Project Director informed that after the withdrawal of lockdown a committee consisting of LGD and NHA representatives would be formed to ensure smooth completion of the activities. But till April 2022, only one meeting of the committee has been held. In order to achieve the targets within the stipulated time frame, the project activities need to be properly coordinated by activating the committee comprising of LGD and NHA representatives. A representative of IMED may also be included in the committee.

6.1.3. The second major objectives of the project is to provide housing loan assistance to 15,000 poor families through CHDF for repair / improvement of housing. But so far, only 3 Community Housing Development Funds (CHDFs) have been created/set up in three cities. As a result, progress in home loans is only 3.73% of the target. It is imperative to take appropriate steps to achieve the target of repair/improvement of climate resilient housing through housing loans by completing CHDF formation in other cities expeditiously.

6.1.4. As of April 2022, 52.99% of total estimated expenditures have been spent on goods, 62.44% of estimated expenses have been spent on works, and 70.35% have been spent on services. The project implementing authority will have to take necessary steps to achieve the remaining targets of procuring goods, works, and services within the time frame of the project by formulating appropriate procurement plans.

6.1.5. Two contractor organisations are working to construct the 4 five-storeyed buildings to provide free accommodation to 336 beneficiary families in Gopalganj. Talking to the contractor and analyzing the market price, it has been found that the price of construction materials, especially rod, cement, stone chips has increased up to one and a half times in some cases as compared to the proposed schedule price. The project authority will have to take necessary steps to complete the construction works within the stipulated time by taking a quick decision in this regard as per the rules.

6.1.6. Out of 28 unresolved audit objections, 10 objections have to be settled through DPP amendment. The other 18 objections need to be disposed of expeditiously as per the guideline/instruction of the audit authority. The concerned Ministries and Development Partners need to take into consideration these objections while allocating and releasing funds for the project, including taking appropriate steps to resolve these issues.

6.1.7. According to the DPP, the design of the two-room flats built under low-cost housing component outlines plans to have separate kitchens, waste management, gullies, cross-ventilation, sunset over windows, etc. for each flat. But since no building has yet been constructed under low-cost housing, it has not been possible for the consulting firm to make any observation on the quality aspect of building construction. Necessary steps should be taken to ensure that the above facilities are available in the buildings under construction.

6.1.8. The Project Office will have to take appropriate steps to achieve the remaining target (24.27%) of formation of the Community Development Committee (CDC).

6.1.9. The implementing agency should take necessary steps to achieve the remaining target (41.16%) of Savings and Credit team formation.

6.1.10. As per the DPP, the National Program Board (NPB) should hold 4 meetings every year at the central level of the project, but only 4 NPB meetings have been held since the inception of the project. During the remainder of the project duration, every effort should be made to hold the National Program Board (NPB) meeting as per the DPP.

6.1.11. In case of change of Project Director in the future, the article 16.6 issued by the Planning Department ‘the Project Director cannot be changed before 3 years unless absolutely necessary in the public interest should be strictly followed, as described in the circular on “Procedure for formulation, processing, approval and revision of public sector development projects”. In view of the above, the Project Director should be appointed on a full-time basis for three years for smooth implementation of project related activities.

6.1.12. Compared to the pre-project period, there has not been much improvement in getting Birth Certificate / Death Certificate / Trade License / Succession Certificate / Character Certificate / Holding Tax / Household Waste Management / Water Supply Services in few project areas including Gazipur, Dhaka South, and Mymensingh City Corporation, To address this issue, under the supervision of the Project Director (Output-5), the central and local level project officers have to take necessary steps to ensure the quality of these services by coordinating with the concerned officials of the local government departments.

6.1.13. As the accounts keeping of Savings and Credit group funds is complicated, it has become difficult for the less educated CDC members to properly manage the accounts. Special training in accounting should be arranged to enhance their skills.

6.1.14. The documentation capacity of CDCs, CDC clusters and Town Federations is still limited, and lack of education of the leaders of these platforms is a major challenge. There is a need to initiate special training to enhance their skill level.

6.1.15. Appropriate initiatives should be taken by the project office and the concerned department to involve all the poor under community mobilization process, especially those who are not local voters.

6.1.16. In the cities and towns, slums are usually built on government khas land, or land belonging to various government departments. As a result, the slum dwellers often become victims of regular eviction. The project office and the concerned department should be proactive in addressing these concerns and take appropriate measures for the sustainability of the various facilities in the slum area built under the project.

6.1.17. Project estimates are based on the latest Rate Schedule (LGED) 2019. But now the price of construction materials has gone up significantly. Project work is being delayed and progress is being hampered due to rising prices commodities/ construction materials. Appropriate steps should be taken by the implementing agency in the context of increase in the price of construction materials.

6.1.18. Project implementation activities were suspended / stalled for some time due to various measures undertaken during lockdowns to address the Covid-19 pandemic. Implementing agency should have a contingency plan in place to deal with such disasters while taking up future projects, so as to overcome the obstacles and smooth implementation of project related activities.

6.1.19. Finally, in view of the contribution of the project in improving the livelihoods and living standards of the urban poor, empowerment of women, and ensuring better urban local service deliveries, necessary steps should be taken by the Ministry/implementing agency for further extension of the project duration by 2 years.

6.2. Conclusion

The five-year project titled “**Livelihoods Improvement of Urban Poor Communities Project (LIUPCP)**” being implemented during July 2018 to June 2023 has already completed three years and 10 months. Since the beginning, the project has been implementing activities at the city corporation, municipality and community levels as per the annual targets set out in the outputs of the five main activities. Considering the challenges posed by the COVID-19 pandemic, the overall implementation

process has slowed down. The implementation process is continuing as per the results and targets described in the log frame of the project, under which 3132 CDCs, 259 clusters, and 19 Town Federations have been formed till April 2022. Under these organizations, 763,564 urban poor households are receiving project benefits through 39,734 Primary Groups. Among the beneficiaries, 35,713 marginalized women received business grants and 87% of them started small businesses after receiving training. As of April 2022, a total of 23,447 Savings and Credit team with 3,54,490 members have been formed. The role of the project in increasing the income of the beneficiaries and their families is quite positive.

The project is playing a significant role in preventing child marriage and school dropouts through education stipends, providing nutritional support to pregnant and lactating mothers under the food basket, enhancing skills and empowerment of women through training, and enhancing capacity for poor-friendly urban management and planning. However, progress has been quite disappointing compared to the target with regard to providing free-of cost two-room housing to the extreme poor and giving housing loan to the poor for house repair / improvement under the CHDF loan assistance. Due to the COVID-19 pandemic, the project implementation process was severely hampered due to lack of a conducive environment for field activities for two years (2020 and 2021) and almost 20% reduction of funds by development partners. For all these reasons, it has not been possible to achieve the project targets within the stipulated time frame.

The LIUPC Project has been able to demonstrate its resilience as a team as well as a nationwide platform for driving sustainable, inclusive and multidimensional urban poverty alleviation. By design, the Project contributes to improving the livelihoods and living standards of the urban poor, particularly young girls and women, by facilitating community empowerment, livelihoods restoration, and better urban local service deliveries that are approached critically through the lens of climate resilience.



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