

# National Urban Poverty Reduction Programme (NUPRP)



## MID TERM EVALUATION



by  
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UNDP Bangladesh  
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Project/Outcome Information		
<b>Project/outcome title</b>	National Urban Poverty Reduction Programme (NUPRP)	
<b>Atlas ID</b>	00084928	
<b>Corporate outcome and output</b>	<p>Outcome 1: Increase opportunities, especially for women and disadvantaged groups, to contribute to and benefit from economic progress;</p> <p>Output 1.1: The Government has the knowledge and skills to target the remaining pockets of poverty better and expand opportunities for women to contribute to and benefit from economic progress.</p> <p>Output 1.2: National and local governments have the capacity to implement urban and rural poverty policies and programmes</p> <p>Outcome 3: Enhance effective management of the natural and man-made environment focusing on improved sustainability and increased resilience of vulnerable individuals and groups</p> <p>Output 3.1: Government institutions have improved capacities and institutional and legal frameworks to respond to and ensure resilient recovery from earthquakes, weather extremes, and environmental emergencies</p>	
<b>Country</b>	Bangladesh	
<b>Region</b>	RBAP	
<b>Date project document signed</b>	04 January 2017	
<b>Project dates</b>	<b>Start</b>	<b>Planned end</b>
	15 August 2018	30 June 2023
<b>Total committed budget</b>	\$ 97 Million	
<b>Project expenditure at the time of evaluation</b>		
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<b>Implementing party<sup>1</sup></b>	UNDP and LGD, MoLGRD&C	

<sup>1</sup> This is the entity that has overall responsibility for the implementation of the project (award), effective use of resources and delivery of outputs in the signed project document and workplan.

Evaluation information		
Evaluation type (project/ outcome/thematic/country programme, etc.)	Project	
Final/midterm review/ other	Midterm Review	
Period under evaluation	<b>Start</b>	<b>End</b>
	2018	June 2022
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	July 2022	September 2022

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Besides coordinating the meetings, the town team members in the cities provided immense support during the discussions and interviews with key informants.

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September 2022

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## ABBREVIATIONS

ADB	Asian Development Bank
AOM	Annual Outcome Monitoring
BIP	Bangladesh Institute of Planners
CAP	Community Action Plan
CCVA	Climate Change Vulnerability Assessment
CDC	Community Development Committee
CEO	Chief Executive Officer
CHDF	Community Housing Development Fund
COVID-19	Coronavirus Disease of 2019
CPC	Community Purchase Committee
CRMIF	Climate Resilient Municipal Infrastructure Fund
CWAP	City-Wide Action Plan
DPP	Development Programme Proposal
EFM	Early and Forced Marriage
FCDO	Foreign, Commonwealth & Development Office
GBV	Gender-Based Violence
GoB	Government of Bangladesh
IFCA	Institutional and Financial Capacity Assessment
HDRC	Human Development Resource Centre
KII	Key Informant Interview
LG	Local Government
LGD	Local Government Division
LGED	Local Government Engineering Division
LGRD&C	Local Government, Rural Development and Cooperatives
LIUPCP	Livelihoods Improvement for Urban Poor Community Project
LNOB	Leave No One Behind
LTAP	Land Tenure Action Plan
M4i	Managing for Impact
MAB	Municipal Association of Bangladesh
MTE	Mid Term Evaluation
N&WBC	Nutrition & Women Friendly Business Corner
NPD	National Programme Director
NUA	New Urban Agenda
NUP	National Urban Policy
NUPRP	National Urban Poverty Reduction Programme
PG	Primary Group
PIC	Programme Implementation Committees
PWD	People with Disability
RMS	Revenue Management System
SAC	Social Audit Committee
SCG	Savings and Credit Group
SEF	Socio-Economic Fund
SIF	Settlement Improvement Fund
TLCC	Town Level Coordination Committee

TM	Town Manager
TNA	Training Needs Assessment
TPB	Town Programme Board
TSC	Town Steering Committee



## EXECUTIVE SUMMARY

The National Urban Poverty Reduction Programme (NUPRP) is Bangladesh's premier urban poverty reduction programme which is being implemented by the Local Government Division (LGD) under the Ministry of LGRD&C, managed by the United Nations Development Programme (UNDP) and financed by the United Kingdom's Foreign, Commonwealth & Development Office (FCDO). The Programme aims to support the initiatives undertaken for a "balanced, sustainable and pro-poor development". The programme is targeted to cover up to four million urban poor living in slums and low-income settlements in 19 urban areas and ensure sustainable living conditions and livelihoods for them. The programme's response is at three levels: (i) community level, (ii) municipal level and (iii) national level. NUPRP is aligned with the national five-year plans, the UN development assistance framework and the UNDP's strategic plan and country priorities.

The NUPRP, given its significant development agenda, consists of three outcome indicators with a prime focus on the urban policy environment and is designed to promote effective and inclusive urbanisation in Bangladesh. It is being achieved inter-alia, through five outputs. The output indicators measure the project's performance based on the evaluation criteria: Relevance, efficiency, effectiveness, impact, coherence, and sustainability. They are:

- i. Improved coordination, planning and management
- ii. Enhanced organisation, capability, and effective voice of poor urban communities
- iii. Improved well-being and security of the urban poor, particularly women
- iv. More secure land tenure and housing
- v. More and better climate-resilient and community-based infrastructure

The indicators are used to measure the project's relevance based on evaluation criteria: relevance, coherence, effectiveness, efficiency, sustainability and impact.

The main objective of the Midterm Evaluation (MTE) is to undertake a Performance Evaluation and Process Evaluation of the NUPRP as it reaches its fourth year of programme implementation. The scope of the MTE is to track the performance against the annual work plan (AWP), review the programme and operational processes, and make recommendations for improvement and correction. The evaluation aims to enable decision-makers and operational staff to evaluate their strategies, provide for mid-course correction, help define the way forward for future operations, and prepare an exit strategy.

The approach has primarily used *qualitative* methods. The assessments are based on *data triangulation*, combining primary and secondary data collection validated through a participatory process. The evaluation is based on programme reports and field-level validation of reported constraints and performance. The MTE covered seven cities, and in each local government (LG), discussions were held with the communities, local political representatives, Mayor, and city and programme officials. Central-level discussions were held with the LGD and other partners engaged in the development field apart from the programme management team.<sup>2</sup>

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<sup>2</sup> Dhaka North City Corporation, Narayanganj City Corporation, Rajshahi City Corporation, Khulna City Corporation, Chittagong City Corporation, Cox's Bazar Pourashava, and Chandpur Pourashava

The project's relevance is high as it contributes to achieving the target aimed at benefiting 3.1 million poor people through socioeconomic and infrastructure interventions against a planned target of four million.<sup>3</sup> The project also enabled localising 10 sustainable development goals (SDGs) (**Goals 1,2,3,4,5,6,8,10,11, and 13**). The actions aim to reduce poverty through economic grants for upgrading skills, establishing businesses, providing nutrition support to lactating mothers and children for up to 1,000 days, and improving access to safe water, sanitation, and hygiene, and on-site basic and off-site climate resilient infrastructure.

The project has efficiently delivered all activities at cost and on time through the intensive use of technology from forming groups, targeting inputs based on evidence, and ensuring value for money. The community structures, facilities and systems, analytical application, and climate assessments have been relevant to the LGs and select development partners in defining their interventions and targeting national programmes.

In terms of effectiveness, the findings suggest that the programme is structured around a community platform, with community development clusters led by women who prepare community action plans (CAPs) and provide support in identifying project beneficiaries based on a robust information base for evidence-based targeting, monitoring and implementation. Essentially, the emphasis is on leaving no one behind (LNOB) as the design is participatory and the implementation responsive to the community's needs. The evaluation team finds that the project effectively enables dialogue on national policy priorities, and fulfils the climate agenda. This agenda consists of adopting city-level and community-level assessments and providing off-site infrastructure interventions (SIF & CRMIF).

The impact in terms of transformation of women as leaders at community and city levels in a major change, reflecting the strength inputs provided from mobilization, women led inclusive planning and in implementation. This has enhanced the pride of women in being relevant in addressing the local needs and in their ability to lead the communities.

The level of coherence of the project is reflected in its aim and scope to achieve the national plan agenda of LNOB. The project demonstrates a multi-dimensional approach to targeting poverty, adherence to inclusivity in planning and budgeting, design and implementation, and integration of select concepts with other UNDP and development partner programmes. The NUPRP has built and manages a database of 706,507 urban poor households, under 3146 community development committees (CDCs), 258 CDC clusters, and 19 Town Federations.

The project's impacts have been substantial, with women being empowered to the extent that a few women cluster leaders represent the community as elected leaders in the LG council, a platform developed for their voices to be heard, and the inclusive process from identification to implementation, women-led and ensuring the safety of women, child and persons with disabilities.

From a sustainability perspective, the evaluation team finds that the community housing development federation (CHDF) and SCGs are sustainable independently. However, the sustenance of the CHDF is linked to reforms in land tenure and landholdings and regulatory support from the LG. The overall sustainability element in the project design was addressed through LG revenue enhancements but is constrained due to low realisation in the wake of the COVID-19 pandemic and a not-so-robust revenue management system (RMS).

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<sup>3</sup> The target set in 2016 is based on the project covering 36 towns. This includes 3.1 members of primary groups (PG) and 0.9 of non-PG members.

The evaluation has observed that the project has attained most of its desired outputs despite the time lost due to the COVID-19 pandemic. The NUPRP supported the government in addressing COVID-19 priorities with its database and community groups created to guide actions aimed at the affected members. The advocacy efforts include propagating better hygiene practices.

The project design and contributions are significant in addressing the national priorities of better management of urbanisation through a targeted approach to socioeconomic and infrastructure priorities. NUPRP has demonstrated the relevance of participatory planning and evidence-based implementation decisions. The key findings of the evaluation are:

- i. The project is comprehensive in its approach, focused on socioeconomic, health and infrastructure.
- ii. The community- and women-led approach to the definition and implementation of actions significantly contributes to addressing development priorities. There has been a shift in the LGs' responsiveness to the needs of the communities.
- iii. The project has carried out poverty and vulnerability assessments for all cities. As most towns are prone to disaster, it is critical to convert these into implementable programmes and explore the convergence of resources from various departments responsible for specific components such as irrigation, environment and forest. There is a need to scale up support for citywide infrastructure assessments.
- iv. Overall, the project is on track. While most of the targets are close to achievement, a reduction in the budget of around 20% may impact committed investments, especially in infrastructure components and operational budgets of the projects, especially when the project is trying to cope with the time lost due to the pandemic. Reducing costs should ensure support for institutionalising the systems, procedures, and practices.
- v. Reduction in funding and the possibility of no extension to the project calls for a safe and responsible exit, given the expectation of the LGs and the reputational risk to stakeholders. For instance, the low-cost housing programme is in its early stages of implementation. So, arrangements should be made for the transfer of the programme to the LGD to implement the remaining tasks after the project's closure.
- vi. An upfront approval of a policy framework mainstreaming lower-income settlements and balancing socioeconomic and infrastructure priorities will enable resource allocation as part of the national plan process and scaling up the effort countrywide.
- vii. The use of information technology for analysis-based interventions is key to efficient management and response.
- viii. Community contracting to implement infrastructure must be institutionalised in the LG as this mechanism, besides resulting in cost savings, can generate employment locally and create a pool of small contractors.
- ix. While the focus of the NUPRP has been on poverty mitigation and addressing climate vulnerability in a limited way, resource allocation for citywide response would have helped transform the project's scope to include climate change and environmental sustainability. An associated aspect is financial sustainability. Resource allocation for LGs in the annual development budget is critical.
- x. The project's success is also due to the support from an entrenched town team. While the transfer of skills is on, the town team, with external support, will enable the institutionalisation of approaches and scaling up to more towns.

The key recommendations of the evaluation are

- i. From a closure perspective, continued support will be needed to advance the policy dialogue and focus on the SIF and CRMIF components, given their higher investment outlay and priorities in addressing climate-related vulnerabilities. The unfinished agenda will include the socio-economic components and housing and low-cost housing-constrained by land tenure/ security.
- ii. Scaling up/ sustaining the momentum with regard to community mobilisation, one of this project's key drivers, is critical. This would require strengthening the capacity within the LG to support such tasks in data collection, management, and evidence-based decision-making. In this regard, the results need to be revised.
- iii. As most of the socio-economic and safety net aspects are not directly obligatory functions except in city corporations, there is a need to integrate and allocate additional resources as part of social safety programmes to address urban skill development, incentivise education, especially that of the girl child and, maternal and child health.
- iv. This closure would significantly impact the low-cost housing component as the work commenced recently, and there has been progress in select cities regarding land allocation/ transfer. This is critical, as it is a policy priority of the GoB. While the LGD would continue to implement the component, the transfer mechanism must be initiated through a tripartite agreement to negate any reputational risk to agencies.
- v. There is a need to continue to transfer skills and knowledge in the remaining part of the project and support the LGD on the way forward and in the closure of the project. In this regard, sufficient operational budget would have to be ensured.
- vi. During the remaining phase operationalising the revenue management system in one town and upgrading the CCVA to a city-wide investment programme will benefit future interventions.
- vii. As demonstrated by the project, the design at the local level needs to be inclusive-led by women-led at the community level and stakeholder responsive at the city level, data-driven with community and municipal level information management to support evidence-based planning of interventions and use of community contracting for on-site infrastructure in lower-income settlements. This should include GIS mapping of services and facilities.
- viii. Focus on complete comprehensive response in a city than partial coverage in a town. The choice of interventions be defined by LGs based on needs.
- ix. Address city-wide climate resilient infrastructure to be built on CCVAs addressing resilience –Disaster responsive actions considering environmental dimensions such as afforestation, conservation through direct measures such as protection, restoration of natural bodies, and better land (land use planning) and of solid waste management. This would also mean revisiting the City Master Plans and cross-cutting interventions from other Central Ministries such as environment, irrigation forest and Revenue, and human resource management (use of existing LG structures or strengthened LGs, reflecting the strengths of the town team).
- x. UNDP/Project Manager- must move from implementation to facilitation- strengthen LGD/LG capacities to plan, design, implement and monitor. This would ensure the institutionalisation of skills and process upfront.
- xi. Under the leadership of the LG Division- build on the NUPRP to evolve a national framework or a national facility to address direct and indirect poverty reduction components and city-wide infrastructure. This would require an alignment of national priorities with those of development partners for a common understanding of interventions, possible pooling of resources into the facility, and streamlining ADP allocations to target actions as agreed upon as part of the national framework. This could

also mean a new facility or restructuring existing institutions such as the Bangladesh Municipal Development Fund. As necessary, the facility/ framework should include financial and technical support (“concept to commissioning”) in mobilisation, project development, and implementation support.

## **I. INTRODUCTION**

### **A. OVERVIEW**

The National Urban Poverty Reduction Programme (NUPRP) is Bangladesh's premier urban poverty reduction programme which is being implemented by the Local Government Division (LGD) under the Ministry of LGRD&C, managed by the United Nations Development Programme (UNDP) and financed by the UK's Foreign, Commonwealth & Development Office (FCDO). The Programme aims to support the initiatives undertaken for a "balanced, sustainable and pro-poor development". The programme covers four million urban poor living in slums and low-income settlements in 19 urban areas (11 City Corporations and eight Poaurashava). It contributes toward ensuring sustainable living conditions and livelihoods for them. The programme's response is at three levels: (i) community level, (ii) municipal level, and (iii) national level.

The programme is designed to respond to the increasing rate of urbanisation and the attendant problems such as urban poverty, the strain on urban centres with more and more people migrating to them, and the need for access to essential urban services and resources, particularly for the marginalised communities and women and children.

The basis for the NUPRP's design is the National Sustainable Development Strategy (2010-2021) and Outline Perspective Plan (OPP), aimed at improved access to adequate housing and essential services, social safety coverage, livelihood support, and the LGs' capacity to manage the response to the emerging urban demands. These development priorities, which are part of the 7<sup>th</sup> Five Year Plan (7FYP), remain relevant in the ongoing 8<sup>th</sup> Five Year Plan (8FYP). Besides achieving improvement in governance, the primary target is to enhance access to water and sanitation for the urban population and reduce the population living in slums by 25 per cent in 2025.

The 8FYP is structured around six core themes: rapid economic recovery from the coronavirus disease (COVID-19) pandemic; accelerating gross domestic product (GDP) through employment generation, poverty reduction and inclusiveness; sustainable development pathway resilient to disaster and climate change; sustainable use of natural resources and successful management of the inevitable urbanisation transition, and development and improvement of critical institutions; and attaining sustainable development goals (SDG) targets and coping with the challenges of graduating out of the least developed country (LDC) status in 2026 to a developing nation. The programme is aligned with the core themes of the plan as well as some of the cross-cutting themes such as climate resilience and reduction of gender and social vulnerabilities.

### **B. OBJECTIVES OF THIS EVALUATION**

The main objective of the Midterm Evaluation (MTE) is to undertake a performance and process evaluation of the NUPRP as it reaches its fourth year of programme implementation. The scope of the MTE is to measure the performance against the AWP, review the programme and operational processes, and make recommendations for improvement and correction. The scope includes focal areas for the remaining period of the project and exit options with a focus on institutionalising the approaches.

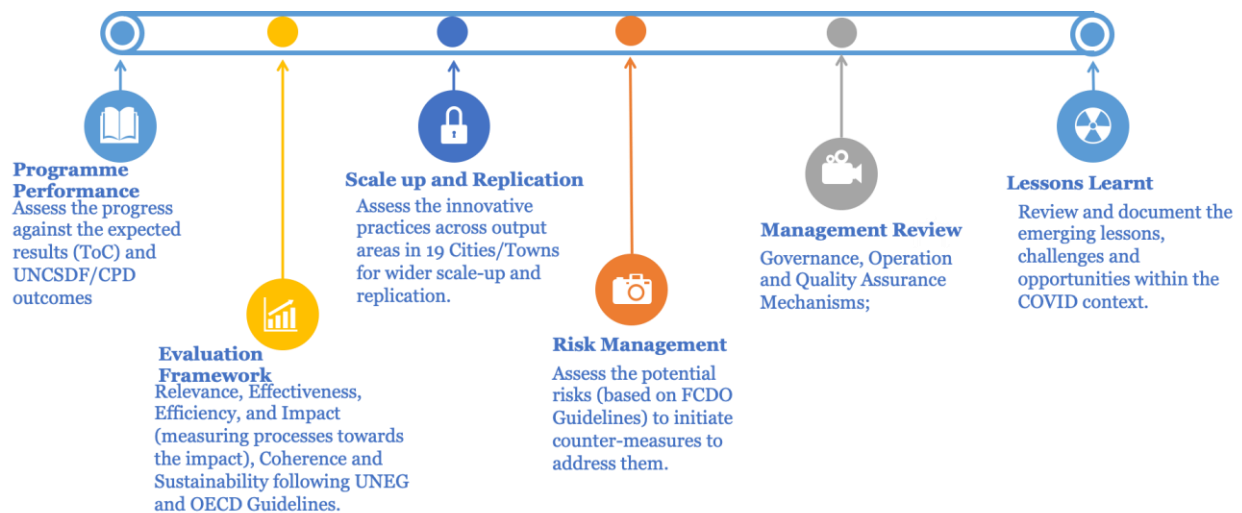


Figure 1-Specific Objectives

More specifically, the objectives of the MTE include (Fig 1):

- a. **Programme Performance:** Assessment of the progress made towards achieving the expected results since the programme's inception in August 2018 against the approved Results Framework and its contribution to the UNSDF/CPD outcomes.
- b. **Evaluability:** Assessment of the Relevance, efficiency, effectiveness, impact, (measuring processes towards the impact) coherence, and sustainability, coherence and sustainability of the programme within the country context.
- c. **Programme Design:** Assessment of the relevance of the Theory of Change and Programme Strategies in the evolving context of changing socioeconomic developments caused by the COVID-19 pandemic.
- d. **Sustainability:** Review of and recommendations for the sustainability of output-wise strategies. While this has been attempted, the NUPRP as a programme focuses on interrelated tasks with the community platform as a base.
- e. **Partnership and Coordination:** Assessment of quality and effectiveness of the existing partnership arrangements across output areas, operations and cities, and recommendation of potential partnerships to strengthen the coordination and sustainability of activities after the NUPRP is phased out.
- f. **Scalability/Replication of Good Practices:** Assessment of innovative practices across output areas in 19 cities/towns for scaling up and replicating the project and their relevance for future programmes.
- g. **Risk Mitigation:** Assessment of potential risks (based on FCDO Guidelines) to develop countermeasures.
- h. **Governance, Operational and Quality Assurance Mechanisms:** A rapid assessment of management, operational and quality assurance mechanisms at the HQ/City level to strengthen the internal processes and recommend measures to reduce the operating costs to respond to the overall budget revision.
- i. **Lessons Learned, Challenges, and New Opportunities:** Review and document emerging lessons, challenges and opportunities within the COVID context.
- j. **Recommendations** to enhance the implementation and sustainability of the programme.

**Table 1-Programme Overview**

Programme Period	2016-2023	
Start as Planned	August 2016	
Actual	1 <sup>st</sup> July 2018 Delayed due to approval of the Development Programme Proposal (DPP) by GoB.	
Current Status	In Progress	
Phasing		
Phase I- August 2018	7 Cities	
Phase II- October 2018	3 Cities	
Phase III-April 2019	9 Cities	
History of Change in Scope		
<b>Change in scope in relation to outputs</b>	<b>Time</b>	<b>Impact on Programme and Budget</b>
Multipronged COVID-19 emergency response	May 2020	Communication and outreach; establishing hand washing facilities and hygienic packages; strengthening coordination function; food assistance; sensitisation and capacity building of health officials; data, research and third-party monitoring and operations.
Change of scope to cover livelihoods as part of LIUPCP	Jan 2021	The fundamental change has been the inclusion of a housing component financed by the Government of Bangladesh

**C. TARGET AUDIENCE:**

The report is primarily directed at the Management Team of the UNDP and the programme besides the FCDO, the GoB and other stakeholders such as development partners and NGOs. The primary focus is on course correction and prioritisation of activities for the remaining phase of the programme, in view of the recent reduction in the programme budget and the possible closure of the programme, as planned, by 2023.

The programme is in the penultimate year of implementation and has seen a budget reduction of 20 per cent in the current year. It is considered for closure by 2023 with a possible budget cut.

**D. STRUCTURE OF THE REPORT**

This report is structured into five sections.

Section I presents an overview of the project.

Section II describes the interventions.

Section III presents the scope and objectives of this evaluation.

Section IV provides an overview of the approach and methods.

Section V presents the key findings, recommendations and lessons learnt.



## II. DESCRIPTION OF THE INTERVENTIONS

Urbanisation is rapid in Bangladesh and stands at 31.5 per cent.<sup>4</sup> Besides natural growth, migration to urban Bangladesh is mainly due to economic and climate-related impacts.<sup>5</sup> Most areas in the country are prone to hazards (Fig-2), and cities covered under the project have limited capacities to respond to the new wave of migrants and the new poor post-pandemic.

The NUPRP is designed to promote effective and inclusive urbanisation in Bangladesh and better understand the need to address climate vulnerability. NUPRP's objectives are designed to be achieved inter-alia through five outputs (Table 2). Besides reflecting the national priorities regarding poverty reduction and managing urban growth, the design is aligned with UNDAF stated aim (Outcome 2) of enhancing and effectively managing the natural and manmade environment, focusing on improved sustainability and increased resilience of vulnerable individuals and groups. As well as the CPDs intended outcomes of increasing opportunities for women and the disadvantaged and outcome 2 of UNDAF.<sup>6</sup> From a strategic plan perspective, the design, while focused on progress on the SDGs, supports the



Figure 2-Major Hazards in Bangladesh

GoB commitment at the urban sector level to structural and systemic transformation through inclusive planning, responsive governance and enhanced delivery of services; leaving no one behind and building resilience capacities of community and institutions to respond to crisis and external shocks.

<sup>4</sup> BBS (2022) Population & Housing Census 2022- Preliminary Report

<sup>5</sup> <https://www.adb.org/publications/bangladesh-climate-disaster-risk-atlas-volume-1>

<sup>6</sup> **Intended Outcome as stated in the Country Programme Results and Resource Framework: UNDAF Outcome 2:** Enhance effective management of the natural and manmade environment focusing on improved sustainability and increased resilience of vulnerable individuals and groups.

**CPD Outcome:**

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

3. Enhance effective management of the natural and man-made environment focusing on improved sustainability and increased resilience of vulnerable individuals and groups

**Applicable Output(s) from the UNDP Strategic Plan:**

Output 1.1.2 (Poverty) Marginalized groups, particularly the poor, women, people with disabilities and displaced are empowered to gain universal access to basic services and financial and non-financial assets to build productive capacities and benefit from sustainable livelihoods and jobs;

Output 3.3.1 (Resilience) Evidence-based assessment and planning tools and mechanisms applied to enable implementation of gender-sensitive and risk-informed prevention and preparedness to limit the impact of natural hazards and pandemics and promote peaceful, just and inclusive societies

**CPD Outputs:**

Output 1.1. The Government has knowledge and skills to better target remaining pockets of poverty and expand opportunities for women to contribute to and benefit from economic progress

Output 1.2: National and local governments have the capacity to implement urban and rural poverty policies and programmes

Output 3.1.: Government institutions have improved capacities and institutional and legal frameworks to respond to and ensure resilient recovery from earthquakes, weather extremes, and environmental emergencies

As outlined, besides the five-year plan priorities, the project component of housing is one of the government's priorities. Since most urban poor in slums do not have land tenure, component is of significance.

While the FCDO is a major financing partner, the project has an agreement with UNICEF on select health aspects. It has partnered with the University of Dhaka on issues relating to gender.<sup>7</sup> Human Resource Development Centre supports the project on outcome monitoring, Alive and Thrive on aspects relating to nutrition, including the efforts of Bangladesh National Nutrition Council. The Municipal Association of Bangladesh (MAB) and the Bangladesh Urban Forum are partners in the capacity assessment of the MAB, areas for institutional strengthening and advocacy, and a policy to address slum improvement. The Bangladesh Institute of Planners (BIP) is engaged with the project in advancing the urban sector policy, documentation of best practices, and municipal financial management issues.

