ENDLINE EVALUATION REPORT

NATIONAL URBAN POVERTY REDUCTION PROGRAMME

Commissioned By:

United Nations Development Programme (UNDP)
National Urban Poverty Reduction Programme (NUPRP)

Funding Agency:

Foreign, Commonwealth and Development Office (FCDO)



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August 2024

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PROJECT AND EVALUATION INFORMATION DETAILS

Project/Outcome Information		
Project/Outcome title	National Urban Poverty Reduction Programme (NUPRP)	
Atlas ID	00092722	
Corporate Outcome and Output	**CPD Outcome 1:** By 2026, more people in Bangladesh, particularly the most vulnerable and marginalised from all gender and social groups and those from lagging districts, benefit from sustainable livelihoods and decent work opportunities resulting from responsible, inclusive, sustainable, green and equitable economic development. **CPD Output 1.2:** Women and youth, especially those who own cottage, small and medium-sized enterprises, benefit from market-driven skills development, access to financial and non-financial services to adopt appropriate technologies, and innovative business models driving improved productivity, competitiveness, resilience and sustainability of enterprises and jobs. **CPD Output 1.3:** Policy and regulatory frameworks enabling greater access to and utilisation of inclusive, gender-responsive, resilient basic social and protection services are strengthened.	
Country	Bangladesh	
Region	RBAP	
Date project document signed	4 January 2017	
Project dates	**Start**	**Planned end**
	14 August 2018	30 June 2024
Total committed budget	USD 87 Million	
Project expenditure at the time of evaluation	USD 77.17 Million	
Funding source	Foreign, Commonwealth and Development Office (FCDO) United Nations Development Programme (UNDP) Government of Bangladesh (GoB)	
Implementing party[1]	Local Government Division (LGD), Ministry of Local Government, Rural Development and Cooperatives (MoLGRD&C)	

Evaluation information		
Evaluation type (project/ Outcome/thematic/country programme, etc.)	Programme	
Final/midterm review/ other	Final (Endline Evaluation)	
Period under evaluation	**Start**	**End**
	August 2018	June 2024
Evaluators	Prof. Arjun Singh Bedi, International Team Leader, Prof. Abul Barkat, National Quantitative Expert and Team of Human Development Research Centre (HDRC)	
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Evaluation dates	**Start**	**Completion**
	20 March 2024	25 August 2024

ACKNOWLEDGEMENT

Undertaking a credible evaluation of the NUPRP, a six-year multi-dimensional poverty reduction programme with numerous interventions covering more than four million urban poor living in a large number of cities and towns across Bangladesh, was a challenging task. Evaluating the NUPRP was a mutual learning experience for all team members. We are thankful to NUPRP of UNDP for entrusting us with this important task.

We are thankful to the Steering Committee of FCDO, Dhaka, especially Mr A B M Feroz Ahmed, Livelihoods Adviser and Deputy Team Leader, Climate Change and Environment Team, for his encouragement and valuable guidance on the evaluation. We also acknowledge the contribution of Ms Farzana Mustafa of FCDO, Dhaka. We appreciate the forward-looking suggestions of Ms Sonali Dayaratne, Deputy Resident Representative, UNDP, Bangladesh, to produce data and evidence for future policy-making on curbing urban poverty. We acknowledge Mr Anowarul Haq, Assistant Resident Representative, UNDP Bangladesh, for his critical assessment at every stage of the evaluation, and Mr A Z M Saleh, Monitoring and Evaluation Analyst, UNDP Bangladesh, who supported us with preparatory suggestions on compliance issues regarding planning and reporting.

We are grateful to all NUPRP-UNDP personnel for their time and for sharing their knowledge and experience with the research team on several occasions. We benefitted from discussions with the NUPRP-UNDP programme team led by Mr Md Masum Patwary, National Project Director, followed by Mr Yugesh Bhagat Pradhanang, International Technical Advisor; Md Kamruzzaman Palash, Urban Planning & Governance Coordinator; Mr Mohammad Iqbal Hossain, City Liaison Coordinator; Mr Md. Akter Uz Zaman, Housing Coordinator; Mr Md. Hasibul Alam, Infrastructure & Housing Officer. We are indebted to the M4i team, Ms Leylac Mae Naqvi, Research and Reporting Analyst and Mr Md. Belayet Hossain, Monitoring & Evaluation Coordinator, for sharing programme documentation and patiently responding to queries on the evaluation.

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We are thankful for the support of the Human Development Research Centre, especially to Mr Abu Taleb, Director of Finance & Administration, for arranging the logistics necessary for the smooth implementation of the project.

Prof. Arjun Singh Bedi
International Team Leader

Prof. Abul Barkat
National Quantitative Expert

DECLARATION

The Evaluation Team of the Human Development Research Centre (HDRC), Bangladesh, and The International Institute of Social Studies, Erasmus University Rotterdam (ISS-EUR), The Netherlands, has prepared this report based on field findings (through quantitative and qualitative surveys) and on information shared by NUPRP officials. The evaluation team could not access some of the programme documents as these were not ready at the time of the endline evaluation. Triangulated statements are based on primary and secondary data triangulation. Considering the size and complex design of the programme, the evaluation team would like to note the tight timeline, especially the short duration of time between gathering the survey data and putting together the endline report. The evaluation team had consultation meetings with the national and town officials of the programme from the planning to the implementation phase of the endline evaluation of the programme. The evaluation team has complied with the Evaluation Quality Assurance and Learning Service (EQUALS) of the Foreign, Commonwealth and Development Office (FCDO), United Kingdom. The United Nations Development Programme (UNDP), the National Urban Poverty Reduction Programme (NUPRP), the Evaluation Team of the Human Development Research Centre (HDRC), Bangladesh and the International Institute of Social Studies, Erasmus University Rotterdam (ISS-EUR), The Netherlands skipped the joint exercise session of evaluation policy, strategy and standards offered by the Evaluation Quality Assurance and Learning Service (EQUALS) of Foreign, Commonwealth and Development Office (FCDO), United Kingdom. However, lead evaluators of the endline evaluation are seasoned evaluators who have evaluated various development programmes and projects for over 20 years.

Prof. Arjun Singh Bedi
International Team Leader

Prof. Abul Barkat
National Quantitative Expert

REPORT ORGANISATION

Report Organisation: The report commences by providing an executive summary which contains the key points of the endline report. Thereafter, the introductory chapter (Chapter I: Introduction) describes the programme's background and objectives. The subsequent chapter (Chapter II: Description of Intervention) briefly describes the various NUPRP interventions. The next chapter (Chapter III: Evaluation Scope and Objectives) outlines the scope of the evaluation and its objectives. The chapter on evaluation methodology (Chapter IV: Evaluation Approach and Methods) outlines the evaluation approaches, sample and sampling frame, data sources, data collection procedures and tools, evaluation ethics and safeguards, and the limitations of the evaluation. The following chapter (Chapter V: Data Analysis) deals with data analysis. The findings chapter (Chapter VI: Evaluation Findings) provides responses linked to the evaluation questions (Annexe 1: Terms of Reference and Annexe 4: Evaluation Matrix) and, *in seriatim*, deals with relevance, coherence, effectiveness, efficiency, sustainability, impact and the cross-cutting elements. The final chapter (Chapter VII: Conclusion and Recommendation) outlines the conclusion, lessons learned, good practices, and recommendations. In addition, an Annexe Document comprising 13 Annexes contains further details.

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ACRONYMS AND ABBREVIATIONS

AOM	Annual Outcome Monitoring
BBS	Bangladesh Bureau of Statistics
BCR	Benefit-Cost-Ratio
BDP	Bangladesh Delta Plan
BDT	Bangladeshi Taka
BIP	Bangladesh Institute of Planners
BMDF	Bangladesh Municipal Development Fund
BNNC	Bangladesh National Nutrition Council
BUET	Bangladesh University of Engineering and Technology
BUF	Bangladesh Urban Forum
CAP	Community Action Plan
CAPI	Computer-Assisted Personal Interviews
CBO	Community-Based Organisation
CC	City Corporation
CC&M	City Corporation and Municipality
CCC	Chattogram City Corporation
CCVA	Climate Change Vulnerability Assessment
CDC	Community Development Committee
CDC-C	CDC Cluster
CEO	Chief Executive Officer
CHDF	Community Housing Development Fund
CMSNC	City-Level Multi-Sectoral Nutrition Committee
CO	Community Organisation
CPD	Country Programme Document
CP-WPM	City Poverty-Ward Poverty Mapping
CRMIF	Climate Resilient Municipal Infrastructure Fund
CSO	Civil Society Organisation
CUCC	Cumilla City Corporation
DEWATS	Decentralisation of Waste-Water Treatment System
DFID	Department for International Development
DiD	Difference-in-difference
DPP	Development Programme Proforma
DPP-r	Development Project Proposal
DNCC	Dhaka North City Corporation
DSCC	Dhaka South City Corporation
EFM	Early and Forced Marriage
EM	Early Marriage
ERD	External Resources Division
FCDO	Foreign, Commonwealth and Development Office
FGD	Focus Group Discussion
FYP	Five-Year Plan
GBP	British Pound Sterling
GED	General Economic Division
GDPR	General Data Protection Regulation
GoB	Government of Bangladesh
HBRI	Housing and Building Research Institute
HDRC	Human Development Research Centre
HH	Household
HR	Human Resources
IDI	In-Depth Interview
IFCA	Institutional and Financial Capacity Assessment
IMED	Implementation Monitoring and Evaluation Division
ISS	International Institute of Social Studies, Erasmus University Rotterdam
KCC	Khulna City Corporation
KII	Key Informant Interview
KM	Knowledge Management

LF	Logframe/Logical Framework
LG	Local Government
LGD	Local Government Division
LGI	Local Government Institute/Institution
LIUPCP	Livelihood Improvement of Urban Poor Communities Project
LNOB	Leaving No One Behind
LTA	Long Term Agreement
LTAP	Land Tenure Action Plan
MAB	Municipal Association of Bangladesh
M&E	Monitoring and Evaluation
MAU	Mutual Accountability Unit
MIS	Management Information System
MoDM&R	Ministry of Disaster Management and Relief
MoEF&CC	Ministry of Environment, Forest and Climate Change
MoF	Ministry of Finance
MoH&PW	Ministry of Housing and Public Works
MoL	Ministry of Land
MoLGRD&C	Ministry of Local Government, Rural Development and Cooperatives
MoP	Ministry of Planning
MoSW	Ministry of Social Welfare
MOU	Memorandum of Understanding
MoWCA	Ministry of Women and Children Affairs
MPI	Multidimensional Poverty Index
MSEF	Micro and Small Enterprise Fund
MSNP	Multi-Sectoral Nutrition Plan
NGO	Non-Governmental Organisation
NHA	National Housing Authority
NPD	National Project Director
NPSC	National Project Steering Committee
NUP	National Urban Policy
NUPRP	National Urban Poverty Reduction Programme
NWFBC	Nutrition & Women-Friendly Business Corner
NPD	National Project Director
O&M	Operations and Maintenance
OECD-DAC	Organisation for Economic Co-operation and Development -Development Assistance Committee
PG	Primary Group
PIC	Programme/Project Implementation Committee
PIP	Participatory Identification of the Poor
PPB	Perspective Plan of Bangladesh
PPM	Participatory Poverty Mapping
Prodoc	Project Document
PWD	Person with Disabilities
RELU	Research, Evaluation and Learning Unit
RRF	Result and Resource Framework
S&C	Savings and Credit
SBCC	Social and Behaviour Change Communication
SC	Standing Committee
SCC	Safe Community Committee
SCG	Savings and Credit Group
SDG	Sustainable Development Goal
SDO	Slum Development Officer
SEF	Socio-Economic Fund
SIF	Settlement Improvement Fund
TF	Town Federation
TLCC	Town Level Coordination Committee
TNA	Training Needs Assessment
ToC	Theory of Change
ToR	Terms of Reference

ToT	Training of Trainers
TMSNC	Town-Level Multi-Sectoral Nutrition Committee
TPB	Town Programme/Project Board
TSC	Town Steering Committee
ULG	Urban Local Government/Governance
UN	United Nations
UNDP	United Nations Development Programme
UNDAF	United Nations Development Assistance Framework
UNEG	United Nations Evaluation Group
UNSDCF	United Nations Sustainable Development Framework
UPPR	Urban Partnerships for Poverty Reduction
UPPR-P	Urban Partnerships for Poverty Reduction Project
USD	US Dollar
VAWG	Violence Against Women and Girls
VfM	Value for Money
VLM	Vacant Land Map
WLCC	Ward Level Coordination Committee

EXECUTIVE SUMMARY

Introduction: The National Urban Poverty Reduction Programme (NUPRP) was launched in 2018 and builds on the experience gathered from the Urban Partnerships for Poverty Reduction Project (UPPR-P). The bulk of financial support for the NUPRP was provided by The Foreign, Commonwealth, and Development Office (FCDO) of the British Government. The United Nations Development Programme (UNDP) provided design and management support for the complex programme of five Outputs and 13 independent and interconnected projects. The GoB's Local Government Division (LGD) implemented the programme, and a seasoned bureaucrat served as National Project Director (NPD). The six-year-long programme (2018-2024) was implemented at three tiers: community, municipal (11 city corporations and eight municipalities), and national to support about 4 million urban poor people through balanced, sustainable, and pro-poor development. The programme also supported GoB in achieving the SDG "Leaving No One Behind (LNOB)." The programme aimed to create impact by achieving more effective inclusive urbanisation in Bangladesh.

Evaluation Purpose and Objectives: The endline evaluation of NUPRP reviews and analyses the programme's overall performance. The evaluation examines the programme's relevance, coherence, efficiency, effectiveness, effectiveness, impact, and sustainability based on the Organisation for Economic Co-operation and Development-Development Assistance Committee (OECD-DAC) criteria. It also examines the mainstreaming of cross-cutting themes: human rights, gender equality, women's empowerment, and LNOB. Based on the analysis, the evaluation highlights findings, identifies lessons and provides recommendations.

Methodology: This endline evaluation report is based on a mixed-method approach and relies on data obtained from a variety of sources. These include administrative data and review of programme documents, a two-round household-level panel data- the primary source of quantitative data, and various methods to gather qualitative information. With a view to enable triangulation of findings, the evaluation ensured the participation of a wide range of stakeholders.

Document review covered the programme inception report, business case, VfM strategy, progress reports, research and diagnostic reports, annual reviews, strategy and operational documentation, reports from partners, and other relevant correspondence. The two-round (baseline and endline) household-level panel data gathered information on more than 4,000 households and used a difference-in-difference approach to identify impact. Qualitative information was gathered through Focus Group Discussions (30 FGD), In-Depth Interviews with CBO Leaders (35 IDIs), Key Informant Interviews (25 KIIs), and consultations with national and town officials of NUPRP in each town. Observation Checklists were used to document the state of community and municipal-level infrastructures developed through the project (190 randomly selected infrastructure projects).

Findings :

Based on our reading of various documents and scrutiny of data, this Executive Summary offers a set of relevant findings by OECD-DAC criteria encompassing NUPRP outputs. It is followed by a brief on lessons learned, good practices, and recommendations.

Relevance and Coherence[2]: The NUPRP consists of five interrelated Outputs and 13 different projects.[3] In addition to providing direct individual and community grants, the NUPRP emphasises a participatory and inclusive approach designed to enable urban poor communities to participate actively in urban development planning. The approach adopted by NUPRP, the various Outputs and projects are clearly relevant and respond to housing crises, limited livelihood opportunities, lack of access to civic amenities due to rapid urbanisation, climate vulnerabilities such as natural disasters, climate change effects, inadequate climate resilient infrastructures, inadequate access to basic services such as primary healthcare, food and nutrition, safe drinking water, improved sanitation, gender inequalities and gender-based violence. Furthermore, underlining its adaptability, the programme successfully responded to the impacts of COVID-19 on poor urban communities.

With regard to coherence, at the national level, NUPRP engaged the Municipality Association of Bangladesh, Bangladesh Institute of Planners, Bangladesh University of Engineering and Technology, and Local Government and Engineering Division to stimulate inclusive, gender-responsive and climate-resilient urban planning and governance reforms. At the municipal level, the programme's town offices advocated with Urban Local Government (ULG) agencies for pro-poor budgeting. They played a vital role in the increased allocation of resources for poverty alleviation, thereby enhancing marginalised communities' access to citizen amenities and strengthening social security, including the prevention of gender-based violence. At the community level, NUPRP supported town networks of community organisations to mobilise communities for their empowered engagement. These initiatives

included a capacity-building approach (Output 1), a community mobilisation approach (Output 2), a socioeconomic development approach (Output 3), a community-led costed housing approach (Output 4), and a climate-smart urban development approach (Output 5). Based on the review of documents and the qualitative information, it seems the programme successfully promoted interagency coordination, knowledge sharing, and strategic partnerships to address urban poverty and climate vulnerabilities. NUPRP also aligned its activities with pertinent national development directives such as the Perspective Plan of Bangladesh, the Five-Year Plan, the National Social Security Strategy and the National Adaptation Plan of Bangladesh (2023-2050) for poverty alleviation and climate change adaptation. The programme's theory of change is relevant, and although it is a large and complex project, the various elements appear to be well-integrated.

To conclude, the NUPRP design and theory of change are relevant and support pro-poor development in urban low-income settlements through the provision of direct grants and by enabling greater participation of the urban poor in municipal and local government. The programme has demonstrated adaptive capacity, especially in terms of dealing with the implications of the COVID-19 crisis. The NUPRP's design and strategy are consistent with national priorities, and the programme has promoted synergies and interlinkages with other interventions.

Efficiency[4]: Based on analysing the relevant data, it may be concluded that amongst beneficiaries and stakeholders, the programme is recognised for its on-time, high-quality deliverables, notably in infrastructure development. Although the programme experienced delays, particularly during the COVID-19 pandemic, due to effective programme management, the NUPRP was able to catch up and meet the original delivery timelines. By June 2024, all planned interventions had been completed except for the low-cost housing pilot.

The project demonstrates strong financial discipline with expenditures consistently meeting the (revised) budget figures, that is, no under or overspending. This applies across all Outputs except for the housing and land tenure component, where budget utilisation has been slow (42%), primarily due to significant challenges related to securing land tenure and gaining access to government land for low-cost housing schemes. This component is expected to be completed by December 2024.