Given the extensive development objectives, the NUPRP consists of three outcome indicators (**Annex 5**). The outcomes primarily focus on the overall framework addressing policy aspects to enable better positioning of future interventions, addressing resource allocation issues towards poverty measures and health, addressing climate vulnerability through investments and aspects relating to empowerment and leadership and the ability to influence local priorities and decisions. Except for the policy measures, elements of influencing outcomes are reflected in the output indicators. These output indicators (**Annex 6**) are used to measure the project's performance concerning the objectives pertaining to Relevance, efficiency, effectiveness, impact, coherence, and sustainability (**Table 3**). The measurements are based on various project reports. The five outputs are:

- i. Strengthened pro-poor urban management, policy and planning;
- ii. Strong community organisations and an effective voice for the urban poor;
- iii. Improved economic and social well-being for the urban poor;
- iv. More secure tenure and housing finance for the urban poor; and
- v. Improved resilient infrastructure in, and serving, low-income settlements

The intervention by each output includes:

**Table 2-Actions by Key Outputs**

Output	Tasks/ Key Actions
Strengthened pro-poor urban management, policy and planning	<ul style="list-style-type: none"> <li>▪ Engagement of LGs for inclusive climate-resilient urban development</li> <li>▪ Poverty mapping</li> <li>▪ Community Action Planning (CAP)</li> <li>▪ City urban poverty profiling</li> <li>▪ Functional decentralised committees</li> <li>▪ Climate change vulnerability assessments</li> <li>▪ Urban resilience strategies</li> </ul>
Enhanced organisations, capabilities and effective voice of the urban poor.	<p>Formation of community platforms (i.e., CDC, CDC clusters and Town Federation) and build their capacity.</p> <p>Preparation and Implementation of community inclusive plan (CAPs)</p>

<sup>7</sup> A framework for cooperation, facilitate and strengthen collaboration between UNDP and UNICEF, on a non-exclusive basis, in areas of common interest, based on a work plan. The focus is to strengthen the synergy and create scope for future scale up of collaborative programming aimed at improving the nutritional status of the most disadvantaged and vulnerable children in Bangladesh.

Output	Tasks/ Key Actions
	<ul style="list-style-type: none"> <li>▪ Enhancing community governance by implementing SACs, CPCs and CSCs.</li> <li>▪ Mobilising Savings and Credit groups (S&amp;CG)</li> <li>▪ Strengthening capacity of community platforms to manage community led savings &amp; credit programme.</li> </ul>
Improved economic and social wellbeing for the urban poor	<ul style="list-style-type: none"> <li>▪ Socioeconomic support:</li> <li>▪ Education grants</li> <li>▪ Nutritional support for pregnant and lactating mothers and children (7-14 months)</li> <li>▪ Functional Safe Community Committees (SCC)</li> <li>▪ Business grants</li> <li>▪ Apprentice/skill grants</li> <li>▪ Awareness, capacity building and education on VAWG and Nutrition</li> </ul>
More secure tenure and housing finance for the urban poor	<ul style="list-style-type: none"> <li>▪ Establishment of Community Housing Development Federation and access to housing loans</li> <li>▪ Access to low-cost housing</li> <li>▪ Mapping of vacant lands</li> </ul>
Improved resilient infrastructure in, and serving, low-income settlements	<ul style="list-style-type: none"> <li>▪ Access to basic services such as safe drinking water and sanitation facilities, drainage, pathways, staircases, and Community Resource Centres through SIF</li> <li>▪ Climate resilient infrastructures as a locally led adaptation to mitigate the climate shock and stresses through CRMIF. This also serves as an evacuation route for vulnerable communities. Typically, the infrastructure includes elevation of RCC roads above the highest flood level, RCC drains to mitigate the waterlogging issue, slope protection infrastructures such as RCC palisading, retaining walls, brick mattresses with riprap, DEWATS (decentralisation of waste-water treatment system), wooden bridge repair, tree plantation, cross-drainage structures, and sluice gate. To mitigate salinity, RO technology (reverse osmosis) is incorporated. CRMIF interventions include rainwater harvesting, slope turfing, and palm tree plantation as a defence against lightning strikes.</li> </ul>

Evaluation primarily focuses on the relevance of a multidimensional approach in managing urban poverty and urbanisation through a women-led approach at the national level. At the LG level, the focus is on the relevance and effectiveness of participatory women-led approaches and governance measures to address local development priorities and the LG being responsive to needs. At the community level, the focus is on the effectiveness of the inputs and approaches in defining the community's socioeconomic and infrastructure priorities and demanding their implementation to ensure a better quality of life and recognition within the city.

The residents of low-income neighbourhoods and city authorities are expected to reap the maximum benefit from the project. Women, men, boys, girls, and people with disabilities were considered during the project's planning stages. The project's goals include providing

women opportunities to gain new skills, start businesses, and increase their income, and grants for education and apprenticeship programmes. The expectation was that improving the quality of life for people in slums and other low-income communities would decrease the burden on local governments.

**Design Weakness:** While sound in terms of addressing national objectives through the outputs and evidence-based targeting, the design covers roughly a third of the urban poor in each town, and the resources are spread too thinly over 19 towns. The design would reflect the intention if the objective were to demonstrate an integrated approach. However, the design also intended to enable LGs using own sources to scale up (sustainability) is an aspect that has been overestimated. A related issue pertains to the institutionalisation of the mechanism. While the programme implementation arrangement is sound; the tasks are managed by the project team (town team) and with limited participation from the LGs. While this arrangement is effective from a demonstration perspective, a different arrangement will be needed to scale up and institutionalise.

### III. EVALUATION SCOPE AND OBJECTIVES

**Scope of Evaluation:** In response to the objectives, the MTE is fact-based, sound and objective. The approach has been primarily *qualitative* in nature, and the assessments are based on *data triangulation*, combining primary and secondary data collection validated through a participatory process. The three stages of this MTE included a desk review, stakeholder consultations, and a dual validation process through a debriefing event, where the evaluation team presented its preliminary findings and recommendations and circulation of the draft report for comments (Annex I).

The evaluation applied a *results-based* approach to reflect on the ability of institutions (capacities) to fulfil their mandates and functions according to the agreed plans and strategies (baseline). Any improvement over time in the ability of supported institutions to fulfil their mandate serves as a *proxy* for improved institutional capacity. Comparing the baseline and results achieved since the start, the assessment reflects causal links between these results and the support provided by the programme.

The evaluation process to understand the trajectory of the relevance of the NUPRP/LIUPCP is well within the overall political context of the country in general and the urban government in particular. This relevance assessment has been enhanced by assessing the bigger picture of development partner support and the ability of the UNDP to capture these efforts and explore synergies and complementarities in results dissemination and scale-up. In this context, discussions were held with the relevant stakeholders.

#### **Objectives of the Evaluation**

With the NUPRP is in its fourth year of implementation since its commencement in August 2018, the primary goal of the MTE is to conduct a Performance Evaluation and Process Evaluation. The MTE's remit extends to checking in on the performance in comparison to the annual work plan (AWP), examining the programming and operational processes, and suggesting recommendations on areas of attention for the remainder of the project's duration and potential exit strategies with emphasis on institutionalisation of the approaches.

#### **Evaluation Criteria and Questions**

The MTE was conducted using the OECD's standard framework. To date, the framework has successfully met all of the goals of the midterm evaluation. Relevance, efficiency, effectiveness, impact, coherence, and sustainability are the six pillars on which this theory-based paradigm rests. Each criterion under the OECD framework serves a distinct function and investigates a unique facet of the project. To determine the project's relevance, considerations include its significance or justification.

This evaluation aimed to demonstrate efficient resource management using the criterion of efficiency. The MTE used impact analysis to determine the most significant shifts following the project's intervention. The potential for double counting with other initiatives and the establishment of collaboration have been examined at length. Using the sustainability criterion, the evaluation team has tried to determine how well the UNDP, the LDG, and the FCDO can keep the productive processes going. Coherence has been referred to as the degree to which and the manner in which the NUPRP has remained consistent with various institutions and groups. Effectiveness is inferred by weighing the current state of affairs against predetermined benchmarks and data. Table 3 demonstrates each criterion, key questions, data sources, data collection methods, and tools. Indicators or success standards

and data analysis methods have guided the evaluation team in finding the answers to the main objectives of the evaluation.

**Table 3-Evaluation Framework: Key Issues to Address**

Relevant Evaluation Criteria	Key Questions with Specific Sub-questions	Data Sources	Data Collection Methods/ Tools	Indicators/ Success Standards	Methods for Data Analysis
Relevance	<ul style="list-style-type: none"> <li>▪ Relevance in the context of the government's development objectives, the UNDP's priorities in sectors and country focus, and cross-cutting themes.</li> <li>▪ The extent to which the NUPRP influenced urban priorities is defined under the 8FYP (basically, this includes the review of ProDoc developed in the 7FYP).</li> <li>▪ The implementation strategy and approach reflect the needs of beneficiaries and stakeholders.</li> <li>▪ Responsiveness of the design/procedures to the change in demands of the beneficiaries/stakeholders. Change in the scope processes to respond to changing times, levels of decision making on change—technical and financial. Levels of delegation in response mechanisms.</li> <li>▪ Effectiveness of inclusivity and governance.</li> <li>▪ The extent to which needs of the beneficiaries, empowerment and emergency response have been addressed so far.</li> <li>▪ The extent to which the NUPRP has influenced development partner/GoB programmes regarding approach/financing methodology.</li> </ul>	Both primary and secondary	Document Review, In-depth Interview KII	Achievement of national objectives through interventions such as poverty reduction measures, women empowerment, LNOB and access to services. Level of inclusivity in planning and delivery. Adaptation of approaches internally and by development partners	Theme generation and data triangulation

Relevant Evaluation Criteria	Key Questions with Specific Sub-questions	Data Sources	Data Collection Methods/ Tools	Indicators/ Success Standards	Methods for Data Analysis
Efficiency	<ul style="list-style-type: none"> <li>▪ The extent to which the NUPRP has demonstrated cost efficiency in project implementation concerning cost and time overruns. This is based on discussions with PMU and select Local Governments.</li> <li>▪ Programmed budget versus actual utilisation.</li> <li>▪ Convergence of programmes/budgets.</li> <li>▪ Programme management. Resource allocation, innovation, responsiveness and skill development.</li> </ul>	Both primary and secondary	Document review, in-depth Interview KII	On-time completion of interventions and timing of delivery of social services.	Coding, pattern, theme generation and data triangulation
Effectiveness	<ul style="list-style-type: none"> <li>▪ Performance against outputs – Results and log frame-based.</li> <li>▪ The extent to which the targeted outputs have been delivered so far and the extent of contribution to expected immediate and intermediate outcomes are expressed as a change toward the targets of stipulated indicators in the log frame.</li> <li>▪ Policy interventions and inclusive planning were initiated.</li> <li>▪ The extent of institutionalising NUPRP approaches (local and national) into mainstream local government programmes and budgeting</li> <li>▪ The extent to which the inputs have addressed cross-cutting themes of environment, social and gender dimensions, and UN Global Compact strategy.</li> </ul>	Both primary and secondary	Document Review, In-depth Interview KII	As per indicators mentioned in Annex 5 and 6 concerning outcomes and outputs.	Coding, Pattern, Theme Generation and data triangulation



Relevant Evaluation Criteria	Key Questions with Specific Sub-questions	Data Sources	Data Collection Methods/ Tools	Indicators/ Success Standards	Methods for Data Analysis
Impact	<ul style="list-style-type: none"> <li>▪ The extent to which the targets are met is set in each of the five components of the project (during the midterm-update of the bi-annual report information of 2022).</li> <li>▪ The extent to which the project has strengthened pro-poor urban management, policy and planning; review of the plan and associated policy directives/ programme and financing.</li> <li>▪ The extent to which the project has been able to promote citizen participation and community mobilisation; any contribution, cash or kind, from Local Governments/communities.</li> <li>▪ The extent to which the project has facilitated improved economic and social well-being of the urban poor; review of livelihood and skill development programmes and conversion of inputs in sustained employment and enhanced incomes; sample discussions in towns.</li> <li>▪ The extent to which the project has secured tenure and housing finances for the urban poor and its impact on their living conditions: community consultations and sample individual-level discussions.</li> <li>▪ The extent to which the project has facilitated the improvement in climate-resilient infrastructure for the people living in low-income settlements- reduction/reduced</li> </ul>	Both primary and secondary	Document Review, In-depth Interview KII FGD	Levels of progress on outcomes and achievement outputs. robustness of community-led measures in achieving the objectives	Coding, Pattern, Theme Generation and data triangulation

Relevant Evaluation Criteria	Key Questions with Specific Sub-questions	Data Sources	Data Collection Methods/ Tools	Indicators/ Success Standards	Methods for Data Analysis
	<p>impact during climatic events (such as days of flooding/monetary impacts; possible review of damage assessment reports of local body/GoB).</p> <ul style="list-style-type: none"> <li>▪ The extent to which the project has contributed to gender equality and economic empowerment of women</li> <li>▪ The extent to which the project has addressed issues relating to persons with disabilities and LNOB</li> <li>▪ The extent to which government co-financing contributes to the achievement of the project outcomes.</li> </ul>				
Coherence	<ul style="list-style-type: none"> <li>▪ The extent of compatibility of interventions with other UNDP/development-bilateral partner interventions in Bangladesh.</li> <li>▪ The extent to which this compatibility yields synergies in development results and impacts.</li> </ul>	Both primary and secondary	Document review, In-depth Interview KII	Synergies with ongoing LG programmes and those of development partners. Adoption of processes and systems in LG management/ service delivery	Coding, pattern, theme generation and data triangulation
Sustainability	<ul style="list-style-type: none"> <li>▪ The extent to which the programme's objectives have been institutionalised (system-process), structure, and staff/ delivery</li> </ul>	Both primary and secondary	Document review,	Adoption of processes and systems	Coding, pattern,

Relevant Evaluation Criteria	Key Questions with Specific Sub-questions	Data Sources	Data Collection Methods/ Tools	Indicators/ Success Standards	Methods for Data Analysis
	<p>arrangements as part of national programmes or local administration.</p> <ul style="list-style-type: none"> <li>▪ The extent to which the positive results of the support will continue or are likely to continue during the rest of the project tenure.</li> <li>▪ Influenced LG financing NUPRP approaches in other areas of town not covered under the programme or in non-NUPRP project towns.</li> <li>▪ The programme contributes to SDG-1 on poverty, SDG-5 on gender, SDG-6 on water and sanitation, SDG-10 on reduced inequalities, SDG-11 on sustainable cities and communities, SDG-13 on climate action and; SDG-16 on good governance/ strong institutions.</li> <li>▪ Institutionalise project-level staff as part of the local system and continuance of committees established as part of the project (town-level discussions).</li> <li>▪ The specific focus would be on the review of financing arrangements of the Settlement Improvement Fund (SIF), Climate Resilient Municipal Infrastructure Fund (CRMIF), Savings and Credit Groups (SCG), Skill and Business Development Grant (SDG and BDG), Community Housing Development Funds (CHDF) as well as infrastructure facility O&amp;M. The scope of discussions would involve support facilities (design,</li> </ul>		in-depth Interview KII	resource commitments/ inclusion of key features into LGs/ government in approaches to addressing poverty.	theme generation and data triangulation

Relevant Evaluation Criteria	Key Questions with Specific Sub-questions	Data Sources	Data Collection Methods/ Tools	Indicators/ Success Standards	Methods for Data Analysis
	implementation support and monitoring) and investment/cash support/ O&M for specific actions.				

## IV. EVALUATION APPROACH AND METHODS

### A. DATA INFORMATION SOURCES AND ANALYSIS

**Data/Information Sources:** The evaluation is primarily based on programme reports, progress and performance monitoring reports and field-level discussions. Additional secondary information in the field has been obtained to validate observations on constraints and performance as reported in the monitoring reports. To explore the impact of the programme on the livelihood of the community and to validate the inferences made from the secondary data, field-level discussions were held in seven towns. The list of documents reviewed includes the following:

- i. Pro-doc of the project
- ii. Development Project Proposal
- iii. Semi-annual monitoring reports
- iv. Annual Outcome Monitoring reports for 2020 and 2021
- v. Field inspection reports
- vi. Nutrition Strategy of NUPRP
- vii. Draft Urban Policy
- viii. Policy on mainstreaming informal urban settlements by the Bangladesh Institute of Planners (BIP)
- ix. City Level Climate Change Vulnerability and Strategy for Cox's Bazar (physical and socioeconomic) and Infrastructure Assessments (2018)
- x. Social Protection in Bangladesh – A Common Narrative
- xi. Local tax revenue strategies for Cox's Bazar, Khulna and Narayanganj
- xii. Strengthening financial management by the BIP
- xiii. Socioeconomic impact assessment of COVID-19

#### **Stakeholders' participation:**

In each LG, discussions were held with the communities, the local political representatives, Mayor, and project officials (**Annex 4**). The Central-level discussions included the LGD and other partners engaged in the development field besides the programme management team. The selection of towns and respondents was based on the principle of purposive sampling. However, discussions were held with the project team to finalise the respondents. The following key stakeholders were consulted during the field visit.

- a. Senior management of UNDP and critical staff of the project team at Dhaka and town teams
- b. National Project Director
- c. Information from selected stakeholders through Key Informant Interviews (KII) and Focus Group Discussions (FGDs) in seven LGs
  - KII - Mayor/ Panel Mayor – 7
  - Ward Councillors – Individually in the field as part of the city development (CDC) cluster and as part of mayoral-level discussions
  - Municipal Chief Executive Officers (CEO) and Planning Officers
- d. FGDs with 12 communities in 7 LGs
- e. FGDs, CDC Federations and CHDF Federations – 7
- f. Discussions with Development Partners – Asian Development Bank, Japan International Cooperation Agency, KfW Development Bank and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

- g. NUPRP Partners – LGD, FCDO, Dhaka University, HDRC, MAB, BIP, InM, Alive and Thrive, United Nations Children’s Emergency Fund (UNICEF-Nutrition).

## B. DATA COLLECTION TOOLS

This research was conducted using a mixed methods approach, combining qualitative and quantitative data gathering and analysis. The MTE team used an all-encompassing approach for each task to accomplish what was needed for this end-line study. Some examples of this methodology include document review, robust team mobilisation, and data collection. The research used various methods, relying not only on secondary data collected previously but also on primary data from select stakeholders at national and local levels through KII and FGD, respectively (Table 3, Annex 2 and 3 ).

## C. SELECTION OF CITIES

Field-level discussions were held in seven towns. The choice was based on geographic representation, local government category and climate resilience. The team spent the period between 18th July and 15th August in the field. It continued discussions with select development partners after August 15.

**Sample Cities:** The seven cities visited include Dhaka North City Corporation, Narayanganj City Corporation, Rajshahi City Corporation, Khulna City Corporation, Chittagong City Corporation, Cox’s Bazar Pourashava and Chandpur Pourashava (Fig 3).

**Data Analysis:** To achieve the MTE goals, the evaluation team conducted a theoretical and process analysis. The theory-based evaluation of the NUPRP’s theory of change allowed for comparing the project’s interventions with NUPRP’s theory of change. The data analysis process included developing ideas and patterns and reflecting on how the project has shaped changes.

In terms of the objectives of the MTE, the analysis/discussion covered:

- i. Programme Performance: The outcomes (based on the AOM 2021 and follow-up discussions with partners and specialists) and field-level observations on outputs and their relevance, implementation mechanisms and associated approval and monitoring processes. The base is Semi-Annual Progress Reports and validation through consultations with stakeholders in the field.
- ii. Programme Design: Regarding the relevance of the Theory of Change and Programme Strategies in the evolving context of changing socioeconomic developments and COVID-19 impact.
- iii. Sustainability: The attempt is restricted to an overall approach to sustainability rather than component-specific actions as they are interrelated. It must be mentioned that some of the outcomes envisaged are relevant.
- iv. Partnership and Coordination: In terms of coherence of partner actions.



Figure 3-Sample Towns

- v. Scalability/Replication of Good Practices: Carried out from a sustainability perspective.
- vi. Risk Mitigation: Focused on risks that are high in terms of probability and impact.
- vii. Governance, Operational and Quality Assurance Mechanisms: A rapid assessment of management, operational and quality assurance mechanisms at the HQ/LG level is carried out.
- viii. Lessons Learned, Challenges, and New Opportunities: Carried out from the perspective of tasks for the remaining period of the project and long-term relevance for future action.
- ix. Recommendations to enhance the programme implementation and sustainability for the remaining period of the project, long-term programmatic relevance and a responsible exit.

### **Ethical considerations**

The MTE consultants briefed the stakeholders and participants in the focus group discussion (FGD) that the information collected will be used solely for the purpose of evaluation by the research team, will not be shared with others and ensure anonymity. They were also advised to withdraw if they had any concerns (Annex 8).

### **Limitations**

The evaluation had to be carried out during the COVID-19 outbreak. The project is quite diverse in terms of its approach and interventions, and the FGD, KIIs, and interviews took a great deal more time than was initially anticipated. The scope of MTE was enhanced from four to seven to enable a diverse perspective of the efforts, and a significant limitation is in terms of time to comprehend a complex intervention by the UNDP.

**Background Information on Evaluators:** The MTE was conducted by a team consisting of Mukundan Krishnamachary (international consultant from India) and Dr Pranab Kumar Panday (National Consultant-Bangladesh).

Mukundan Krishnamachary is an urban and regional planner by training with over 30 years of experience in project development, programme design and loan administration focused on urban infrastructure and region-wide municipal reforms.

Dr Pranab Kumar Panday, faculty with Rajshahi University, is a specialist in governance, gender, public administration and management, and public policy and politics.

## V. KEY FINDINGS OF THE EVALUATION

### A. BACKGROUND

The evaluation of interventions within the overarching theory of change in urban development and urban poverty reduction has been from the perspective of relevance, coherence, efficiency, effectiveness, sustainability, and impact. The premise of this theory of change is that a national policy framework, partnerships, enhanced governance focused on sustainability, and an organised poor community would enable better targeting of poverty reduction actions, enable better climate-responsive planning, and growth by the local governments. The assessments have been made as outlined in terms of reference.

The project performance is generally based on a set of outcomes and outputs. The latest outcome monitoring was carried out in 2021; most measures are a work in progress. However, the outcome set the theme for long-term engagement in the sector, addressing the need for a robust policy framework to base ongoing actions and requirements for the future. The dialogue on the urban policy and issues relating to low-income settlements are high on the agenda and present considerable progress. This also includes supporting the directions of the 8FYP of the GoB and strengthening partnerships between various urban stakeholders in the country, such as the municipal associations and the urban and planners' forum. Select outcomes are at the local level regarding resource augmentation and in responding to climate resilience issues through an understanding of the issues and in defining infrastructure, and at the community level on empowering women in addressing their priorities-socio-economic and health and managing vulnerabilities.

The outcomes are complemented by inputs (to address outputs) that have contributed significantly to moving towards desired outcomes despite unforeseen risks in the form of COVID-19 pandemic, the associated slowdown in the economy, increased costs of inputs due to geo-political crisis and project budget cuts.

### B. PROGRAMME FINANCES AND PERFORMANCE

The programme's size, spread over 2018 and 2023, is around USD97 million, with the FCDO contributing 85.6 per cent of the finance and the GoB 13.4 per cent towards the housing component (Tables 4 and 5).

**Table 4-Financing of NUPRP**

Institution	Financing in \$ Million	Share %
FCDO	83	85.6%
United Nations Development Programme	1	1.0%
Government of Bangladesh	13	13.4%
<b>Total</b>	<b>97</b>	<b>100.0%</b>

The progress on low-cost housing has been low due to constraints in the form of land tenure and the availability of government land for low-cost housing schemes. (Table 5).

**Table 5-Planned Versus Actual**

Outputs	Budget	Expenditure (April 2016- July 2022)	Progress (%)
	US\$	US\$	
1-Improved coordination, planning and management	4,966,250	4,199,662	85%



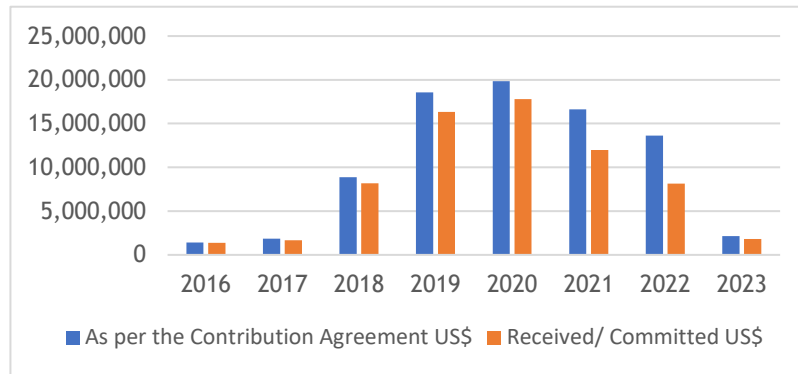
Outputs	Budget	Expenditure (April 2016- July 2022)	Progress (%)
	US\$	US\$	
2-Enhanced organisation, capability, and effective voice of poor urban communities	7,363,750	5,896,458	80%
3-Improved well-being and security of the urban poor, particularly for women	19,865,000	17,679,443	89%
4- More secure land tenure and housing	15,740,000	1,985,584	13%
5-More and better climate resilient and community-based infrastructure	22,605,000	19,776,032	87%
6-M&E and Management	10,960,000	9,293,738	85%
Grand Total	81,500,000	58,830,917	72%

\*Budget and expenditure include donor and government funding.

The overall reduction is expected to be to the tune of 20 per cent of the programme size. The reduction has been significant between 2020 and 2022 (Table 6 and Fig 4). This prompted the MTE team to focus on specific questions relating to the institutionalisation of the practices and systems and management team within the LGs, priorities for the remaining period with a lower budget, and requirements in the event of an extended period of the project or support in a different form with support from the GoB or a development partner.

**Table 6-Multi-Year Budget vs Expenditure**

Year	As per the Contribution Agreement	Received/ Committed	Deviation		Remarks
	US\$		US\$	US\$	
2016	1,428,571	1,370,009	(58,562)	(4%)	Ex. loss
2017	1,857,143	1,663,732	(193,411)	(10%)	Ex. loss
2018	8,857,143	8,195,537	(661,606)	(7%)	Ex. loss
2019	18,571,429	16,333,227	(2,238,202)	(12%)	Ex. loss
2020	19,857,143	17,794,015	(2,063,128)	(10%)	Ex. loss
2021	16,642,857	11,965,331	(4,677,526)	(28%)	Budget cut & Ex. loss
2022	13,642,857	8,160,780	(5,482,077)	(40%)	Budget cut & Ex. loss
2023	2,142,857	1,827,040	(315,817)	(15%)	Ex. loss
Total	83,000,000	67,309,671	(15,690,329)	(19%)	



**Figure 4-FCDOs Release against the Budget**

### C. RELEVANCE

The project and interventions are relevant from the point of view of achieving national objectives as outlined in the Five-Year Plan and in addressing a multidimensional mechanism for poverty reduction. The approach is relevant from the point of 8FYP priority of localising SDG targets of the GoB. The relevance of the intervention from an SDG localisation perspective, as well as the urban agenda of GoB or any nation, is that of inclusivity in design (community-based and led), evidence-based (poverty mapping-based identification of settlements and vulnerable populations), and prioritisation of socio-economic needs and levels of access to services by communities. Accompanied by enhanced oversight through bi-annual monitoring, spot check and annual outcome review-based corrections, as well as independent validation through external reviews of select actions.

As outlined in Section II, the project is relevant in improving community and LGs understanding of the relevance of climate vulnerability through CCVAs (addressing Outcome 2 of UNDAF), CPD outcome 2 of increasing opportunities for women and the disadvantaged, from UNDPs strategic plan perspective, the design, while focused on progress on the SDGs, supports the GoB at the urban sector level structural and systemic transformation through inclusive planning, responsive governance and enhanced delivery of services; leaving no one behind and building capacities of community and institutions in being resilient to respond to crisis and external shocks.