At the outset, the available funding was deemed sufficient to achieve the programme's intended Outcomes. However, as the programme progressed, budget cuts and inflation increased procurement costs and strained the programme's financial resources. The COVID-19 pandemic further exacerbated these challenges. In consultation with FCDO, the programme was forced to scale back on activities related to securing land tenure.

NUPRP has routinely generated financial progress reports to enhance transparency and accountability and has carefully tracked expenditures to ensure the efficient use of financial resources. Furthermore, NUPRP has strategically utilised government and local resources, including staff, facilities, and existing community structures, across all Outputs to minimise costs. In addition, the programme is well-targeted, with an 87% accuracy rate in selecting beneficiaries according to the established criteria. The programme also successfully increased the proportion of municipal budgets allocated to the urban poor from 1.6% in 2019 to 2.5% in 2023.

The programme's inclusive approach, targeting accuracy, and efficient resource management have resulted in a benefit-cost ratio (BCR) of USD 3.4, which is not very different from the envisaged BCR of USD 3.75 in the business case assumption. The overall benefit generated through income increases, savings, livelihood opportunities, improved nutrition, and reduced climate-related losses is estimated at USD 262 million compared to the total programme cost of USD 77.2 million.

To conclude, analysis of the data supports the idea that NUPRP has delivered the bulk of its envisaged Outputs in a timely and efficient manner. Careful financial management with several checks and balances in place, the minimisation of inclusion and exclusion errors and the increased pro-poor allocation of municipal budgets promoted by NUPRP appear to have delivered value for money as captured by the benefit-cost ratio of 3.4.

Effectiveness[5]: NUPRP has four core objectives. These are to ensure pro-poor policy and planning by strengthening municipal capacity for improved urban development planning, community and women empowerment, enhancing climate adaptive capacity of low-income communities by constructing climate-resilient infrastructure, and enhancing land tenure and housing security for low-income urban residents. The analysis of the documents and data, specifically comparisons between the targets listed in the programme's logframe and achievements, suggests that the NUPRP has successfully achieved its targets along most dimensions except for targets related to land tenure security and activities relating to strengthening the BUF and MAB. These targets could not be met mainly due to budget cuts and the lack of commitment of the concerned government agencies.

NUPRP has operated at the national, municipal and local levels. Although challenging, the programme's capacity strengthening and policy advocacy activities at the municipal level have led to an increase in pro-poor municipal budgeting (see below under the impact criteria) in all 19 cities targeted by NUPRP. The CCVA, vacant land mapping, and ward priority mapping strengthened and capacitated the municipalities to adopt pro-poor climate-resilient urban planning. Consequently, all cities have developed and expect to implement costed climate-resilient infrastructure and multisector-nutrition plans.

NUPRP successfully activated decentralised committees, such as the Disaster Management Committees, Town Level Coordination Committees, and Ward Committees. The NUPRP's support for developing and reviving CDCs, CDC Clusters, and TFs has been instrumental in mainstreaming the voices of the urban poor in urban development and governance. NUPRP has facilitated a shared understanding of inclusive and climate-resilient urbanisation and the need for urban policy to address the challenges of rapid urbanisation. The increased participation of urban poor leaders, particularly women, in Ward-level Coordination Committees (WLCCs), City/City Corporation Development Coordination Committees (CDCCs), and other relevant bodies has been a notable achievement. Among the female FGD participants, 61% participated, and a large proportion of respondents (83%) perceived that their local representatives had the ability to influence pro-poor climate-resilient urban development.

The programme's Socioeconomic Fund (SEF) has successfully supported the livelihoods of poor urban women, supporting their socioeconomic development (education, nutrition) and fostering economic empowerment. Establishing personal and group businesses with NUPRP's financial assistance has increased household income, enhanced food security and led to poverty reduction (see below under impact criteria). The incidence of unemployment in beneficiary HHs decreased to 16.4% compared to 31.9% at baseline ($p<0.001$), and more than 72% of the skill development grantees were employed within six months of completing training as opposed to the expected target of 33%. NUPRP-supported Savings and Credit Groups have helped enhance access to financial services. Both the SIF and Climate-Resilient Municipal Infrastructure Fund (CRMIF) have met their targets and effectively boosted low-income communities' climate-adaptive capacity by developing essential climate-resilient infrastructure. Consistent with the envisaged target, CHDF has been established as a legal entity in 3 cities.

To conclude, despite its strong achievements, the programme has faced challenges, and the sustainability of the interventions remains a concern (see below under sustainability). Due to financial constraints, the programme could not undertake certain capacity-strengthening activities. A large number of SCGs have dissolved before the end of the programme. Furthermore, tenure security remains a concern, as housing and tenure security interventions were dropped due to financial and political constraints.

Impact[6]: Given the scope of NUPRP and its design, it has the potential to impact a wide variety of Outcomes. NUPRP sought to address urban poverty by providing direct grants (among others, for education, skills training, business support, and nutritional support), by encouraging and supporting municipal governments to promote inclusive planning practices, strengthening community organisations representing the urban poor and enhancing their representation in city planning and decision-making authority and by providing funds to construct relevant infrastructure. Based on temporal comparisons between NUPRP beneficiaries versus non-beneficiaries, these efforts have had a positive impact along several dimensions.

The perception of strong community leadership in NUPRP areas increased more than fourfold to 83% from 18.5% at baseline. The share of households expressing their ability to influence local decision-making rose to 79.2% among households (HHs) in treatment areas compared to 18% at baseline. On average, across the target towns, the budget share, which may be considered pro-poor, increased from 1.6% to 2.5%. While small in absolute terms, this change represents an increase of about 56%.

NUPRP activities have had a substantial effect on the living standards of the urban poor, with 98% of treatment HHs reporting that their living conditions had improved compared to 40.1% in non-NUPRP areas. The improved living conditions may be attributed to NUPRP's infrastructure-related activities, which led to reductions in the incidence of waterlogging, reductions in the overflow of open drains, and greater access to drinking water.

The DiD analysis shows that NUPRP's initiatives have translated into increased household income (35% net increase ($p<0.001$)) and expenditure (7% net increase ($p=0.08$)), although the effects are less pronounced for the latter Outcome. The prevalence of poverty based on the national poverty line declined (7.0% ($p=0.07$) net impact), and the programme led to an increase in the proportion of households that rate themselves as food secure (13.9% net impact (($p<0.05$)). While it is hard to disentangle the overall effect of NUPRP from its constituent elements, the exploratory analysis shows that amongst the various NUPRP grants, the business development grant and the skill apprenticeship grants played the most prominent role in influencing household income and food security. Additionally, NUPRP

encouraged saving habits and preparedness for climate-related crises and enhanced the ability to recover from climate shocks). NUPRP also had statistically significant effects on increasing school enrolment and reducing gender-based violence. The incidence of abuse and violence decreased by 9.4% ($p<0.05$).

To conclude, the NUPRP has led to a wide range of statistically significant and substantial impacts on urban poor communities across 19 cities and towns in Bangladesh. Through direct grant support as well as through strategic advocacy, capacity building, community mobilisation and infrastructure development, amongst other effects, the programme has led to an increase in household income (35%), enhanced food security (13.9%), and contributed to poverty reduction (7%).

Sustainability[7]: NUPRP has laid a solid foundation for the sustainability of its interventions across environmental, social, and financial dimensions. The programme has effectively fostered a supportive policy environment at the national level through strategic collaboration with the Local Government Division (LGD) and by systematically developing a community, municipal, and national network. The programme's design is also well-aligned with national and global frameworks such as the Sustainable Development Goals (SDGs) and Bangladesh's Five-Year Plans.

Social sustainability has been a standout success of the NUPRP, mainly through its community mobilisation, leadership development, and the empowerment of marginalised groups. The programme has strengthened social cohesion and improved governance at the municipal level by establishing and revitalising Community-Based Organisations (CBOs). These CBOs have become critical platforms for the urban poor to voice their concerns, influence local policies, and ensure their needs are addressed. The Community-Based Organization (CBO) Network is expected to continue managing climate-resilient infrastructures and funds established under the programme. The CBO leaders expressed confidence in their continued ability to influence local government planning and governance.

As mentioned under the efficiency criteria, the programme's financial management has been commendable. Key to this success has been the establishment of revolving funds, co-sharing mechanisms, and the CHDF, all designed to provide ongoing financial support for housing and community needs. These financial instruments are intended to continue functioning beyond the programme's end, ensuring that communities can sustain and expand on the improvements made.

The programme's generation of valuable data through City Poverty-Ward Poverty Mapping (CP-WPM), Participatory Poverty Mapping (PPM), and Climate Change Vulnerability Assessments (CCVA) are likely to continue to serve as critical resources for informed planning and actions to address poverty and climate change.

However, the sustainability of the gains achieved under NUPRP is by no means guaranteed. The lack of financial resources, particularly in areas requiring significant investment, such as housing and infrastructure, is likely to limit sustainability. Additionally, the lack of engagement with the Ministry of Housing and Public Works (MoH&PW) and the National Housing Authority (NHA) is a significant gap, as these agencies are essential for mainstreaming housing and tenure security for urban poor communities into national decision-making processes. Concerns remain about the sustainability of Community Development Committees (CDCs), CDC Clusters, and Town Federations (TFs), particularly with regard to management costs, fund management, continued mutual trust, and political support. The dissolution of nearly half of the Savings and Credit Groups (SCGs) before the programme's end further highlights these challenges.

To conclude, through its multi-layered stakeholder engagement at the local, municipal and national levels, NUPRP has laid the basis for sustainable long-term impact. The institutional arrangements, capacity strengthening at the local level, mainstreaming of the urban poor in decision-making bodies and the technical tools are in place to support sustained pro-poor urban development. While obvious, it needs to be stated that without continued investment, mutual trust and political support, the benefits are likely to be short-lived.

Cross-Cutting Agenda[8]: NUPRP is a women-centred programme. Almost all primary group (PG) members are women as are the bulk of grant recipients (women and girls received around 87% of the grant benefits). The programme prioritised women and girls for education (reducing early marriage), nutrition, business and skill-development grants. NUPRP is also women-led as community organisations (CDCs, CDC Clusters and TFs) of urban women are the main drivers of community and municipality-level implementation of the programme interventions. While municipal officials are mainly men, CBO leaders and the CBO Network are women-led and women-centred. Savings and Credit Groups (SCGs) and Safe Community Committees (SCCs) are also women-led and women-centred (24,662 SCGs with 370,313 members). Through their inclusion and participation in these community structures, women defined community priorities and supported the targeting of socioeconomic programmes, as well as played a role in procuring and implementing infrastructures in the community. In group discussions, women expressed the view that their

decision-making ability within the household had been enhanced, as evidenced by the decline in the incidence of violence, higher participation in decision-making, and increased mobility.

The programme promoted the participation of PWD in ULG's multisectoral platforms, ensuring their voices were incorporated into ULG planning and governance. NUPRP also prioritised eligible households with PWDs for grant support to improve their livelihood and well-being. The programme explicitly considered PWD accessibility when constructing WASH and communication infrastructures. The programme adopted the PWD accessibility requirement in low-cost housing design and committed to unit allocation priorities. A portion of all low-cost housing units are developed targeting PWDs (out of 646 units, around 40 are for PWDs). Through these measures, NUPRP has contributed to the LNOB agenda of SDG.

Overall, marginalised communities in urban areas often remain invisible and lack support due to a lack of official recognition by government authorities, which leads to their exclusion from policy and planning discussions. The data and evidence-driven implementation strategy of NUPRP reflects the possibility of implementing pro-poor urban projects with targeting accuracy and community engagement. Capacity development and advocacy activities enabled the visibility of the urban poor/marginalised communities in NUPRP-targeted cities/towns. Such an approach may be replicated in other towns and cities.

Lessons learned and good practices: Underlying the findings discussed above, this section lays out key lessons and good practices (practices worth replicating) which may be drawn from NUPRP's experience. The discussion is organised along NUPRP's five broad Outputs:

Improving urban governance and planning (Output 1): NUPRP's multi-level policy advocacy approach has been effective in sensitising, mobilising and engaging government agencies at the local, municipal and national levels. This approach has led to a shared understanding and appreciation of pro-poor climate-resilient urban planning. The programme's efforts have increased pro-poor budget allocation and spending in all NUPRP towns and translated into tangible benefits at the individual and community level (see findings - effectiveness and impact criteria). The programme's experience suggests that engaging with stakeholders at different levels, although time-consuming, onerous and requiring substantial resources, appears to pay off in delivering benefits to the targeted individuals and areas (see findings - efficiency).

A strong element of improved urban governance and planning was the use of tools such as the Multidimensional Poverty Index (MPI) Method, Participatory Poverty Mapping (PPM), Climate Change Vulnerability Assessments (CCVA), Mahallah and Resource Mapping. These tools proved effective in identifying poverty and climate-vulnerable groups and areas. Such tools enabled a targeting accuracy of 87% (see findings – efficiency).

Enhancing citizen participation and community mobilisation (Output 2): The programme-supported municipal-wide CBO Network of CDCs—CDC Clusters—TF. The findings suggest that the revived, women-led, women-centred community-based organisations have played an instrumental role in promoting the interests of poor urban communities at the policy and governance level of ULG. The programme's institutional and leadership capacity development support to CBOs and members enabled them to bargain for community interests, including influencing ULG's planning, budgeting and development works. NUPRP promoted CBO members' engagement in multisectoral municipal committees of ULG and ensured that their voices were heard and acknowledged in urban planning and governance. The programme has reconfirmed that the Community Action Plan (CAP) is a vibrant tool to mobilise and prioritise community demands (see findings – effectiveness and cross-cutting agenda).

Enhancing economic development and livelihoods (Output 3): The NUPRP approach of policy advocacy at multiple levels of government, the use of CBO networks to enhance participation and voice and finally, the use of various individual and community grant instruments have played an important role in influencing a wide -range of socioeconomic outcomes. Chief amongst these has been the prominent role played by the business development and skills apprenticeship grant in enhancing household income and food security (see findings – impact and cross-cutting agenda). While other grants (education grants, nutrition grants) have also played a role in influencing specific outcomes, the most apparent effects seem to emanate from the business development and skills grants. Other initiatives such as the Safe Community Committees (SCCs) have contributed to the prevention of violence against women and girls (VAWG) and EFM, and the nutrition-related grants have had a positive effect on the health of pregnant and lactating women with children aged 7 to 24 months. Notwithstanding the effect of individual grants, the main lesson here is that the collective effect of NUPRP as a whole is responsible for the observed socioeconomic effects (see findings – impact).

Enhancing housing and land tenure (Output 4): While the NUPRP has met or, in some cases, more than met its objectives, it has been somewhat less successful in enhancing housing and land tenure security. As discussed above, budgets allocated for this Output have not been fully utilised (see findings – efficiency and impact), and targets have not been met mainly due to a lack of funds and commitment from concerned government agencies (see findings – effectiveness). To elaborate, there was limited engagement with the Ministry of Housing and Public Works (MoH&PW) and the National Housing Authority (NHA). These two agencies are essential for mainstreaming housing and tenure security for urban poor communities into national decision-making processes (see findings – sustainability). A clear lesson here is the importance of engaging with these specific agencies to achieve results in the case of this Output. Nevertheless, it has piloted environment-friendly and low-cost housing (e.g., use of ferrocement, hollow bricks) in four towns, and housing finance has been made available from three Community Housing Development Funds (CHDF). These provide examples for GoB and development partners if they are keen to address the housing issues affecting marginalised groups in urban areas.

Improving access to climate-resilient infrastructure and basic services (Output 5): This Output accounted for the largest share (27.6%) of NUPRP's budget and included two funds, the SIF and CRIM. Infrastructure projects identified, prioritised by CDC members and constructed through community participation on the basis of Community Action Plans (CAPs) were implemented through the support of NUPRP's SIF and CRIM instruments, with the latter supporting larger-scale infrastructure projects in qualifying cities and towns through co-funding mechanisms. This so-called community procurement/contracting approach helped reduce costs (see findings – efficiency) and led to the construction of a large number of relevant infrastructure projects, which generated substantial benefits such as enhanced access to water, reduction in waterlogging, and improved drainage among others (see findings – impact). Similar to the comments made under Output 3, it is NUPRP's multi-layered and comprehensive approach, which combines access to funds, capacity building and training, involvement of local communities in identifying and prioritising needs and policy advocacy with government agencies, which underlies the positive infrastructure effects.

Recommendations and concluding remarks:

Bangladesh has a development vision - it aspires to reach the status of a high-income country by 2041. By 2030, the country intends to achieve all the SDG goals and attain the status of a middle-income country by 2031. Attaining this vision necessitates many changes, including a structural transformation in economic sectors (broadly industry, agriculture and services) and sub-sectors accompanied by attainment of high human development (increase in longevity, knowledge, and real income). The task is daunting for many reasons. A critical area of concern is addressing the challenges associated with urbanisation without industrialisation, unlike the classical case of urbanisation with industrialisation in the West. Specifically, among others, the country needs to address rising urban poverty in absolute and relative terms, climate-induced urban poverty and resilience, and multifaceted gender issues.