The implementation approach reflects inclusivity, and the definition of interventions has been through 2,310 community action plans (CAPs) (against an identified 2,935 CAPs). The CAPs are developed through the women-led communities and the mobilisation process is relevant (Fig 7) given the intensity of work and use of community organisers in the process to target priorities of GoB/LG. The fact that these CAPs are endorsed by the local councillors and accepted by the LGs reflects the responsiveness to the needs of the poor. Besides standard skills aimed at livelihoods, women have acquired skills in mobilisation and leadership (Box-1). It needs to be mentioned that the identified CAPs are about a third of the overall poverty settlements mapped (Table 7). On average, 25 per cent of the CAPs have been integrated with ward-level plans indicating the importance of inclusive priorities at the ward level (Fig 7). The project has used a multidimensional poverty index (MPI) built on initial poverty mapping of all settlements in the participating LGs, robust analytics enabling the preparation of long list beneficiaries (for access to Socio-economic components) and the definition of targeted beneficiaries based on community and local councillor confirmation.

<sup>8</sup> The information base is available for the town and could form the basis for city-wide planning interventions. Besides targeted socio-economic actions, the SCG have mobilised resources to be self-reliant and provide credit support to members for socio-economic uplift. Support includes for shelter improvements and grants to vulnerable primary group members for food, health and education.

The project has benefitted about 3.1 million poor people against a targeted four million poor, in addition to a further 600,000 who have indirectly benefitted from the development of community level climate resilient infrastructures. The programme is an effective vehicle for

### **Box 1-Citizen participation and community engagement**

*“Before we got involved in the project, we did not know our rights. We had no decent home, no WatSan facilities and no income. We got engaged in issues concerning the community after joining the project. We have now learned to identify the concerns of the community, prepare budgets, and execute initiatives. We have built roads and drainage in slum settlements using project funding. We have clean toilets and safe drinking water now. We are now in a position to discuss our requirements with the ward councillors. We lead a decent life.” (FGD with CDC leaders of Dhaka North City Corporation, 2022)*

*“The urban poor are our resources. Some 46,000 urban families are impoverished. They are organised and active in identifying their needs and meeting them with the support of the project and the city corporation. We rely on their organisational strength and effort. We contact the CDC, cluster or federation leaders for a list of impoverished families to provide support when needed. We share their list of services. We trust them to identify the needy. Our mayor backs them. She encourages them to join municipal activities.” (Interview with male and female ward councillors of Narayanganj City Corporation, 2022)*

the localisation of SDGs for Agenda 30 and in contributing to **Goals (1,2,3,4,5,6,8,10,11 and 13)**. Amongst interventions on infrastructure, SIF and CRMIF have benefited 1.8 million people, including 0.3-0.6 per cent of the population with disabilities. From the completeness of interventions, the project introduced a housing component. Though constrained by land tenure issues, field-level discussions reveal that S&C groups have provided incremental support to households in the shelter upgradation of group members. (Box -3)

The NUPRP’s unique design combines cross-cutting elements to address poverty (Education/Livelihoods/Health Care/Gender Infrastructure/Governance), designed and is built on a community platform and implemented through community contracts using data-intensive mechanisms and evidence-based targeting of benefits.

The project is a community-based and women-led approach in defining socioeconomic and infrastructure priority and addresses the aspect of LNOB. Women are the beneficiaries of all socioeconomic components, and the design too has addressed the needs of persons with disability (Table 7- Outputs 2.3 and 3). While the support for the disabled has been direct through facilities to keep them mobile and other grant assistance as eligible, Chattogram city redesigned the approach to a street in hilly terrain by building a ramp instead of steps to enable a disabled person in accessing the main street. Other measures impacting poverty reduction are economic grants aimed at skill development and support in setting up businesses (Box-2).

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<sup>8</sup> The MPI consists of indicators reflecting health (2 indicators), Education (2 Indicators) and living standards 6 indicators) weighted evenly.

**Table 7-Select Targets and Performance by Outputs**

Target	Performance
<b>Output 1: Strengthened pro-poor urban management, policy and planning</b>	
<p><b>Indicator 1.1:</b> Level of engagement by Municipalities and City Corporations for inclusive climate-resilient urban development (Mahallah and poor settlement mapping, community action planning, city-wide plans and budgets). <b>Baseline:</b> 0</p>	<ul style="list-style-type: none"> <li>▪ Poor Settlement Mapping- 20 Cities/Towns.</li> <li>▪ Poor Settlement Maps incorporated into 2310 CAPs across 19 Cities.</li> <li>▪ Urban Poverty Profile (UPP)- 20 Cities/ Towns</li> </ul>
<p><b>Indicator 1.2:</b> Number of Pourashava with functional decentralized committees (Disaster Management Committee/Town Level Coordination Committee/Ward Committee) represented by Town Federation/CDC Clusters/CDCs. <b>Baseline:</b> 0</p>	<ul style="list-style-type: none"> <li>▪ Functionalised decentralised committees in all LGs, level of functioning varies</li> </ul>
<p><b>Indicator 1.3:</b> Number of Cities/Towns with Pro-Poor and Climate Resilient Urban Strategy under implementation <b>Baseline:</b> 0</p>	<ul style="list-style-type: none"> <li>▪ CCVAs and completed in all LGs</li> <li>▪ Urban Resilience strategy is under implementation in Cox's Bazar.</li> </ul>
<b>Output 2: Strong community organisations and an effective voice for the urban poor</b>	
<p>2.1 Percentage of Community Organisations (a) CDCs, (b) CDC Clusters, and (c) Federations whose performance is judged "moderately and fully effective " on an objective and agreed upon on a scale to assess institutional effectiveness as a result of capacity-building. <b>Baseline:</b> CDC: 0.5% CDC Cluster: 0% Town Federation: 0%</p>	<ul style="list-style-type: none"> <li>▪ Created and level of functionality varies As per AOM 202182% of CDCs, 74.6% of CDC clusters and 84% Town Federations performance was moderate to effective. .</li> <li>▪ Play a major role in CAP, prioritisation, support in targeting beneficiaries, and providing support to vulnerable members in the communities.</li> <li>▪ SCG support for the community and in addressing vulnerable groups with Grant support as well as credit</li> </ul>
<p><b>2.2:</b> Percentage of CDCs implementing Community Actions Plans (CAP) based on the Guidelines. <b>Baseline:</b> 0</p>	<ul style="list-style-type: none"> <li>▪ 83% (2310/2771) of CDCs implemented the CAPs.</li> <li>▪ Performance in MTE sample towns 95%</li> </ul>
<p><b>2.3:</b> Number of Savings &amp; Credit Group (SCG) members and effectiveness in addressing shocks and stresses. <b>Baseline:</b> SCG -27300, SCG member -3,26400</p>	<ul style="list-style-type: none"> <li>▪ SCG-24296, SCG member-368,972</li> </ul>
<b>Output 3: Improved economic and social well-being for the urban poor</b>	
<p><b>3.1:</b> Percentage of education grantees completing the academic year in which they receive the grant (which contributes to prevention of Early Child Marriage Prevention)</p>	<ul style="list-style-type: none"> <li>▪ 100%</li> <li>▪ 20774 Education grants</li> </ul>

Target	Performance
<b>Baseline: 0</b>	
<b>3.2:</b> Number of (a) pregnant and lactating women up to 6 months (b) Children (7-24 months) accessing Nutrition Cash Transfer Grants. <b>Baseline:0</b>	<ul style="list-style-type: none"> <li>25,681 pregnant and lactating mothers received nutrition grants, and children aged 7-24 months received nutrition grants</li> </ul>
3.3 Proportion of targeted pregnant and lactating mothers have improved knowledge and skill related to infant and young child feeding practices	<ul style="list-style-type: none"> <li>63% of lactating mothers and over 70% of the primary group members.</li> </ul>
<b>3.4:</b> Number of Safe Community Committees (a subset of CDC Cluster) working with social service providers to address VAWG and early marriage issues- <b>Baseline:</b>	<ul style="list-style-type: none"> <li>214 SCC against a target of 206</li> </ul>
<b>3.5:</b> Number of people who have utilized (a) Business Development Grant; (b) Skill Building Grant. <b>Baseline:0</b>	<ul style="list-style-type: none"> <li></li> </ul>
Apprenticeship Grant-15,500	<ul style="list-style-type: none"> <li>15,994 (82.96%)</li> </ul>
Business Grant-39,500	<ul style="list-style-type: none"> <li>40,547 (109.09)</li> </ul>
<b>4.1.</b> Number of Community Housing Development Funds (CHDF) established as legal entities. <b>Baseline: 0</b>	<ul style="list-style-type: none"> <li>CHDF registered as legal entities) in three Cities (Chattogram, Narayanganj and Rajshahi</li> </ul>
<b>Output 4- More secure tenure and housing finance for the urban poor</b>	
<b>4.2.</b> Number of Households using their CHDF loan for climate-resilient housing (ICF KPI 4) <b>Baseline: 215</b>	<ul style="list-style-type: none"> <li>697 Households</li> </ul>
<b>4.3</b> Number of Households with climate-resilient housing (a) New Housing; (b) Upgraded Housing <b>Baseline: 0</b>	<ul style="list-style-type: none"> <li>Construction activities for 609 housing units in Gopalganj, Kushtia, and Chandpur have begun. In all 264 beneficiaries have been preliminarily selected for Kushtia, Noakhali and Chandpur low-cost housing sites.</li> </ul>
<b>4.4:</b> Number of Cities/Towns with Land Tenure Action Plans implemented (based on Vacant Land Mapping for pro-poor housing) <b>Baseline: 0</b>	<ul style="list-style-type: none"> <li>Completed in all towns</li> </ul>
<b>Output 5: Improved resilient infrastructure in and serving low-income settlements</b>	
<b>5.1:</b> Number of people with access to climate-resilient (i) safely managed drinking water and (ii) sanitation facilities which are hygienic, gender & disabled friendly. <b>Baseline: 14,004</b>	<ul style="list-style-type: none"> <li>Water: 132,960</li> <li>Sanitation: 198,327 DEWATS in Chattogram and Gazipur</li> </ul>

Target	Performance
<b>5.2:</b> Number of people supported to cope with the effects of climate change through SIF and CRMIF (ICF KPI 1) <b>Baseline:0</b>	<ul style="list-style-type: none"> <li>366,992 people.</li> </ul>
<b>5.3:</b> Number of cities/towns with an improved capacity of municipalities to manage climate resilient infrastructure Programmes. <b>Baseline:0</b>	<ul style="list-style-type: none"> <li>Local authorities have provided training courses in all 19 towns/cities.``</li> </ul>
<b>5.4:</b> Number of climate resilient infrastructure programmes in cities/towns (Climate Resilient Municipality Infrastructure Fund). <b>Baseline:0</b>	<ul style="list-style-type: none"> <li>12 of 21 completed, others at various levels of progress</li> </ul>

The project has mainstreamed gender dimensions on a large scale. The entire project is structured around a community-based model led by women at all levels, inclusive in nature and technology-intensive. All beneficiaries of the socioeconomic grants are women.

#### Box 2- Impact of Skill Development Initiatives

*“Before joining the project, we struggled a lot. After joining it, I learned to sew and received a sewing machine from the project. I operate a home-based tailoring business making clothes for my family and neighbours. I earn BDT 2,000-2,500 a month. Now I am able to provide for my children’s education, which had been discontinued during the COVID-19 [pandemic]. I contribute towards meeting our household expenses, and this has reduced my husband’s [financial] burden.” (FGD with a skill development training recipient of Chandpur Pourashava, 2022)*

The multisectoral nutrition programme is a significant intervention in advocating nutritional knowledge and dietary practices for pregnant women, lactating mothers and children under two years. This also addresses the problem of undernutrition among the primary group members.<sup>9</sup> The project provided cash grants to tackle the issue of malnutrition. In all, 25,681 lactating mothers and children have benefitted from the support. The programme has enhanced knowledge of such practices among the primary group members.

Technology intensive: Extensive primary information-based design and targeting of services as well as monitoring and reporting. The information base is substantial and of relevance to long-term planning of evidence-based interventions of governmental programmes and, combined with the Geographic Information System (GIS), would be of help in decisions to address spatial imbalances and in the mitigation of climate impacts.

<sup>9</sup> 222,734 Primary Group (PG) members received Nutrition Education Sessions which helped to improve their knowledge and practices related to health and nutrition



### Box 3-Land Tenure, Housing Finances and Living Conditions

*“Bangladesh Railway owns most of our vacant land. We have mapped the vacant land. We are talking to the railroad regarding the land transfer. We have begun building horizon [sweeper] community housing. If the railway gives us land and the project helps in building houses, We will build additional homes for the poor.” (KII with the Mayor of Chandpur, 2022)*

*“We are sweepers by profession. Although we own land, we did not have enough money to build our own homes. We lived in huts. We borrowed BDT 100,0000 from savings and credit group. We could build two rooms with the money, but the work is not yet complete. I have paid off my loan. Now I’ll reapply for the loan to finish the work. We will have a brick home. Without a savings loan, I could not have built this house.” (FGD with the CDC group member of Rajshahi City Corporation, 2022)*

In terms of the implementation arrangements, especially at the local level, the town team plays an essential role from identification to implementation, including mobilisation with support from the local Mayor, Slum development officer, municipal engineer and councillor. The town team's role is intense as it provides hand-holding support all through with managerial assistance from the local body.

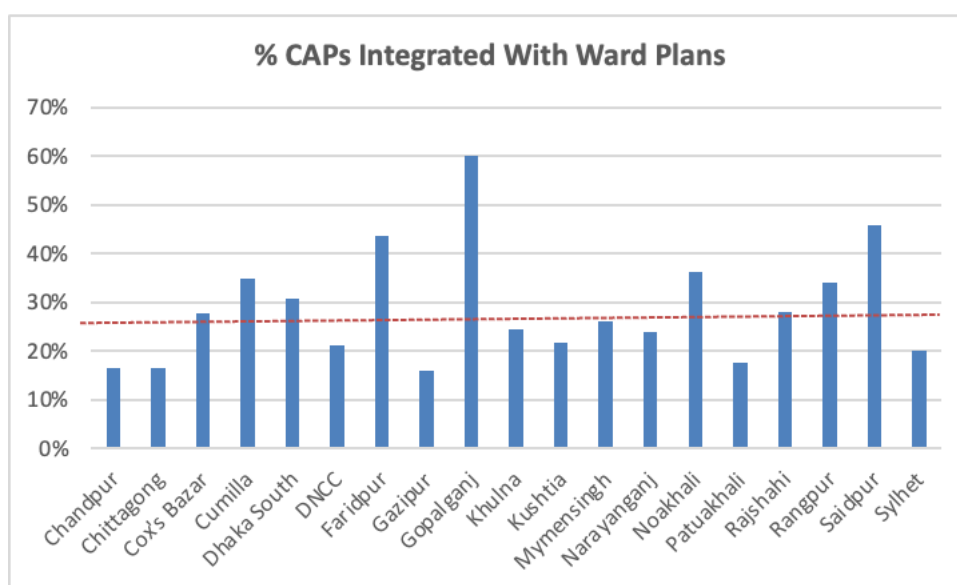


Figure 5-Integration of CAPs with Ward Plans

The project has been of relevance in influencing approaches. Within the UNDP, the NUPRP has helped the projects the district development plan of Cox’s Bazar build on outputs such as climate vulnerability assessments (Cox’s Bazar) and inclusive planning process., The communities mobilized as part of the project have been of relevance in advocacy with regard to city wide sanitation campaign in Khulna, of relevance in defining approaches of JICA and GIZ in their infrastructure programme and played a crucial role in assisting GoB in better targeting of COVID-19 benefits in urban areas. .

From a relevance perspective, the ongoing programmes of development partners were reviewed to understand the contribution of the NUPRP to the national agenda. Firstly, other development partners have focused on combining governance improvement measures and

heavy infrastructure. Secondly, their programmes are sector-specific such as housing, water/sanitation and roads and cover fewer towns, but they are complete in terms of coverage. Thirdly, the focus on soft components is limited, and the implementation is through management and implementation units housed in the LGD /LGs. Specific projects are implemented through quasi-government agencies (Palli Karma-Sahayak Foundation (PKSF) and their partner organisations.

#### D. EFFICIENCY

Review and discussion reveal on-time and at-cost completion of works, enhanced targeting and electronic transfer of grants, and intense supervision and monitoring by the town and national team, including spot verification and community-based contracting (estimated savings of 10-15 per cent).

While there has been an increase in the cost of inputs post-COVID-19, LGs have demonstrated their support through enhanced contributions towards SIF and CRMIF (Chandpur and Narayanganj have contributed over 20 per cent as against a requirement of 10 per cent). In the past two years, Chandpur has allocated from its own funds BDT 1.5 crore to support poverty reduction among lower-income communities using the project implementation structure of the NUPRP.

The utilization of resources against the budget is on track except for output 4 (Table 5) and most achievements in relation to the outputs are on track (Table 7). The only constraint is the reduction in funding.

Value for money invested results in the use of community structures in targeting and distribution of benefits during the COVID-19 pandemic and local/ national campaigns. The project manages a database consisting of 706,507 households and created of 3146 CDC, 258 CDC Clusters and 19 Town Federations. The information generation is substantial and provides evidence-based planning and targeted interventions (Table 7). Additionally, spatial plans (Ward Atlas), poverty maps and data on mapping of vacant lands have been gathered for a possible information-based decision on land tenure.

The project mobilized an additional USD 4 million to address the response to COVID-19 pandemic and the community structures created under the project and the town teams supported targeting of benefits and in ensuring health sanitation and hygiene practices in the lower income areas of LGs.

Project management of the NUPRP involves a National Project Management Team under the leadership of the Project Director (LGD) and a National Team from the UNDP, with an implementation support team led by the town team that assists LGs in tasks ranging from "identification to implementation". The management structure, the process as defined from mobilisation to verification (Fig 7), and the use of information

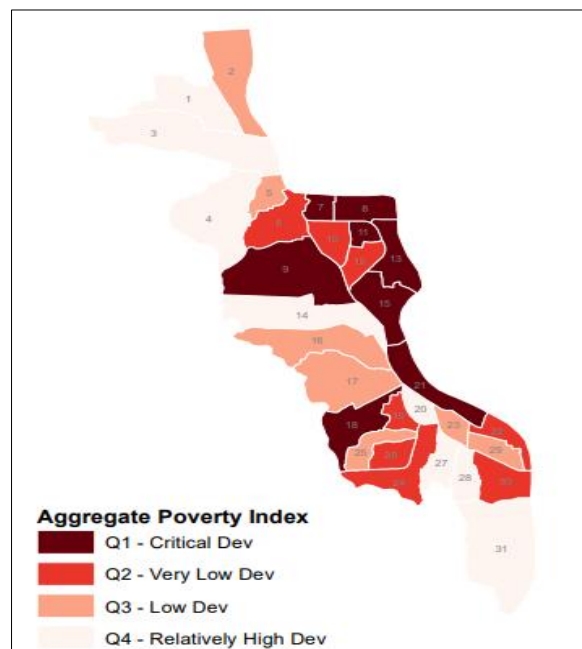


Figure 6-Poverty Map Khulna



technology (alignment of the process with information technology) is critical as the choice of communities from the city level and targeting of beneficiaries are based on evidence gathered from the primary group members. There have been periodic updates of information, and select LGs using their sources and with support from the town team, have mapped the poor in areas added to the LG. The town team was engaged full-time in the implementation process, and the intensity of support enabled in achieving the objectives and addressing issues identified as part of periodic monitoring and spot verification.

The intensity is reflected in corrective actions made concerning corruption-though nominal, and in supporting the communities in recovering dues to S&C from families that migrated to other areas in a town.<sup>10</sup>

The project has documented best practices on gender and socially relevant themes through periodic webinars to disseminate knowledge.

### E. EFFECTIVENESS

As outlined earlier, the project launch was delayed by two years because of the approval and signing of the DPP. Though delayed, the project has effectively supported and continued the dialogue on an Urban Policy critical to support and to scale up a multi-dimensional approach to managing urbanisation and poverty reduction. The project has demonstrated the need for an integrated approach to managing climate-resilient infrastructure and better management of local finances. While assessments have been carried out on local finances, the issue remains of the revenue management systems being fully functional, including the use/ upgrade of software developed (Web-based).

The process, as defined, has been effective in achieving the objectives. This ranges from a women-led inclusive planning process (integrating socioeconomic needs, infrastructure and cross-cutting themes) to implementation (LG-led and technical support from the project from identification to implementation of interventions) and effective monitoring.

As outlined in table 7, the outputs are on track in relation to the targets and in terms of resource utilization, except for components relating to secure tenure and access to housing finance.

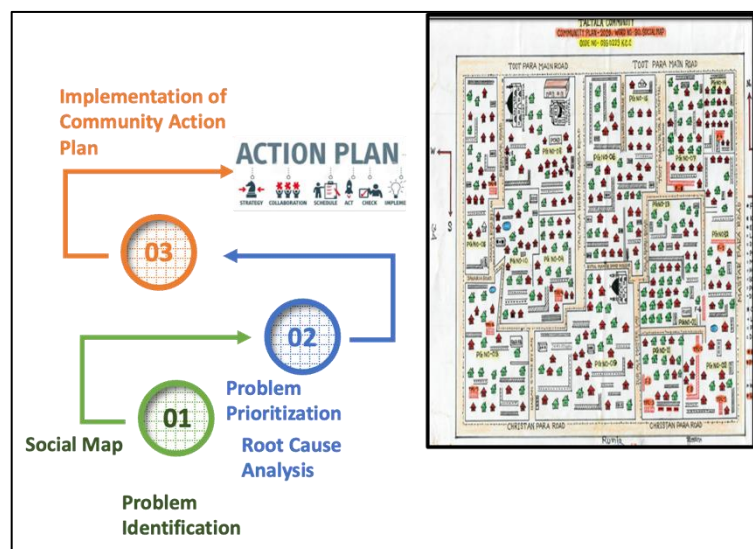


Figure 7-Community Action Plan

Community Action Plans evolved by the community form the basis for interventions (2310 CAPs), and about 25 per cent of the CAPs (Table 7) have been integrated with Ward Plans of cities (Fig 5). The CAPs based on consultation and benefits targeting based on information cover a base of 0.75 million members. The information sets include details of primary members, vacant land mapping (VLM), poverty profile and climate vulnerability assessments.

<sup>10</sup> The programme reported 41 cases to FCDO as of March 2022. FCDO has closed 19 (46%) cases so far 22 cases (54%) remain open as they are undergoing checks for follow-up actions.

The project, through women-led CDCs, has given them their voice in the LG system, and the CDC Federations participate in LG standing committee discussions. They are also part of the three committees constituted focused on (i) Women & Children, (ii) Disaster Management and (iii) Poverty Reduction and Slum improvement) and their co-option of CDCs as part of Ward Disaster Management Committees.

In terms of addressing cross-cutting themes on climate and disaster management, environment gender and LNOB, the project has been effective. While the environmental impacts are minimal, the project has enhanced the knowledge levels of communities and LGs on the need for climate-resilient infrastructure and preparedness in the event of disasters. Dialogue with the communities in participatory design of SIF and CRMIF sub-projects (For gender and select cross cutting dimensions, see section I) needs mention.

All components of the project have an element of training focused on all stakeholders and has been effective in the implementation of activities.

The likelihood of adoption of the NUPRP approach is constrained by limited internal resource mobilisation by the local bodies, just sufficient to meet their operational needs. It will need additional resources from the ADP budget allocated by GoB. Two of the sample local bodies have committed resources, but this will require further discussions with GoB on the issue of assigning a part of ADP. There will be a need to define the overall demands for city-wide scaling-up efforts to address poverty. This is critical from a sustainability viewpoint (See section on sustainability) and in institutionalising the approaches as defined by the project.

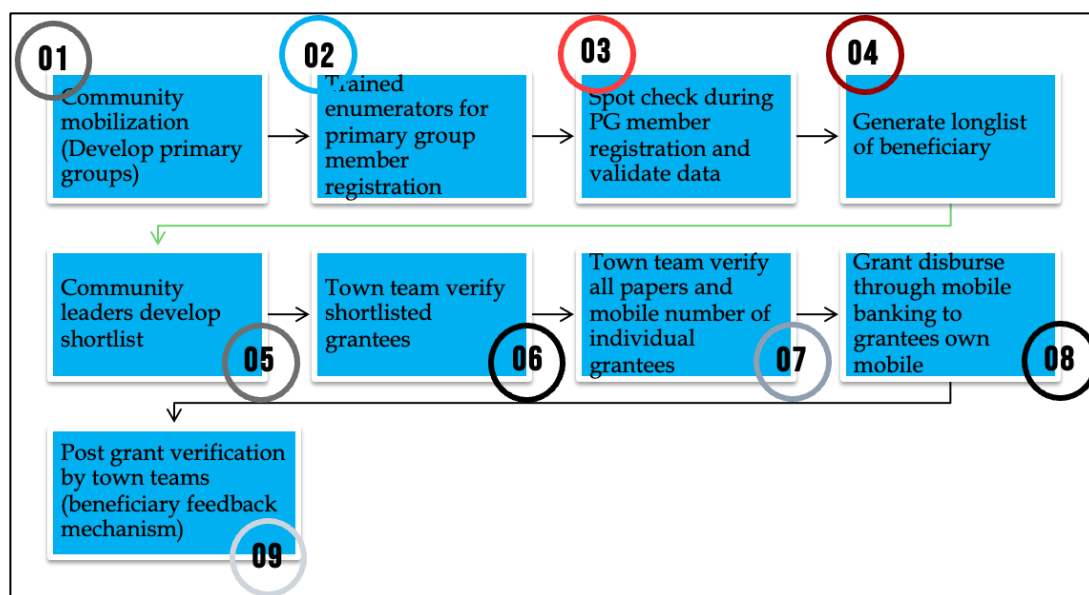


Figure 8-The Process -Formation from Primary Groups to Verification

## F. IMPACT

As outlined in table 7, the outputs are on track in relation to the targets and in terms of resource utilization, except for components relating to secure tenure and access to housing finance. The dialogue with GoB on urban policy and associated measures to address lower income priority is on and has progressed well as on date.

The relevance of inclusive planning and the link to the enhanced governance measures of LG's response to poor communities is a significant impact and a key lesson for defining local priorities. Around 25 per cent of CAP's have been intergraded with local plans and reflect the influence of communities and the response of the local councillors and the LG.