While there is a growing body of knowledge on urbanisation and urban poverty, NUPRP's insights, particularly the findings, lessons learned and good practices, offer valuable Bangladesh context-specific strategies to address these complex issues. Based on the NUPRP experience, the following recommendations may be made:

Recommendation 1: The NUPRP model, which is based on multi-layered engagement and policy advocacy with government bodies, community mobilisation through CBOs, leveraging existing government and community structures, the use of relevant technical tools for targeting beneficiaries at both the individual and the collective level has translated into substantial, verifiable benefits with a high benefit-cost ratio. **Based on the findings and lessons learned, the GoB and development partners should consider scaling up NUPRP.**

Recommendation 2: NUPRP engaged in building partnerships at multiple levels of government and between government organisations and community organisations. This engagement led to a shared understanding of pro-poor urban development and undergirded the substantial socioeconomic benefits observed at the individual and community levels, including allocating additional municipal resources for pro-poor urban development and the effective use of various grants. The upshot of this is that, although admittedly complex, the results of this evaluation support multi-pronged integrated interventions as opposed to single interventions. Specifically, to sustain the effects of the intervention, continued policy advocacy at multiple levels, strengthening community involvement through training and capacity-building, empowering local organisations in decision-making, and direct support through various grants to support socioeconomic outcomes (income, food security, safety of women, prevent early marriage) is needed. **The NUPRP model offers a successful inclusive pro-poor urban development model, deploying multiple types of interventions.**

Recommendation 3: A perennial concern of development interventions is appropriately identifying beneficiaries and vulnerable areas. One of the technical strengths of the NUPRP has been the successful deployment of tools such as the Multidimensional Poverty Index (MPI), Participatory Poverty Mapping (PPM), Climate Change Vulnerability Assessments (CCVA), and Mahallah and Resource Mapping. **These tools have been effective in identifying poverty and climate-vulnerable groups and areas, and their continued use in projects such as NUPRP and, more generally, while rolling out development interventions is recommended.**

Recommendation 4: Targeting efficiency in terms of individuals and areas and identifying relevant infrastructure projects is not just an outcome of applying technical tools. It results from productive interactions between the use of technical tools and engaging with the community. **This engagement should be supported and relying only on technical tools or only on participatory approaches to identify intervention beneficiaries, and areas should be eschewed.**

Recommendation 5: A bane of infrastructure-related development projects is their lack of maintenance and sustainability. Through its women-led, women-centred efforts at strengthening CBO and the participation of women leaders and persons with disabilities in the development of CAP, the NUPRP has successfully identified and built relevant climate-resilient inclusive infrastructure. Through its community procurement approach, which directly engages the community in building infrastructure, NUPRP projects have been constructed in a cost-efficient manner. **The involvement of inclusive community organisations in selecting and prioritising infrastructure projects and development projects and their participation in construction bodes well for the sustainability of such projects. These relatively innovative elements of NUPRP underlie the recommendation that such design features need to be preserved in current or future editions of similar development projects.**

Recommendation 6: NUPRP has been relatively less successful in meeting its objectives regarding access to housing and tenure security. Budgets allocated for this Output were not fully utilised when information was gathered for this evaluation. Furthermore, support from concerned government agencies was limited as there had been limited engagement with the MoH&PW and the NHA. **If NUPRP and similar programmes are to reach their goals of enabling access to low-cost housing and supporting tenure security, then such engagement is necessary and recommended.** Nevertheless, NUPRP successfully piloted environment-friendly, low-cost housing (e.g., ferrocement and hollow bricks) in four towns, and housing finance was made available from three CHDFs. **The pilot is a good model for GoB and development partners actively providing low-cost housing for poor urban communities.**

To scale up the NUPRP model, the overall responsibility of policy decisions should lie with the Cabinet Division. If scaling up is envisaged, it will require all-round effort from several entities. Policy advocacy efforts may be coordinated by UNDP (given its experience with UPPR and NUPRP) and include relevant civil society organisations. One of the relevant implementing entities is the Ministry of Planning (MoP)-Planning Commission and External Resources Division (ERD), which in its upcoming 9th Five-Year Plan (July 2025-June 2030) assigns high priority to addressing urban poverty reduction aimed at reaching the status of an upper-middle-income country by 2031. Other implementing/engaged entities could be the Ministry of Finance (MoF), Ministry of Local Government, Rural Development and Cooperatives (MoLGRD&C) - specifically the Local Government Division (LGD), Ministry of Housing and Public Works (MoH&PW), Ministry of Land (MoL), Ministry of Social Welfare (MoSW), Ministry of Environment, Forest and Climate Change (MoEF&CC), international development partners (e.g., UNDP, FCDO), national development actors (Civil Society including NGOs and CBOs), and Urban Local Government (ULG)-City Corporation and Municipality (CC&M) entities.

Based on this endline evaluation, it may be concluded that the NUPRP experience represents a well-knitted and integrated programme founded on five broad Outputs (urban governance and planning, citizens' participation and community mobilisation, economic development and livelihoods, housing and land tenure, and infrastructure and basic services including climate-resilient infrastructure) backed by many project interventions (a total of 13 projects including various grants, nutrition, training, housing and land tenure, savings and credit groups, community engagement, infrastructure, local government capacity building, poverty mapping, policy influencing) has the potential to address most dimensions of urban poverty and marginalisation in a potentially sustainable manner.

CHAPTER I: INTRODUCTION

1.1. Programme Background

The urban economy comprising industrial sectors- formal and informal- is an integral part of any growing economy. Bangladesh is no exception and its economy is undergoing a structural transformation, accompanied by a relatively steady growth rate. The Government of Bangladesh (GoB), in its Perspective Plan of Bangladesh 2021-2041 (PPB 2041), identifies the management of an organised urban transition as one of the key challenges towards becoming a high-income economy by 2041.[9] PPB estimates that by 2041, 80% of Bangladesh's total population will reside in urban centres, underlining the need for managing urbanisation and development in the country. Rapid urbanisation, poverty, climate-change-induced hazards, non-climate hazards due to unplanned urban development, inadequate urban amenities, limited capacity of urban local government and insufficient livelihood access for urban residents are core barriers to achieving PPB's 2041 goal.

In this context, the National Urban Poverty Reduction Programme (NUPRP), also known as the Livelihood Improvement of Urban Poor Communities Project (LIUPCP), was launched to address organised urban planning, urban poverty reduction, mobilising urban marginalised groups to access livelihood opportunities and urban amenities offered by urban local governance (ULG) agencies, and participatory, inclusive urban governance. It is among Bangladesh's largest urban development programmes, providing direct livelihood support to poor urban communities. FCDO has provided about USD 75 million to the programme from 2018 to 2024 to support about 4 million urban poor through balanced, sustainable and pro-poor development.

The programme was delayed by about two years (originally planned to start in 2016) and kicked off in the last quarter of 2018. NUPRP is designed to respond to rapid unplanned urbanisation, urban poverty, unsustainable development and non-inclusive governance. The programme was implemented nationally and at the municipal and community levels in 11 City Corporations and 8 Municipalities.[10]

MAP 1. 19 NUPRP Towns



The programme aimed to contribute to balanced, sustainable growth by reducing urban poverty in Bangladesh and achieving the Sustainable Development Goals by 2030, which call for "Leaving No One Behind."[11] The core programme objectives are:

i. To facilitate climate-resilient housing and essential services for low-income households;
ii. To build community organisation, skills and enterprise development for women and girls;
iii. To enhance the climate adaptive capacity of low-income communities through resilient infrastructure;
iv. To strengthen municipal capacity for improved urban management, policy and planning.

Five broad Outputs of the programme are:

Output 1: Improving urban governance and planning
Output 2: Enhancing citizen participation and community mobilisation
Output 3: Enhancing economic development and livelihoods
Output 4: Enhancing housing and land tenure
Output 5: Improving access to climate-resilient infrastructure and basic services.

In addition, the programme also addressed three broad cross-cutting issues: Human Rights, Gender Equality and Leaving No One Behind (LNOB). The five interconnected broad Outputs addressed 50 SDG indicators under 7 SDGs[12] , including Gender equality (SDG 5).[13] Gender concerns were central to NUPRP's implementation at all stages, focusing on women's views through gender audits, vulnerability assessments, and collaborative mapping with local women's groups. Women's and girls' perspectives are prioritised during the design and implementation phase (i.e., targeting beneficiaries, community contract management, and support in social and safety audits of programme components), guaranteeing their robust representation in public interactions. Additionally, grants, training, legal support, and awareness-raising initiatives provided targeted support to women and girls.

Figure 1. NUPRP targeted 7 SDGs



NUPRP's design prioritised PWDs, especially those who were poor, and supported them through advocacy, planning, and ensuring they benefitted from projects, loans, and grants. Infrastructure at the community level was designed to ensure inclusiveness.

The six-year-long programme (2018-2024) was rolled out in **three phases** starting from September 2018 and will be completed by December 2024 (Revised Programme as of July 2021).[14]

The evaluation team was guided by UNDP's Terms of Reference (ToR) in performing the endline evaluation (Annexe 1: Terms of Reference).

CHAPTER II: DESCRIPTION OF THE INTERVENTIONS

The Local Government Division (LGD) under the Ministry of Local Government, Rural Development and Cooperatives (MoLGRD&C), Government of Bangladesh (GoB), implemented the programme with technical support from the United Nations Development Programme (UNDP). The Foreign, Commonwealth and Development Office (FCDO), United Kingdom (UK), formerly known as the Department for International Development (DFID), along with GoB and UNDP, provided financial support for the programme.

Stakeholder Categories

1. The NUPRP Project team
2. Government officials of relevant ministries/divisions/department
3. LGI Officials
4. NUPRP partner organisations/ institutions
5. Community Organisations
6. Beneficiaries

In addition to these key partners, the project included a wide range of stakeholders. NUPRP partnered with the Municipal Association of Bangladesh (MAB) and the Bangladesh Urban Forum (BUF) to strengthen the GoB and other relevant actors to encourage pro-poor urban management, policy and planning that is coordinated, strategic, and climate-smart. The project made an agreement with UNICEF for nutrition services and related referral linkages. Bangladesh National Nutrition Council (BNNC) contributed towards nutrition governance, while Alive and Thrive provided inputs on nutrition-specific behavioural change. The Bangladesh Institute of Planners (BIP) engaged with the project to document best practices. Community organisations (CDCs, CDC clusters, and TFs) ensured participatory and evidence-based planning and advocated for pro-poor planning at the city/town level. The CDCs also administered all the grants and loans for beneficiaries. The beneficiaries were short-listed through a rigorous targeting process, and the final selection was completed through a participatory meeting engaging CDC members.

Motivated by rapid urbanisation and high levels of urban poverty, the NUPRP is intended to bring about sustained improvements in inclusive, climate-resilient and effective urban development and significantly reduce climate, social, physical and economic vulnerabilities for poor urban residents. NUPRP continued and built upon the strengths and gains of the Urban Partnerships for Poverty Reduction (UPPR) programme; it evolved from the UPPR approach, addressing its weaknesses and adapting to continually changing urban trends and institutional contexts. A key element in the NUPRP approach is that it is intended to be participatory and inclusive, particularly empowering the voices of the urban poor, women, and people with disabilities. The focus at the city and town levels is to facilitate the linkage of poor urban communities with city/municipal government, basic service delivery, planning processes, and spaces for inclusive deliberation and engagement. As a mentor-cum-facilitator-cum advisor, NUPRP worked in 19 City Corporations/Paurashavas, covering around 4 million urban poor individuals residing in around 1.2 million households.

In each city/town, the NUPRP's implementation followed three steps:

i. Understanding the context: community mobilisation and understanding the local context,
ii. Inclusive planning: participatory planning processes at various levels, ensuring the voices of marginalised groups are included. Capacity-building efforts support community organisations and municipal governments, promoting coordination among stakeholders and government agencies and
iii. Implementing pro-poor, gender-sensitive and resilient programmes and projects: connects urban poor communities with the broader city, providing financial and social support to reduce vulnerabilities and improve well-being.

The NUPRP has five broad Outputs.

Output 1 focused on improving urban governance and planning by enhancing coordination, planning, and management of Local Government Institutions (LGIs) in cities and towns. The programme promoted a pro-poor approach, providing technical support to municipal governments to enhance their capacity for inclusive and climate-resilient urban planning. Key strategies included fostering dialogue between municipal authorities and communities, supporting governance mechanisms, and using mapping and data analysis to understand urban poverty better.

Output 2 emphasised citizen participation and community mobilisation, particularly empowering urban poor communities led by women and marginalised groups. The programme facilitated the formation of community organisations, savings and credit groups, and Community Housing Development Funds (CHDFs) while also building partnerships between community organisations, municipal governments, and service providers to improve access to basic services.

Output 3 targeted economic development and livelihoods by providing grants (SEF, Apprenticeship, Business, and Education) to support socio-economic, health, and social well-being, particularly for vulnerable groups such as adolescent girls, extremely poor women, and persons with disabilities. The programme also addressed nutrition and gender-based violence through education, counselling, and legal aid services.

Output 4 focused on housing and land tenure and aimed to reduce eviction risks in low-income settlements. NUPRP conducted land mapping and established CHDFs to finance low-cost, climate-resilient housing while also piloting environment-friendly housing projects with government support.

Output 5 dealt with the construction of climate-resilient infrastructure and enhanced access to basic services, implementing projects identified through Community Action Plans (CAPs) and supporting large-scale infrastructure projects in qualifying cities and towns through co-funding mechanisms.

NUPRP Theory of Change (ToC)

The NUPRP expects to contribute to five broad Outputs (outlined above) through thirteen interconnected projects. While schematic representations of the ToC for each Output are provided in Annexe 4, the overall ToC envisages improving the livelihoods and living conditions of the urban poor by addressing various critical areas. This ToC, as outlined in the NUPRP inception report and business case, is complex and indirect and emphasises the importance of intervening at multiple levels to drive change. The overall theory of change argues that if the national policy framework and cooperation between government agencies are strengthened, if the autonomy and capacity of urban local government (ULG) is enhanced, if the urban poor are better organised, represented and recognised, and develop a greater sense of safety, security and well-being, then urban development would be more inclusive and responsive to the needs to the urban poor.

To be explicit, this theory of change implies that NUPRP is primarily an urban pro-poor governance programme that seeks to address urban poverty issues through simultaneously supporting city and municipal governments, as well as poor urban communities, to reduce vulnerability, promote evidence-based decision-making, improve accountability, promote inclusive planning practices, and support and influence demands for a pro-poor policy environment at the national level. Therefore, the NUPRP vision encompasses the development interests of the urban poor, including specific interventions aiming at poverty reduction *per se* and influencing pro-poor policies at the national level.

It is important to realise that the NUPRP does not assume the role of direct implementer. Instead, it acted as a facilitator, trainer, mentor, technical adviser, and disseminator of tools, information and methods. Therefore, the very design of NUPRP implies the presence of strong elements of organisational and management sustainability. It was expected that as a consequence of the NUPRP implementation, the urban poor would be able to raise their voices, their voices be listened to, respected and acted upon, and that too in a manner generating climate-resilient Outcomes.

NUPRP Result Pathway

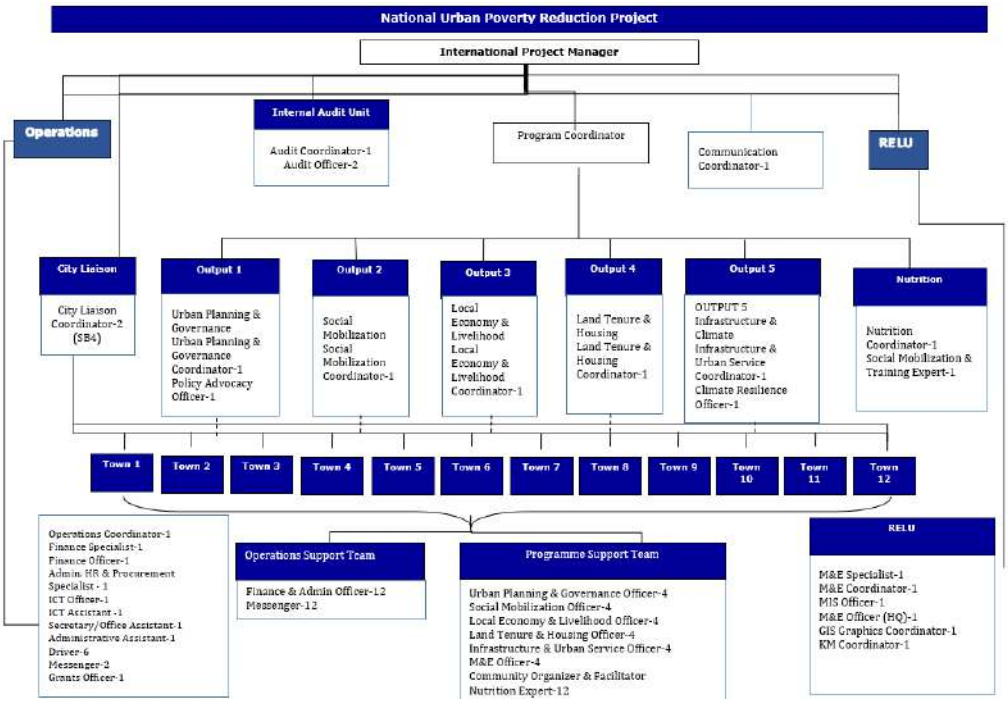
To elaborate on the ToC, the NUPRP approach outlines a pathway from specific activities to long-term Outcomes across several dimensions. The intermediate results of the programme include enhanced skills, increased community representation, higher awareness of urban poverty, more employment prospects, and better housing and infrastructure. Assuming LGs are responsive, opportunities are present, and urban poverty continues to be a top priority for the government, the ultimate objective is to create long-lasting changes in the living circumstances and means of subsistence for the urban poor.

The governance initiative (Output 1) envisages improving Local Government (LG) skills through capacity building, leading to improved planning and more informed choices. Community mobilisation (Output 2) is promoted by developing and supporting Community Organisations (COs), which create inclusive Community Action Plans (CAPs) incorporated into LG plans.

Economic development efforts, such as the SEF and social awareness campaigns, are expected to benefit the urban poor by improving their skills and prospects (Output 3). Land mapping, capacity training, and the development of Land Tenure Action Plans are all part of initiatives to strengthen tenure agreements and access to housing financing (Output 4). Climate-resilient infrastructures by SIF are expected to strengthen community resilience in case of climate-related shocks (Output 5). Cumulatively, these efforts/Outputs are expected to result in evidence-based decision-making by LG, which prioritises pro-poor urban development.

Under the guiding concepts of collaboration, capacity building, evidence-based decision-making, engagement, and advocacy, NUPRP sought to reduce urban poverty in a way that is both scalable and long-lasting.

Programme Management: NUPRP was executed at the national level by the LGD and managed by UNDP, which administers the programme on behalf of the Government of Bangladesh and donors. The LGD, through an NPD appointed by the government, leads the Programme Implementation Team, which consists of members from the GoB, UNDP, and other partners, including city staff. At the city and municipality level, the programme was administered through formal agreements between the NPD and the respective mayors, with UNDP providing technical assistance, capacity development, employment training, secure tenure and housing finance, infrastructure improvement, monitoring and evaluation, and support for human resource management to ensure high accountability standards. At the local level, City/Town Steering Committees, chaired by the mayors and including various representatives, guided programme activities and were supported by City/Town Project Boards comprising senior officials and NUPRP managers.



The National Project Steering Committee, chaired by the Secretary of LGD, provided policy guidelines and reviewed progress, and a National Project Board, chaired by the NPD, oversaw annual plans and budgets.

CHAPTER III: EVALUATION SCOPE AND OBJECTIVES

3.1. Evaluation Scope

The endline evaluation reviews the programme's overall performance, assesses the extent to which the different interventions have delivered the expected Outcome results, evaluates the programme's effectiveness and sustainability after programme closure, and identifies lessons from the programme's work on reducing poverty. The programme performance was assessed against logframe indicators where the evidence was generated from programme document review, structured panel survey, discussions in the community, and interviews with relevant stakeholders.

The revised Organisation for Economic Co-operation and Development - Development Assistance Committee (OECD-DAC) criteria (relevance, coherence, effectiveness, efficiency, sustainability, impact) and cross-cutting criteria play a crucial role in assessing NUPRP's impacts on institutions and communities within the project's geographical scope (19 cities and towns). An evaluation matrix which complies with the set of evaluation questions covering each OECD-DAC criterion has been developed. The endline evaluation tracked the programme's overall progress (success and achievements), challenges, mitigation strategies adopted, lessons learned from the implementation process, and sustainability and risk factors, which, among others, are expected to help design the exit strategy.

3.2. Evaluation Objectives

The overall objective of the endline evaluation is to undertake a performance evaluation and impact assessment of the NUPRP before the implementation cycle ends on 30 June 2024. This independent evaluation measures programme progress and success according to the Result and Resource Framework/RRF (Annexe 5), Updated Logical Framework/Logframe (Annexe 6) and Theory of Change/ToC (Annexe 4). Specific objectives of the endline evaluation are:

i) To examine progress towards achieving the expected results since August 2018 against the approved Results and Resource Framework, Logical Framework and its contribution to the UNCSDF/CPD Outcomes.
ii) What changes NUPRP interventions have brought, and what changes can be attributed to NUPRP?
iii) To what extent has the intervention generated significant positive or negative, intended or unintended, high-level effects?
iv) What major factors influence the achievement or non-achievement of results in NUPRP interventions?
v) To what extent did the NUPRP seek to mainstream gender in development efforts, consider disability issues and apply a rights-based approach?
vi) Assess the value for money of the project to understand the cost-efficiency of the project.
vii) Has the theory of change been fully implemented, and have any of the key assumptions underlying the theory of change changed? Were the strategies employed by the programme successful? How effectively did the programme adapt over the implementation period?
viii) What lessons can be drawn from the programme to inform UNDP, Government, and FCDO in future urban development programming?

3.3. Evaluation Criteria

The evaluation reviewed the programme activities and achievements according to the six abovementioned OECD-DAC criteria. Within these six criteria, the evaluation emphasised several issues which seemed particularly linked to the performance indicators as stated in the NUPRP's Resource-Results Framework (RRF), and which were also identified in the TORs, including the cross-cutting issues such as human rights, gender equality, disability, social inclusion, climate resilience. There were 35 evaluation questions (EQs) relevant to these six criteria. The EQs and their accompanying sub-questions, data sources, data collection, and analysis methods have been presented in the final evaluation matrix in Annexe 4 and validated during the inception phase of the evaluation. The performance standards were set by reviewing different programme documents (i.e., Theory of Change, Logical Framework/Logframe, RRF, VfM strategy). The evaluation questions are designed to be interlinked among the desired OECD-DAC evaluation criteria for this evaluation.

3.4. Evaluation Questions

The following table presents the relevant sub-section(s) in the report addressing each evaluation against OECD-DAC evaluation criteria.

Evaluation Criteria	Evaluation Questions	Relevant sub-section in the report
Relevance/Coherence (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)	1. To what extent was the NUPRP design relevant in supporting balanced, sustainable and pro-poor development in the low-income settlements in urban areas through more effective and inclusive municipal/local governance?	6.1.1
	2. To what extent was the design and strategy of the NUPRP relevant to national priorities outlined in the 8th Five Year Plan and UN priorities in Bangladesh?	6.1.2
	3. To what extent was the design and strategy of the NUPRP aligned with CPD, Strategic Plan Outputs and UNSDCF (2022-2026)?	6.1.2
	4. To what extent was the theory of change relevant to serve the needs of the urban poor?	6.1.3
	5. Were the strategies employed by the programme successful?	6.1.3
	6. How effectively did the programme adapt over the implementation period?	6.1.3
	7. Did the interventions promote synergies and interlinkages with other interventions carried out by the same institution and/or government?	6.1.4
	8. Did the intervention show consistency and complementarity with other actors' interventions in the same context?	6.1.4
Efficiency (The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way)	9. To what extent were the NUPRP Outputs delivered in time to ensure high-quality programming?	6.2.1
	10. To what extent has NUPRP ensured value for money?	6.2.3
	11. Has the programme been successful in terms of targeting (and influencing municipalities to target) intended social groups?	6.2.4
	12. Has NUPRP been successful in reducing the level of inclusion and exclusion errors to a minimum?	6.2.4
	13. To what extent has funding impacted programme implementation? Was funding sufficient for the achievement of results? (Funding analysis)	6.2.2
	14. To what extent were synergies developed between UNDP initiatives/programmes that contributed to reducing costs while supporting results?	6.2.3.8
	15. How well did programme management work to achieve targeted results?	6.2.5
	16. To what extent were the mitigation measures efficient in addressing the fiduciary risks, including safeguarding at each level?	6.7
Effectiveness (The extent to which the intervention achieved, or is expected to achieve its objectives, and its results, including any differential results across groups)	17. To what extent has the programme achieved the overall objectives?	6.3.2
	18. The progress towards achieving the expected results since August 2018 against the approved Results and Resource Framework, Logical Framework and its contribution to the UNCSDF/CPD Outcomes.	Table 3
	19. What change has been achieved against project targets for Outputs, Outcomes, and impact?	6.3.3
	20. What changes have NUPRP interventions brought, and what changes can be attributed to NUPRP?	6.3.3
	21. What factors contributed to the achievement or non-achievement of the NUPRP Outcomes and Outputs?	6.3.3

Evaluation Criteria	Evaluation Questions	Relevant sub-section in the report
Impact (Extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects)	22. What changes have occurred as a result of the NUPRP interventions, what is the scale of the interventions, and what can be attributed to the interventions?	6.4
	23. Has the new infrastructure contributed to climate resilience?	6.4.1.5, 6.4.1.4
	24. To what extent were the milestones of programme Outputs achieved and contributed to achieving the relevant Outcome-level results? How many people have been reached through the programme?	Table 3, Table 7, Table 8, 6.4.1.20
	25. To what extent has the intervention generated significant positive or negative, intended or unintended, high-level effects?	6.4.1.1 – 6.4.1.4, 6.4.1.7 – 6.4.1.18
Sustainability (The extent to which the net benefits of the intervention continue or are likely to continue)	26. Which results are likely to be sustained (from an environmental, social and financial perspective) beyond the end of support? Which are not? What are the challenges and opportunities?	6.5.1.1 – 6.5.1.6
	27. What are the major factors influencing the achievement/non-achievement of sustainability of NUPRP interventions?	6.5.1.7 – 6.5.1.13
	28. To what extent are the institutional mechanisms and policies in place to sustain the impact of NUPRP's interventions?	6.5.1.14 – 6.5.1.16
	29. Review the level and range of partnerships established at all levels that contributed to scaling up and sustaining the programme interventions.	6.5.1.17
	30. To what extent have capacities been strengthened at the local and municipal governance levels?	6.5.1.18 – 6.5.1.20
Human Rights, Gender Equality, and Leaving No One Behind	31. To what extent has the project promoted positive changes in gender equality and women's empowerment? Did any unintended effects emerge for women, men or vulnerable groups?	6.6.1.1 – 6.6.1.6
	32. To what extent have gender equality and women's empowerment been addressed in the project's design, implementation and monitoring?	6.6.1.7
	33. To what extent have poor, indigenous, and PWDs, women, men, and other disadvantaged and marginalised groups benefited from the work of NUPRP?	6.6.2.1
	34. To what extent were the programme's various components able to address the urban poor's human rights and exclusion concerns?	6.6.2.2, 6.6.2.4, 6.6.2.5
	35. Were persons with disabilities consulted and meaningfully involved in programme planning and implementation?	6.6.2.3

CHAPTER IV: EVALUATION APPROACH AND METHODS

4.1. Evaluation Approaches

This endline evaluation report is based on a mixed-method approach and relies on data obtained from a variety of sources. These include administrative data and review of programme documents, a two-round household-level panel data, which was the main source of quantitative data and a variety of methods to gather qualitative information (see details below). With a view to enable triangulation of findings, the evaluation ensured the participation of a wide range of stakeholders, including representatives of UNDP and other partners.

Stakeholders from UNDP participated and supported the evaluation (from planning to reporting) by enabling access to various project documents. Document review covered the programme inception report, business case, VfM strategy, progress reports, research and diagnostic reports, annual reviews, strategy and operational documentation, reports from partners, and other relevant correspondence. While reviewing the documents, the research team met with relevant NUPRP personnel (e.g., the programme team and M&E team) to discuss pertinent programme issues. Other stakeholders (details are provided below) were reached during the data-gathering process. The two-round (baseline and endline) household-level panel data gathered information on three different sets of households. These were NUPRP beneficiaries (treatment group, that is, households that received direct grants and benefits from NUPRP), a group labelled semi-control (households that benefited from NUPRP's community infrastructure and community-level knowledge and information dissemination projects) and a pure control group (households residing in areas that are similar to the focus of NUPRP activities but did not have access to NUPRP resources). The difference-in-difference approach was applied to identify impact.

The evaluation team operated independently of the NUPRP in designing the evaluation and selecting suitable methods and tools for data collection within the available resources and field-level reality. The evaluation adopted the principles outlined in UNEG's Ethical Guidelines for Evaluation'.

4.2. Sample and Sampling Frame

The NUPRP is a combination of thirteen individual projects. Several projects (i.e., community mobilisation and capacity development) benefited the target CDCs (semi-control) as a whole, and others are grants (cash and kind) and support directly benefiting the recipients (treatment), and there are areas where NUPRP is not active (control area/group). Sample size determination considered individual indicators for each of the individual projects. The sample size for the three groups (treatment, semi-control, control) was determined considering a 95% confidence interval, 80% power, and design effect (1.2) for multi-stage sample, but was adjusted to allow for potentially different rates of attrition between baseline and endline (detailed in Annexe 2).

The sampling frame for the treatment and semi-control group HHs were the beneficiary short and long lists prepared (based on MPI score) by the programme, respectively. The sampling frame for the pure-control group was prepared by applying the MPI index in locations similar to NUPRP intervention areas regarding population coverage, infrastructure, and basic service availability, but the group did not have access to NUPRP resources. The endline survey was able to track 84% (4,520 households) of the respondents included in the sample at baseline. Specifically, the endline survey was able to track 89% (3,098) of treatment households, 80% (522) of semi-control households, and 70% (900) of control households. Given the context and the targeted programme areas, this is perhaps a relatively low attrition rate and inspires confidence in the findings reported in the subsequent chapters.

4.3. Data Sources

Primary Source of Data/Information:

Household Survey: Household surveys were used to assess programme impact and achieve targets. They were used to identify changes in selected output and outcome indicators included in NUPRP's logframe. The sampling strategy for this evaluation was developed before programme implementation (described in Annexe 2). The evaluation relies on a two-period matched panel data set (household-level) with surveys conducted at baseline and endline.

Focus Group Discussions (FGDs) with Community Beneficiaries: FGDs documented the experiences of direct

and indirect beneficiaries and their thoughts on programme interventions (benefits and non-benefits, positive and negative changes). The evaluation covered 30 FGDs (each covered 9-11 discussants) with different beneficiary groups across all NUPRP towns.

In-Depth Interviews (IDIs) with CBO Leaders: The IDIs gathered in-depth information and insights on project performance at the community level and were used to validate the desk review and survey data. In addition, the IDIs also explored good practices produced by the programme. IDIs were performed with CDCs, CDC Clusters and Town Federation Representatives (CBO Leaders) to understand community mobilisation, the extent to which the community engaged with programme implementation, and to identify changes that may have occurred in urban poor communities and urban governance. Across NUPRP cities and towns, the evaluation team completed 35 IDIs.

Key Informant Interviews (KIIs) with Representatives of Stakeholder Agencies:
Key Informant Interviews were intended to understand diverse perspectives, identify challenges and successes, and explore unanticipated outcomes and good practices produced by the programme. The key informants shared insightful information and provided details on the background, execution, and effects of the programme. Key informants included relevant national, municipal, and community stakeholder agencies that understand their level of engagement and the extent to which the programme succeeded in achieving its intended results. The evaluation interviewed 25 key informants at the town and national levels.

Consultations with national and town officials of NUPRP: Consultations were organised to capture the programme management's perspective on overall programme progress, achievement of objectives, and results. Furthermore, the consultation gathered information on implementation challenges, mitigation measures, and alternatives to improve programme implementation, which were discussed during these consultations. The consultations took place in each of the 19 NUPRP cities and towns. There were multiple (5) consultations with NUPRP officials in Dhaka at different stages of the evaluation process.

Observation Checklists: Observation Checklists documented the existing state of the community—and municipal-level infrastructures developed under the Settlement Improvement Fund (SIF) and Climate Resilient Municipal Infrastructure Fund (CRMIF). The evaluation observed 190 randomly selected infrastructures using a semi-structured checklist.

Secondary Source of Data:
Desk Research: The evaluation team reviewed all relevant programme documents (Business Case, the logical framework, RRF, the annual and quarterly Progress Reports of the programme, lessons learned reports, the training materials, research and diagnostic reports, videos and policy briefs produced by the programme, among others) shared by the programme team. The team also reviewed third-party monitoring outputs (mid-term evaluation) and earlier reports prepared for programme status and performance assessment.

4.4. Data Collection Procedures and Tools

The evaluation opted for face-to-face interviews and discussions at the community level (structured interviews, FGDs, and IDIs). The key informant interviews with stakeholders adopted a mix of face-to-face and online platform-based interviews. The FGD and IDI guidelines included modules for beneficiary groups and community-level stakeholders. The data collection tools were tailored to each stakeholder's context, considering their various categories.

The data and information collection strategy included multiple consistency checks. The structured HH survey adopted the CAPI method for data collection. The CAPI application included logical checks and skip patterns to reduce data inconsistencies. An experienced panel of field personnel was selected to undertake the fieldwork. Around two-thirds of the field personnel had previous experience and had worked on NUPRP assessments at baseline. To ensure accuracy and to minimise errors, field personnel were trained for a week on data entry and interview and group discussion scripting. There were separate teams for the quantitative HH surveys, qualitative interviews, and group discussions. NUPRP officials and experts participated in the training sessions.

The field personnel selected for the HH survey were divided into nine teams. During the survey, a team of data validators undertook daily data quality checks. In case of inconsistencies, re-interviews took place. The personnel (moderators and note-takers) for qualitative interviews and group discussions were divided into three

teams. The note-takers prepared scripts every day and shared the scanned scripts online. The core team members read the scripts and provided feedback for necessary improvements. There were random quality assurance visits by the core team in the field. The field movement plan was shared with NUPRP to undertake any necessary visits for quality assurance during the field survey.

4.5. Evaluation Ethics and Safeguarding

This evaluation followed the principles outlined in UNEG's Ethical Guidelines for Evaluation.[15] The health and safety of respondents is considered the first and foremost priority. Safeguarding personal data and maintaining the confidentiality of the respondents/participants is of utmost importance. The most relevant ethical issue concerns the respondents' personal data privacy. Since this assignment aimed to collect primary data, the evaluation team maintained the confidentiality of the respondents and participants. The identity of the respondents/participants and all the data and information provided by the respondents/participants are kept confidential. Proper coding rules ensured the confidentiality of the data/information and respondents. Field personnel sought permission and explained objectives before collecting data and/or interviewing any respondents and/or before group discussions. The 'Pledge of Ethical Conduct in Evaluation of the United Nations System' is attached (Annexe 12: Pledge of Ethical Conduct in Evaluation of the United Nations System).

4.6. Gender Considerations

Women and girls are at the core of NUPRP's design and are integrated into all programme interventions. The NUPRP engaged women in designing and implementing the programme; most grant beneficiaries are women (around 87%). The earlier technical reports reflected on women's participation in NUPRP. The participatory gender audit reports provided evidence of gender-responsive practices and cultures in programme implementation. Consistent with NUPRP's focus on women, 91% of the sample respondents were women. The structured household surveys inquired about women's decision-making ability, mobility, violence against women, community leadership, access to finance, health, and nutrition. The group discussions and interviews covered women's changed perceptions (participating in productive work, community work and control over resources) in HH and the community due to their engagement in NUPRP. The evaluation adopted Sida's Guiding elements and principles during tool designing and analysis[16].

4.7. Evaluation Limitations

Given the size and complexity of the programme, the time allocated for the endline evaluation (three months) was too short. This was partially achieved by reducing the duration of fieldwork and deploying additional field personnel.

In several towns (Faridpur, Cox's Bazar, Cumilla, Gazipur, Kushtia, Mymensingh, Patuakhali, Rajshahi, and Saidpur), NUPRP town officials had left as the programme was about to close. Although some town officials and records were accessible, the departure of NUPRP officials made it difficult to access town-level programme memories (experiences, witnesses). To deal with this issue, the evaluation team contacted town officials who had left NUPRP for verbal communication through mobile phones to validate findings. The endline evaluation encountered challenges conducting comprehensive VfM due to limitations and constraints in accessing annualised programme finance information (cost data by Outputs and activities) from NUPRP. To deal with this, the evaluation team adopted the cost distribution specified in the NUPRP VfM strategy. However, without the actual cost data, the margin of error and the VfM analysis for selected indicators are not measurable (especially when measuring benefit-cost ratios).

CHAPTER V: DATA ANALYSIS

Data and information were analysed after synthesizing the information from the interviews and observations and reviewing various documents. The evaluation matrix (Annexe 3) provides detailed information on the data used to analyse and respond to each evaluation question listed in section 3.4.