The projects effort in addressing cross cutting themes such as gender and LNOB is significant (See Section I). The significant impact has been concerning women’s transformation from homemakers to community leaders at the cluster level. Among the sample towns, three CDC leaders have become elected representatives. The project has provided a platform for their voices to be heard, and as a group, they have been in a position to demand services and influence local priorities. Councillors and Mayors have begun to realise the importance of

#### **Box 4-Education Grant Fulfils Kanon’s Aspiration**

Kanon, 16, lives in New Munshipara, Saidpur. Lokman and Rokshana are her parents. Her mother is a PG member in the LIUPCP at New Munshipara CDC in Saidpur Pourashava’s Ward 10. Kanon has a brother and two sisters. Her father found it difficult to support his family with his meagre income from daily wage labour. He got his two older daughters married off to minimise family expenditure. He then decided to pursue marriage plans for Kanon, his youngest daughter. But Kanon wished to pursue her education. She applied for a LIUPCP education grant and was awarded one. She has been studying with the grant money and is doing well academically. Since Kanon has personal experience in poverty and deprivation, she has developed an empathetic attitude. She wants to serve low-income communities since she has benefited from the LIUPCP initiative. She intends to attend medical school and help people for free or at a low cost. Kanon and her family are grateful to the LIUPCP, which has improved the quality of their life and given them hope. Kanon’s story may resonate with thousands of women belonging to low-income groups. Low-income families may sometimes forgo school education for their children, particularly the girl child, to provide the family with food, shelter, and clothing. The change brought about in Kanon’s life by the LIUPCP could encourage more young women to pursue education. (Document review, 2022)

these groups. The socioeconomic components such as skill development and other assistance have benefitted the members and there was a limited setback to their incomes during COVID-19. Since then, with additional support from SCGs as required, the business of the members have stabilized. There has been some setback due to COVID-19 on incomes and there have also been instances of SCGs providing support to vulnerable families through a grant for food, education, and health care services (There are 23,000 SCGs.). This mechanism of response by the community groups to the vulnerable population is a major impact for the community in responding to their common concerns.

This project has facilitated women in leadership roles and transformed them into becoming responsive to the community by defining its social and economic priorities and infrastructure. The (SCCs have contributed to reducing gender-based violence (GBV), preventing early child marriage and facilitating education grants for girls (Box-4).

The NUPRP’s structure and processes ensured a harmonised approach in food distribution aligned with government relief agencies during COVID-19 and in promoting safe sanitation and hygiene practices, including material support.

The project and its structures have played a significant role during COVID-19 by adopting and disseminating safety measures and supporting the LG in targeting relief measures, including the management of the FCDO support.

UNICEF and the UNDP have an agreement on nutrition and basic health, The CDCs were relevant in Khulna city’s campaign for a hundred per cent sanitation as part of an ongoing Asian Development Bank (ADB) drainage project. The development partners, JICA and GiZ have been interacting with LGs to understand the processes of the NUPRP. While ; there was no direct contact between the NUPRP team and the JICA and GiZ, the town team would clarify specific aspects of NUPRP and the LG, in turn, would respond to the development

partners. Efforts are on to scale up the multi-sectoral nutrition programme in cooperation with the Bangladesh National Nutrition Council (BNCC).

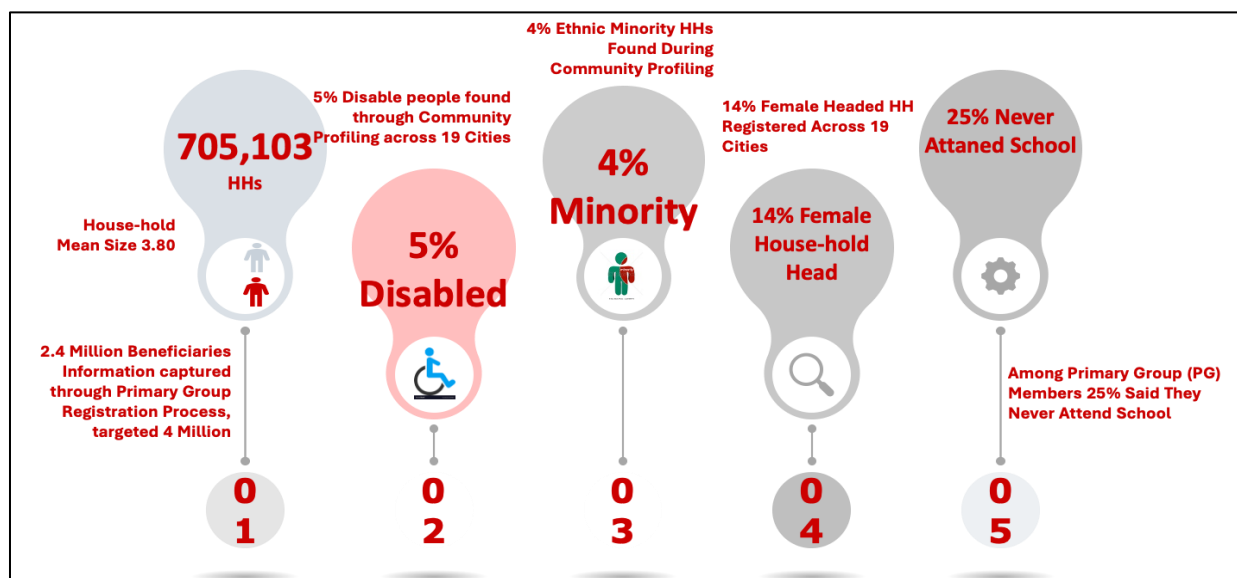


Figure 9- NUPRP Information Base

#### G. COHERENCE

The project and approach are relevant to 7FYP and 8FYP in addressing poverty, urbanisation and localisation of SDGs. The design of outputs includes socioeconomic and infrastructure components and inclusivity in planning, design, implementation and management. The coherence is made possible through a community-led platform that has demonstrated an open style prioritisation of interventions and MPI-based targeting (support by project) confirmed by the community and municipal councillors. The role of the NPT and town team in ensuring the complementarity of outputs as per design is one of the key inputs in ensuring coherence.

Within the UNDP, the NUPRP has helped the projects build on outputs such as climate vulnerability assessments as part of district development priorities (DDP) for Cox’s Bazar. It has addressed some ecological priorities by developing a circular economy approach for improved solid waste management, designing a facility to support LGs in defining priorities, and possible external support to advance implementation action. This task of DDP supports Cox’s Bazar’s + 1 SDG indicator of tourism development through better environmental sanitation. Cox’s Bazar’s District Development Plan has incorporated LG priorities on the NUPRP’s CCVA, supported by a medium-term resource mobilisation framework. A participatory planning process is being extended to eight districts from an SDG localisation perspective.

The actions of the project have complimented the interventions of other development partners. While the focus of the development partners is in the non-lower income areas (city-wide water or sanitation), NUPRP has been addressing the priorities in targeted lower income areas. Besides project resources, select LGs have complimented NUPRP investments in infrastructure by providing select off-site missing links as demonstrated in a settlement in Narayangonj and Chattogram cities. The city of Chandpur has adopted the NUPRP approach and components, and has allocated own municipal resources in select slums.

## H. SUSTAINABILITY

The project has demonstrated that the approach is relevant in localising the SDGs- local solutions and approaches to local priorities. The design and institutional arrangements have been responsive to this approach – in terms of inclusive planning , project resources to respond to the demands and institutional arrangement to support from identification to implementation (town teams). The project has supported preparation of revenue enhancement. plans and is in the process of transfer of skills and processes to the LG.

The sustainability of initiatives has been evaluated from institutional and financial dimensions. The NUPRP inputs have been designed on an evidence-based community-led platform on a staged approach. This would require substantial support from mobilisation to data gathering and analytics, development support, implementation, and monitoring. The knowledge and skill developed are substantial and needs to be institutionalised. The town team is involved at the LG level, in roles ranging from identification to implementation. Substantial focus is given to achieving targets rather than skill and knowledge transfer. The interaction with the LGs is limited to the process of approval, and implementation support, as the key players are involved from a management perspective and not in operations. They are the Mayor, CEO, Municipal Engineer, Planning Officer, and Slum Development Officer. Substantial work needs to be carried out to transfer knowledge and skills and option is to co-opt the town teams into the municipal system. This would require policy measures and directive from the governments as this will have implication on LG finances.

### **Box 5- Co-Financing in the Achievement of Project Outcomes**

*“ I find community-based construction intriguing since it is less expensive and high-quality. Depending on the Paurasabha’s financial position, I want to provide more money for infrastructure and housing projects to improve the lives of the underprivileged.” (KII with the Mayor of Chandpur Pourashava, 2022)*

*“All project components cannot be financed after the phase-out. But I’m hopeful that I can carry out certain project components. As such, I’m boosting allocations for infrastructure. I have allocated more than 25% this year instead of the project requirement of 10 percent.” (KII with the Mayor of Narayanganj City Corporation)*

From a financial perspective, to sustain a comprehensive MPI-based poverty reduction programme and aspects that are not obligatory in an LG framework, policy directives for incorporation and support will be needed. The programme expected revenue enhancements to contribute towards sustenance. However, the enhancements have been sufficient to address municipal establishment, operation, and maintenance. Most LGs depend on Annual Development Plan (ADP) allocation for capital investments. The ADPs are directed to the extent that the share for each municipal function is specified, and there are no allocations for low-income priorities directly. Select LGs (Chandpur and Narayanganj) have confirmed additional support but will need a long-term view of GoB/Partners (Box 5). An independent assessment of Cox’s Bazar finances carried out indicates that simple measures such as reaching the maximum rate of house tax from the current permissible rate of 27 to 32 per cent, a possible levy of access on the hotels (Tourist tax) and improved collection would yield an additional 30 per cent revenue. This would require an understanding of the demand and support in revenue management concerning medium-term needs.

SCGs and the CHDF will be sustained beyond the programme and, with oversight by the municipal body, may continue supporting vulnerable populations in the community.



Currently, the support and oversight are from the town teams and such skills will need to be built within the LGs.<sup>11</sup>

The critical sustainability concern is the need to strengthen municipal revenue management systems. This, besides installing/updating the RMS, will need an objective assessment of property taxes (based on area location use/capital value), flexibility in taxation rates (the current limits are between 27 per cent and 32 per cent of annual rental value, with most of them levying lower rates), and ease of collection through the banking and digital platforms.

Most importantly, there is a need to devise a policy framework to support annual allocation for the NUPRP-style approach to poverty reduction.

## **I. GENDER DIMENSION AND LEAVE NO ONE BEHIND**

To ensure better coordination, planning, and management of interventions, the programme has been designed around a community-led structure facilitated by the local government. To enhance the capacities of the communities to engage with the LGs, the project has focused on the mobilisation and organisation of the primary members of communities into clusters and federations and built their capacity to plan, participate and implement project activities. To ensure well-being, the project has been designed to address gender-based violence, early marriage of the girl child, and the health of lactating mothers and children. The design of federated structures and SCGs encouraged access to finance for shelter and economic support, particularly by women (Box 6).

By design, the women-led communities are empowered to define, articulate and implement their socioeconomic and climate-resilient infrastructure needs, primarily through clusters and federations, and by being part of the committees mandated by the project to address poverty, and disaster management aspects. The LGs recognise them as a group of relevance in the town's growth agenda and have forged a partnership, enabling a long-term approach to a responsive and inclusive urban development framework.

The project design is structured around the policy of leaving no one behind, inclusive planning, community platform-driven actions, empowerment of women, an integrated approach to poverty reduction through socioeconomic inputs and infrastructure, and development management. Support includes facilities for them to be mobile, and in Chattogram, access in an undulating terrain was planned through a stair/step. It was modified into a ramp to address individuals with a disability.

Beyond planning, the role of women, beyond planning, includes support in targeting beneficiaries for components, community contract management, and support in social and safety audits of programme components.

The community platform comprises primary group members, creating a community development committee (CDC) and a group of CDCs forming a cluster and a federation at the city level. Women define community priorities and support targeting socioeconomic programmes, procurement lead, and implementation. In terms of gender mainstreaming and LNOB:

The project supported 214 SCC that addressed gender-based violence (GBV) and Early and Forced Marriages (EFM). A total of Seventy-Four of 101 cases have been resolved. The communities have extended access to district legal cells.

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<sup>11</sup> A draft savings and credit sustainability plan was developed in February 2022, in consultation with the project team and LGIs officials.

## **Box 6-Women Empowerment**

### **Impact on gender equality and or/economic empowerment of women**

Before this initiative came into effect, “our spouses did not appreciate us since we could not go to work. They harassed us and would not listen to us on matters concerning the family or children. We did not know our priorities and lacked self-confidence. People avoided us. But our spouses became more flexible when we started earning money. Now that we are contributing to the family’s income and spending for the family, they are listening to us. Respect for us within the community has grown. People respect us when we join a CDC, cluster or town federation. Even politicians respect us.”

(Views expressed by several women in FGD in Narayanganj City Corporation, 2022)

“The state of gender equality and women’s economic empowerment has improved significantly. These women had never stepped out of their houses unaccompanied before. Now they are going out alone. They are proficient and speak out against injustice in the community. We help them fight prejudice. Their children are going to school. They have become empowered socially and economically.”

(KII with ward councillor in Rajshahi City Corporation, 2022)

- i. Hundred per cent business grants for economic empowerment of women
- ii. Sixty-nine per cent of women and 55 per cent of girls received apprenticeship and education grants.
- iii. All savings and credit groups, Town Federations, and CHDF are managed by women. These women have been trained adequately to discharge their responsibilities.
- iv. Around 53 per cent of CRMIF and SIF beneficiaries are women.
- v. Targeting includes residents with disabilities.
- vi. 650 PWDs from the PG households have been included in the government social safety net services across the 19 project towns.
- vii. About 4,133 households with PWDs as PG members, and 132 PWDs have been nominated as PG leaders, 44 PWDs as CDC leaders, and 13 PWDs as Safe Community Committee members through the community mobilisation and empowerment efforts. Besides, 11 PWDs from the urban poor communities were included in Ward Project Implementation Committees as a member in Sylhet, Gazipur, Rangpur, Gopalganj and Patuakhali.
- viii. The livelihood improvement of the PWDs, included 1084 PWDs/HH in saving and credit programs, 241 PWDs/HHs for business start-up grants, 76 PWDs/HHs for education grants, 99 PWD/HHS for apprenticeship training,
- ix. 109 pregnant and lactating mothers with a disability, and 83 adolescent girls with disabilities have received nutrition voucher supports.

The project has supported infrastructure responsive to disabled persons, provision of wheelchairs, and apprentice and business grants. In special cases, infrastructure has been modified to enable the disabled to access services and facilities.

## **J. RISK ASSESSMENT AND MANAGEMENT**

The project has defined 18 strategic, political, financial, organisational, social, and environmental risks. Further, the assessment concerns probability and impact and is rated low to high in both cases (Annex 7). While the focus is on high risks in terms of impact and likelihood, it needs to mention that the project has successfully overcome moderate dangers by responding to governance to ensure coherence with other development partners and evidence-based support for policies. Despite the moderate rating of select political risks, the

NUPRP has used the project forums to advance the sectoral agenda, enabling national and grassroots partners to ensure continuous dialogue focused on strategic issues and service delivery through the communities.

Through checks and balances, the project's robust monitoring reporting system addressed the fiduciary risks and ensured resources from the LGs for completion of project tasks.

As this project is the third intervention in this sector, the systems and processes ensure better targeting and delivery. There is, however, a concern over the land and housing component, which constrained by tenurial rights.

The design and delivery of the project are focused on a community and women-led framework and targeted to demonstrate the relevance of this approach for LGs to adopt. While this has been achieved, the issue of scaling up depends on the progress on urban policy and central level allocation of additional resources, besides augmenting own sources by LGs. The project has supported LGs in revenue enhancements. All though moderate, there will be a need for continued support in addressing the sustainability issues.

Key risks of high probability and impact and the redressal mechanisms are:

## STRATEGIC

- i. From a strategic perspective, the project had perceived the probability of peri-urbanisation and mechanisms to address the issues. The impact was expected to be limited to the larger centres of Dhaka and Chattogram, and there was a need for coordinated work with other development partners. During the project period, the jurisdiction of most of the LGs was extended to include adjoining urbanised settlements. The select LGs completed the mapping of urban poverty in these areas. The impact on the project is limited as the coverage, even within the erstwhile jurisdiction, was limited. Moreover, as per the GoB, transitional areas are improved within five years of their inclusion within the city limits. The mapping and discussions reveal that the issues, besides peri-urbanisation, also pertain to the extensive migration from the hinterland due to climatic impacts.
- ii. The COVID-19 pandemic and the global geopolitical crisis have posed unperceived risks to the project design. While COVID-19 delayed the physical implementation of sub-projects/components, the project utilised the time to prepare for the implementation. The structures and skills were used to support the GoB and the FCDO in providing targeted assistance to vulnerable groups within the local governments and distributing Information, Education and Communication (IEC) materials to contain the spread of COVID. The project lost around a year and a half of implementation time. The pandemic resulted in the emergence of "new poor" in the LGs, disruption of the businesses of the grantees and a setback to the economy of cities leading to a reduction in the LGs' sources of revenue. The geopolitical crisis and the global recession/sanctions led to increased cost of inputs and the programme's downsizing. While the cost escalation was managed by increased contribution from LGs and downsizing in constrained LGs, the financial impact is expected to reduce the overall coverage of the programme.



## POLITICAL

- iii. From a political perspective, with regard to instability and commitment to policy dialogue and implementation, while there has been substantial progress on the policy front, the continued support of the GoB and the Mayors of LGs has enhanced the quality of implementation of the project tasks.
- iv. Potential political challenges for the project could revolve around the upcoming 2023 national election. Possible instability in the country's political climate could negatively affect the project's completion. While it is difficult to predict the level of instability of the political environment, the will of the government to mainstream the project's success is uncertain, especially given the resources that would have to be allocated.
- v. The geopolitical crisis has, in a way, reduced the resources available for development support and has led to an increase in the cost of inputs for infrastructure projects. LG has managed to downsize projects and, in select cases, has enhanced their contributions to ensure coverage. The issue is critical from a medium-term perspective, especially with elections to the 12th Parliament in the latter half of 2023 or early 2024. The government may prefer to emphasise other political pledges that can give the ruling political dispensation an edge in the next election.
- vi. As the people's representatives of urban bodies have received the project positively, the political risk at the local level may not be so severe. As such, impediments to moving forward with the project will be limited.

## ENVIRONMENTAL

- vii. While most other risks were classified as medium in terms of probability or impact, the project categorised these as high from an environmental perspective and environmental risk management by way of better information management. The SIF and the CRMIF have demonstrated a "No harm approach" while designing and implementing the schemes, which ultimately reduced the vulnerability of the slums and low-cost settlements. For CRMIF schemes, as these are medium-scale infrastructures, the project also applied the environmental checklists (IEE-Initial Environmental Examination) and EIA (Environmental Impact Assessment), so infrastructure development does not hamper the environment.
- viii. Risks identified with medium probability and high impact were managed efficiently. These relate to better coordination between agencies, delivery despite political constraints, mainstreaming agenda of lower-income settlements in the form of a balanced approach to socioeconomic and infrastructure priorities, strengthened information technology-based targeting, review and monitoring framework, audit, and reporting.

## VI. CONCLUSION, RECOMMENDATIONS AND LESSONS

### A. FINDINGS

The project elements and approach are relevant for any targeted intervention in local governments. The main objectives of this MTE are addressing the relevance of components, arrangements and processes, sustainability, scalability and defining a responsible exit strategy. Based on the teams observations based on the evaluation criteria, the key findings are:

- i. The project is comprehensive in its approach, and is focused on socioeconomic aspects, health and infrastructure. Combining an inclusive approach and women-led and evidence-based definition of priorities is of relevance to any local development planning approach. The implementation of the project is aligned with the priorities of the GoB, the UNDAF and the UNDPs. While future designs would benefit from this integrated approach, flexibility in the choice of components would help in the city-specific design of interventions. Coverage will need to be citywide.
- ii. The inclusion of community and women-defined actions is significant in defining development priorities. There has been a shift in the approach of LGs in being responsive to the needs of communities. The interventions have ensured the realization of the goal of LNOB.
- iii. The project has carried out poverty and vulnerability assessments for all cities. While this is useful, there is a need for conversion of these assessments into implementable programmes citywide is critical, as most towns are prone to natural disasters in some form. The CCVA indicate a large segment of the cities being affected, and there is a need to scale up support for city-wide infrastructure assessments to address vulnerabilities. At least one of the towns should attempt to convert assessments to implementable actions and explore the convergence of resources from various departments responsible for specific components such as irrigation, environment, and forest.
- iv. Overall, the project is on track regarding the outcomes and achievement of output targets. While most targets are close to achievement level, any gap will likely result from a reduction in funds. A quick review of the resource availability as a result of a reduction in the budget would be around 20 per cent indicates that it may impact the committed investments, especially on the infrastructure components as well as the operational budgets of the projects. This is especially when the project is trying to cope up with the time lost due to the pandemic. The reduction in costs should ensure that the support for institutionalising the systems, procedures, and practices is not affected.
- v. This reduction in funding and possible non-extension calls for a safe and responsible exit. Given the expectations at the start of project activities of higher allocation, there is also a reputational risk for all stakeholders. The housing programme is in its early stages and is not likely to be completed by closure. Arrangements must be made to transfer the remaining tasks to LGD for implementation.
- vi. Community contracting as a mechanism to implement infrastructure has been significant and needs to be institutionalised within the LG system. Besides cost savings, such an approach will provide employment locally and create a pool of small contractors.

- vii. There is a need for an agreement on the policy as this is critical for future programmes. An upfront approval of a policy framework mainstreaming lower income settlements balancing socioeconomic and infrastructure priorities will automatically enable resource allocation as part of the annual development plan process. This will have enabled the project's continuation and scale up efforts' country-wide.
- viii. The intense use of information technology for mobilisation, analysis-based interventions, identification of beneficiaries and monitoring is crucial to efficient management and response. This is an effective way of managing interventions and of relevance for future interventions.
- ix. The implementation arrangement is strong with an entrenched town team. While the focus of the NUPRP has been on implementation to address the poverty assessment, and climate vulnerability in a limited way, resource allocation for city-wide response would have been of help in transforming the scope of NUPRP. This would enable focus on climate change and environmental sustainability.
- x. The project's efforts in local resource mobilisation have had some impact but are insufficient for LGs to enhance resource allocation for similar inputs in poverty reduction. In the short-term, there is a need for earmarked demand from the annual development plan.
- xi. The project's success is also due to the continued support from an entrenched town team. While the transfer of skills is on, an LG led action with support from town team will enable institutionalising approaches and scaling up to a larger set of towns.

## **B. RECOMMENDATIONS**

The key recommendations of the evaluation are

- i. From a closure perspective, there will be a need for continued support to advance the policy dialogue and focus on the SIF and CRMIF components, given their higher investment outlay and priorities in addressing climate-related vulnerabilities. The unfinished agenda will include the socio-economic components and housing and low-cost housing- constrained by land tenure/ security.
- ii. Scaling up/ sustaining the momentum with regard to community mobilisation, one of this project's key drivers, is critical. This would require strengthening the capacity within the LG to support such tasks in data collection, management, and evidence-based decision-making. In this regard, the results need to be revised.
- iii. As most of the socio-economic and safety net aspects are not directly obligatory functions except in city corporations, there is a need to integrate and allocate additional resources as part of social safety programmes to address urban skill development, incentivise education, especially that of the girl child and maternal and child health.
- iv. This closure would significantly impact the low-cost housing component as the work on it commenced recently, and there has been progress in select cities with regard to land allocation/ transfer. This is critical, as it is a policy priority of the GoB. While the LGD would continue to implement the component, the transfer mechanism must be initiated through a tripartite agreement to negate any reputational risk to agencies.

- v. There is a need to continue to transfer skills and knowledge in the remaining part of the project and support the LGD on the way forward and in the closure of the project. In this regard sufficient operational budget would have to be ensured.
- vi. During the remaining phase operationalising the revenue management system in one town and upgrading the CCVA to a city-wide investment programme will benefit future interventions.
- vii. As demonstrated by the project, the design at the local level needs to be inclusive-led by women led at the community level and stakeholder responsive at the city level, data-driven with community and municipal level information management to support evidence-based planning of interventions and use of community contracting for on-site infrastructure in lower-income settlements. This should include GIS mapping of services and facilities.
- viii. Focus on complete comprehensive response in a city than partial coverage in a town. Choice of interventions be defined by LGs based on needs.
- ix. Address city-wide climate resilient infrastructure to be built on CCVAs addressing resilience –Disaster responsive actions considering environmental dimensions such as afforestation, conservation through direct measures such as protection, restoration of natural bodies, and better land (land use planning) and of solid waste management. This would also mean revisiting the City Master Plans and cross-cutting interventions from other Central Ministries such as environment, irrigation forest and Revenue, and human resource management (use of existing LG structures or strengthened LGs (reflecting the strengths of town team).
- x. UNDP/Project Manager- must move from implementation to facilitation-strengthen LGD/LG capacities to plan, design, implement and monitor. This would ensure the institutionalisation of skills and process upfront.
- xi. Under the leadership of the LG Division- build on the NUPRP to evolve a national framework or a national facility to address direct and indirect poverty reduction components and city-wide infrastructure. This would require an alignment of national priorities with those of development partners for a common understanding of interventions, possible pooling of resources into the facility, and streamlining ADP allocations to target actions as agreed upon as part of the national framework. This could also mean a new facility or restructuring existing institutions such as the Bangladesh Municipal Development Fund. As necessary, the facility/ framework should include financial and technical support (“concept to commissioning”) in mobilisation, project development, and implementation support.

### C. LESSONS

The MTE has observed remarkable achievements by the project in addressing the National Urban Agenda of addressing poverty and facilitating improved access to livelihoods and services. The integrated approach for targeted outputs by seeking to empower women and the community to define and address local priorities and participate in their implementation, achieving public health objectives and targeting benefits to the vulnerable population is significant in its reach and scope. While lessons from a national perspective can help improve programme design, the LGs will benefit from enhanced capacities and systemic improvements. The major achievement is in the mobilisation of communities, providing scope for transforming the groups into agents of economic change. Key lessons from the project are:

### **Level – National:**

- i. The project provides a policy framework/directive for including components such as housing linked to land availability and issues of tenure for better delivery of the component. While progress in policy dialogue is critical, a national directive pending acceptance of the policy is an option.
- ii. Build synergies by mainstreaming the NUPRP elements into urban programmes. There is a need for programme exposure through periodic cross-learning between development partners for a national approach to be defined under the leadership of the LGD with other development partners.
- iii. There is a need to manage resources from being spread too thinly across towns. A whole-town approach in development is called for. Most development partners carry out a pilot plan and scale up or focus on sectors citywide and scale up. Future programmes can follow either of the approach in a programme form or intermediation—a financing and development support facility open to any local government subject to self-selection criteria.
- iv. Using a matching grant mechanism instead of a limited contribution by the LG can enhance the prospect of scaling up the interventions that need to be explored.
- v. Project development/technical assistance support addresses long-term planning and investment requirements (technical assistance) such as operationalising priorities, revenue management, and citywide action plans (CWAP). Most facilities/financial intermediaries provide a combination of technical assistance for project development and investment/ investment mobilisation support. Such facilities are generally supported by a strong programme management team, as demonstrated by the NUPRP.
- vi. Relevance of IT-based project management from mapping and prioritising settlements and beneficiaries to monitoring and evaluation.
- vii. There is also a need for NUPRP project management structures to transform into facilitators from their current role in implementation.

### **Level – Municipal**

- i. While the process, management, and implementation of the project at the national and local levels are robust, there is a need to induct LG staff at the local level as full-time staff to sustain the programme and for skill transfer. Currently, it is UNDP driven.
- ii. While implementation and achievement of targets is critical, focus should be on upgrading climate-resilient strategy (addressing citywide climate resilient infrastructure needs, investment planning and project development), instead of a straight-jacketed five Outputs-based actions. The LG, using its own resources/technical support from the government's engineering departments, focuses on addressing citywide climate-resilient infrastructure (detailed design) and ensuring implementation by gathering other programmatic resources.
- iii. LGs to build on the value of community contracting: On time at cost completion using community structures also helps build local contracting and contract management capacities.