Programme performance assessment: Programme performance status was assessed based on the Output and Outcome indicators in the logframe and compared against the programme's target. The evaluation questions were answered through extensive programme document review, structured interviews, visits, discussions, and observations. The secondary data and findings were validated through discussions with relevant UNDP/NUPRP personnel.

Quantitative data analysis: Data was analysed using SPSS 24, relying on distributions (numbers, proportions, and percentages) and graphical presentations. The logical checks in the CAPI application ensured data consistency. The baseline and endline survey data were matched based on a survey ID number to prepare a panel data set to undertake DiD analysis.

Difference-in-Difference analysis: This study applies difference-in-difference (DiD) to estimate the impact of NUPRP. The DiD analysis assesses the average change in Outcomes of interest for both the treatment (NUPRP beneficiaries) and the control group separately over time (to measure the differences within the groups over time) and then assesses differences between these differences.

Statistical Expression of Difference-in-Difference (DiD)
Simple DiD: Impact = $[(Y_{t1} - Y_{t0}) - (Y_{c1} - Y_{c0})]$ **Regression-based DiD:** $Y_{it} = \beta_0 + NUPRP_{it}\beta + X_{it}\varphi + T_t\delta + \theta_i + \varepsilon_{it}$ Y_{it} indicates the Outcome of interest for household *i* at time *t* $NUPRP_{it}$ indicates whether household (area) *i* is enrolled (included) in the scheme in year *t* X_{it} indicates time-varying observables *T* indicates the time period of the observation (baseline or endline) β is the average treatment effect on the treated; θ_i is a household fixed effect; ε_{it} is a time-variant error term

Qualitative Information Analysis: Qualitative information was subjected to content analysis based on thematic areas of inquiry. Evaluators familiarised themselves with the transcripts and developed a coding framework using both deductive and inductive approaches, incorporating literature-informed a priori and emergent codes. Summaries of the main themes for each participant were created through charting, critical reflection and memo writing. Memos were drafted for each code and sub-code, allowing researchers to identify similarities and divergences across participants' stories through constant comparison.

The gender analysis considered women's roles and responsibilities across various domains, such as the household, school, community, and political organisations. It assessed women's participation in productive work and contributions to household livelihood improvement. The analysis also explored women's involvement in community work and assessed women's access to and control over resources, including their ability to make decisions about using those resources.

The risk analysis covered strategic, political, financial, organisational, social, and environmental risks identified through programme implementation and mitigation strategies. The value for money analysis adopted indicators in the NUPRP's value for money strategy.

The analysis of the data, both quantitative and qualitative and both primary and secondary, from the basis for the findings, lessons learned, conclusions and recommendations are contained in the following chapters.

CHAPTER VI: EVALUATION FINDINGS

6.1. Programme's Relevance and Coherence

6.1.1. Programme Design Significance

The NUPRP design is relevant as it supports balanced, sustainable, and pro-poor development in low-income settlements in urban areas through more effective and inclusive municipal/local governance.

6.1.1.1. Programme Design and Relevance: The National Urban Poverty Reduction Programme (NUPRP) has been instrumental in advancing effective and inclusive urban governance across 19 cities and towns in Bangladesh[17]. The programme's design emphasises a participatory approach, ensuring that urban poor [53.2% of the urban population lives in low-income settlements (World Bank data 2016)] communities are not just passive beneficiaries but active participants in urban development and governance. Through robust community mobilisation and the promotion of a town-centred Community-Based Organisation (CBO) Network, including Community Development Committees (CDCs), CDC Clusters, and Town Federations (TFs), NUPRP has established platforms that enable urban poor communities to voice their needs and concerns[18].

6.1.1.2. A key element of the NUPRP's design is its focus on capacity enhancement for Local Government Institutions (LGIs) and CBOs to foster balanced and sustainable urban development and governance. The programme's five interrelated Output structures align with the "Leaving No One Behind" (LNOB) agenda, ensuring that community mobilisation is central to stimulating pro-poor policies and decisions across all tiers—community, municipal, and national[19].

6.1.1.3. NUPRP's design demonstrates adaptability and foresight, particularly in integrating a climate resilience approach to address the challenges posed by climate change-triggered population inflows (around 26% of rural people displaced due to climate events move to cities/towns[20]) into urban centres and the associated health risks in settlements[21] (according to 2014 Slum Census only 26.5% of slum HHs had access to water sealed latrines). The programme's responsiveness to rapid urbanisation (the urban population growth rate between 2000 and 2016 remained steady between 3.4% and 3.5%, reaching a peak in 2002 at 4.6%[22]), poverty, and climate change challenges is evident in its strategies to support balanced, coordinated, and sustainable urban development and governance planning. These strategies are particularly effective in addressing the root causes of urban poverty, exacerbated by climate-change-induced urban growth.

6.1.1.4. Urban Development and Governance: NUPRP implemented 13 projects[23] which targeted the critical urban development and governance challenges in selected towns. The programme notably addressed the scarcity of housing for poor urban communities and the inadequacy of livelihood opportunities, especially for women and persons with disabilities. By explicitly targeting livelihood improvements through business and skill-development grants, NUPRP played a substantial role in reducing gender inequality in these communities.

6.1.1.5. In line with its commitment to climate-smart urbanisation (urban areas in Bangladesh are also highly vulnerable to increased natural disasters such as cyclones, storm surges, and floods, which are projected to increase with climate change[24]), NUPRP developed climate-resilient infrastructures and revitalised multi-sectoral platforms, such as disaster management committees, in the targeted municipal offices. The programme also advocated improved access to amenities such as electricity, gas, safe drinking water, sanitation, and waste management for poor urban communities.

6.1.1.6. Moreover, the programme worked intensively to improve food and nutrition access for women, girls, and children by reviving multi-sectoral nutrition committees, domicile counselling support, and providing food baskets containing nutritional supplements to households with pregnant and lactating mothers. The formation of Safe Community Committees (SCCs) under NUPRP was crucial in preventing early marriage and gender-based violence (GBV). The CBO network of CDCs, CDC Clusters, and TFs actively advocated for the rights and demands of the urban poor with Urban Local Government (ULG) agencies.

Box 6.1: Town official views on the NUPRP design

"Well-planned interventions of NUPRP are beneficial for my Paurashava to address poverty, gender-based violence and malnutrition." --A Municipal Official, Cox's Bazar

"The programme is a blessing for the Paurashava. The programme interventions help us to make this town clean and healthy" -- A Municipal Official, Faridpur

"Our officials and community leaders benefitted from transparency, good governance, training and workshops organised and supported by NUPRP." --A Municipal Official, Chandpur

"The programme revived the multi-sectoral disaster and nutrition committees. These platforms are important for addressing my towns' nutrition-sensitive and climate-change-responsive urban governance." --A Municipal Official, Patuakhali

"NUPRP extensively supported us in strengthening city coordination of social welfare, nutrition and health interventions. The programme also supported strengthening the urban governance."
--A City Corporation Official, Narayanganj CC

6.1.1.7. Comprehensive Approach to Poverty Reduction: NUPRP adopted a comprehensive approach that combined livelihood development (Dhaka, the largest city in Bangladesh, was ranked 214 out of 231 in the city livability index by Mercer City Livability Index in 2017[25]), community mobilisation, and empowerment strategies to tackle multi-dimensional poverty across 19 towns. The programme was flexible in adapting to the challenges posed by the COVID-19 pandemic, which exacerbated poverty by creating new poor—transforming previously non-poor individuals into poor and the poor into poorer conditions.

6.1.1.8. The programme's interventions were strategically aligned to address unplanned rapid urbanisation, urban population growth, and multi-dimensional poverty, enhancing urban governance in the targeted towns. NUPRP's activities were geared toward strengthening participatory (inclusive) policy and decision-making at the municipal level, ensuring that ULGs adopted resilient, sustainable, and pro-poor approaches.

Box 6.2: Community leaders and community people's views on the NUPRP design/implementation

"We had no access to City Corporation before NUPRP. Now mayor and councillors take our opinion about beneficiary selection and grant distribution" -- A CDC Leader, Khulna CC

"We learned how to assess and rank our priorities through CAP. We also could raise our voices in front of the mayor and councillors. Our representatives in the different committees of Paurashava ensure our rights and demands are acknowledged and addressed by municipal officials." --A CDC Leader, Gopalganj

"As a woman, I had no voice in my home and community in the past. Since I started the business with grant support from NUPRP, I have had a say and importance to my family and community. Even my neighbours seek my advice."
--A Business Grant Beneficiary, Chattogram CC

"We thank NUPRP for their nutrition counselling and food basket support. This support helped us to ensure our nutrition during our pregnancy." --Nutrition Grant Beneficiaries, Rangpur CC

"We could raise our concerns with the mayor through our CDC leaders." -- Non-Grant Beneficiaries, Khulna CC

"We now have access to safe drinking water with support from NUPRP. Earlier, we depended on Padma River water, which caused diarrhoea and skin diseases." --Non-Grant Beneficiaries, Rajshahi CC

6.1.1.11. Efficiency and Resource Allocation: NUPRP's design ensured efficient resource allocation to achieve its intended Outputs and Outcomes[26]. The programme followed a balanced approach to reducing multi-dimensional poverty and establishing inclusive urban governance. It promoted a multi-party, multi-sectoral approach involving communities, local government officials, and national policymakers in response to urbanisation, population growth, and poverty. The programme's design was cost-effective (please see 6.2.3.8 for details), incorporating grant allocation, co-sharing in infrastructure development, CBO-managed Operations and Maintenance (O&M) of infrastructures, piloting low-cost housing, housing financing, and the promotion of Savings and Credit Groups (SCGs) to enhance the financial self-sustainability of urban poor communities (described further in section 6.3).

6.1.1.12. Throughout its implementation, NUPRP demonstrated flexibility by adjusting planned actions to accommodate changes in budgetary needs. Outputs such as improved coordination, planning, and management in programme towns (Output 1) and enhanced organisation capability and advocacy for poor urban communities (Output 2) directly contributed to planned urbanisation, better urban governance, and reduced urban inequalities. Outputs focusing on the well-being of urban slum residents, particularly women and girls (Output 3), secure land tenure and housing (Output 4), and improved resilient infrastructure (Output 5),

addressed key areas such as water supply, sanitation, pollution management, urban transport, and risk reduction[27].

6.1.1.13. Sustainability and Long-Term Impact: Sustainability is a core element of NUPRP's design, which aims to create cumulative and lasting impacts through its interventions. The programme's 13 independent projects collectively delivered five broad Outputs, promoting sustainable urban development across 19 targeted towns. NUPRP also played a significant role in encouraging the development of a national urban policy framework.

6.1.1.14. The programme's bottom-up community engagement strategy in urban planning and development was central to its sustainability. By advocating for city-specific, inclusive local solutions to urban governance, NUPRP contributed to Bangladesh's national Sustainable Development Goal (SDG) targets, including No Poverty (SDG-1), Gender Equality (SDG-5), Clean Water and Sanitation (SDG-6), and Reduced Inequality (SDG-10) (please see 6.1.2.7 for details).

6.1.1.15. NUPRP's pro-poor approach was evident in activities such as participatory poverty mapping, multi-dimensional poverty index (MPI)-based grants for livelihood development, and community mobilisation to ensure participation of the urban poor in local and national urban development planning and governance. The programme's climate resilience approach, a key component of its design, was reflected in sensitising community and municipal officials, mainstreaming these principles in urban development policies, and developing climate-resilient infrastructure and essential WASH services.

6.1.1.16. NUPRP's multi-sectoral, collective approach and efficient municipal governance aimed to create an inclusive, resilient, and pro-poor urban landscape. The programme's design highlights the importance of uniform multi-sectoral planning, stakeholder collaboration across community, municipal, and national levels, and reviving multi-sectoral committees at the town level. These collective measures, combined with the engagement of multi-stakeholders in Community Action Plans (CAPs) and CBO network involvement in municipal management, are crucial for sustaining the programme's impact.

6.1.2. Harmonisation with National and Global Policy Frameworks

The NUPRP's design and strategy are relevant to the national priorities outlined in the 8th Five-Year Plan and align with the Country Programme Document (CPD), Strategic Plan Outputs, and UNSDCF (2022-2026)

6.1.2.1. **Alignment with National Priorities**: The National Urban Poverty Reduction Programme (NUPRP) was designed to align with the national priorities outlined in Bangladesh's Five-Year Plans, particularly the Eighth Five-Year Plan (8FYP)[28]. The programme's key focus areas—poverty reduction, sustainable development, and promoting climate resilience and inclusive governance in urban areas—directly support the primary national goals of poverty eradication, inclusive growth, and sustainable urbanisation. Furthermore, the programme design aligns with the urban agenda outlined in the National Sustainable Development Strategy (NSDS)[29] 2010-2021, the Bangladesh Perspective Plan (BPP)[30], and the urban agenda outlined in the National Sustainable Development Strategy (NSDS) 2010-2021. The programme emphasised community empowerment through mobilisation and active participation in governance, climate-resilient infrastructure development, and tenure and housing security improvements.

6.1.2.2. NUPRP supported Urban Local Government (ULG) agencies in building climate-resilient infrastructure and enhancing community capacities through targeted livelihood development initiatives. These actions played a vital role in advancing sustainable urban development and improving the overall quality of life for urban poor communities. NUPRP's strategic alignment with national priorities and its targeted interventions have significantly contributed to achieving Bangladesh's development goals, particularly in fostering inclusive, resilient, and sustainable urban environments.

6.1.2.3. **Alignment with UN and UNDP Frameworks:** NUPRP's design was well-aligned with the United Nations Development Assistance Framework (UNDAF) 2017-2020[31] and the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2022-2026[32]. The programme addressed 50 Sustainable Development Goal (SDG) targets related to urban issues, including poverty reduction and sustainable development, as outlined in the UNDAF. Furthermore, the programme's design corresponded to the risks associated with urban growth and sustainability, such as unplanned urbanisation, rising urban poverty, and governance challenges identified in the Country Programme Documents (CPD) 2017-2020 and 2022-2026. NUPRP ensured programmatic planning synergies with CPD goals, emphasising the "Leaving No One Behind" (LNOB) principle.

6.1.2.4. NUPRP, also aligned with UNDP's Strategic Plan 2022-2025[33], emphasises priorities such as poverty reduction, inequality, governance, resilience, environment, energy, and gender equality. The programme incorporated digital tools like the Multi-dimensional Poverty Index (MPI) for precise beneficiary targeting and real-time Monitoring and Evaluation (M&E) to document progress. NUPRP's strategies promoted adaptation and resilience by endorsing localised approaches in implementing interventions, such as pro-poor budgeting by Local Government Institutes (LGIs) and community co-sharing in urban development.

6.1.2.5. **Contribution to UNSDCF Priorities**: NUPRP's design, approaches, and strategies were directly articulated to respond to planned urbanisation, urban well-being, poverty reduction, environmental resilience, and inclusive urban governance, aligning with the intended Outcomes of the UNSDCF 2022-2026. The programme contributed to all five UNSDCF priorities[34]. NUPRP's planned Outputs addressed multi-dimensional poverty, promoted gender equality, and enhanced access to WASH services, ensuring coherence with the UNSDCF 2022-2026.

6.1.2.6. **Integration with UNDP Strategic Documents**: The programme successfully integrated targets from the CPD 2017-2020[35], CPD 2022-2026[36], UNDP's Strategic Plan 2022-2025, and UNSDCF 2022-2026. These strategic documents emphasised sustainable development, poverty reduction, gender equality, and climate resilience. NUPRP recognised the importance of improving institutional and policy frameworks and enhancing inclusive, transparent, and accountable governance to achieve its five broad Outputs.

6.1.2.7. NUPRP's design directly supported several SDGs

SDGs Goals	NUPRP alignment SDG goals
SDG 1: No Poverty	The programme aimed to eradicate urban poverty through targeted SIF interventions.
SDG 2: Zero Hunger	Nutrition-responsive activities were integral to the programme's approach to reducing hunger.
SDG 3: Good Health and Well-being	NUPRP contributed to better health outcomes for urban dwellers by improving access to livelihood, WASH, nutrition, secure housing, and safe mobility.
SDG 5: Gender Equality	Women-specific grant support and leadership development within CBO networks promoted gender equality.
SDG 8: Decent Work and Economic Growth	Business and skill-development grants supported economic growth for the urban poor.
SDG 10: Reduced Inequality	The LNOB strategy and pro-poor approach helped reduce inequalities in urban centres.
SDG 11: Sustainable Cities and Communities	A combination of urban governance and planning, citizen participation and community mobilisation, livelihood opportunities, and climate-resilient infrastructure development contributes to sustainable cities and communities.
SDG 17: Partnerships for the Goals	The programme fostered multi-sectoral partnerships for collaborative actions to achieve its outputs.

6.1.2.8. In conclusion, NUPRP's design and strategies align well with national and international frameworks, ensuring that the programme's interventions are comprehensive, inclusive, and sustainable.

6.1.3. Efficacy of NUPRP's Intervention Strategies

The theory of change is relevant to serving the needs of the urban poor. The strategies employed by the programme are successful. The programme effectively reflects adaptive capacity over the implementation period.

6.1.3.1. **Relevance of the Theory of Change:** The National Urban Poverty Reduction Programme (NUPRP) was underpinned by a robust theory of change (See Chapter II and Annexe 4) designed to address poor urban communities' multi-sectoral and multi-dimensional needs. The programme's theory of change focused on preventing exclusion from governance, improving livelihoods, securing tenure and housing, enhancing climate resilience, and addressing gender disparities. It outlined key strategies for tackling the challenges of urbanisation, population growth, and multi-dimensional poverty through inclusive governance and participatory planning.

6.1.3.2. NUPRP's theory of change emphasised comprehensive solutions for poverty reduction, enhanced livelihoods, improved housing and tenure security, community participation in urban development, women's empowerment, gender equality, and the "Leaving No One Behind" (LNOB) principle across the 19 programme

towns. This inclusive development framework was central to NUPRP's approach to achieving sustainable urbanisation.

6.1.3.3. **Strategic Implementation by NUPRP:** NUPRP successfully executed all planned activities per the Project Document (Prodoc) and Development Project Proposal (DPP), contributing to balanced and sustainable urban growth and poverty reduction in Bangladesh[37]. Drawing on lessons learned from the Urban Partnerships for Poverty Reduction Project (UPPR-P) 2008-2015, NUPRP implemented 13 projects to sustainably improve the livelihoods and living conditions of poor urban communities in low-income settlements.