### **Level: Community**

- i. Robust community-empowered and women-led design of the programme at the same time addresses LNOB, relevant for any situation, be it rural or urban projects.

- ii. Community synergies are substantial and need to support building the federations for more prominent roles in banking, service delivery, small-scale marketing and manufacturing, and skill development.

## ANNEXES

### Annex 1-Terms of Reference (ToR)

#### Re-Advertisement: International Consultant- Mid-Term Evaluation for NUPRP

Location :	Dhaka (with potential field visit outside Dhaka), BANGLADESH
Application Deadline :	01-Feb-22 (Midnight New York, USA)
Type of Contract :	Individual Contract
Post Level :	International Consultant
Languages Required :	English
Starting Date (date when the selected candidate is expected to start)	: 15-Feb-2022
Expected Duration of Assignment :	30 working days over a period of 3 months

UNDP is committed to achieving workforce diversity in terms of gender, nationality and culture. Individuals from minority groups, indigenous groups and persons with disabilities are equally encouraged to apply. All applications will be treated with the strictest confidence.

UNDP does not tolerate sexual exploitation and abuse, any kind of harassment, including sexual harassment, and discrimination. All selected candidates will, therefore, undergo rigorous reference and background checks.

#### 1. Background

##### Background

The National Urban Poverty Reduction Programme (NUPRP) is Bangladesh's premier urban poverty reduction programme (2018-2023) which is being implemented by the Local Government Division (LGD) under the Ministry of LGRD&C, managed by the United Nations Development Programme (UNDP), and funded by the UK's Foreign, Commonwealth & Development Office (FCDO). The programme aims to support balanced, sustainable, and pro-poor development for up to 4 million poor people living in the slum and low-income settlements in urban areas. The programme will contribute to more effective and inclusive urbanisation by working across three different levels of interventions: (i) the community level, (ii) the municipal level, and (iii) the national level. The programme is being implemented in 19 Cities/Towns (12 City Corporations and 8 Poaurashava) across the country with a focus on the most marginalised populations, particularly women and people with disabilities. The programme addresses complex as well as interconnected issues under five broad Outputs, including:

2. Urban Governance and Planning (Output 1)
3. Citizen's Participation and Community Mobilisation (Output 2),
4. Economic Development and Livelihoods (Output 3)
5. Housing and Land Tenure (Output 4)
6. Infrastructure and Basic Services/Climate Resilient Infrastructure (Output 5)

The five interrelated components of NUPRP will contribute to achieving the SDGs, particularly the following: *SDG-1: No Poverty; SDG-5: Gender Equality; SDG-6: Clean Water and*

*Sanitation; SDG 10: Reduced Inequalities; SDG-11: Sustainable Cities & Communities; SDG-13: Climate Action and SDG-16: Strong Institutions.* The NUPRP will also contribute to achieving *more than 50 of the SDG targets* through improvements in the livelihoods and living conditions of urban poor people. The Foreign, Commonwealth and Development Office (is providing up to £58.1 million over 7 years (2016 - 2023) to support the programme's implementation. Up to £20 million of the budget is from the International Climate Fund (ICF), while the Government of Bangladesh (GoB) has committed to providing up to £10 million through a combination of financial and in-kind support. The NUPRP also underwent immense challenges.

The Government of Bangladesh (GoB) Development Programme Proforma (DPP) was not approved until August 2018 and the Government Order verifying the DPP was not received until October 2018. This considerably delayed the NUPRP implementation during 2018 as securing the DPP approval was a key milestone, demonstrating the Government's ownership and commitment before project commencement. NUPRP has rolled out the programme in a phased approach. The first phase in 7 Cities and Towns started in August 2018, the second phase in 3 Towns started in October 2018, and the third phase in 9 Cities and Towns began in April 2019. Despite operational challenges and limited timeframe, the NUPRP has demonstrated significant achievements across all programme outputs and operational milestones.

The year 2019 observed increased momentum across the programme interventions. However, the steady progress was halted by the onset of the COVID-19 pandemic in March 2020. COVID-19 pandemic has had a significant impact on the implementation of field-based interventions since the inception of the nationwide lockdown starting from end-March. Due to movement restrictions, many field-level activities were suspended, which delayed the programme implementation and achievement of targets. However, the Project was able to refocus targets in order to respond to the immediate crisis of the COVID-19, the 2020 and 2021 Annual Work Plan was re-purposed, particularly the sectoral allocation and targets of indicators following close consultation with FCDO.

The COVID-19 pandemic has continued to significantly impact the business and operations and continuity of NUPRP office at both HQ/City level due to series of extended lockdowns and widespread community-level transmission across 2020 till present in 2021. While most staff have been working from home since 26 March 2020, a significant delay in programme implementation was avoided by adopting an alternative business continuity plan that includes using digital technologies as the principal operating model. Meanwhile, it also opened a new avenue for NUPRP to respond to this unprecedented crisis and support the vulnerable populations at the grassroots level who have been adversely affected by COVID-19. With support from FCDO, NUPRP implemented an extensive and multipronged COVID emergency response programme spanning from end-March to May 2020 covering multiple interventions - Communication and Outreach; Establishing Handwashing Facilities and Hygienic package; Strengthening Coordination Function; Food Assistance; Sensitisation and Capacity Building of Health Officials; Data, Research and Third-Party Monitoring and Operations. Notably, the emergency response interventions undertaken by the NUPRP was the largest urban response in Bangladesh and was also UNDP's one of the largest COVID emergency response by any single programme globally.

Evaluation Purpose

*Purpose*

The purpose of the Mid-Term Evaluation is to review the overall performance of the programme, assess the achievements to date, document lessons learned, and provide recommendations to NUPRP/UNDP to inform the remaining implementation period of NUPRP and make any mid-course corrections. The outcome of the Mid-Term Evaluation will



also enable NUPRP to engage in discussion to form an opinion on future interventions and potential expansion of the programme (for the government) with a renewed scope of work, by taking into consideration a radically changed context considering the urban poor and the 'new poor' in a post-COVID-19 environment

*Timing:*

The Mid-Term Evaluation (MTE) is proposed to be conducted from February to May 2022 at end of April 2022

*Utilisation:*

The MTE process will be aligned to the planned 2021 Annual Outcome Monitoring (AOM) process, the findings of which will inform the MTE. The AOM planned for August 2021 will measure progress against select set of high-level Outcome and Output Indicators. The major audience of this Evaluation will be NUPRP Team, UNDP Bangladesh, FCDO, Local Government (at City/National level) and Civil society Organisations who are currently under partnership with NUPRP.

UNDP will consider all useful findings, conclusions and recommendations from the evaluation, prepare a systematic management response for each recommendation, and implement follow-up actions as per UNDP Evaluation Resource Center guidance/policies.

*Objective of the Assignment*

The main objective of the Mid-Term Evaluation (MTE) is to undertake a *Performance Evaluation* and *Process Evaluation* of the NUPRP as it reaches its third year of programme implementation since its inception in August 2018. The evaluation will primarily be an independent assessment of the programme to track the performance against the approved Results Framework, will review the programme and operational processes which contribute to achieving the programme results and making recommendations to improve programme implementation and making necessary course corrections.

More specifically, the objectives of the MTE will be to assess:

- **Programme Performance:** Assess the progress made towards achieving the expected results and since the programme inception in August 2018 against the approved Results Framework and its contribution to the UNSDF/CPD outcomes.
- **Evaluability:** Assess the relevance, effectiveness, efficiency, impact (measuring processes towards the impact), coherence and sustainability of the programme within the country context.
- **Programme Design:** Assess the relevance of the Theory of Change and Programme Strategies in the evolving context of changing socioeconomic developments due to COVID -19 impact. Recommend adjustments, if any, in the Impact Evaluation Methodology.
- **Sustainability:** Review and recommend the sustainability of the Output wise strategies.
- **Partnership and Coordination:** Assess the quality and effectiveness of the existing Partnerships arrangements across the Output areas, operations and Cities and recommend potential partnerships to strengthen coordination and sustainability of the activities once NUPRP starts phasing out.
- **Scalability/Replication of Good Practices:** Assess the innovative practices across output areas in 19 Cities/Towns for wider scale-up and replication.
- **Risk Mitigation:** Assess the potential risks (based on FCDO Guidelines) to initiate countermeasures to address them.
- **Governance, Operational and Quality Assurance Mechanisms:** Review the existing management, operational and quality assurance mechanism at the HQ/City level to strengthen the internal processes and recommend measures to reduce the operational costs to respond to the overall Budget revision.

- Lessons Learned, Challenges, and New Opportunities: Review and document the emerging lessons, challenges and opportunities within the COVID context.
- Recommendations to enhance the programme implementation and sustainability.

## 7. Duties and Responsibilities

### Scope of Evaluation

The Mid-Term Evaluation will follow the revised OECD DAC's Criteria outlined in the Evaluation Framework - *Relevance, Effectiveness, Coherence, Efficiency, Impact and Sustainability*. Human Rights, Gender equality, disability, social inclusion, climate resilience, and anti-corruption will be added as cross-cutting criteria. The Team of Consultants will develop a set of Evaluation Questions covering each of these criteria and submit an evaluation matrix as part of the Inception Report and shall include it as an Annex to the final report.

The geographical scope of this review includes 19 Cities and Towns across the country. The mid-term evaluation covers the project implementation of the project from 14th August 2018 (the beginning of the NUPRP) to December 2021

In brief, the MTE will focus on the programme's progress, achievement, challenges, lesson learnt and sustainability.

### Scope of Work and Timeline

The evaluation team consists of one international consultant and one national consultant. The International Consultant (Team leader) will be responsible to take charge of the whole MTE of the programme and take care of the overall quality and timely submission of the report. Specifically, he/she will have the following roles and responsibilities.

- Overall lead and manage the MTE mission
- Review of relevant documents and finalise the review methods, scope and data collection and analysis instruments
- Guide the national team member in designing the data collection tools and data gathering process
- Consult with key persons of national partners and relevant international development partners including donors
- Contribute to and ensure the overall quality of the outputs and final report ensuring the triangulation of the findings, obtain strong evidence for the analysis of information from multiple sources
- Provide strategic guidance and inputs to the national consultant in drafting the report
- Share the key findings of the review with the concerned stakeholders
- Incorporate the comments and feedback of the stakeholders in the draft report to finalise it and submit the final report to NUPRP/UNDP within the stipulated timeline.

The Mid-Term Evaluation is proposed to be conducted from February to May 2022 and the evaluation report should be available by April 2022. The total duration of the evaluation will be 30 days over 3 months starting in December according to the following plan:

Phase	Scope of Work of the Consultant	Number of Days	Planned Timeline
Inception Phase	<ul style="list-style-type: none"> <li>• Conduct desk review of existing documents, including project document, strategies developed by the project, reports and documents developed by the project, and write-ups on the project initiatives;</li> <li>• Draft an inception report, including detailed evaluation methodology, evaluation matrix, timeline, and data collection tools;</li> <li>• Develop data collection tools;</li> </ul>	05 days	28th February 2022

	<ul style="list-style-type: none"> <li>Organize an inception meeting to solicit feedback;</li> <li>Revise and finalize the inception report and data collection tools</li> </ul>		
Data Collection Phase	<ul style="list-style-type: none"> <li>Conduct data collection in the field and/or remotely;</li> <li>Consult with relevant UNDP staff, including the management and stakeholders;</li> <li>Collect data and information through document review;</li> <li>Provide debriefing to the UNDP CO and the stakeholders on the key findings</li> </ul>	14 days	30th March 2022
Reporting Phase	<ul style="list-style-type: none"> <li>Triangulate/ analyze findings from desk review, stakeholders' interviews, KIIs and FGDs;</li> <li>Prepare a draft evaluation report;</li> <li>Organize a meeting to share draft findings with UNDP and relevant stakeholders to solicit feedback;</li> <li>Revise the draft evaluation report to incorporate comments and feedback;</li> <li>Finalize and submit a finalized evaluation report</li> <li>A brief on the future course of the project</li> </ul>	8 days (Draft evaluation report)	15th April 2022 (Draft evaluation report)
		3 days (Presentation and finalize evaluation report)	15th May 2022 (Presentation and finalize evaluation report)

#### Evaluation Questions

The Evaluator/s will develop a set of evaluative questions based on the revised OECD DAC's Criteria as outlined below

*Relevance: The extent to which the intervention objectives and design respond to beneficiaries', global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.*

- To what extent was the NUPRP design relevant in supporting balanced, sustainable and pro-poor development in the slum and low-income settlements in urban areas through more effective and inclusive municipal/local governance?
- To what extent was the design and strategy of the NUPRP relevant with national priorities outlined in the 7<sup>th</sup> and 8<sup>th</sup> Five Year Plan and UN priorities in Bangladesh?
- To what extent was the design and strategy of the NUPRP aligned with CPD (2017-2020) and UNDAF (2017-2020)?
- To what extent was the theory of change applied in the NUPRP relevant to serve the needs of the urban poor?
- To what extent the theory of change was relevant in empowering the urban poor to exercise their right to life with dignity and respect?
- To what extent the COVID 19 emergency response was relevant in containing the transmission of COVID 19 infection in the urban poor communities with project presence?

*Effectiveness: The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups*

- To what extent has the programme achieved the objectives and targets of the Results Framework in the Programme Document?

- Compared to 2019, to what extent has the programme been effective in creating structural space for policy dialogue and influencing?
- To what extent has the programme been effective in empowering the urban poor communities in pro-poor planning based on their priorities?
- What factors contributed to the achievement or non-achievement of the NUPRP outcomes and outputs?
- To what extent and in what ways has ownership - or the lack of it - by the implementing partner/s impacted the effectiveness of the NUPRP?
- To what extent have the marginalised and vulnerable populations (Single Women Headed Households, People with Disabilities, Religious & Caste-based minorities, elderly) have been able to exercise their rights through the programme interventions? Have the programme interventions contributed to bringing about transformative change in power relations?
- To what extent NUPRP is contributing to improving the resilience of the urban poor to climate/man-made vulnerabilities and shocks?
- To what extent NUPRP was able to support the livelihood of the urban poor during the COVID 19 emergency response

*Efficiency: The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.*

- To what extent were the NUPRP outputs delivered in time to ensure high-quality programming?
- To what extent has NUPRP ensured value for money?
- To what extent has funding impacted the programme implementation? Was funding sufficient for the achievement of results? (Funding analysis)
- To what extent synergies were developed between UNDP initiatives/programmes that contributed to reducing costs while supporting results?
- How well did programme management work to achieve targeted results?
- To what extent did programme M&E systems provide management with a stream of data that allowed it to learn and adjust implementation accordingly?
- To what extent did NUPRP ensure value for money and cost efficiency while responding to COVID emergencies.
- To what extent the mitigation measures were efficient in addressing the fiduciary risks including safeguarding at each level?

*Sustainability: The extent to which the net benefits of the intervention continue or are likely to continue.*

- What are the national partner's resources, motivation and ability to continue implementing the programme till the end?
- To what extent will the NUPRP achievements be sustained? What are the indicators of sustainability for these achievements, e.g., through requisite capacities (systems, structures, staff, etc.)? What are the challenges and opportunities?
- To what extent are the institutional mechanisms and policies in place to sustain the impact of NUPRP's interventions?
- Review the level and range of partnerships established at all levels which contributed to scaling up and sustaining the programme interventions?
- To what extent the capacities have been strengthened at the local and municipal governance levels?

*Impact: Extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.*

- To what extent the annual milestones of programme outputs were achieved and contributed or expected to contribute to achieving the relevant outcome level results?

*Coherence: The compatibility of the intervention with other interventions in a country, sector or institution.*

- To what extent do various interrelated Output interventions (including policies) are coherent amongst each other in ensuring a harmonised response? It includes internal coherence and external coherence.
- To what extent the various components of the programme were coherent in addressing the human rights and exclusion issues of the urban poor?

#### Methodology

The Team of Consultants are expected to propose and determine a sound evaluation design and methodology (including detailed methodology to answer each evaluation question) and submit it to UNDP in the inception report following a review of all key relevant documents and meetings with representatives of UNDP, NUPRP and LGD. However, it is suggested that the evaluation should use a mixed-method approach – collecting and analysing both qualitative and quantitative data using multiple sources in order to draw valid and evidence-based findings and conclusions and practical recommendations. The evaluation team is expected not only to conduct specific surveys to collect quantitative data but also is highly encouraged to review all relevant reports providing quantitative data collected by NUPRP, UNDP, Government or other agencies. However, final decisions about the specific design and methods for the evaluation will be made through consultation among the UNDP, NUPRP and the consultants and key stakeholders about what is appropriate and feasible to meet the evaluation purpose and objectives as well as answer the evaluation questions, given limitations of budget, time and data. Methods to be used by the evaluation team to collect and analyze the required data shall include but not limited to:

#### Inception Phase

- Conduct a comprehensive desk review of the existing key documents that will be useful for this evidence-based assessment. The key documents include but not limited to Project document, Result Framework/M&E Framework, Project Quality Assurance Report, Annual Work Plans, Donor Reports, Progress Reports of COVID-19 supporting activities, and relevant survey/ study reports.
- Attend briefing sessions with the NUPRP team, FCDO and UNDP Country Management Team.
- Submit an Inception Report outlining in detail the Evaluation Questions, Methodology, and Evaluation Matrix to elaborate on how each evaluation question will be answered along with proposed sources of data, data collection tools and analysis procedures.
- Data and evidence will be triangulated with multiple sources to address evaluation questions. The final methodological approach including interview schedule and data to be used in the evaluation should be clearly outlined in the inception report and fully discussed and agreed upon between UNDP, stakeholders, and the consultants. The Evaluation team should select the respondents using an appropriate sampling technique.

#### Data Collection

- The Evaluation should use a mixed-method approach – collecting and analysing both qualitative and quantitative data using multiple sources in order to draw valid and evidence-based findings and conclusions and practical recommendations.
- The MTE should build upon the available programme documents, field visits to project sites (if possible due to restrictions imposed by the pandemic), Key Informant Interviews (KIIs) with key stakeholders and focus group discussions (FGDs) with relevant stakeholders (virtual in case of travel restriction), which would provide an opportunity for more in-depth analysis and understanding of the programme.

- The Evaluator/s should use the findings of the Impact Evaluation Documents – Baseline Report, Socio-Economic Assessment of COVID Impact on Urban Poor, Annual Outcome Monitoring processes (2020/2021) to inform the Evaluation process. The Evaluator/s should triangulate the various data sources to maximise the validity and reliability of the data. Data from NUPRP’s existing database may be used as secondary data if appropriate.
- Evaluation methods should be selected for their rigour in producing empirically based evidence to address the evaluation criteria, to respond to the evaluation questions, and to meet the objectives of the evaluation.
- The methodology used in the Mid-Term Evaluation including data collection and analysis methods should review the extent to which cross-cutting areas including gender, disability, climate resilience and Leaving No One Behind has been integrated across the programme.
- The evaluation data and findings should be disaggregated by sex, ethnicity, age, disability, geography etc.
- The Evaluator/s should develop semi-structured interview questionnaires and conduct in-depth interviews (could be virtually depending upon the COVID-19 situation) with selected representatives of the Local Government at the National and Corporation/Municipality level.
- The Evaluator/s should also interview (could be virtual) key officials from Networks, FCDO, and representatives of CSOs at both the National and city level.
- The Evaluator/s is expected to conduct a field mission (based on select sample Cities – not more than 5) to observe and conduct discussions with representatives of the Local Government, Field Office Staff, Frontline Staff, Community leaders and members (subject to the COVID-19 situation). If the crisis remains unchanged, the team should conduct the discussions virtually.
- The Evaluator/s are expected to follow a participatory and consultative approach ensuring close engagement with the NUPRP Team implementing the programme and other key stakeholders.
- The current situation of the COVID-19 crisis in the country needs to be considered when proposing data collection tools. The evaluation team is expected to present alternative means of data collection as viable options.
- In case if a data collection/field mission is not possible, then remote interviews may be undertaken partially through telephone or online (skype, zoom etc.). Details will be decided during the inception phase in consultation with UNDP and stakeholders. No stakeholders, consultants or UNDP staff should be put in harm’s way and safety is the key priority.

#### Report Development

- Develop draft Mid-Term Evaluation Report and make a presentation on the draft findings with NUPRP, UNDP, FCDO and relevant stakeholders to solicit feedback.
- Revise the draft Report to address necessary feedback and finalise the Mid-Term Evaluation Report.

The evaluation report will contain the same sections as the final report and shall follow the structure outlined in Annex 3/ Evaluation Report Template and Quality Standards (Page 56-60) of Section 4/ Evaluation Implementation and Use of UNDP Evaluation Guidelines (2021). The draft report will be reviewed by the NUPRP, UNDP, and FCDO. The draft report will ensure that each evaluation question is answered with in-depth analysis of information and back up the arguments with credible quantitative and/or qualitative evidence.

The evaluation report will be quality assessed by UNDP Bangladesh Country Office and UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 (Page 9-13) of the UNDP Evaluation Guidelines[. The evaluators consider it carefully while drafting the evaluation report.

Data and evidence will be triangulated with multiple sources to address evaluation questions. The final methodological approach including interview schedule and data to be used in the evaluation should be clearly outlined in the inception report and fully discussed and agreed upon between UNDP, stakeholders, and the consultants.

#### Gender and Human Rights-Based Approach

As part of the requirement, the evaluation must include an assessment of the extent to which the design, implementation, and results of the project have incorporated a gender equality perspective and a rights-based approach. The evaluators are requested to review *UNEG's Guidance in Integrating Human Rights and Gender Equality in Evaluation* during the inception phase

In addition, the methodology used in the mid-term evaluation, including data collection and analysis methods should be human rights and gender-sensitive to the greatest extent possible, with evaluation data and findings disaggregated by sex, ethnicity, age, etc. Detailed analysis on disaggregated data will be undertaken as part of mid-term evaluation from which findings are consolidated to make recommendations and identify lessons learned for the enhanced gender-responsive and rights-based approach of the project.

These evaluation approaches and methodology should consider different types of groups in the project intervention – women, youth, minorities, and vulnerable groups. Persons with disabilities (PwD) also need to be considered in the evaluation, following the updated UNDP evaluation report checklist.

#### Expected Deliverables

The Evaluator/s should submit the following deliverables:

- Inception report detailing the proposed Workplan, Methodology, Evaluation Matrix, and Data Collection Tools;
- Draft Evaluation Report;
- PowerPoint Presentation on key MTE findings;
- Final Evaluation Report within stipulated timeline incorporating feedback from the concerned parties
- A brief on the future prospects, opportunities and engagement of the project
- Audit Trail and Data Collection Tools (if any)

#### Management Arrangements

The Evaluation Team will independently conduct the evaluation but shall take necessary assistance from NUPRP, and UNDP. Under the supervision of the Deputy Resident Representative, Assistant Resident Representative (Governance Cluster) and Assistant Resident Representative (Partnership Cluster), and M&E Focal Point of UNDP Bangladesh will provide the necessary oversight and quality assurance throughout the evaluation process and deliverables. The NUPRP team led by the CTA/Project Manager and the Monitoring and Evaluation Specialist will provide necessary support to manage the evaluation process on a daily basis. The Consultant will also seek technical guidance from M&E Focal Point at UNDP Bangladesh Country Office. The programme evaluation report needs to be cleared by the M&E Focal Point at UNDP Bangladesh Country Office and approved by the Deputy Resident Representative, UNDP Bangladesh, and RBM/ M&E focal point, UNDP Bangkok Regional Hub.

## Evaluation Team Composition

The evaluation team will be comprised of one Team Leader (an International Consultant) and one national consultant. The presence of an international consultant and a national consultant is deemed desirable given the complexity and sensitivity of some of the issues concerned, and therefore to safeguard the independence and impartiality of the evaluation.

An International Evaluator shall be responsible for managing the overall evaluation process as a Team Leader, including evaluation design and implementation. The International Evaluator shall take the lead in the preparation and finalization of an evaluation report with the National Evaluator and ensure the quality of the report, incorporating feedback/ inputs from all relevant stakeholders. The National Evaluator shall be responsible for all evaluation processes and is particularly expected to provide quality inputs to all deliverables using her/his understanding of local contexts in the given thematic areas.

A detailed work plan, including the division of labour needs to be included in the inception report and will be discussed with UNDP and key stakeholders during the inception phase.

The National Consultant will be hired by UNDP

## 8. Competencies

### Corporate Competencies

Demonstrates integrity by modelling the UN's values and ethical standards (human rights, tolerance, integrity, respect, and impartiality);

- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

### Functional Competencies

- Consistently approaches work with energy and a positive, constructive attitude;
- Strong interpersonal and written and oral communication skills;
- Strong analytical skills and strong ability to communicate and summarise this analysis in writing
- Has ability to work both independently and in a team, and ability to deliver high-quality work on tight timelines.

### Skills

- Strong leadership and planning skills
- Excellent written and presentation skills (English)
- Strong analytical and report writing skills
- Strong communication skills
- Ability to work in the multi-cultural team environment and to deliver under pressure/meet deadlines
- Ability to work with a wide range of institutions/organisations, including high-level government, UN agencies, and civil society
- Ability to network with partners on various levels
- The necessary computer skills with competence in MS office package

## 9. Required Skills and Experience

International Consultant- Mid Term Evaluation for NUPRP.

<http://www.bd.undp.org/content/dam/bangladesh/docs/Jobs/Interest%20and%20Submission%20of%20Financial%20Proposal-Template%20for%20Confirmation.docx>

### Educational Qualification

At least Master's degree in political science, disaster management, development evaluation, development studies/management or any other relevant subjects;



### Working Experience

- At least 7 years of working experience in urban local governance and poverty reduction;
- Demonstrated experience of conducting similar evaluations of development programmes and projects, particularly from gender, exclusion and human rights-based approach;
- Knowledge and demonstrated experience in conducting evaluation and programme reviews, especially in South Asia, particularly Bangladesh

### Special Note

The Consultant must have no previous involvement in the design and implementation of NUPRP project. Any individual who has had prior involvement in the design and implementation of NUPRP project or those who have been directly or indirectly related to the NUPRP project are not eligible for this consultancy due to conflict of interests.

### Price Proposal and Schedule of Payments

A consultant must send a financial proposal based on Lump Sum Amount. The total amount quoted shall be all-inclusive and include all costs components required to perform the deliverables identified in the TOR, including professional fee, travel costs, and any other applicable cost to be incurred by the IC in completing the assignment. The contract price will be a fixed output-based price regardless of the extension of the herein specified duration. Payments will be done upon completion of the deliverables/outputs and as per the below percentages:

Deliverables/Outputs	Estimated Duration	Tentative Due Dates	Payment Schedules	Review and Approvals Required
Submission of Inception Report, including a detailed methodology note and evaluation matrix (based on meetings with the NUPRP, the desk review and preliminary analysis of the available information provided by NUPRP)	5 days	28th February 2022	20%	<ul style="list-style-type: none"> <li>• ITA/Project Manager, NUPRP</li> <li>• M&amp;E Specialist, NUPRP</li> <li>• Deputy Resident Representative, UNDP Bangladesh</li> <li>• Head of DG Cluster, UNDP Bangladesh</li> </ul>
Submission of Draft Evaluation Report	22 days	30th April 2022	45%	<ul style="list-style-type: none"> <li>• M&amp;E Specialist, UNDP Bangladesh</li> </ul>
Presentation of Report and Finalization A brief on the future course of the project	3 days	15th May 2022	35%	

### Evaluation Method and Criteria

Individual consultants will be evaluated based on the following methodology:

#### Cumulative Analysis

The award of the contract shall be made to the individual consultant whose offer has been evaluated and determined as a) responsive/compliant/acceptable; and b) having received

the highest score out of set of weighted technical criteria (70%). and financial criteria (30%). Financial score shall be computed as a ratio of the proposal being evaluated and the lowest priced proposal received by UNDP for the assignment.

**Technical Criteria for Evaluation for International Consultant (Maximum 70 points)**

Criteria	Weight	Max. Point
Technical	70%	70
Educational qualification	5%	5
Working experience in urban local governance and poverty reduction	25%	25
Demonstrated experience of conducting similar evaluations of development programmes and projects, particularly from gender, exclusion and human rights-based approach	30%	30
Knowledge and demonstrated experience in conducting evaluation and programme reviews, especially in South Asia, particularly Bangladesh	10%	10
Financial	30%	30
Total	100%	100

Only candidates obtaining a minimum of 49 points (70% of the total technical points) would be considered for the Financial Evaluation

**Financial Evaluation (Total 30 marks)**

*All technical qualified proposals will be scored out 30 based on the formula provided below. The maximum points (30) will be assigned to the lowest financial proposal. All other proposals received points according to the following formula:*

$$p = y (\mu / z)$$

where:

- p = points for the financial proposal being evaluated;
- y = maximum number of points for the financial proposal;
- $\mu$  = price of the lowest priced proposal;
- z = price of the proposal being evaluated

**DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS**

Interested individual consultants must submit the following documents/information to demonstrate their qualifications:

**Proposal**

- Duly accomplished Letter of Confirmation of Interest and Availability using the template provided by UNDP;
- Personal CV, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;
- Brief description of why the individual considers him/herself as the most suitable for the assignment and a methodology on how they will approach and complete the assignment;
- Financial Proposal: Financial Proposal has to be submitted through a standard interest and availability template which can be downloaded from the link below:

<http://www.bd.undp.org/content/dam/bangladesh/docs/Jobs/Interest%20and%20Submission%20of%20Financial%20Proposal-Template%20for%20Confirmation.doc>

**Annex 1: Result Framework (Subject to Change)**

Intended Outcome as stated in the Country Programme Results and Resource Framework:  
UNDAF Outcome 2: Enhance effective management of the natural and manmade environment focusing on improved sustainability and increased resilience of vulnerable individuals and groups.

<p>CPD Outcome:  1. Increase opportunities, especially for women and disadvantaged groups to contribute to and benefit from economic progress;  3. Enhance effective management of the natural and man-made environment focusing on improved sustainability and increased resilience of vulnerable individuals and groups</p>			
<p>Applicable Output(s) from the UNDP Strategic Plan:  Output 1.1.2 (Poverty) Marginalized groups, particularly the poor, women, people with disabilities and displaced are empowered to gain universal access to basic services and financial and non-financial assets to build productive capacities and benefit from sustainable livelihoods and jobs;  Output 3.3.1 (Resilience) Evidence-based assessment and planning tools and mechanisms applied to enable implementation of gender-sensitive and risk-informed prevention and preparedness to limit the impact of natural hazards and pandemics and promote peaceful, just and inclusive societies</p>			
<p>CPD Outputs:  Output 1.1. The Government has knowledge and skills to better target remaining pockets of poverty and expand opportunities for women to contribute to and benefit from economic progress  Output 1.2: National and local government have the capacity to implement urban and rural poverty policies and programmes  Output 3.1.: Government institutions have improved capacities, and institutional and legal frameworks to respond to and ensure resilient recovery from earthquakes, weather extremes, and environmental emergencies</p>			
<p>Project title and ID (ATLAS Award ID): National Urban Poverty Reduction Programme (NUPRP), ID 00084928</p>			
Expected Outcome and Outputs	Indicators	Baseline and Targets	Data Source
<p>Outcome1: GoB and actors working in the urban space are more coordinated and strategic in their approach to inclusive, climate-smart urban development .</p>	<p>1.1 (i) Urban Chapter of the Eighth five Year Plan; (ii) Urban sector policy influenced.</p>	<p>Baseline- N/A  2018 -N/A  2019 - ToR Develop  2020 - Stage 1- NUPRP provides inputs to inform the Urban Chapter of the 8th five-year plan of GoB- complete;  Stage 2- Urban Social Protection issue is included in the common narrative of the Development Partners as priority agenda- complete;  Stage 3-National level Consultation Workshop organised to advocate on the Urban Chapter in partnership with Bangladesh Institute of Planners (BIP) and Bangladesh Urban Forum (BUF)- initiated  2021- Stage 3-National level Consultation Workshop organised to advocate on the Urban Chapter in partnership with Bangladesh Institute of Planners (BIP) and Bangladesh Urban Forum (BUF) -</p>	<p>Minute Consultation Meeting and Background studies. Annual Outcome Monitoring (AOM) &amp; Impact Evaluation Report</p>

		<p>complete;</p> <p>Stage 4- Urban Social Protection Policy document (based on NUPRP lessons) developed for national level policy advocacy-complete;</p> <p>Stage 5 - The Urban Sector Policy document is revised based on inputs of National Technical Committee formed by the LGD - 2021-initiated.</p> <p>2022- Stage 5 - The Urban Sector Policy document is revised based on inputs of National Technical Committee formed by the LGD - 2021.</p> <p>Stage 6- UNDP/NUPRP provides technical assistance to the General Economics Division (GED) to develop urban sector plan under 8th Five Year Plan.</p> <p>2023- Stage 7 - NUSP is approved by the LGD.</p>	
<p>1.2 Performance of Bangladesh Urban Forum &amp; Municipal Association of Bangladesh is strengthened on an objective and agreed scale to assess institutional effectiveness due to capacity building.</p>	<p>Baseline - NA</p> <p>2018- NA</p> <p>2019- Stage 1- Partnership TOR developed and MoU signed with MAB.</p> <p>2020- Stage 1- Partnership TOR developed and MoU signed with MAB.</p> <p>Stage 2- Lessons learned on covid impact by the MAB members documented (through webinar series) for policy advocacy</p> <p>Stage 3- Capacity Assessment of MAB undertaken and areas identified for institutional strengthening and advocacy-initiated.</p> <p>2021- Stage 3- Capacity Assessment of MAB undertaken and areas identified for institutional strengthening and advocacy.</p> <p>Stage 4- Consultations (at least 4) with MAB affiliated municipalities organized to advocate on the best practices in Municipal Reform and inclusive urban development.</p> <p>Stage 5: Regional Urban Forum (at least two) organised and institutional development plan of BUF developed.</p> <p>2022- Stage 6: NUPRP in partnership with MAB advocates for National Slum Upgrading Policy (at least one high-level policy roundtable organized) and develop an inclusive urban development guideline based on NUPRP good practices.</p>	<p>Baseline - NA</p> <p>2018- NA</p> <p>2019- Stage 1- Partnership TOR developed and MoU signed with MAB.</p> <p>2020- Stage 1- Partnership TOR developed and MoU signed with MAB.</p> <p>Stage 2- Lessons learned on covid impact by the MAB members documented (through webinar series) for policy advocacy</p> <p>Stage 3- Capacity Assessment of MAB undertaken and areas identified for institutional strengthening and advocacy-initiated.</p> <p>2021- Stage 3- Capacity Assessment of MAB undertaken and areas identified for institutional strengthening and advocacy.</p> <p>Stage 4- Consultations (at least 4) with MAB affiliated municipalities organized to advocate on the best practices in Municipal Reform and inclusive urban development.</p> <p>Stage 5: Regional Urban Forum (at least two) organised and institutional development plan of BUF developed.</p> <p>2022- Stage 6: NUPRP in partnership with MAB advocates for National Slum Upgrading Policy (at least one high-level policy roundtable organized) and develop an inclusive urban development guideline based on NUPRP good practices.</p>	<p>Eighth 5-year plan, Urban Sector Development Policy (USDP), Forum reports, strategies, mid-term review reports, background studies. Measured through Impact Evaluation, AOM</p>

		Stage 7: Policy advocacy initiated for adoption of Inclusive Urban Development Guideline by the GoB/LGD 2023- Stage 7: Policy advocacy initiated for adoption of Inclusive Urban Development Guideline by the GoB/LGD	
Outcome2: Municipal Authorities more effectively manage and deliver inclusive, climate-smart urban development	2.1 Number of Cities/Towns with increased budget allocation/spend for poverty reduction interventions	Baseline -0 2018 - NA 2019 - Analysis framework to be developed 2020 - 10 2021 - 15 2022 - 19 2023 - 20	Baseline & End Line Survey; Government Budgets, Memo, Reports, Annual Outcome Monitoring (AOM)
	2.2 Percentage of people satisfied with Urban Local Government (ULG) services	Baseline - 55.4% 2018 - NA 2019 - 35% 2020 - 60% 2021 - 65% 2022 - 70% 2023 - 70%	Baseline & End Line Survey; Annual Outcome Monitoring Report (AOM)
	2.3 Number of Cities/Towns in which the local government is implementing climate resilient infrastructure (as specified in Infrastructure Development Plan).	Baseline - 55.4% 2018 - NA 2019 - 2 Cities/Towns at Stage 2 - Matching Funds contributed by the Municipalities under CMRIF as part of the Annual Workplan 2020 - 4 Cities/Towns at Stage 2 - Matching Funds contributed by the Municipalities under CMRIF as part of the Annual Workplan 2021 - 10 Cities/Towns at Stage 3 SIF/CMRIF Plan integrated into the Municipal Infrastructure Annual Workplan 2022 - 15 Cities/Towns at Stage 3 SIF/CMRIF Plan integrated into the Municipal Infrastructure Annual Workplan 2023 - 15 Cities/Towns at Stage 3 SIF/CMRIF Plan integrated into the Municipal Infrastructure Annual Workplan	Baseline & End Line Survey; Annual Local Government Plans, Strategies, Budgets
	2.4 Number of Cities/Towns implementing Multi Sectoral Nutrition Plans as part of the Municipal Corporation	Baseline - 0 2018 - NA 2019 - 10 Cities/Towns at Stage 1-Multisectoral Nutritional Coordination Committee established, and ToRs developed. 2020 - 20 Cities complete Stage-1 and 15 Cities complete at Stage-2 Multisectoral Nutritional Plans developed and implemented.	Quarterly Field Reports; Meeting Minutes; Multi-Sectoral Nutrition Plans; AOM

	Annual Workplan	2021 - 20 Cities/Towns completed Stage-2 and process for stage 3: Multisectoral Nutritional Plans costed and integrated within Municipal Corporation Annual Workplan initiated. 2022 - 20 Cities/Towns at Stage 3: Multisectoral Nutritional Plans costed and integrated within Municipal Corporation Annual Workplan 2023 - 20 Cities/Towns at Stage 3: Multisectoral Nutritional Plans costed and integrated within Municipal Corporation Annual Workplan	
Outcome 3: Urban poor communities are more resilient and empowered to articulate and demand their needs	3.1 Percentage of people perceive strong community leadership (CDC/Cluster/Federations) to influence the formal spaces for pro poor climate resilient urban development	Baseline -18.5% 2018 - NA 2019 - 20% 2020 - 45% 2021 - 55% 2022 - 75% 2023 - 80%	Baseline & Endline Survey; Annual Outcome Monitoring (AOM)
	3.2 Percentage of PG members who received benefits feel they have a voice in influencing local government decision making (planning and management)	Baseline -18.2% 2018 - NA 2019 - 20% 2020 - 35% 2021 - 55% 2022 - 75% 2023 - 80%	Baseline & Endline Survey; Annual Outcome Monitoring (AOM)
	3.3 Percentage of pregnant and lactating women grantees and children (7-24 months) grantees who consumed protein in last 7 days (women) and 24 hours (children)	Baseline -31.7% 2018 - NA 2019 - Grant disbursed to towns 2020 - 80% 2021 - 85% 2022 - 90% 2023 - 95%	Baseline & Endline Survey, Impact Evaluation, Annual Outcome Monitoring (AOM)
	3.4 Average number of days to recover from a) Climate and b)	Baseline -33 days 2018 - NA 2019 - 35 days 2020 - 30 days	Baseline & Endline Survey, Impact

	non-climate related shocks	2021 – 25 days 2022 – 20 days 2023 – 20 days	Evaluation, Annual Outcome Monitoring (AOM)
	3.5 Percentage of Households reporting they are at risk of eviction	Baseline -24.3% 2018 - NA 2019 – 25% 2020 – 22% 2021 – 18% 2022 – 15% 2023 – 15%	Baseline & Endline Survey; Annual Outcome Monitoring
Output 1: Improved coordination, planning and management at the National level and in programme towns and cities.	1.1 Level of engagement by Municipalities and City Corporations for inclusive climate resilient urban development (mahallah and poor settlement mapping, community action planning, city-wide plans and budgets).	Baseline -0 2018 - NA 2019 – Methodology and Tool Developed 2020 – High – 5, Medium – 10, Low – 5 2021 – High – 12, Medium – 8, Low – 0 2022 – High – 20, Medium – 0, Low – 0 2023 – High – 20, Medium – 0, Low – 0	Baseline & Endline Survey, Annual Assessment Report, AOM
	1.2 Number of Poaurashava with functional decentralized committees (Disaster Management Committee/Town Level Coordination Committee/Ward Committee) with representation from Town Federation/CDC Clusters/CDCs.	Baseline -0 2018 - NA 2019 – Methodology and Tool Developed 2020 – 5 2021 – 8 2022 – 8 2023 – 8	Baseline & Endline Survey, Annual Assessment Report, AOM
	1.3 Number of Cities/Towns with Pro Poor and Climate Resilient Urban	Baseline -0 2018 – 7, Stage1: Participatory poverty mapping and Climate change vulnerability assessment completed, and findings shared.	Quarterly Field Report; Baseline & Endline Survey; Annual

	Strategy under implementation	2019 – 8, Stage1: Participatory poverty mapping and Climate change vulnerability assessment completed, and findings shared. 2020 – 12 City and Towns, Stage1: Participatory poverty mapping and Climate change vulnerability assessment completed, and findings shared. 1 Towns, Stage2: Strategy developed and piloted in one city 2021 – 8, Stage 3: Strategy developed for other cities. 6 Cities/Towns, Stage 4: Strategy implemented. 2022 – 14 Cities/Towns, Stage 4: Strategy implemented. 2023 – 16 Cities/Towns, Stage 4: Strategy implemented.	Outcome Monitoring Report; Climate Resilient Urban Strategy
Output 2: Enhanced organisation, capability and effective voice of poor urban communities	2.1 Percentage of Community Organisations (a) CDCs; (b) CDC Clusters whose performance is judged "moderately and fully effective" on an objective and agreed scale to assess institutional effectiveness as a result of capacity building.	a) CDCs Baseline -0% 2018 - Methodology and Tool Developed 2019 – 30% 2020 – Fully Effective - 5% Moderately Effective- 65% 2021 – Fully Effective - 20% Moderately Effective- 50% 2022 – Fully Effective - 50% Moderately Effective- 50% 2023 – Fully Effective - 60% Moderately Effective- 40% ona) CDC Cluster Baseline -0% 2018 - Methodology and Tool Developed 2019 – 20% 2020 – Fully Effective - 10% Moderately Effective- 65% 2021 – Fully Effective - 25% Moderately Effective- 50% 2022 – Fully Effective - 50% Moderately Effective- 50% 2023 – Fully Effective - 60% Moderately Effective- 40% b) Federations Baseline -0% 2018 - Methodology and Tool Developed 2019 – 30% 2020 – Fully Effective - 5% Moderately Effective- 45% 2021 – Fully Effective - 20% Moderately Effective- 50% 2022 – Fully Effective - 50% Moderately Effective- 50% 2023 – Fully Effective - 60% Moderately Effective- 40%	CDC Assessment Report, CDC Cluster Assessment Report, Federation Assessment Report, AOM
	2.2 Percentage of CDCs implementing	Baseline -0 2018 - Methodology and Tool Developed 2019 – 16% (580)	Monthly CAP Report from Towns;



	Community Action Plans (CAP) based on the Guidelines	2020 – 35% (1141) 2021 – 65% (1956) 2022 – 90% (2771) 2023 – 100% (3261)	Community Action Plans
	2.3 Number of Savings & Credit Group (SCG) members and their effectiveness to address shocks and stresses.	Baseline - 12, 864 (SCG-1072) 2018 - 19,200 (SCG-1600) 2019 – 1,09,200 (SCG-9100) 2020 – 2,18,400 (SCG-18200) 2021 – 2,84,000 (SCG-23660) 2022 – 3,20,400 (SCG-26700) 2023 – 3,26,400 (SCG-27300)	Online MIS on Savings & Credit; Baseline & Endline Survey; AOM
Output 3: Increased access to socio-economic services by poor urban slum dwellers, particularly for vulnerable groups of people.	3.1 Percentage of education grantees completing the academic year in which they receive the grant (which contributes to Early Marriage Prevention)	Baseline -0 2018 - 13,490 Education grants disbursed 2019 – Cumulative 14,490, Education grants disbursed 2020 – 85% 2021 – 85% 2022 – 90% 2023 – 95%	Quarterly Field Reports; Baseline & Endline Survey; Online MIS , AOM
	3.2 Number of (a) pregnant and lactating women upto 6 months (b) Children (7-24 months) accessing Nutrition Cash Transfer Grants.	a) Baseline -0 2018 - NA 2019 – 7,500 2020 – 16,000 2021 – 17,000 2022 – 17,000 2023 – 17,000 b) Baseline -0 2018 - NA 2019 – NA 2020 – 16,000 2021 – 17,000 2022 – 17,000 2023 – 17,000	Baseline & Endline Survey, Impact Evaluation; Online MIS
	3.3 Number of Safe Community Committees (a subset of CDC Cluster) working with social service providers to address VAWG and early marriage issues.	a) Baseline -0 2018 - NA 2019 – 94 2020 – 160 2021 – 206 2022 – 206 2023 – 206	Quarterly Field Reports, AOM

	3.4 Number of people who have utilized Business Development Grant; (b) Skill Building Grant.	a) Baseline -0 2018 - 13,000 2019 - 19,000 2020 - 27,000 2021 - 35,000 2022 - 38,000 2023 - 38,000 b) Baseline -0 2018 - 5,000 2019 - 11,000 2020 - 15,500 2021 - 19,000 2022 - 21,500 2023 - 21,500	SEF Proposals & Contracts, Quarterly Field Reports, Online MIS, AOM
Output 4: Increased access for the poor for climate-resilient housing.	4.1 Number of Community Housing Development Funds (CHDF) established as legal entities.	Baseline -0 2018 - 0 2019 - 5 (Stage 1 & 2) 2020 - 2 (Stage 3), 6 (Stage 1 & 2) 2021 - 12 (Stage 3) 2022 - 12 (Stage 3) 2023 - 12 (Stage 3) (Stage 1 - CHDF Strategy developed Stage 2 - CHDF Committees formed Stage 3 - CHDF registered as legal entities)	Quarterly Field Reports; CHDF Meeting Minutes; Registration Documents
	4.2 Number of Households using their CHDF loan	Baseline -215 2018 - NA 2019 - 300 2020 - 400 2021 - 2500 2022 - 5500 2023 - 6000	Annual Financial Statements of CHDFs, Bank Statements of Beneficiaries, Quarterly Field Reports
	4.3 Number of Households with climate-resilient housing (a) New Housing; (b) Upgraded Housing.	Baseline -0 2018 - NA 2019 - NA 2020 - 300 (Stage 1) 2021 - 1200 (Stage 1), 1000 (Stage 2) 2022 - 2200 (Stage 1 & 2) 2023 - 2200 (Stage 3) Stage 1 - Construction of low-cost housing units started Stage 2 - Selection of beneficiary completed against ongoing construction housing units Stage 3 - Construction of housing completed and handed over to beneficiaries	Quarterly Review Reports, Online MIS, Government Allocation Orders, Endline survey
	4.4 Number of Cities/Towns with secured	Baseline -0 2018 - 0 2019 - 2 (Stage 1)	MIS, Land Tenure Security

	Land Tenure (based on Vacant Land Mapping, Land Tenure Action Plan, Construction of pro poor new housing).	2020 – 2 (Stage 1) 2021 – 2 (Stage 2&3) 3 (Stage1) 2022 – 5 (Stage 3) 2023 – 5 (Stage 3) Stage 1 - VLM completed Stage 2 - Land Tenure Action Plan (LTAP) developed Stage 3 - LTAP implemented	documentation, Impact Evaluation
	4.5 Number of Households with secured Land Tenure (based on Vacant Land Mapping, Land Tenure Action Plan, Construction of pro poor new housing).	Baseline -0 2018 – 0 2019 – 0 2020 – 0 2021 – 400 2022 – 11,00 2023 – 12,00	Land Tenure Action Plan, Construction of Pro poor new housing
Output 5: More and better climate-resilient and community-based infrastructure programme in towns and cities.	5.1 Number of persons with access to climate-resilient and managed drinking water and (ii) sanitation facilities which are hygienic & disability friendly.	(i) Baseline - 14,004 (M-47%; F - 53%) 2018 – 0 2019 – 1294 (50% M, 50% F) 2020 – 84,880 (50% M, 50% F) 2021 – 118,099 (50% M-50% F) 2022 – 158337 (50% M, 50% F) 2023 – 198574 (50% M, 50% F) (ii) Baseline - 14,004 (M-47%; F - 53%) 2018 – 0 2019 – 9000 (50% M, 50% F) 2020 – 160427 (50% M, 50% F) 2021 – 206128 (50% M, 50% F) 2022 – 261128 (50% M, 50% F) 2023 – 314031 (50% M, 50% F)	Baseline & End Line Survey; Quarterly Field Reports; SIF and CRMIF contracts
	5.2 Number of people supported to cope with the effects of climate change through SIF and CRMIF	Baseline -0 2018 – 0 2019 – 15912 (50% M, 50% F) 2020 – 85469 (50% M, 50% F) 2021 – 203150 (50% M, 50% F) 2022 – 361861 (50% M, 50% F) 2023 – 518648 (50% M, 50% F)	Quarterly Field Reports, SIF/CRMIF Proposals & Contracts
	5.3 Number of Cities/Towns with improved capacity of Municipalities to manage climate resilient infrastructure projects.	Baseline -0 2018 – 3 2019 – 13 2020 – 19 2021 – 20 2022 – 20 2023 – 20	Project Proposals/C ontracts; Quarterly Field Reports; Meeting Minutes

	5.4 Number of Climate Resilient Infrastructure projects in Towns/Cities (Climate Resilient Municipality Infrastructure Fund).	Baseline -0 2018 - 0 2019 - 2 2020 - 6 2021 - 14 2022 - 23 2023 - 23	Quarterly Field Reports; CIMRF Reports
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#### Annex 2: Theory of Change

NUPRP's Theory of Change contributes to the overall Goal - "Effective inclusive urbanisation in Bangladesh" by contributing to the following Outcome and Vision of Change:

NUPRP's Theory of Change states that -

*if* coordination, planning and management in programme towns and cities is improved through decentralised pro-poor planning supported by local government structures;

*if* capacities of the poor urban communities are enhanced through mobilisation and organisation to empower them to engage effectively with the local Government on pro-poor planning and implementation;

*if* the wellbeing of the poor in urban slums, especially women and girls, is improved by preventing early marriage, reducing dropouts, improving nutrition intake and building skills for productive employment

through safe, violent free environment;

*if* the urban poor has increased and equitable access to climate-resilient housing by creating opportunities for the poor to engage and negotiate better land tenure arrangements and by working with Municipalities to prepare longer-term plans for low-cost housing development;

*if* more and better climate-resilient and community-based infrastructure is built for the poor in climate risk areas

*then* urban poor communities are more resilient and empowered to articulate and demand their needs at the Community level;

*then* municipal authorities will more effectively manage inclusive, climate-smart urban development at the Municipal level;

*then* NUPRP in collaboration with key stakeholders can strategically engage at the National platforms to showcase best practices with the Bangladesh Urban Forum & Municipal Association of Bangladesh to advocate and influence for inclusive, climate-resilient pro-poor urban policy advocacy and programming.

## **Annex 2-Checklist for Mayor/ Ward Commissioners/Councilor/Town Planner:**

1. The primary purpose of this KII session is to understand your perception of the implementation and impact of the NUPRP project as part of the midterm evaluation of the project. The information collected from this session will be used to explore the implementation status and the project's impact as of now. This is to assure you that all data would solely be used for this purpose, and the complete anonymity of the respondents would be ensured.

Name of the Respondent :

Designation :

Date and Time of the KII Session :

### **Relevance**

- How relevant is the support from the NUPRP, and how has the support been applied in the tail work of engagement of urban poor in the decision-making and improvement of their livelihood, if at all?
- How have you experienced the NUPRP support in your working areas?
- Where are the most promising entry points of the project in the policy commitment of GoB?
- Does the project respond to the prioritised needs of the GoB in urban governance? Is it aligned with emerging initiatives?
- Where lies the missed opportunities and gaps in the present support?

### **Coherence**

To what extent were the intervention strategies compatible with creating civic space through citizen engagement?

To what extent the intervention strategies were systematically or logically connected.

How are the project interventions relevant to the views of end beneficiaries – urban bodies, local councillors, urban poor?

### **Results achievements/Effectiveness**

- What is the project's best success, and where do you see a minor progress?
- To what extent does it contribute to the changes in the project priorities?
- What and who have triggered these changes?
- Were there any unintended results of the project-related support, and how did they affect service delivery?

### **Efficiency**

- To what extent the project has carried out its planned activities well, successfully, and without weakening.
- Were management and oversight systems adequate, and did the project take prompt actions to solve implementation issues?

- To what extent has the project leveraged partnerships to maximize the project results? Any evidence of overlaps, synergies and complementarities with other initiatives? Are sufficient safeguards in place to avoid overlaps?

### **Impact**

- The extent to which the targets are set in each of the five components of the project to be achieved during the midterm.
- How has the project strengthened pro-poor urban management, policy and planning?
- The extent to which the project has been able to promote citizens' participation and community mobilisation?
- How has the project facilitated improved economic and social well-being for the urban poor?
- The extent to which the project has secured tenure and housing finances for the urban poor?
- The extent to which the project has been able to facilitate the improvement in climate-resilient infrastructure for people living in low-income settlements?
- How do beneficiaries regard results, achievements, and the project's overall progress?
- To what extent was women's participation targeted and enhanced? Is it fed back into strategy development?
- Has the project effectively collaborated with government officials, ULBs, and NGOs to promote its objectives?
- Has the project become successful in helping local people cope with the challenges triggered by the COVID-19 pandemic?
- Which factors have facilitated and/or hindered the progress in achieving the outcomes both in terms of the external factors and internally linked to the project management: weakness in design, oversight, human resource skills and resources and COVID-19 pandemic?
- The extent to which the project has contributed to gender equality and/or economic empowerment of women
- The extent to which the project has addressed the issues related to persons with disabilities and LNOB
- The extent to which the government co-financing contributes to the achievement of the project outcomes;

### **Sustainability**

- To what extent has the programme been anchored with the country's local political context to continue the project's implementation?
- To what extent the results of the NUPRP will continue or are likely to continue beyond the end of the external support?
- Assess how the project has nurtured ownership among the urban poor and urban service providers.
- What significant factors have influenced the achievement or non-achievement of sustainability?