6.1.3.4. NUPRP followed a phased implementation 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), ensuring effective sequencing of interventions and allowing for adjustments and resource remobilisation as needed. Responsibilities and authorities were delegated to municipal offices to ensure local buy-in and engagement, fostering empowered local governance to address urban development challenges. Recognising climate change as a critical challenge, NUPRP deployed a climate-resilient urban strategy that included sensitising local government officials, promoting climate-smart policies and planning, and developing resilient infrastructure to reduce disaster risks. The programme also adopted a pro-poor economic development strategy, providing business, skill development, and education grants to improve livelihoods. A food assistance strategy, including nutrition grants and counselling, was implemented to enhance the health of mothers and children under five.

6.1.3.5. NUPRP maintained a zero-tolerance policy concerning fraud and discrepancies and ensured transparency, accountability, and ethical compliance. The programme's commitment to LNOB was reflected in its disability inclusion and marginalised social groups inclusion strategy, ensuring fair and inclusive beneficiary selection for grants and infrastructure projects.

6.1.3.6. **Adaptability and Response to Challenges**: NUPRP demonstrated commendable adaptability, effectively managing delays in programme inception and responding to the challenges posed by the COVID-19 pandemic[38]. The programme's COVID-19 response strategy was informed by a socio-economic assessment conducted by the Human Development Research Centre (HDRC)[39]. This strategy ensured that delayed activities did not compromise the expected results and allowed for the smooth continuation of interventions in the post-pandemic period[40]. Despite the initial two-year delay in starting the programme (shifted from 2016 to 2018) and the disruptions caused by the pandemic, NUPRP successfully adjusted the duration of activities and resource mobilisation. The programme also streamlined its post-COVID-19 exit plan, implementing a no-cost extension to complete remaining activities without altering pre-planned interventions[41].

6.1.3.7. **Operational Efficiency and Governance**: NUPRP operated within the scope outlined in the Prodoc/DPP[42], forming steering platforms from the national to the ward level to coordinate programmatic efforts. These committees, operating under delegated authority, ensured effective planning, operations, and management of the programme components. The programme's adaptive measures were focused on achieving the targets outlined in the Results Framework (RRF). NUPRP's strategic adjustments and responses to unforeseen challenges underscore its flexibility and commitment to achieving its objectives in line with the original theory of change.

6.1.3.8. NUPRP's strategic design, phased implementation, and adaptive measures were instrumental in achieving the programme's objectives, ensuring it effectively addressed the multi-dimensional challenges of urban poverty while remaining resilient to external disruptions.

6.1.4. Programme's Synergies and Interlinkages

The interventions promote synergies and interlinkages with other interventions carried out by the same institution and government. The intervention shows consistency and complementarity with other actors' interventions in the same context.

6.1.4.1 Promotion of Synergies and Interlinkages: NUPRP was designed to foster synergies and interlinkages with other activities of the UNDP and LGD, both collectively and independently. At the municipal level, NUPRP facilitated the development of coordination platforms, such as the NGO Coordination Committee, to promote collaboration, avoid duplication, and optimise resource use for greater impact. At the national level, programme

activities were jointly planned, reviewed, tracked, and managed by LGD and UNDP through the National NUPRP Office, ensuring effective institutional collaboration.

6.1.4.2 NUPRP prioritised institutional collaboration across government, non-government, private sector, and community organisations to enhance synergies and interlinkages. The Monitoring and Evaluation (M&E) Unit, comprising national and town teams, played a crucial role in tracking programme progress and following up with town teams to avoid duplication of efforts. Interagency coordination, knowledge sharing, and strategic partnerships were key mechanisms used by NUPRP to enhance synergies with government agencies and development partners, ensuring the efficient use of resources to address urban poverty and climate vulnerabilities.

6.1.4.3 NUPRP's design and operations were carefully aligned with national and UN priorities for urbanisation, population growth, poverty reduction, and climate resilience, as outlined in key planning documents (details in sub-section 6.1.2). The Government of Bangladesh (GoB) adopted NUPRP as a national project to improve the livelihoods of poor urban communities, further reinforcing the programme's synergies with national strategies.

6.1.4.4 External Coherence and Collaboration: NUPRP ensured external coherence by developing strong liaisons with counterpart development partners to complement each other's interventions (evidenced by donor effort mapping, Figure 5). At the municipal level, the NGO Coordination Committee, facilitated by NUPRP town offices and the multi-sectoral committees revived by the programme (the city/town level coordination committees are functional as an effort by NUPRP, Table 3), played a critical role in harmonising efforts with other development partners operating in similar domains. The programme, jointly implemented by LGD and UNDP, ensured that activities under other partnerships, whether involving LGD, UNDP, or other government and UN agencies, did not conflict with NUPRP's initiatives. This robust coordination mechanism across community, municipal, and national tiers ensured regular exchange and harmonisation of activities.

6.1.4.5 Contribution to SDGs and Good Practices: NUPRP's interventions contributed to specific Sustainable Development Goal (SDG) targets and complemented the efforts of other agencies working towards achieving these global objectives. Other development partners have utilised the programme's innovative practices, such as CCVA, Poverty Mapping, and the MPI-based database of urban poor and CBO Networks[43]. In conclusion, NUPRP's strategic design and operational frameworks effectively promoted synergies and interlinkages with other development initiatives, ensuring coherence, efficiency, and alignment with national and international priorities. The programme's coordination mechanisms and collaborative efforts significantly contributed to its success in addressing urban poverty and enhancing climate resilience.

6.2. Programme's Efficiency

6.2.1. Timely Delivery of Programme Outputs

The majority of NUPRP Outputs are delivered on time and ensure high-quality programming.

6.2.1.1. Initially, the NUPRP initially faced challenges in resource allocation. However, the programme effectively ensured timely and high-quality Output delivery across its interventions through flexible operational planning. The programme was scheduled to conclude by June 2023. The programme received a no-cost extension to support implementing climate-resilient infrastructure projects (CRMIF and low-cost housing). Furthermore, the programme's activities for a sustainable exit strategy had to be completed. By June 2024, all planned interventions were completed except for the low-cost housing pilot, where superstructure construction was finalised, but allotment remained pending. This component is projected for completion by December 2024, with a no-cost extension. The programme experienced delays, particularly during the COVID-19 pandemic, such as the postponement of skill development training due to the closure of facilitator training institutes. Nevertheless, NUPRP aligned with the original delivery timeline through strategic planning and adaptability.

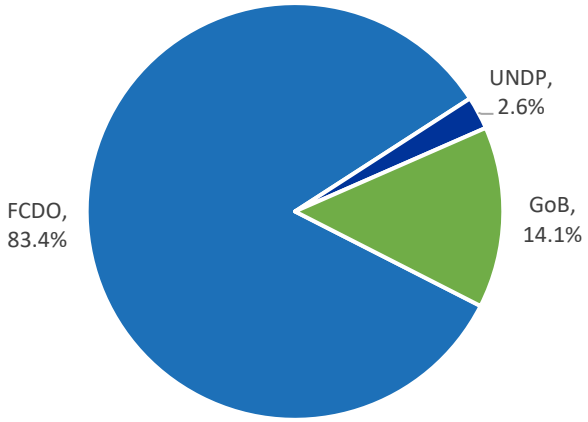
6.2.1.2. Amongst beneficiaries and stakeholders, the programme is recognised for its high-quality deliverables, notably in infrastructure development and low-cost housing. The capacity development training was well-received by beneficiaries from the community, municipalities, and programme staff, reflecting the quality of the training provided. The successful on-time delivery of Outputs was attributed to strategic planning, the adaptability of the programme's management (including the Monitoring and Evaluation Unit), optimal resource utilisation, inclusive stakeholder engagement, and transparent operations. This timely delivery minimised

resource wastage, maximised outreach, and fostered confidence and strong ownership among stakeholders, creating momentum in the programme's implementation.

6.2.1.3. The programme management employed an adaptive strategy to mitigate unforeseen delays, utilising a Risk Register to map potential risks and develop mitigation strategies. To ensure effective programme management, the NUPRP established a Programme Implementation Committee (PIC) at the national and municipal levels, as well as City/Town Steering Committees (TSC) and City/Town Project Boards (TPB). The programme's monitoring and evaluation approach included online and offline monitoring, enabling careful progress tracking. The execution followed bottom-up and top-down processes, with PPM assessments identifying poverty pockets, CCVA assessing climate vulnerabilities, and MPI methods ensuring accurate beneficiary targeting in 19 programme towns. These measures contributed to the high-quality delivery of outputs, providing the NUPRP with timely delivery and recovery from unintended or forced delays.

6.2.2. Programme's Financial Resource Utilisation

Figure 2: NUPRP funding sources



6.2.2.1 The bulk of the programme budget comes from the FCDO with co-funding from GoB and UNDP. The programme's financial management from 2016 to 2023 reflects a dynamic budget allocation, revision, and expenditure management approach. Initially, the project's budget was set according to the Prodoc, with subsequent revisions reflecting the need to adjust to unforeseen circumstances, including the COVID-19 pandemic, which notably impacted financial planning and execution. The project demonstrates strong financial discipline when analysing the overall expenditure trends, with actual expenditures consistently meeting the revised budget figures. The most significant adjustment occurred in 2020 due to the impacts of the COVID-19 pandemic, where an additional USD 3,589,658.67 was allocated to manage the harsh socio-economic effects on the urban poor. Despite these challenges, the project fully utilised the revised budget. In subsequent years, the pattern of budget revision and full utilisation continues, with both 2021 and 2022 seeing adjustments that allowed for effective financial management and full budget utilisation.

Table 1: NUPRP budget and expenditure by year

Year	Budget per Prodoc (USD)	Revised budget (USD)	Funding for COVID-19 (USD)	Total revised budget (USD)	Expenditure till March 2024 (USD)	Budget Utilisation (%)
2016	479,410	1,337,830		1,337,830	1,337,830	100%
2017	15,476,022	2,076,746		2,076,746	2,076,746	100%
2018	25,338,594	5,130,373		5,130,373	5,130,373	100%
2019	24,087,433	15,060,736		15,060,736	15,060,736	100%
2020	25,541,668	13,146,608	3,589,659	16,736,266	16,736,266	100%
2021	17,559,061	15,219,476		15,219,476	15,219,476	100%
2022	3,517,812	12,697,405		12,697,405	12,697,405	100%
2023	-	7,594,840		7,428,130	7,428,130	100%
2024	-	11,304,916		11,471,627	1,484,794	13%
Total	112,000,000	83,568,930	3,589,659	87,158,589	77,171,756	89%

6.2.2.2. The progress in the housing and land tenure component has been notably slow (42%), primarily due to significant challenges related to securing land tenure and gaining access to government land for low-cost housing schemes. It is projected that by December 2024, this component will be complete.

Table 2: NUPRP budget and expenditure by Component/Outputs

Component/Outputs	Budget per Prodoc (USD)	Revised budget (USD)	Expenditure till March 2024 (USD)	Budget Utilisation (%)
Output 1: Urban governance and planning	8,644,444	3,646,075	3,516,085	96%
Output 2: Citizen participation and community mobilisation	8,362,900	8,008,902	7,971,802	100%
Output 3: Economic development and livelihoods	30,531,000	18,898,779	18,773,079	99%
Output 4: Housing and land tenure	13,042,500	15,204,515	6,457,761	42%
Output 5: Infrastructure and the basic services/climate-resilient infrastructure	32,359,074	21,541,861	21,325,815	99%
COVID-19 Response		3,332,359	3,332,359	100%
Monitoring and Evaluation	2,911,000	3,412,146	3,006,546	88%
Management	10,000,934	7,764,427	7,533,027	97%
General Management Support	6,148,148	5,349,526	5,255,283	98%
Total	112,000,000	87,158,589	77,171,756	89%

6.2.2.3. The project's strategic financial planning and execution ensured that funds were effectively utilised to meet project goals despite significant external challenges such as the COVID-19 pandemic.

6.2.2.4. **Programme's Funding Adequacy:** At the outset, the available funding was deemed sufficient to achieve the programme's intended Outcomes. Annual reviews by FCDO consistently indicated that the programme was economical and effective in utilising its allocated budgets to implement interventions in a timely manner. However, as the programme progressed, it faced significant challenges that impacted its financial stability. Budget cuts and rising inflation increased procurement costs, thereby straining the programme's financial resources. The COVID-19 pandemic further exacerbated these challenges, leading to additional unforeseen expenses. In response to these financial pressures, the programme was forced to scale back certain activities under Outcome indicators 1.1 and 1.2 and Output indicators 4.4 and 4.5 (Table 3), following agreements with FCDO. Adjustments were also made to procurement processes, including modifications to the nutrition package and a reduction in the duration of nutrition support. Community infrastructure development projects funded through the SIF and CRMIF were similarly adjusted. The programme also reduced management support costs across various components, including SEF, SIF, CRMIF, CHDF management, and the operations of CBO Networks to manage these financial constraints.

6.2.3. Programme's Value for Money (VfM) and Cost Effectiveness

NUPRP ensured value for money.

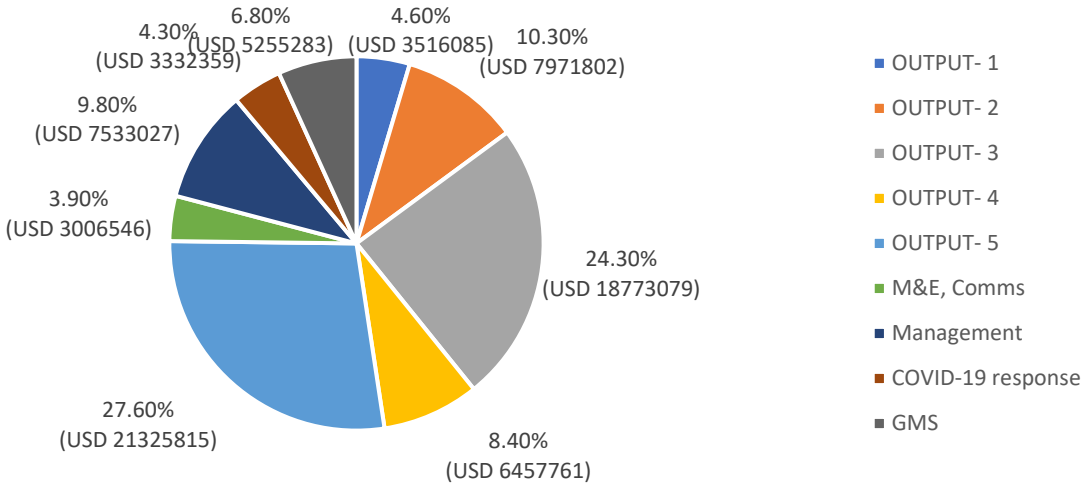
6.2.3.1. The NUPRP has emphasised and operationalised transparency and accountability, recognising these as essential preconditions for the optimal and effective use of financial resources. The programme management routinely generated financial progress reports to enhance transparency and accountability throughout the project lifecycle[44]. Strategic financial planning was executed cautiously and flexibly, enabling the programme to adapt to unforeseen funding changes and budgetary adjustments without compromising its targets. The Monitoring and Evaluation (M&E) Unit tracked resource mobilisation, utilisation, reallocation, and adjustments. The programme effectively reduced administrative costs by involving the Community-Based Organisation (CBO) Network of Urban Poor and Urban Local Government (ULG) offices as local planners and implementers. The maintenance of the programme's risk register further enabled NUPRP to adopt prompt and effective mitigation strategies and take pragmatic actions to prevent system losses and avoid unforeseen costs. This approach also guided the programme management in addressing fiduciary risks.

6.2.3.2. NUPRP maintained a high level of transparency in financial management, carefully tracking expenditures to ensure the efficient use of financial resources. From the programme's design phase, budgetary allocations were estimated through detailed mapping of funding sources. This meticulous financial and resource mapping facilitated pragmatic programmatic implementation planning. The M&E approach allowed the programme's management to balance financial resources with Output activities effectively. The M&E Unit deployed real-time monitoring and data-driven assessments to measure the programme's immediate and long-term impacts. Despite budgetary revisions and the challenges posed by the COVID-19 pandemic, the programme successfully

implemented all activities following the Results Framework (RRF) and logframe. Furthermore, and as will be discussed in more detail later, the programme's targeting efficiency was notable, with an 87% accuracy rate in selecting beneficiaries according to the established criteria.

6.2.3.3. NUPRP invested 75.2% (USD 58,044,542) of its available resources in interventions across the five broad Outputs. The remaining 24.8% (USD 19,127,215) was allocated to Monitoring and Evaluation (M&E), programme management, the COVID-19 response, and General Management Services (GMS). The programme's direct investment constituted 56.8% of the total budget, while the remainder was allocated to operational costs, including management costs.

Figure 3: The programme's overall investment (in %)



The value-for-money analysis adopts the indicators listed in the NUPRP's value-for-money strategy to the greatest extent possible based on data from the programme[45].

6.2.3.4. The NUPRP allocated USD 58 million (75.2%) of its total budget of USD 77.2 million to its five primary Outputs. Monitoring, evaluation and communication expenses amounted to 3.9% of the total budget. Management costs accounted for 16.6%, exceeding the 9.8% anticipated in the business case, primarily due to unforeseen circumstances. Additionally, the response to the COVID-19 pandemic necessitated an expenditure of 4.3% of the total budget. Among the five Outputs, infrastructure development represented the highest line item cost at 27.6%, lower than the initially assumed 36.4% in the business case. A redistribution of costs occurred within the Outputs.

The following part of the VfM analysis is based on the VfM matrix described in the VfM Strategy, where the VfM indicators are categorised into Economy, Efficiency, and Effectiveness.

6.2.3.5. **Economy:** NUPRP's procurement processes adhered to UNDP (for assets, consultancy services, office rent, training/workshops, printing materials, travel cost, internet, fuel and vehicle maintenance) and GoB (construction materials and labour/wages, training/workshops) standards. Independent audit reports confirm that resources were procured at competitive prices and within regulatory frameworks. Additionally, the cost-effectiveness of various activities was maintained, with the average daily cost for community facilitators at USD 3.4 and the training cost per day per trainee at USD 7.3[46], highlighting the programme's commitment to economic efficiency.