- Assess the extent to which the programme contributes to SDG-1 on poverty, SDG-5 on gender; SDG 6 on water and sanitation, SDG 10 on reduced inequalities; SDG-11 on sustainable cities and communities, SDG-13 on climate action and; SDG 16 on good governance/ strong institutions?
- Is there any evidence of unanticipated sustainability threats emerging during implementation? What corrective measures were adopted, if any?
- What are the exit strategies in place?

#### **Organisational Effectiveness**

- To what extent does project implementation have a clear strategic direction, supported by processes and directives, geared toward realizing intended results and cross-cutting priorities?
- To what extent has NUPRP established and maintained strategic partnerships with stakeholders to ensure the relevance of its support and optimize sustainable results?

### **Annex 3-Checklist for Committee Members**

1. The primary purpose of this KII session is to understand your perception of the implementation and impact of the NUPRP project as part of the mid-term evaluation of the project. The information collected from this session will be used to explore the implementation status and the project's impact as of now. This is to assure you that all data would solely be used for this purpose, and the complete anonymity of the respondents would be ensured.

Name of the Respondent :

Designation :

Date and Time of the KII Session :

#### **Relevance**

- How relevant do you see the support from the NUPRP, and how has the support been applied in the tail work of engagement of urban poor in the decision-making and improvement of their livelihood, if at all?
- How have you experienced NUPRP support in your areas?
- Where are the most promising entry points of the project in the policy commitment of GoB?
- Does the project respond to the prioritised needs of the GoB in urban governance? Is it aligned with emerging initiatives?
- Where lies the missed opportunities and gaps in the present support?

#### **Coherence**

- To what extent the intervention strategies were compatible with attaining the objective of creating civic space through citizen engagement?
- To what extent the intervention strategies were systematically or logically connected?
- How are the project interventions relevant to the views of end beneficiaries – Urban bodies, local councillors, urban poor?

#### **Results achievements/Effectiveness**

- What is the project's best success, and where do you see the minor progress?
- To what extent does it contribute to the changes in the project priorities?
- What and who triggered these changes?
- Did you enjoy enough freedom while working on the project?
- Were there any unintended results of the project-related support, and how did they affect service delivery?

#### **Efficiency**

- To what extent the project has carried out its planned activities well, successfully, and without weakening.
- Were management and oversight systems adequate, and did the project take prompt actions to solve implementation issues?



- To what extent has the project leveraged partnerships to maximize the project results? Any evidence of overlaps, synergies and complementarities with other initiatives? Are sufficient safeguards in place to avoid overlaps?

### **Impact**

- How has the project strengthened pro-poor urban management, policy and planning?
- The extent to which the project has been able to promote citizens' participation and community mobilisation?
- How has the project facilitated improved economic and social well-being for the urban poor?
- The extent to which the project has secured tenure and housing finances for the urban poor?
- The extent to which the project has been able to facilitate the improvement in climate-resilient infrastructure for the people living in low-income settlements?
- How do beneficiaries regard results, achievements, and the project's overall progress?
- To what extent was women's participation targeted and enhanced? Is it fed back into strategy development?
- Has the project effectively collaborated with government officials, ULBs, and NGOs to promote its objectives?
- Has the project become successful in helping local people cope with the challenges triggered by the COVID-19 pandemic?
- Which factors have facilitated and/or hindered the progress in achieving the outcomes both in terms of the external factors and internally linked to the project management: weakness in design, oversight, human resource skills and resources and COVID-19 pandemic?
- The extent to which the project has contributed to gender equality and/or economic empowerment of women.
- The extent to which the project has addressed the issues related to persons with disabilities and LNOB.
- The extent to which the government co-financing contributes to the achievement of the project outcomes?

### **Sustainability**

- To what extent has the programme been anchored with the country's local political context to continue the project's implementation?
- To what extent the results of the NUPRP will continue or are likely to continue beyond the end of the external support?
- Assess how the project has nurtured ownership among the urban poor and urban service providers.
- What significant factors have influenced the achievement or non-achievement of sustainability?
- Assess the extent to which the programme contributes to SDG-1 on poverty, SDG-5 on gender; SDG 6 on water and sanitation, SDG 10 on reduced inequalities, SDG-11 on

sustainable cities and communities; SDG-13 on climate action and; SDG 16 on good governance/ strong institutions.?

- Is there any evidence of unanticipated sustainability threats emerging during the implementation? What corrective measures were adopted, if any?
- What are the exit strategies in place?

#### **Organisational Effectiveness**

- To what extent does project implementation have a clear strategic direction, supported by processes and directives, geared toward realizing intended results and cross-cutting priorities?
- To what extent has NUPRP established and maintained strategic partnerships with stakeholders to ensure the relevance of its support and optimize sustainable results?

#### Annex 4-List of People Met

Agency/Person	Position
<b>Government of Bangladesh</b>	
Mr. Md. Masum Patwary	Joint Secretary and National Programme Director
	Deputy Secretary, Urban Unit, LGD
<b>FCDO</b>	
Mr. Anowarul Haq,	Programme Advisor
Ms. Farzana Mustafa	Programme Manager
<b>United Nations Development Programme</b>	
Mr. Stefan Liller	Resident Representative
Mr. Sudipto Mukerjee	Resident Representative (Former)
Ms. Van Nyugen	Deputy Resident Representative
Mr. Sarder M. Asaduzzaman	Assistant Resident Representative
Mr. Prasenjit Chakma	Assistant Resident Representative
<b>UNDP-Programme Management Team</b>	
Mr. Yugesh Bhagat Pradhanang	International Technical Advisor
Mr. S.M. Abdullah Al-Masum	City Liaison Coordinator
Mr. Mohammad Iqbal Hossain	City Liaison Coordinator
Abu Mehedi Imam	Information and Communication Officer
Mr. Md Kamruzzaman Palash	Urban Planning & Governance Coordinator
Ms. Mousumi Pervin	Local Economy, Livelihood & Financial Inclusion Coordinator
Mr. Md. Jahirul Huq	Social Mobilisation and Community Capacity Building Coordinator
Mr. Mohammad Alomgir Husan	Nutrition Coordinator
Mr. Md. Humayun Kabir Talukder	Infrastructure & Urban Services Coordinator
Mr. Kirtijai Pahari	Research & Reporting Officer
Mr. Md. Hasibul Alam	Infrastructure & Housing Officer
Mr. Shovona Nilufar Shahid	Internal Audit Officer
Mr. Md. Belayet Hossain	Monitoring & Evaluation Coordinator
Mr. Mohammad Mohebur Rahman	Monitoring & Evaluation Officer
Ms. Mahbuba Islam	MIS Officer
Ms. Shaheen Parveen	Operations Coordinator
Mr. Mohammad Enamul Hasan	Admin, Procurement, HR Specialist
Mr. Swapan Kumar Datta	Finance Specialist
Mr. Md Zahedul Hoque	ICT Officer
<b>Town Team</b>	
Mr. Maruf Hossain	Town Manager, Dhaka North City Corporation
Mr. Md. Mahbubur Rahman	Town Manager, Narayangunj City Corporation
Mr. Abdul Hannan	Town Manager, Chandpur Municipality
Mr. Masud Ali Choudhury	Town Manager, Cox's Bazar Municipality
Mr. Abdul Quayum Mondal	Town Manager, Rajshahi City Corporation
Mr. Md. Mustafa	Town Manager, Chittagong City Corporation
Mr. Md. Mustafa	Town Manager, Khulna City Corporation
<b>Local Governments</b>	
<b>Dhaka North City Corporation</b>	
Mr. Md. Salim Reza	Chief Executive officer
Mr. Md. Humayun Kobir Khan	Slum Development Officer
<b>Narayangunj City Corporation</b>	
<b>Dr. Salina Hayat Ivy</b>	Mayor
<b>Chandpur Municipality</b>	
Mr. Zillur Rahman Jewel	Mayor
Mr. Chandranath Ghosh	Social Development Officer

<b>Agency/Person</b>	<b>Position</b>
<b>Rajshahi</b> Mr. A. H. M. Khairuzzaman Liton	Mayor
<b>Cox's Bazar Municipality</b> Mr Rashed Choudhury	Panel Mayor 2 Municipal Executive Officer
<b>Chattogram City Corporation</b> <b>Mr.Md. Rezaul Karim Chowdhury</b>	Mayor
<b>Khulna City Corporation</b> Mr. Talukder Abdul Khalequ Mr. Abir Ul Jabbar	Mayor Chief Planning Officer
<b>Bangladesh Institute of Planner</b> Mr. M. Mehedi Ahsan	General Secretary,
<b>Municipal Association of Bangladesh</b> Mr. Kamal Ahmed Mr. Khalid Hossain Yead Mr. Mostafa Quaium Khan Dr. Mosleh Uddin	President Secretary Team Leader/Urban Policy Advisor Ex Director InM
<b>Development Partners</b> Mr. Pushkar Srivastava Mr. SA Abdullah Al Mamun Ms. Monira Parveen Mr. Suman Gupta Mr. Md. Akhtaruzzaman  Mr.Md. Hamidul Islam Chowdhury	Operations Specialist, Asian Development Bank Urban Specialist, Asian Development Bank UNICEF Lead Programme Manager, JICA Programme Manager and Representative UN Habitat Principal Adviser, Climate Resilient Inclusive Smart Cities (CRISC), GIZ Adviser, UN Habitat
<b>Partners/ Academic &amp; Research Agencies</b> Dr. Sanzida Akhter  Dr Zeba Mahmud Dr Abul Barkat Dr. Imran Matin	Chairman, Department of Women and Gender Studies, Dhaka University Country Manager, Alive & Thrive Advisor HDRC Executive Director, Brac Institute of Governance and Development BIGD

## Annex 5-Outcomes

### Outcome Indicators and Achievements

Outcome Indicator	Inputs	Achievement & Review Questions	Status/Observations
<b>Level National</b>			
<p><b>Outcome Indicator-1.1</b> National Policy on Urban Development (Urban Chapter and Urban Sector policy); (ii) National Level programmes influenced.</p>	<ul style="list-style-type: none"> <li>▪ Discussions with Bangladesh Institute of Planners (BIP) and in-progress policy on informal settlements`</li> </ul>	<ul style="list-style-type: none"> <li>▪ Policy recommendations to LGD</li> <li>▪ Best practices documented</li> <li>▪ BIP policy paper on municipal financial management (FM)</li> </ul>	<ul style="list-style-type: none"> <li>▪ The draft policy has been formulated and discussions reveal the interest of the line ministry. The current status is (Stage 6 and 7) in terms for development of Urban Sector Plan and finalise National Urban Sector Policy.</li> <li>▪ Though a considerable amount of time has been passed since the Urban Sector Plan was drafted and an earlier attempt in 2016 was for approval but with limited progress. Based on comments the ministry has started working on this to take this issue forward.</li> <li>▪ The documentation of best practices was published by the UNDP.</li> <li>▪ Draft BIP Policy Paper on municipal finances has been presented to the NUPRP.</li> <li>▪ While the Mainstreaming Urban Informal Settlements for Inclusive Cities in Bangladesh based on enabling constitutional provision and planning priorities focuses on a range of issues from inclusive planning, addressing social safety, and capacity building, the key issue is land tenure. The LVM carried out</li> </ul>

Outcome Indicator	Inputs	Achievement & Review Questions	Status/Observations
			<p>in 19 towns could be a base for the decision relating to tenure security and inclusive planning for the poor. Field observations reveal that the threat of eviction continues to be high in lower income settlements (as observed in Khulna and Chattogram).</p> <ul style="list-style-type: none"> <li>▪ Several key informants from the government, donor and the urban bodies have acknowledged that the government's political motive is important for the enactment of the urban development policy. Many KII mentioned that considering the power and status of the city corporation, the mayor, could act as a catalyst for creating pressure on the government. The mayors of corporations are not members of MAB</li> <li>▪ The draft urban policy proposes “for housing by encouraging neighborhoods/mahallas to form multi-purpose neighbourhood-based organisations (MMOs) to provide low-cost housing facilities”. This option and other avenues need to be explored.</li> </ul>
<p>Outcome Indicator-1.2 Performance of Bangladesh Urban Forum &amp; Municipal Association of Bangladesh is strengthened on an objective and</p>	<ul style="list-style-type: none"> <li>▪ A central convention of 200 Mayors</li> <li>▪ Emerging issues</li> </ul>	<ul style="list-style-type: none"> <li>▪ Policy recommendations to LGD</li> <li>▪ Best practices documented</li> </ul>	<p>Stage 3- Complet capacity assessment of MAB undertaken and areas identified for institutional strengthening and advocacy.</p> <p><b>Tasks to be completed during the remaining period.</b></p>

Outcome Indicator	Inputs	Achievement & Review Questions	Status/Observations
agreed scale to assess institutional effectiveness due to capacity building.	<ul style="list-style-type: none"> <li>▪ Planned three regional Mayors roundtable by the MAB</li> </ul>	<ul style="list-style-type: none"> <li>▪ Emerging issues to be addressed as part of 8FYP</li> <li>▪ Status of MAB support in updating of Master Plans (clarify if it is the Statutory Master Plan as outlined by the Urban Development Directorate or a city-level infrastructure action plan)</li> </ul>	<p>Stage 4 - Consultations (at least four) with MAB affiliated municipalities organised to advocate on the best practices in Municipal Reform and inclusive urban development</p> <p>Stage 5 - Regional Urban Forum (at least two) organised and institutional development plan of BUF developed</p> <p>Stage 6 - NUPRP, in partnership with MAB advocates for National Slum Upgrading Policy (at least one high-level policy roundtable organised) and develop an inclusive urban development guideline based on NUPRP good practices.</p> <p>Stage 7 - Policy advocacy initiated for the adoption of Inclusive Urban Development Guideline by the GoB/LGD.</p> <p>While Master Plans exist, they have been gazetted (formally approved) and investment decisions are based on the draft. The Planning Department is responsible for defining the priorities and as of now the investment support depends primarily on ADP. This task is at discussion stage within the MAB.</p>
<b>Level-Municipal</b>			
<b>Outcome Indicator</b> 2.1 Number of cities/towns with increased budget allocation/spending for poverty reduction interventions.	<ul style="list-style-type: none"> <li>▪ Targeted inputs – NUPRP to support in preparing coordination</li> </ul>	<ul style="list-style-type: none"> <li>▪ Climate resilient strategy for Cox's Bazar</li> </ul>	Amongst the sample towns, Chandpur has provided additional budget for NUPRP-type assistance, while Narayanganj has increased contribution to infrastructure and in general the city corporations have increased expenditure on

Outcome Indicator	Inputs	Achievement & Review Questions	Status/Observations
	<ul style="list-style-type: none"> <li>plans to converge works</li> </ul>	<ul style="list-style-type: none"> <li>▪ Completion of poverty mapping in 20 cities</li> <li>▪ Independent mapping of poverty in added areas by Local Governments</li> </ul>	<p>public health and primary health care as it is part of their mandate.</p> <p>One of the striking points is that the Chandpur Mayor has found the construction works carried out by the community members less costly and with quality. Therefore, his interest to allocate resources for initiatives in such settlements.</p>
<p><b>Outcome Indicator-2.2</b> Percentage of people satisfied with the Urban Local Government (ULG) services</p>	<ul style="list-style-type: none"> <li>▪ Remarks – Post survey completion reports if available</li> <li>▪ Will conduct FGDs in at least four project areas</li> </ul>	<ul style="list-style-type: none"> <li>▪ Citizen's engagement in decision-making and implementation</li> <li>▪ Accountability and transparency in service delivery</li> <li>▪ Level of satisfaction of the service recipients</li> <li>▪ Enabling factors and hindering factors</li> </ul>	<ul style="list-style-type: none"> <li>▪ Focus group discussions reveal a high level of satisfaction with ULG services and the communities through the CDCs have access to the councillor to respond to service requests.</li> <li>▪ Detailed assessment as part AOM 2023 and on completion.</li> <li>▪ The community members have acknowledged that the people's representatives are accessible unlike the past. The people's representatives actively consider the low-income households.</li> <li>▪ Use of CDC to obtain target beneficiaries for LG projects is common.</li> </ul>
<p><b>Outcome Indicator-2.3</b> Number of cities/towns in which the local government implements cost, climate-resilient infrastructure (as specified in the Infrastructure Development Plan). (ICF KPI 13).</p>	<ul style="list-style-type: none"> <li>▪ CRMIF Inputs:</li> <li>▪ improved access</li> <li>▪ Access to WATSAN (DEWATS)</li> </ul>	<ul style="list-style-type: none"> <li>▪ 21 CRMIF schemes in 12 climate-vulnerable cities</li> <li>▪ Four completed in Chandpur, Khulna,</li> </ul>	<ul style="list-style-type: none"> <li>▪ ULGs committed to contribute for the pending CRMIF schemes as outlined in Khulna</li> <li>▪ The review of IFCA indicates the need to strengthen revenue management system including upgrade of the web-based software.</li> </ul>



Outcome Indicator	Inputs	Achievement & Review Questions	Status/Observations
	<ul style="list-style-type: none"> <li>▪ Solid Waste Management (SWM)</li> <li>▪ Afforestation</li> <li>▪ Institutional and Financial Capacity Assessments (IFCA)</li> </ul>	<p>Chattogram and Cox's Bazar</p> <ul style="list-style-type: none"> <li>▪ Review of three IFCAs and associated actions, if any.</li> </ul>	
<p><b>Outcome Indicator-2.4</b> Number of cities/towns implementing Multi-Sectoral Nutrition Plans as part of the Municipal Corporation AWP</p>	<ul style="list-style-type: none"> <li>▪ To check the status of sample local bodies</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of plans initiated</li> <li>▪ Number of plans implemented</li> <li>▪ Causes of failure to implement, if any?</li> </ul>	<ul style="list-style-type: none"> <li>▪ No response from sample cities on this component.</li> <li>▪ Tasks of AOM 2022</li> </ul>
<b>Level- Community Level</b>			
<p><b>Outcome Indicator 3.1</b> Percentage of people perceive strong community leadership (CDC/Cluster/Federations) to influence the formal spaces for pro-poor climate-resilient urban development</p>		<ul style="list-style-type: none"> <li>▪ To be discussed for an update during fieldwork.</li> <li>▪ Role of community leaders in influencing the pro-poor climate-resilient urban services delivery</li> <li>▪ Has leadership encouraged the urban poor to</li> </ul>	<ul style="list-style-type: none"> <li>▪ Overall positive and relevance of community structures in local governance and in addressing community concerns.</li> <li>▪ Periodic interactions with Ward Councillors as well Standing Committees at the Local Government level.</li> <li>▪ The LG leaders feel that this is a group they cannot ignore as they are relevant to the local political environment and can influence decisions. Through the councillors, the mayors ensure that the communities do understand the realities of financial constraints.</li> </ul>

Outcome Indicator	Inputs	Achievement & Review Questions	Status/Observations
		<p>raise their voice to realise their rights?</p> <ul style="list-style-type: none"> <li>▪ Have collective actions of the citizens compelled the service providers to become accountable?</li> <li>▪ People's perceptions of strong leadership influence service providers to ensure pro-poor climate-resilient services.</li> </ul>	<ul style="list-style-type: none"> <li>▪ A major contribution of the project is the development of women leaders. This empowerment has three dimensions. First, the level of awareness of the community leaders help place their demands to the urban bodies and has increased awareness about their rights. Second, the networks among the community leaders have offered them the strength to raise their voice collectively against any discrimination. Third, the oversight capacity of the community leaders has held the service providers accountable for their actions contributing to the strengthening of accountability in service delivery.</li> </ul>
<p><b>Outcome Indicator 3.2</b> Percentage of PG members who received benefits feel they have a voice in influencing local government decision-making (planning and management).</p>		<p>To be based on secondary information and discussions</p>	<p>The discussions reveal that they have access to local representatives and through the group influence decisions on aspects such as infrastructure and maintenance. Such claims have been substantiated by responses of the people's representatives and officials of urban bodies who mentioned that they often consult the community leaders while selecting the sites of construction of drains and roads. They often visit them and press their demands. Therefore, they consider the community people as an enabling factor in discharging their</p>

Outcome Indicator	Inputs	Achievement & Review Questions	Status/Observations
			responsibility as they are helping them to find the right problems in the community.
<p><b>Outcome Indicator-3.3</b> Percentage of pregnant and lactating women grantees and children (7-24 months) grantees who consumed protein in the last seven days (women) and 24 hours (children).</p>	<p>Percentage of lactating women and children (7-24 months) have received protein in the last seven days</p>	<p>Input from project staff and select service recipients</p>	<p>Discussions in the field with community leaders, select beneficiaries indicated that they ensure compliance with the nutritional requirements. The recipients of the nutrition grants were found very enthusiastic as they could not afford that nutritional food during and post pregnancy period had the project not supported them due to poor income of their husbands.</p>
<p><b>Outcome Indicator 3.4</b> Average number of days to recover from a) Climate [ICF KPI1] and b) non-climate-related shocks.</p>		<p>Field level confirmation</p>	
<p><b>Outcome Indicator-3.5</b> Percentage of households reporting they are at risk of eviction.</p>		<p>Field level confirmation</p>	<p>All the pockets visited highlighted this issue. According to the community fear of eviction due to problem relating to land tenure is high, especially when land is acquired for public works.</p>

## Annex 6-Status of Performance-outputs

### Output 1: Improved coordination, planning, and management in towns and Cities

Indicator	Milestone 2022	Progress		Status
		Oct 2021 to Mar 2022	Cumulative as of Mar 2022	
<p><b>Indicator 1.1:</b> Level of engagement by municipalities and city corporations for inclusive climate-resilient urban development (mahallah and poor settlement mapping, community action planning, citywide plans and budgets). <b>Baseline:</b> 0</p>	High - 19, Medium - 0, Low - 0	<ul style="list-style-type: none"> <li>▪ The project achieved good progress in the last quarter of 2021 in climate-resilient urban development activities following-up mahalla and poor settlement mapping.</li> <li>▪ 45 Ward Poverty Atlas was shared with the ward level stakeholders in four cities</li> <li>▪ City Context Workshop conducted with stakeholders on Urban Poverty Profile (UPP) in two cities.</li> <li>▪ 339 CAPs incorporated</li> </ul>	<p><u>On Track</u> High: 12 Cities Medium: 7 Cities Low: 0 Cities (AOM 2021)</p> <ul style="list-style-type: none"> <li>▪ Poor Settlement Mapping- 20 Cities/Towns.</li> <li>▪ Poor Settlement Maps incorporated into 2284 CAPs across 19 Cities.</li> <li>▪ Urban Poverty Profile (UPP)- 20 Cities/ Towns</li> </ul>	<p>Choice of settlement is based on overall poverty index. Details of select Towns.</p> <ul style="list-style-type: none"> <li>▪ Narayanganj</li> <li>▪ Around 1800 poverty pockets mapped - Prioritised 187 CDC and 163 CAP</li> <li>▪ Chandpur 600 pockets;90 CAP, 78 implemented</li> <li>▪ Chattogram: Mapped 1868 Pockets, CDC 409, CAP 210</li> <li>▪ Khulna Mapped 1910, Covered 310-CAP-205</li> </ul> <p>Demonstrated update of Poverty information in Cartogram using Mobile App.</p>

Indicator	Milestone 2022	Progress		Status
		Oct 2021 to Mar 2022	Cumulative as of Mar 2022	
		<p>findings of the Poor Settlement Map</p> <ul style="list-style-type: none"> <li>Five cities agreed to update poor settlements using internal capacity</li> </ul>		Poverty mapping out of won funds especially for added areas in Narayangunj, Khulna.
<p><b>Indicator 1.2:</b> Number of Pourashava with functional decentralised committees (Disaster Management Committee/Town Level Coordination Committee/Ward Committee) represented by Town Federation/CDC Clusters/CDCs. <b>Baseline:</b> 0</p>	8 Municipalities	<ul style="list-style-type: none"> <li>8 Pourashava: TLCC (8) and Ward Committees (109), Ward Committees reformed (24) in 2 municipalities</li> <li>4 city corporations activated and functionalised the Standing Committees, including the Disaster Management Committees</li> <li>19 cities completed the review of the effectiveness of decentralised committees</li> </ul>	<p>On Track</p> <ul style="list-style-type: none"> <li>Functionalised decentralised committees in 8 municipalities (AOM 2021)</li> <li>TLCC- 8 Municipalities.</li> <li>Ward Committees Meeting – 785 in 123 wards across eight municipalities.</li> <li>10 Disaster Management Committees functioning in 10 towns/cities.</li> </ul>	<ul style="list-style-type: none"> <li>Committees constituted in all towns covered as part of the MTE.</li> <li>However, the meeting with the committee members has provided an impression that though the committees have been activated and made functional, still there is lack of awareness and enthusiasm among the members to make these committees</li> </ul>

Indicator	Milestone 2022	Progress		Status
		Oct 2021 to Mar 2022	Cumulative as of Mar 2022	
				effectively functional.
<b>Indicator 1.3:</b> Number of cities/towns with pro-poor and climate resilient urban strategy under implementation <b>Baseline:</b> 0	<sup>12</sup> Stage 1-3 <sup>13</sup> Stage 3 - 10 <sup>14</sup> Stage 4 - 6	<ul style="list-style-type: none"> <li>▪ Three cities finalised the Climate Change Vulnerability Assessment (CCVA) report leading to total completion of 15 cities</li> <li>▪ Another three cities completed the CCVA field works, and preparation of the report is under way</li> <li>▪ Urban Resilience Strategy in Cox's Bazar is being implemented. CRMIF<sup>15</sup> strategy is under</li> </ul>	On Track <ul style="list-style-type: none"> <li>▪ Stage 1 - completed in 15 cities/towns. Five CCVAs are ongoing in five towns and cities.</li> <li>▪ Poverty mapping was completed in 20 cities/towns.</li> <li>▪ Stage 2 - completed in one town (Cox's Bazar Strategy).</li> <li>▪ Stage 3 - Process initiated for preparing a strategy for other cities.</li> <li>▪ Stage 4 - Urban resilience</li> </ul>	<ul style="list-style-type: none"> <li>▪ Has increased awareness of climate risk.</li> <li>▪ Need to convert assessment and strategies into implementation Plans-. Assessments will help potential development partners in possible support.</li> </ul>

<sup>12</sup> Stage 1: Participatory poverty mapping and Climate change vulnerability assessment completed, and findings shared.