6.2.3.6. **Efficiency:** Operational costs constituted 43.2% of the overall project expenses, aligning within the expected range (40% to 60%) found in other multi-year and multi-activity projects in Bangladesh[47]. The programme's efficiency varied across components. For instance, Urban governance and planning (Output 1) had a close split between operational costs (52.9%) and direct investments (47.1%), suggesting balanced resource use. In contrast, community participation and mobilisation (Output 2) required a much higher operational cost (86.5%) compared to direct investments (13.5%). The remaining NUPRP Outputs required disproportionally higher direct investment, reaching the highest at more than 81% for infrastructure development activities (Output 5). The programme allocated 56.8% of its total budget to direct investments, with 43.2% covering operational costs. This distribution shows that a substantial portion of the budget was effectively directed

toward achieving tangible outcomes[48]. The programme's targeting efficiency was also notable, with an 87% accuracy rate in selecting beneficiaries according to the established criteria. In specific activities like the creation of CDC Clusters and Federations, the unit cost was USD 1,133 per person, with USD 694.7 as a direct cost.

The programme relied on the CBO's banking system for efficient grant disbursement and invested USD 195.46 per skill-development trainee (USD 141.30 as direct cost). The programme minimised training costs by engaging government-operated institutions, benefiting 15,994 skill-development trainees. Approximately 72% of the skill-building beneficiaries secured employment within six months of training, exceeding the figure of 33% assumed in the business case. The programme invested USD 171.4 per SEF business grant beneficiary (USD 129.56 as direct cost) and had a utilisation rate of 98.2%. SEF educational grants ensured that all recipients continued their education. (more details on income effects are in section 6.4). The programme had a substantial effect on household income, with a 40.6% average increase in income six months after skills training and a 51.6% increase following the receipt of the business grant.

6.2.3.7. **Effectiveness:** Based on the figures reported in the previous paragraph, the BCR for skills training was calculated at 4.2, and for business grants, it was 4.3, indicating high returns on investment over five years. Regarding housing, the programme improved the quality of living for 2,051 households, benefiting 8,614 individuals at a unit cost of USD 3225.69, significantly enhancing housing standards with a BCR of 4.09 (please see Annexe 9 for details). The risk of eviction was also reduced from 24.3% at baseline to 12%, demonstrating the programme's effectiveness in providing housing security. In infrastructure development, the programme improved access for 1.8 million people, 43% of the target population, and 78% of beneficiaries reported increased security and better access to services, illustrating the programme's broad and positive impact on community welfare. The programme successfully increased the proportion of municipal budgets allocated to the urban poor, rising from 1.6% in 2019 to 2.5% in 2023, showing a growing focus on poverty reduction.

6.2.3.8. **Strategies Adopted for Cost Efficiency:** The NUPRP employed various strategic measures and activities to reduce costs while maximising the benefits delivered to poor urban communities. Across all Outputs, NUPRP strategically utilised government and local resources, including staff, facilities, and existing community structures, to minimise costs. Community-Based Organisations (CBOs) acted as hubs for information exchange and resource distribution, significantly reducing programme staff's direct engagement and associated costs. Financial literacy training for Savings and Credit Groups (SCGs) enabled these groups to manage their accounts independently, reducing the need for continued support from community facilitators. In providing housing support, NUPRP collaborated with towns to secure land for low-cost housing projects, reducing the financial burden on the programme. Using innovative construction materials, such as hollow bricks and ferrocement, further decreased construction costs while improving the durability of the housing units. The programme successfully mobilised contributions from cities and towns, fostering local ownership and reducing overall costs. This co-sharing model lessened the programme's financial load and encouraged sustained community involvement in infrastructure projects. The community procurement strategy to implement SIF infrastructures saved cost (profit, VAT and TAX by implementing agency) compared to traditional procurement strategies. The programme's approach to multi-use of resources, such as reusing meeting spaces and leveraging existing community networks, further contributed to cost efficiency.

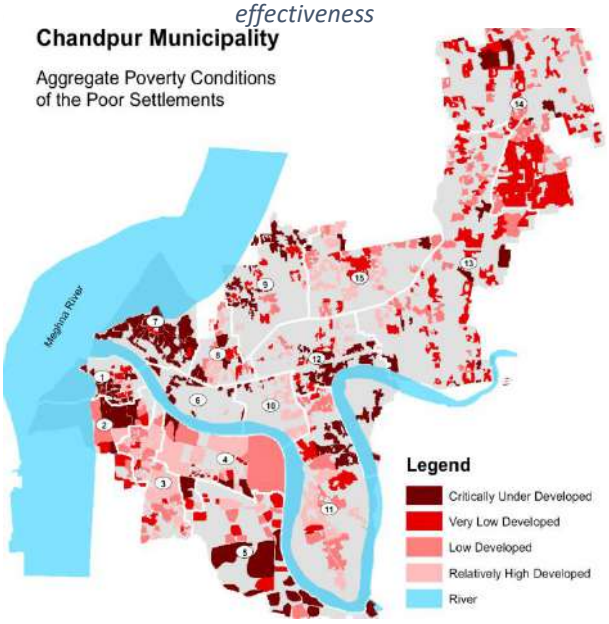
6.2.3.10. The programme's inclusive approach, targeting accuracy, and efficient resource management resulted in a BCR of 3.4, which is not very different from the business case assumption of 3.75[49]. The overall benefit generated through income increases, savings, livelihood opportunities, improved nutrition, and reduced climate-related losses amounted to USD 262 million (Table 9.1 to 9.5 in Annexe 9) compared to the total programme cost of USD 77.2 million, demonstrating the programme's substantial impact and cost-effectiveness in improving the livelihoods of urban poor communities.

6.2.4. Programme's Targeting Success

The programme successfully targeted (and influenced municipalities to target) intended social groups and adopted strategies to minimise inclusion and exclusion errors.

6.2.4.1. The NUPRP implemented a rigorous and inclusive approach to stakeholder engagement and beneficiary identification, essential for effectively reaching the most vulnerable urban populations (87% targeting efficiency). Building on UNDP's previous experiences, NUPRP focused on minimising inclusion and exclusion errors in beneficiary identification and selection. The programme adopted a systematic, data-driven approach, using the MPI-based beneficiary identification process and engaging the community to ensure the accurate selection of the most appropriate beneficiaries for interventions[50]. This process was initiated through ward and town-level inception meetings, which were crucial in mobilising relevant stakeholders, including community members. These meetings were instrumental in educating participants about the community mobilisation process, particularly the methods of mapping and data collection aimed at identifying key social groups such as the urban poor, women, adolescents, persons with disabilities, and other marginalised communities[51].

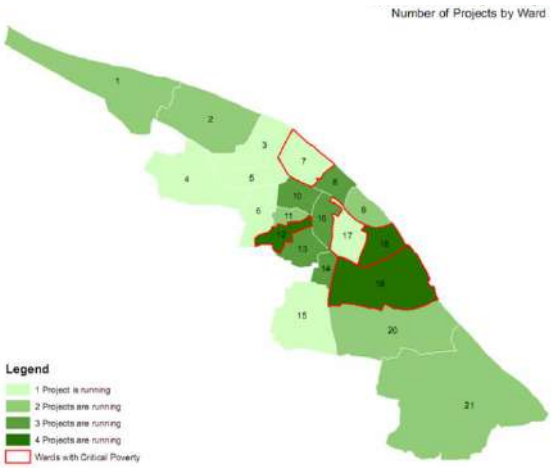
Figure 4: City-wide poverty mapping and ward prioritisation mapping by NUPRP for targeting effectiveness



6.2.4.2. The programme also focused on capacity building by providing targeted training to CBO leaders and municipal officials, enhancing their understanding of pro-poor and inclusive governance. This initiative was supported by developing guidelines, such as those for 'Mahalla and resource mapping' and 'urban poor settlement mapping,' which enabled LGIs to systematically and accurately map the needs and rank the priorities of urban poor communities. In collaboration with municipal officials, NUPRP conducted community mapping exercises to identify the most marginalised poverty pockets within towns. Third-party agencies further supported this effort by conducting Participatory Poverty Mapping (PPM), Donor Effort Mapping and Climate Change Vulnerability Assessments (CCVA) across 19 NUPRP towns[52] , which were also instrumental in identifying the most climate-vulnerable groups. These assessments were critical in accurately identifying and targeting poor and climate-vulnerable social groups, ensuring that the programme's interventions were directed towards those most vulnerable groups[53].

6.2.4.3. The programme also engaged community and CBO leaders in identifying beneficiaries using the MPI method. This method provided a systematic approach to listing and ranking beneficiaries, facilitating the selection of grant recipients. While some CBO leaders and municipal officials expressed concerns about the limitations of the MPI method, they acknowledged that it effectively ensured that only the most eligible urban poor were selected as grant recipients based on their MPI scores. Based on MPI scores, CBO leaders and municipal officials further validated the beneficiary list generated from the eligible urban poor database, reinforcing the programme's commitment to transparency and accuracy in beneficiary selection[54]. The programme's reliance on the Multidimensional Poverty Index ensured the selection of the poorest and most marginalised urban households in disadvantaged urban pockets.

Figure 5: Donor Effort mapping in Mymensingh to enhance targeting effectiveness



6.2.4.4. NUPRP faced several challenges in selecting the intended social groups, with ensuring transparency in the selection process being a significant concern. The programme addressed this challenge by systematically involving all relevant parties throughout the selection process. Other challenges included securing the commitment of municipal offices across 19 towns to prioritise urban poor development, developing a comprehensive urban poor community database, and accurately identifying urban poverty pockets. Additionally, building mutual trust within the community and encouraging active participation in local governance were critical barriers that needed to be overcome to achieve the programme's objectives. To address these challenges, NUPRP employed a multifaceted strategy to influence Local Government Institutions (LGIs) to prioritise the inclusive participation of poor communities in local governance mechanisms[55]. A central element of this strategy was developing the CBO Network model, which was based on extensive community mobilisation.

6.2.4.5. NUPRP's approach to stakeholder engagement and beneficiary identification was methodical and inclusive, addressing immediate challenges while accurately targeting vulnerable populations. Despite the complexities involved, the programme's strategies effectively fostered community participation and integrated marginalised groups into local governance, contributing to the initiative's overall success.

6.2.5. Programme's Management Proficiency

The programme management adopted multiple intertwined activities and strategies to achieve targeted results.

6.2.5.1. The achievements of the NUPRP, which, along several dimensions, have exceeded the set targets, underscore the success of the programme's management. A key contributor to this success was the comprehensive training sessions facilitated by the programme, aimed at enhancing the skills of programme staff and stakeholders. These sessions ensured improved and effective programmatic management[56]. Additionally, NUPRP developed a range of guiding documents, including guidelines, M&E tools, transparency and accountability checklists, Social and Behaviour Change Communication (SBCC) materials, forms, and contracts to document actions systematically[57].

6.2.5.2. NUPRP conducted Institutional and Financial Capacity Assessments (IFCAs) to strengthen programme performance further and identify areas requiring additional focus. The programme's Monitoring and Evaluation (M&E) Unit promoted data-driven operations and management. The multi-tiered framework, which operates at national, municipal, and community levels, was essential in tracking and assessing the programme's progress. This evidence-based approach identified good practices and limitations, allowing for timely corrective actions. The programme's phased approach efficiently tracked resource utilisation and made necessary adjustments. The City Poverty-Ward Poverty Mapping (CP-WPM) and Ward Poverty ATLAS (WPA) methodologies were instrumental in ward prioritisation, contributing to the accurate allocation of resources to improve the livelihoods and well-being of the most poverty- and climate-vulnerable urban pockets.

6.2.5.3. NUPRP allocated resources across five broad Outputs, with a management Output considered the sixth. The programme management regularly conducted value-for-money analyses and financial progress reporting, complemented by the insights from the M&E Unit reports, ensuring the planning and implementation of the programme's activities were well-coordinated at both municipal and national levels. The programme's Real-Time Evaluation and Learning Unit (RELU) established robust M&E mechanisms for real-time monitoring and evidence generation, which were crucial for tracking progress and initiating prompt actions to address risks and challenges in the implementation process. The RELU also utilised a dynamic Management Information System (MIS) for real-time monitoring and automated tracking of programme progress[58]. NUPRP facilitated capacity development training on programme management for national and municipal-level programme staff and relevant stakeholders, including CBO leaders and municipal officials, to further enhance programmatic performance. This comprehensive approach to capacity building ensured that all involved parties were well-equipped to contribute to the successful implementation of the programme, thereby reinforcing the overall effectiveness and impact of NUPRP's interventions[59].

6.2.6. Programme's Transparency and Accountability

6.2.6.1. The NUPRP demonstrated a solid commitment to transparency, accountability, and zero tolerance for corruption in its management and operations. This commitment was evident in the programme's systematic approach to promoting participatory planning, which involved the intense engagement of all stakeholders at

various levels and with diverse capacities. This inclusive approach ensured that decision-making processes were transparent and that all parties were held accountable for their responsibilities.

6.2.6.2. The programme's management, particularly the finance unit, played a critical role in upholding financial transparency and accountability through rigorous practices in procurement, transparent financial transactions, meticulous record-keeping, internal auditing, and comprehensive accounting[60]. NUPRP also extended its commitment to transparency and accountability to Community-Based Organisations (CBOs) and urban Local Government Institutions (LGIs), promoting these principles across all tiers of programme implementation.

6.2.6.3. NUPRP utilised several instruments to identify and assess fiduciary risks at each level of implementation. These included a risk register, value-for-money reports, financial progress reports, Institutional and Financial Capacity Assessments (IFCAs), and Fiduciary Risk Assessments (FRAs)[61]. These tools were integral to the programme's strategy for maintaining high financial integrity and accountability standards, reinforcing its commitment to transparent and effective resource management throughout the implementation process. The programme employed systematic approaches such as the Multidimensional Poverty Index (MPI) method to mitigate fiduciary risks and ensure transparency in beneficiary selection. This method was transparent and effective in deterring potential fiduciary risks. In addition, the programme promoted downward accountability through its Monitoring and Evaluation (M&E) mechanisms, ensuring that financial resources were utilised transparently and accountably by CBOs, municipal institutions, and within the programme's management. To further support these efforts, the programme provided resource management training to programme staff, CBO leaders, and municipal officials at local, regional, and national levels. Overall, the programme has made significant strides in ensuring financial transparency and accountability and mitigating potential fiduciary risks.

6.3. Programme's Effectiveness

6.3.1 The context and intervention logic of the project:

Climate change and rapid urbanisation have created substantial vulnerabilities for urban communities in Bangladesh. As climate-related hazards such as rising sea levels, flooding, droughts, and waterlogging intensify, they intersect with the challenges of urbanisation, exacerbating risks for urban poor populations who often reside in informal settlements. These areas lack basic amenities and are typically located in hazardous zones. The swift growth of cities, with their population projected to double in 40 years (BBS, 2015), strains existing infrastructure and services, further deteriorating the quality of life. Urbanisation drives people from rural areas to cities in search of jobs (according to the Slum Census 2014, 51% of people come to slums seeking a job, and more than 50% of slum people are engaged in non-formal work) and security, yet informal settlements absorb most of these migrants (according to the World Bank, more than 50%), increasing the proportion of the urban poor. Women and people with disabilities in these communities face compounded vulnerabilities, with climate change exacerbating their conditions. The urban poor, already in social, economic, and physical vulnerable positions, are disproportionately affected by climate change due to their reliance on informal sectors and disaster-prone land.

Current poverty reduction efforts are hindered by fragmented and uncoordinated actions among donors and government agencies, resulting in inefficiencies and missed opportunities. The NUPRP addressed these issues by fostering better coordination, integrating multi-disciplinary approaches, and providing evidence-based insights in urban contexts. It sought to elevate urban issues to the national agenda, recognising that poverty is not solely a rural phenomenon and requires urban-centric solutions. Despite these challenges, cities hold the potential to be engines of growth and innovation. With suitable investments in infrastructure, inclusive planning, and strengthened municipal governance, cities can improve living standards and well-being for all residents. NUPRP aspired to harness this potential, promoting progressive policies to reduce urban poverty and provide opportunities for urban communities in Bangladesh.

6.3.2 Achievement of the Programme's Overall Objectives

The programme seems to have achieved its overall objectives.

6.3.2.1. The National Urban Poverty Reduction Programme (NUPRP) successfully implemented several interventions, and based on an analysis of the data, it seems to have achieved its targets and objectives along most dimensions (see Table 3 below).[62]

Strengthening municipal capacity for improved urban management, policy and planning (Objective 4, associated with Output 1)

6.3.2.2. NUPRP strengthened the Municipal Association of Bangladesh (MAB), leading to improved urban management, policy, and planning. NUPRP also advocated for the drafting and finalising the National Urban Policy (NUP) and promoted finalising the urban sectoral plan following 8FYP. NUPRP's continuous support for MAB in advocating with the NTC of LGD for the NUP's revision and finalisation underscores its commitment to urban sector policy reform. The programme's policy advocacy with 11 city corporations and eight municipalities ensured pro-poor municipal budgeting (all municipalities increased pro-poor budgeting according to the 2022 Annual Outcome Monitoring report). Further, the programme strengthened municipal-level capacity to support, facilitate, and work with the urban poor through community organisation structures. Activating decentralised committees, such as the Disaster Management Committees, Town Level Coordination Committees, and Ward Committees and engaging CDC members in these committees is commendable (the committees were active in all towns, according to the 2022 Annual Outcome Monitoring report). These committees were effectively facilitated by NUPRP's advocacy and the cooperation of municipalities. The CCVA, vacant land mapping, and ward priority mapping strengthened and capacitated the municipalities to adopt pro-poor climate-resilient urban planning (the mapping and CCVA activities were complete by 2022, according to the Annual Outcome Monitoring report).