Stage 2: Strategy developed and piloted in one city (Cox's Bazar) done in 2021

<sup>13</sup> Stage 3: Strategy developed for other cities

<sup>14</sup> Stage 4: Strategy implemented

<sup>15</sup> CRMIF - Climate Resilient Municipal Infrastructure Fund

Indicator	Milestone 2022	Progress		Status
		Oct 2021 to Mar 2022	Cumulative as of Mar 2022	
		<p>implementation in eight cities and towns</p> <ul style="list-style-type: none"> <li>▪ Engaging firms initiate the process to prepare urban resilience strategies for other towns and cities</li> </ul>	<p>strategy is under implementation in Cox's Bazar.</p> <ul style="list-style-type: none"> <li>▪ One CRMIF strategy was developed for all cities, and the strategy is implemented in 12 cities/towns.</li> </ul>	

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

Indicator	Milestone 2022	Progress		Status
		Oct 2021- Mar 2022	Cumulative as of Mar 2022	
<p>2.1: Percentage of community organisations (a) CDCs, (b) CDC Clusters, and (c) Federations whose performance is judged “moderately and fully effective” on an objective and agreed on scale to assess institutional effectiveness as a result of capacity-building.</p> <p><b>Baseline:</b>                      CDC: 0.5%                      CDC Cluster: 0%                      Town Federation: 0%</p>	<p>CDC: Fully Effective - 50%                      Moderately Effective-50%                      CDC Cluster: Fully Effective - 50%                      Moderately Effective-50%                      Town Federation: Fully Effective - 50%                      Moderately Effective-50%</p>	<p>The performance of community organisations assessed once a year.</p> <ul style="list-style-type: none"> <li>74% of CDCs are fully active, 22% are moderately active, 2% are weak &amp; 2% of CDCs were evicted or dead after formation.</li> <li>100% of CDC Clusters and Town Federations are fully active across the 19 towns/cities</li> </ul>	<p><b>On Track</b>                      The AOM 2021 report indicates that overall progress against the milestones is entirely on track. However, AOM 2022 will be conducted end of the year</p> <p><u>CDCs</u>                      Fully Effective: 30.8%                      Moderately Effective: 51.9%</p> <p><u>CDC Clusters</u>                      Fully Effective: 25.3%                      Moderately Effective: 49.3%</p> <p><u>Federations</u>                      Fully Effective: 31%                      Moderately Effective: 53% and six Town Federations formed in December 2021, and all of them are fully active</p>	<ul style="list-style-type: none"> <li>Play a major role in CAP, prioritisation, support in targeting beneficiaries, providing support to vulnerable members in the communities.</li> <li>SCG supporting community and addressing vulnerable groups with grant and credit</li> <li>Receive contribution from LG into O&amp;M fund</li> </ul>
<p>2.2: Percentage of CDCs implementing CCAPs based on the Guidelines</p> <p><b>Baseline:</b> 0</p>	<p>90% (2771)</p>	<ul style="list-style-type: none"> <li>83% (339/407) CDCs developed CAPs against target of 2022</li> </ul>	<p><b>On Track</b>                      82% (2284/2771) of CDCs implemented the CAPs to improve infrastructural,</p>	<ul style="list-style-type: none"> <li>In sample towns majority (almost 95%) CDCs</li> </ul>



Indicator	Milestone 2022	Progress		Status
		Oct 2021- Mar 2022	Cumulative as of Mar 2022	
			social, and economic priority problems as of March 2022	responsible for support/ implementation of project
<b>2.3:</b> Number of SCG members and effectiveness in addressing shocks and stresses <b>Baseline:</b> 12,864 (SCG-1072)	320,400 (SCG-26,700)	<ul style="list-style-type: none"> <li>▪ 8,538 SCG members 1069 SCGs</li> </ul>	<b>On Track</b> NUPRP mobilised <b>354,490 SCG members</b> under <b>23,447 SCGs</b> , which is 100% of SCG members, against the annual milestone target	

**Output 3: Improved Well-Being in Poor Urban Slums, particularly for Women and Girls**

Indicator	2022 Milestone	Progress		Status
		Oct 2021- Mar 2022	Cumulative as of Mar 2022	
<p><b>3.1:</b> Percentage of education grantees completing the academic year in which they receive the grant (which contributes to Early Marriage Prevention) <b>Baseline: 0</b></p>	<p>90% EG: 1,600</p>	<ul style="list-style-type: none"> <li>First tranche of Education Grants has been distributed among 1,648 grantees in 19 cities selected in 2022</li> </ul>	<p><b>Exceeded</b></p> <ul style="list-style-type: none"> <li>100% of Grantees completed the academic year (AOM 2021)</li> <li>1,648 Education Grantees received in 19 cities</li> </ul>	
<p><b>3.2:</b> Number of (a) pregnant and lactating women up to 6 months (b) children (7-24 months) accessing Nutrition Cash Transfer Grants. <b>Baseline:0</b></p>	<p>17,000 pregnant and lactating mothers  17,000 children (7-24 months)</p>	<ul style="list-style-type: none"> <li>1,995 pregnant and lactating mothers received nutrition grants</li> <li>14,157 children aged 7-24 months received nutrition grant</li> <li>6,972 adolescent girls received nutrition voucher support</li> <li>6,319 pregnant and lactating mothers have been shortlisted for nutrition cash grants support from April 2022</li> </ul>	<p><b>Exceeded</b></p> <ul style="list-style-type: none"> <li>19,000 pregnant and lactating mothers received nutrition grants</li> <li>19,000 children aged 7-24 months received nutrition grants</li> </ul>	<ul style="list-style-type: none"> <li>The city corporations – as discussed with Khulna indicated that they are working with Health and Family Welfare to continue support through primary clinics.</li> <li>The support is likely to be on the nutrition component than cash grants.</li> <li>Includes mechanisms to ensure periodic check. primary</li> </ul>

Indicator	2022 Milestone	Progress		Status
		Oct 2021- Mar 2022	Cumulative as of Mar 2022	
				care is a responsibility in City Corporations unlike Porushavas.
3.3 Proportion of targeted pregnant and lactating mothers have improved knowledge and skill related to infant and young child feeding practices	70%	<ul style="list-style-type: none"> <li>52,120 pregnant and lactating mothers received individual nutrition counselling to improve their knowledge, behaviour, and practices related to maternal and child nutrition.</li> <li>222,734 Primary Group (PG) members received Nutrition Education Sessions which have been improving their knowledge and practices related to health and nutrition</li> </ul>	<b>Partially On Track</b> 63.9% per cent of lactating mothers have improved knowledge and skill (AOM 2021). Expecting further improvement in knowledge and skill during the reporting period.	Members present in the FGD confirmed awareness of skills and practices. Members reported sharing knowledge within the community through informal mechanisms and some of the CDD leaders mentioned about monitoring actions relating to support for lactating mothers.
<b>3.4:</b> Number of Safe Community Committees (SCCs), a subset of CDC Cluster, working with social service providers to address VAWG and early marriage issues <b>Baseline:0</b>	206 Committees	<ul style="list-style-type: none"> <li>214 SCCs have been formed, and functional</li> </ul>	<ul style="list-style-type: none"> <li>Exceeded</li> <li>214 SCCs have been formed and are functional.</li> <li>146 cases were reported on Gender-Based</li> </ul>	<ul style="list-style-type: none"> <li>FGDs reveal active SCCs. In Narayanganj, they have been active in non-project clusters in resolving GBV</li> </ul>

Indicator	2022 Milestone	Progress		Status
		Oct 2021- Mar 2022	Cumulative as of Mar 2022	
			Violence by the SCC. About 50% of the cases have been referred to service providers for mitigation.	issues. The constraint being the pressure to withdraw. Chattogram groups through a member have access to District Legal Aid cell for support in this regard. Reflects the capacity of the network to reach out. <ul style="list-style-type: none"> <li>Most education grantees have benefited from the grant but would like extended support for higher education.</li> </ul>
3.5: Number of people who have utilized (a) Business Development Grant (b) Skill Building Grant. <b>Baseline:0</b>	Total 4,200 (business 4,500 & apprenticeship 0)	<ul style="list-style-type: none"> <li>4,654 grantees have been supported for business grants in 19 cities</li> <li>3,190 grantees were shortlisted for business support in 19 cities, and</li> </ul>	<b>On Track</b> <ul style="list-style-type: none"> <li>The indicator is still in progress, and the utilisation status will be assessed</li> </ul>	<ul style="list-style-type: none"> <li>The CDC's play a role in defining beneficiaries (Vulnerable)</li> </ul>

Indicator	2022 Milestone	Progress		Status
		Oct 2021- Mar 2022	Cumulative as of Mar 2022	
	<u>Cumulative</u> AG- 15,500 BG- 38,000	<p>another 1,000 members were provided with business grants under group business</p> <ul style="list-style-type: none"> <li>▪ 100% pre-verification of shortlisted grantees completed</li> <li>▪ 90 community contracts were prepared and approved at different levels in 19 towns.</li> <li>▪ The fund has been transferred from the city account to the respective cluster account for the 3,190 grantees in 19 cities</li> </ul>	<p>during AOM 2022 in October 2022.</p> <ul style="list-style-type: none"> <li>▪ 15,994 grantees have been supported for Apprenticeship Grants in 19 Cities. Out of which 5,719 grantees, selected in 2020 from 19 cities/towns have received second trench in 2022 of Apprenticeship Grants. Due to COVID-19, the process has been delayed.</li> <li>• 35,713 grantees have utilised the support of business grants in 19 cities/towns.</li> </ul>	<ul style="list-style-type: none"> <li>▪ While there have been set back during COVID-19.</li> <li>▪ The business grants and apprentice grants have contributed significantly to uplift the livelihood of the residents. The FGD sessions and site visits have provided enough evidence to claims. The project has a noticed broad indicating the details and the assistance provided.</li> <li>▪ With low income during COVID-19, the business grants helped the beneficiaries increase their earnings through small businesses</li> </ul>

Indicator	2022 Milestone	Progress		Status
		Oct 2021- Mar 2022	Cumulative as of Mar 2022	
				<p>like tea stall, tailoring shops, and laundry iron shops.</p> <ul style="list-style-type: none"> <li>These start-up grants have improved their image within the society.</li> </ul>

**Output 4: More Secure Land Tenure and Housing in Programme Town/Cities**

Indicator	2022 Milestone	Progress		Response
		Oct 2021- Mar 2022	Cumulative as of Mar 2022	
<p><b>4.1. Number of Community Housing Development Funds (CHDF) established as legal entities.</b> <b>Baseline: 0</b></p>	6 (Stage 3) <sup>16</sup>	<p>Stage 2 (CHDF Management Committee elected)-1 City (Cumilla)</p> <p>Capacity-building training was conducted for the CDCs processing CHDF loans (in Chattogram, Narayanganj and Rajshahi)</p>	<p>Partially On Track:</p> <ul style="list-style-type: none"> <li>• Stage 3 (CHDF registered as legal entities) in three cities (Chattogram, Narayanganj and Rajshahi)</li> <li>• Stage 2-CHDF Management Committee has been established through an election.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Facilities registered</li> <li>▪ Narayanganj CHDF started borrowing from O&amp;M fund – Rs 25 lakhs BDT, has provided loans (56 lakhs to 37 primary members) and now has a fund of 56 lakh BDT. Tenor 6.75% repayable in 3-5 years.</li> <li>▪ Non-encumbrance a requirement.</li> <li>▪ Repayments are regular.</li> <li>▪ Chattogram CHDF with a seed capital of Rs.3 crore BDT</li> </ul>

<sup>16</sup> Stage 1 - CHDF Strategy developed; Stage 2 - CHDF Committees formed; Stage 3 - CHDF registered as legal entities

Indicator	2022 Milestone	Progress		Response
		Oct 2021- Mar 2022	Cumulative as of Mar 2022	
				<ul style="list-style-type: none"> <li>Provide 90 loans with financing upto 80% and loan size from 0.50-2.5 lakh BDT at an interest rate of 6.7% repayable in 2-5 years.</li> </ul>
<b>4.2. Number of households using their CHDF loan for climate-resilient housing (ICF KPI 4)</b> <b>Baseline: 215</b>	1,150	CHDF seed capital was provided to three CHDFs in Chattogram, Narayanganj and Rajshahi and these CHDFs disbursed housing loans to 286 households.	On Track: As of the reporting period, 697 households have received BDT 10.38 crore to improve their housing.	<ul style="list-style-type: none"> <li>Discussions with CHDF and select beneficiaries on the process and benefits</li> <li>Current status of work in towns</li> </ul>
<b>4.3 Number of households with climate-resilient housing (a) New housing; (b) upgraded housing</b> <b>Baseline: 0</b>	750 (Stage 2 <sup>17</sup> )	Site development and driving test piles for the construction of 336 housing units at Gopalganj were completed, and the laying of foundation works started. The master plan, of Noakhali and Chandpur have been finalised.	On Track: <ul style="list-style-type: none"> <li>Stage-1: Construction activities for 539 housing units in Gopalganj, Kushtia, and</li> </ul>	<ul style="list-style-type: none"> <li>Not part of towns visited.</li> <li>Issue is of land, especially in Chandpur.</li> </ul>

<sup>17</sup> Stage 2 - Selection of beneficiary completed against ongoing construction housing units



Indicator	2022 Milestone	Progress		Response
		Oct 2021- Mar 2022	Cumulative as of Mar 2022	
		MoU signed for constructing 88 housing units in Chandpur, and the e-GP (electronic government procurement) registration process is completed.	<p>Chandpur have begun.</p> <ul style="list-style-type: none"> <li>• Stage 2: 264 beneficiaries have been preliminarily selected at Kushtia, Noakhali and Chandpur low-cost housing sites.</li> </ul>	
<p><b>4.4:</b> Number of cities/towns with Land Tenure Action Plan (LTAP) implemented (based on VLM for pro-poor housing) <b>Baseline: 0</b></p>	<p>5 (Stage 3)</p> <p><i>Stage 1 - VLM completed</i></p> <p><i>Stage 2 - LTAP developed</i></p> <p><i>Stage 3 - LTAP implemented</i></p>	<p>Field work for VLM in Khustia and Noakhali in has been completed. Expecting the final report by June 2022.</p> <p>However, the city-level consultative workshop for developing the LTAP did not occur due to COVID-19-related restrictions affecting field movements.</p>	<p>Partially On Track</p> <p>Stage 1: VLM completed in Gopalganj, Chandpur and Narayanganj.</p>	<ul style="list-style-type: none"> <li>▪ VLM completed in all towns. Decision on next stepped linked to policy measures and decision of GoB.</li> </ul>

### Output 5: Improved Resilient Infrastructure in and Serving, Low-Income Settlements

Indicator	2022 Milestone	Progress		Observations
		Oct 2021- Mar 2022	Cumulative as of Mar 2022	
<p><b>5.1:</b> Number of people with access to climate-resilient (i) safely managed drinking water and (ii) sanitation facilities which are hygienic, gender &amp; disability friendly. <b>Baseline: 14,004</b></p>	<p>Water: 137,078 Sanitation: 202,075</p>	<p>Water: 33,261 Sanitation: 27,697</p> <p>During this reporting period, 33,261 beneficiaries got access to safe drinking water; as of now, a total of 132,960 persons got access to safe drinking water supply across 19 cities/towns. 27,697 beneficiaries got access to safe sanitation facilities and 198,327 persons got safe sanitation options across 19 cities/towns.</p>	<p><b>On Track</b> Water: 132,960 Sanitation: 198,327</p>	<ul style="list-style-type: none"> <li>▪ Inputs from Local Governments on the process of identifying works, design, procurement and implementation</li> <li>▪ Role of CDC in O&amp;M and status of O&amp;M funds</li> <li>▪ Revenue/ user fee collection levels</li> <li>▪ DEWATS status, including (O&amp;M) and sustainability</li> </ul>
<p><b>5.2:</b> Number of people supported to cope with the effects of climate change through SIF and CRMIF (ICF KPI 1) <b>Baseline:0</b></p>	<p>397,326 people</p>	<p>Good progress was achieved against this indicator. 738 SIF and two CRMIF infrastructure completed, ensuring an additional 185,661 people to cope better against climate change/hazards</p>	<p><b>Partially On Track</b> 366,992 people.</p>	<ul style="list-style-type: none"> <li>▪ Overview of project identification, prioritisation, implementation process and benefits</li> </ul>
<p><b>5.3:</b> Number of cities/towns with an improved capacity of municipalities to manage</p>	<p>19 cities/towns</p>	<p><b>19 Cities/Towns</b> LIUPCP strengthened the capacity of city/municipality officials by training</p>	<p><b>On Track</b> Local authorities have provided</p>	<ul style="list-style-type: none"> <li>▪ A review of training programmes and</li> </ul>

Indicator	2022 Milestone	Progress		Observations
		Oct 2021- Mar 2022	Cumulative as of Mar 2022	
climate resilient infrastructure programmes. <b>Baseline:0</b>		them in the planning, design and implementation of SIF and CRMIF infrastructures with a specific climate resilience lens. The officials also monitored activities during construction to learn about the project's quality control and standards.	training courses in all 19 towns/cities.	discussions with beneficiaries on content, relevance and extent of application of knowledge/skills acquired
<b>5.4: The number of Climate Resilient Infrastructure Programmes in cities/towns (Climate Resilient Municipality Infrastructure Fund).</b> <b>Baseline:0</b>	12 CRMIF Schemes	Backlog from 2019: 02 CRMIF schemes under 2019 (one each in Khulna and Chandpur) are already completed 100%. Under 2020, four CRMIF schemes are in implementation stage in Khulna, Chandpur, Cox Bazar and Chattogram City Corporation, with a progress rate of 95%, 75%, 95% and 100% respectively. The average progress for the four CRMIF scheme is 90%. Under 2021, six6 CRMIF schemes are in implementation in six targeted cities/towns – Narayanganj, Noakhali, Patuakhali, Sylhet, Cox Bazar and Chattogram City Corporation. The average rate of progress is 5%, as the contracts were approved in December 2021. Moreover, the progress is delayed	<b>Partially On Track</b> Out of 12 schemes, two schemes in Chandpur and Khulna have achieved completion, with work on a further 10 schemes under way at Chandpur, Khulna, Cox's Bazar and Chattogram.	<ul style="list-style-type: none"> <li>▪ Status and sustainability of CRMIF</li> <li>▪ Discussions with beneficiaries on utility and impact of projects</li> <li>▪ Mechanisms adopted to minimise implementation risks, cost and time overruns</li> <li>▪ Procurement issues, if any.</li> </ul>

Indicator	2022 Milestone	Progress		Observations
		Oct 2021- Mar 2022	Cumulative as of Mar 2022	
		due to the price hike of the construction materials.		

## Annex 7-Risk Matrix

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

Risk (category and type)	Probability/Impact		Mitigation
ability of the NUPRP to influence national urban policy and operationally the implementation of the programme at the city/town level.			but supported at the divisional level, will ensure continuity in implementation.
The ULGs are unable to adopt pro-poor policies because they are constrained by national policies, refuse or lack the capacity to take initiatives forward.	L	H	The LPUPAP, the UPPR and other DP urban sector interventions have demonstrated that progress is possible. The Local Government Act (2009) has gone some way in building the ability of city corporations and Pourashavas to manage their affairs. Significantly, the well-established community-based procedures in partnership with local governments will mitigate the possible effects of this risk. A community-to-community mentoring approach will ensure that the know-how is readily available. The NUPRP will build the capacity of the ULG to work with and respond to the needs of the urban poor.
<b>Financial</b>			
Fraud, corruption and misuse/misdirection of funds.	M	H	The UPPR has developed approaches designed to minimise financial misappropriation. The majority of the funds are transferred to communities via dedicated accounts in ULGs using auditable procedures. Financial transparency is maintained at all levels. Strong financial systems and internal audit will be established (through monthly financial reporting), with financial training for staff. As with the UPPR, a Mutual Accountability Unit (MAU) will provide an additional oversight mechanism. MAU will monitor construction activities.
Slow growth in ULG revenues and/or ULGs fail to allocate them to pro-poor/poverty reducing activities	M	M	The NUPRP targets and incentivises improvements in the capacity to build and sustain enhanced own-source revenue collection (through support for better financial management), and this will be tied to access to climate resilience infrastructure investment funding. Evidence from UGIIP-1 and 2, and from successive diagnostic and scoping studies, indicate that there is considerable scope to enhance own-source revenue. Access to SIF funding is contingent on a contribution from ULG. A mechanism for sustaining the targeting of funds to the urban poor by ULG will be developed during implementation based on matching funds from GoB through ADP allocations.

Risk (category and type)	Probability/Impact		Mitigation
Resource allocation to climate change resilience funding interventions is insufficient against the needs and the incremental costs of adaptation	M	M	The focus will be on strategic infrastructure within or serving low-income communities and, therefore, or oriented away from major trunk infrastructure. Additional funds could be sourced from other DPs or through the Bangladesh Municipal Development Fund
<b>Organisation</b>			
Political interference in measures to secure tenure	M	M	Verification of land records for settlements deemed eligible under the project. Component 4 is well supported through TA at the PMU and RSF. Land Tenure Action Plans will provide a detailed and pragmatic foundation to agree to viable options. This will involve regular engagement and monitoring of communities securing tenure.
ULG does not have the capacity to manage the NUPRP process or undertake future pro-poor programmes.	L	M	NUPRP predecessor projects (LPUPAP and UPPR) have demonstrated the ability of ULGs to deliver. The NUPRP is built on targeted capacity development and will systematically target three core areas: governance, financial management and planning. The programme organisation provides for a judicious mix of training and mentoring support through TA, RSF and through community-to-community mentoring.
<b>Social</b>			
Slum populations grow faster than cities can cope	M	M	Slum populations will undoubtedly continue to grow. The NUPRP is focused on building a durable and financially sustainable approach to poverty reduction nationally, part of which is aimed at GoB enhancement of funding for urban poverty initiatives. This will provide a policy and implementation approach (through the over 50 cities and towns that will be covered by the NUPRP) that, in principle, can be applied to addressing increases. This will be reflected in the min policy instruments. Additional resources for urban poverty reduction activities could be secured through discussions with DPs.
Gender inequality and social exclusion restrict women and girls accessing the programme	L	L	Promotion of gender and minority equality is written through NUPRP and supported by target indicators, and will be closely monitored. The UPPR demonstrated the level of progress that can be achieved in the empowerment of women.
Powerful city-level stakeholders oppose the programme	M	M	Provision is made for tackling such interests, based on UPPR experience. NUPRP is designed to be flexible, will respond to local dynamics and will measure performance through regular monitoring.

Risk (category and type)	Probability/Impact		Mitigation
Community mobilisation processes are dominated by the elite and exclude key target groups such as women, adolescents and the extreme poor or vulnerable beneficiaries	M	M	The NUPRP will identify all community members through baseline surveys. Implementation will involve third-party monitoring by civil society, supported by monitoring from city/town and RSF level. A grievance redressal mechanism will be established in each slum.
<b>Environmental</b>			
Impact of flooding and other natural hazards	H	H	The NUPRP will be focusing on identifying risk and vulnerability, identifying and prioritising responses, and implementing adaptation and risk reduction measures. The programme aims to strengthen the capability of cities to cope with such crises.
Climate change localised data are unavailable or uncertain and make planning climate resilience measures difficult	H	M	Climate scenarios will need to be pragmatic based on available data. Programme plans and designs should treat the scenario as a mid-point and plan for margin of error.

L=Low, M= Moderate, H=High



### Annex 8-Informed Consent Form

The primary purpose of this focus group discussion (FGD) session is to understand your perception of the implementation and impact of the NUPRP project as part of the end-line evaluation. The information gathered from the session will explore the implementation status and the impact of the project. This is to assure you that the information will be used solely for the purpose of evaluation by the research team and will not be shared with others. We will ensure complete anonymity of the respondents.

The research will involve interviews with the key stakeholders and FGD in June-July 2022. We will ask you about your experience with the implementation of the projects and their outcomes. Your participation will involve an online discussion for approximately 60 minutes.

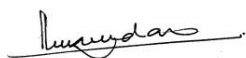
You are free to withdraw from participation at any time during the discussion without providing a reason.

We will take handwritten notes and audio record the session with your permission. We will write the evaluation reports based on what we have learned through this research. The reports will not identify your responses. We will only report the findings to stakeholder groups.

#### Confirmation of consent

Are you (the researcher) confident that all participants have informed consent?

Yes / No	Yes
Details/comments	
Were any concerns and/or questions expressed?	None
If so, how were they dealt with?	



Mukundan Krishnamachary

## Annex 9-Pledge of Ethical Conduct in Evaluation



ETHICAL GUIDELINES FOR EVALUATION

### PLEDGE OF ETHICAL CONDUCT IN EVALUATION



By signing this pledge, I hereby commit to discussing and applying the UNEG Ethical Guidelines for Evaluation and to adopting the associated ethical behaviours.



#### INTEGRITY

I will actively adhere to the moral values and professional standards of evaluation practice as outlined in the UNEG Ethical Guidelines for Evaluation and following the values of the United Nations. Specifically, I will be:

- **Honest and truthful** in my communication and actions.
- **Professional**, engaging in credible and trustworthy behaviour, alongside competence, commitment and ongoing reflective practice.
- **Independent, impartial and incorruptible**.



#### ACCOUNTABILITY

I will be answerable for all decisions made and actions taken and responsible for honouring commitments, without qualification or exception; I will report potential or actual harms observed. Specifically, I will be:

- **Transparent** regarding evaluation purpose and actions taken, establishing trust and increasing accountability for performance to the public, particularly those populations affected by the evaluation.
- **Responsive** as questions or events arise, adapting plans as required and referring to appropriate channels where corruption, fraud, sexual exploitation or abuse or other misconduct or waste of resources is identified.
- **Responsible** for meeting the evaluation purpose and for actions taken and for ensuring redress and recognition as needed.



#### RESPECT

I will engage with all stakeholders of an evaluation in a way that honours their dignity, well-being, personal agency and characteristics. Specifically, I will ensure:

- **Access** to the evaluation process and products by all relevant stakeholders – whether powerless or powerful – with due attention to factors that could impede access such as sex, gender, race, language, country of origin, LGBTQ status, age, background, religion, ethnicity and ability.
- **Meaningful participation and equitable treatment** of all relevant stakeholders in the evaluation processes, from design to dissemination. This includes engaging various stakeholders, particularly affected people, so they can actively inform the evaluation approach and products rather than being solely a subject of data collection.
- **Fair representation** of different voices and perspectives in evaluation products (reports, webinars, etc.).



#### BENEFICENCE

I will strive to do good for people and planet while minimizing harm arising from evaluation as an intervention. Specifically, I will ensure:

- **Explicit and ongoing consideration** of risks and benefits from evaluation processes.
- **Maximum benefits** at systemic (including environmental), organizational and programmatic levels.
- **No harm**. I will not proceed where harm cannot be mitigated.
- **Evaluation makes an overall positive contribution** to human and natural systems and the mission of the United Nations.

I commit to playing my part in ensuring that evaluations are conducted according to the Charter of the United Nations and the ethical requirements laid down above and contained within the UNEG Ethical Guidelines for Evaluation. When this is not possible, I will report the situation to my supervisor, designated focal points or channels and will actively seek an appropriate response.

15 Oct 2022

(Signature and Date)