Build community organisation, skills and enterprise development for women and girls (Objective 2, associated with Output 2 and Output 3)

6.3.2.3. The NUPRP's support for developing and reviving CDCs, CDC Clusters, and TFs has been instrumental in mainstreaming the voices of the urban poor in urban development and governance. The programme's success in advocating for the inclusion of poor urban communities in various multisectoral platforms at different levels of local governance has effectively ensured that their needs and perspectives are considered in decision-making processes[63] (please see Table 26 in Annexe 8 for details). The increased participation of urban poor leaders, particularly women, in Ward-level Coordination Committees (WLCCs), City Corporation Development Coordination Committees (CDCCs), and other relevant bodies has been a notable achievement, as their voices were actively noticed and considered during evaluations[64] (women from Town Federations participated in coordination committees. CAPs were integrated into 222 Wards across 19 cities and towns. Among the female FGD participants, 61% participated in CAP preparation, and 48% had raised their concerns). The programme's advocacy efforts have led to a significant increase in budget allocation and spending for urban poor communities (28.6% increase compared to 2019), contributing to poverty reduction (20.4% poverty compared to 41.2% at baseline) and improved access to citizen services (78.6% are satisfied compared to 50.4% at baseline). The strategic involvement of CBO leaders in ward and town-level platforms, coupled with their strong interpersonal relationships with LGI leadership, has further enhanced their influence in urban governance. The political stakes of elected LGI officials (particularly in terms of voting support) have also motivated them to address the demands of CBO leaders.

6.3.2.4. The programme's Socio-Economic Fund (SEF) has successfully supported the livelihoods of poor urban women, fostering economic empowerment. Establishing personal and group businesses with NUPRP's financial assistance has increased household income, contributing to self-dependence, poverty reduction, and food security (details are available in sections 6.4.1.7 to 6.4.1.14). The ability to afford educational expenses (incidence of school dropout in HHs decreased to 3.7% compared to 11.5% at baseline) for children, particularly daughters, signifies a broader positive impact on family well-being and prospects (school attendance among girls increased to 94% from 90% at baseline). Additionally, vocational training and allowances provided by NUPRP have empowered individuals to acquire new skills, enabling them to start businesses and enhance their economic stability. For instance, the incidence of unemployment in beneficiary HHs decreased to 16.4% compared to 31.9% at baseline (see Table 6 in Annexe 8). More than 72% of the skill development grantees were employed within six months of completing training and added to HH income. Almost all (98%) business grant beneficiaries made full use of their utilized business grants (Table 3)[65]. These livelihood improvements (MPI score reduced to 9.31 compared to 24.19 at baseline) empowered women economically and instilled confidence among beneficiaries to advocate for their rights and community interests (please see Table 31 in Annexe 8).

Box 6.3: Changes due to building community organisation, skills and enterprise development

> *"We can question municipality officials about what they are planning and progress about constructing roads, footpaths, drainages, waste management. Which was unimaginable before forming our community organisations with the support of NUPRP."* --CDC Leaders, Narayanganj CC, Noakhali, Patuakhali, Faridpur, Khulna CC
>
> *"We are now self-dependent by establishing my business with grant support from NUPRP. Our households' income increased, and the socio-economic condition of households also improved. With our earnings, we could bear the educational expenses of my daughters."* -- Business Grant Beneficiaries, Cumilla CC
>
> *"Group business grant support helps us to access business capital. Our family income increased and reduced our poverty situation and food insecurity."* --Group Business Grant Beneficiaries, Gopalganj
>
> *"We received a month-long training from NUPRP affiliated training institute and BDT 3000 as training allowances from NUPRP. We started our tailor shop with tailoring skills."* -- Skill Development Grant Beneficiaries, Dhaka North CC

Facilitate climate-resilient housing and essential services for low-income households (Objective 1, associated with Output 4 and SIF of Output 5)

6.3.2.5. In collaboration with the GoB, the programme piloted a climate-resilient and low-cost housing project in five municipalities: Chandpur, Gopalganj, Kushtia, Noakhali, and Rangpur, engaging stakeholders at different levels.[66] The low-cost housing development is an example to the LGIs that planned and coordinated actions (completing vacant land mapping and creating liaison with LGI to receive approval on the land use in 10 towns/cities[67]) can lead to pro-poor development in cities/towns. Low-cost housing ensured climate-resilient housing with necessary utility services for the beneficiaries, improving their living conditions and tenure security[68]. Furthermore, NUPRP institutionalised CHDF in Narayanganj, Chattogram, and Rajshahi, provided seed capital, capacitated the CHDF management committee, and formulated guidelines and service rules to operate CHDF.[69] The urban poor, ineligible to receive loans from formal financial institutions, have access to housing loans, leading to resilient housing and tenure security. CHDF has enabled beneficiaries to improve their housing conditions. Still, there is a growing concern about the adequacy of the loan amounts due to the rising cost of construction materials. Furthermore, SIF has successfully addressed the critical issue of essential services (access to safe drinking water and improved sanitation) in poverty pockets mapped by the programme (through ward prioritisation mapping), especially during flooding and waterlogging. The combination of CHDF, SIF, and low-cost housing intervention has significantly improved the community's resilience to climate-related challenges (details are available in paragraph 6.4.1.6).[70]

Box 6.4: Success of climate-resilient housing and infrastructure development by NUPRP

> *"Socially and economically marginalised households are benefited from CHDF. They now could have improved the house. However, the loan amount required to be increased considering construction materials price hike."*--A CDC Leader, Rajshahi
>
> *"We received safe drinking water points from NUPRP. Earlier, we could not access safe drinking water during the rainy season due to flooding and long waterlogging."*--A CDC Leader, Patuakhali

Enhance the climate adaptive capacity of the low-income community through resilient infrastructure (Objective 3, associated with Output 5)

6.3.2.6. The programme's SIF and Climate-Resilient Municipal Infrastructure Fund (CRMIF) have effectively boosted low-income communities' climate-adaptive capacity (60.2% of grant beneficiaries benefited from CRMIF, Table 27 in Annexe 8) by developing essential climate-resilient infrastructure[71]. The strategic implementation of SIF initiatives (96.3% of grant beneficiaries benefited from SIF initiatives, Table 27 in Annexe 8) has addressed critical vulnerabilities in urban areas, with the construction of roads, drains, footpaths, stairs, fire hydrants, and improved access to drinking water and sanitation facilities proving critical in enhancing community resilience[72]. The programme's focus on WASH infrastructure has been particularly impactful (please see Tables 11 and 12 in Annexe 8), ensuring communities maintain access to the services even in disaster-prone or challenging environments[73]. Installing drains has alleviated chronic waterlogging issues and contributed to poor urban communities' health benefits (disease episodes decreased by 9 percentage points). Furthermore, the development of roads and footpaths has significantly improved mobility (mobility increased to 95% from 87.5% at baseline), particularly in low-lying areas. Streetlighting has enhanced the safety and mobility of working women and female students. The programme has successfully addressed immediate and long-term

infrastructure needs, demonstrating a comprehensive approach to building climate resilience in vulnerable urban communities (details are available in Tables 8 and 27 in Annexe 8).

Box 6.5: Community perception of benefits due to NUPRP infrastructure

> *"We constructed flood-resilient RCC roads and drainages to ensure safe community mobility."* -- A CDC Cluster Leader, Faridpur and A CDC Cluster Leader, Narayanganj CC
>
> *"We constructed a climate-resilient higher water point and sanitation chamber, considering flooding and waterlogging very common in our coastal area. Now women and persons with disabilities could access water and sanitation even in disaster-time."* -- A CDC Leader, Patuakhali

6.3.2.7. **Programme RRF and logframe:** The results framework was comprehensive and strategically aligned with its goal of reducing poverty, improving resilience, and enhancing livelihoods among urban poor populations in Bangladesh. The framework outlined clear Outcomes and Outputs supported by measurable indicators and annual targets. The targets set for each year are incremental and realistic, showing a clear progression over the project timeline. These include critical areas such as climate-resilient urban planning, community empowerment, improved socio-economic services, and access to housing. The logical flow from activities to Outputs and Outcomes is well-structured, ensuring that the activities contribute directly to the programme's intended impact. However, the framework could benefit from simplification, particularly given the programme's complexity. The results framework could have also been strengthened by a more detailed risk management plan and sustainability strategies to ensure long-term post-programme benefits.

6.3.2.8. The programme's logframe contains a detailed structure, listing various indicators (with necessary disaggregation by sex, location, and other target groups except for PWDs), baselines, targets, and achievements, including annual targets and assumptions, suggesting adaptability, which was the case during the COVID-19 lockdowns. However, more explicit contingency planning would enhance the framework's ability to adjust to complex challenges, such as land tenure security.

The following table depicts an overview of the programme's achievement against the targets (set in RRF and logframe 2024).

Table 3. The programme's target achievement (Impact, Outcomes and Outputs) *

Intended Outputs	Targets	Achievements as of May 2024*	Brief Remarks
*High Medium Low			
Impact: More effective inclusive urbanisation in Bangladesh.			
1. The proportion of the slum population below the national poverty line within the slums receiving NUPRP interventions	50%	48.6%	The indicator was specific and measurable through the HH survey and is relevant to the programme's intent to develop fa national approach to urban poverty reduction[74]. The target was realistic and time-bound and achieved. The emergence of new poor during the COVID-19 pandemic (a UNDP estimated 4 million) limited the indicator from surpassing expectations.
2. The proportion of Urban Slum Households affected by climate-related disasters within the areas receiving NUPRP interventions	60%	52.9%	The indicator was specific and measurable through the HH survey and is relevant to the programme's objectives. The target was achieved within the programme period despite an increase in the new poor, economic migration and the COVID-19 pandemic-induced challenges.
3. Percentage of PG member HHs who received benefits and have witnessed an improvement in their MPI score	90%	91.4%	MPI score captures poverty from multiple dimensions and is used globally. HH survey provided the necessary data. Similar to the other two impact indicators, the target set by the programme was achieved.
Outcome 1: GoB and actors working in the urban space are more coordinated and strategic in their approach to inclusive, climate-smart urban development (National Level).			

Intended Outputs	Targets	Achievements as of May 2024*	Brief Remarks
*High Medium Low			
1.1 (i) Urban Chapter of the Eighth Five-Year Plan-Influenced; (ii) Urban Sector Policy Influenced	Finalisation of National Urban Policy (NUP) by LGD	NUPRP supported LGD in preparing a revised draft of NUP, which is awaiting further review for finalisation	Progress was measured against 2 Separate policy tools, and achievements were divided into 7 (not quantifiable) stages. The term "influenced" was not explicitly defined. The Urban Chapter of Eight Five Year Plan-related activities dropped due to operational challenges.
1.2 Performance of BUF & MAB is strengthened on an objective and agreed scale to assess institutional effectiveness as a result of capacity building.		Dropped	The indicator progress assessment had seven stages (not quantifiable) measurements[75]. The effectiveness assessment was not defined clearly. Due to budgetary adjustments, activities dropped in consultation with FCDO.
Outcome 2: Municipal Authorities more effectively manage and deliver inclusive, climate-smart urban development (Municipal Level).			
2.1. Number of Cities/Towns with increased budget allocation/ expenditure for poverty reduction interventions	19	19[76]	The indicator was measurable from city/town budget analysis. The achievement was relevant to programme advocacy efforts. However, the expected share/proportion of budget increase was not set, so this was a binary outcome despite the depth of budget increase (does not account for whether a town increases 10% budget or 50% budget).
2.2. Percentage of people satisfied with Urban Local Government (ULG) services	70%	86.9%[77]	The indicator was measurable from HH surveys using a 3-point scale and is relevant to community objective 2. The logframe had set a list of services to measure satisfaction with the services[78].
2.3. Number of Cities/Towns in which the local government is implementing costed, climate-resilient infrastructure (as specified in the Infrastructure Development Plan). (ICF KPI 13)	12	19[79]	There were 3-stages (not quantifiable) to assess the indicator progress[80]. The assessment method included five criteria with certain conditions classified as 'No', 'partial', and 'Yes'. The assessment required discussion with LGD officials with a checklist/discussion points. Note: Allocation for poverty reduction action was increased across project cities and towns from GBP 1.9 million (BDT 226 million) in FY 22-23 to GBP 4.4 million (BDT 607 million) in FY 23-24.
2.4. Number of Cities/Towns implementing Multisectoral Nutrition Plans as part of the Municipal Corporation Annual Workplan	19	19	This indicator also had 3-stages (not quantifiable) to assess the indicator's progress[81]. The assessment method included 14 criteria with set standards. The assessment required discussion with LGD officials. So far, most towns (14) have implemented a Multisectoral nutrition plan and allocated a budget for nutrition.
Outcome 3: Urban poor communities are more resilient and empowered to articulate and demand their needs (Community level)			
3.1. Percentage of people perceive strong community leadership (CDC/Cluster/ Federations) to influence the formal spaces for pro-poor climate-resilient urban development	75%	83.0%	The indicator was measurable from HH surveys with a set of structured questions. The indicator was relevant to measuring community integration into city/town-level decision-making—the well-planned annual progression. Capacity-building support helped to develop a robust CBO Network.

Intended Outputs	Targets	Achievements as of May 2024*	Brief Remarks
*High Medium Low			
3.2. Percentage of PG members who received benefits feel they have a voice in influencing local government decision-making (planning and management)	75%	79.2%	The indicator was measurable from HH surveys with a set of structured questions. The indicator was relevant to measuring community influence on LGI decision-making. Beneficiaries' engagement with the CBO network improved confidence in raising their voices on ULG platforms.
3.3. Percentage of: (a) pregnant and lactating women grantees who consumed protein in the last seven days and (b) children (7-24 months) grantees who consumed protein in the last 24 hours (children)[82]	95%	(a) 90.8% (b) 91.8%	This structured indicator was measured by interviewing Nutrition grantees. The target set for the indicator was too high (compared to the baseline, 32%-33%), and the programme achieved most of it. Support in both cash and kind and counselling improved consumption behaviour and balanced consumption. The group discussants at the community mentioned that the contents of food packages were consumed at the HH. However, the beneficiaries may not have been the only consumers of the food items at the HH.
3.4. The average number of days to recover from a) Climate [ICF KPI1] and b) non-climate-related shocks	20 days	(a) 20 days (b) 21 days	HH interviews with structured questionnaires provided the necessary data relevant to the progress of climate resilience. Climate-resilient infrastructures helped improve household and community resilience to confront shocks.
3.5. Percentage of Households reporting they are at risk of eviction	15%	12%	This indicator was recorded as a perception of the beneficiaries using a binomial response. However, the different HHs may perceive eviction threats differently. The existence of the CBO Network and the programme town office deterred the eviction initiatives.
3.6. The proportion of targeted (1000 days) households have improved complementary feeding practice	25%	91.6%	This structured indicator was measured by interviewing Nutrition grantees (with children aged 6-23 months) using a set of questions relevant to the frequency of feeding and food items consumed by the child in 24 hours. Support in both cash and kind and counselling improved consumption behaviour and balanced consumption.
Broad 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)	High	High	The progress was measured against 3 Stages in terms of the level of engagement in consultation with LGI officials: High, Medium, and Low, with a predefined set of 7 indicators (mix of qualitative and quantitative) with qualifying criteria. The indicator is relevant to NURPR objective IV and Output 1. All target towns/cities increased budget allocation for climate/environment development and poverty reduction. CCVA and Poverty Mapping are systematic and participatory. 9 out of 10 PG members think that the CAP represents community needs.
1.2. Number of Paurashava with functional decentralised committees (DMC/TLCC/WC) with representation from	8	8	The decentralised committee members' responses to a set of semi-structured questionnaires allowed for analysis of this indicator. The indicator is relevant to NURPR objective IV and Output 1.

Intended Outputs	Targets	Achievements as of May 2024*	Brief Remarks
*High Medium Low			
Town Federation/CDC Clusters/CDCs			Community representation is expected to push the committees to remain functional.
1.3. Number of Cities/Towns with Pro-Poor and Climate-Resilient Urban Strategy under implementation	19	19[83]	The assessment method included ten criteria with set standards for the Disaster Management Committee/Town Level Coordination Committee/Ward Committee. The members were interviewed using a discussion guideline to record their status against each criterion.
Broad Output 2: Enhanced organisation, capability and effective voice of poor urban communities.			
2.1 Percentage of Community Organisations (a) CDCs; (b) CDC Clusters (c) Federations whose performance is judged "moderately and fully effective[84]"on an objective and agreed scale to assess institutional effectiveness as a result of capacity building	**CDCs** — 60% fully effective — 40% moderately effective	**CDCs** — 61% fully effective — 28% moderately effective	NUPRP prepared key criteria, indicators and domains to assess the performance of CDCs, CDC clusters, and TFs using a weighted scorecard for each domain. Based on the list of indicators, a set of structured questionnaires was developed independently for CDC, CDC cluster, and TF. The members usually responded to the questionnaires in a group as they required responses from different activities. The Community Organisations played a pivotal role in advocating for community needs by effectively voicing concerns, opinions, and suggestions to LGIs. These organisations have developed strong capacities to raise concerns and suggest solutions to community and municipal issues[85].
	CDC Clusters — 50% fully effective — 50% moderately effective	**CDC Clusters** — 70% fully effective — 27% moderately effective	
	TFs — 50% fully effective — 50% moderately effective	**TFs** — 84% fully effective — 16% moderately effective	
2.2 Percentage of CDCs implementing Community Action Plans (CAP) based on the Guidelines	90%	100%	The CDC assessment questionnaire (for Output 2.2) included questions relevant to CDC's engagement in implementing CAPs. However, the specific indicator was recorded from secondary data collected from NUPRP. TFs should advocate integrating CAP into the city/town planning strategy to ensure pro-poor planning.
2.3 Number of Savings & Credit Group (SCG) members and their effectiveness in addressing shocks and stresses	3,26,400 members in 27,300 SCGs	370,313 members in 24,662 SCGs. Effective: 76%	A set of structured questionnaires similar to the CDC assessment was used for SCGs. However, the specific indicator was recorded from secondary data collected from NUPRP. Most of the existing SCGs may not be continued after the programme ends. The community may practice this among themselves in small groups.
Broad 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)	90%	95%	This structured indicator was measured by interviewing Education grantees using a structured questionnaire. The grant must be multi-year and require intense monitoring to have sustainable results.
3.2 Number of (a) pregnant and lactating women up to 6 months (b) Children (7-24 months) accessing	(a) 25,000 pregnant and lactating women	(a) 28,524 pregnant and lactating women	The indicator was recorded using secondary data collected from NUPRP. The support must be continued for multiple years and adhered to by development partners.

Intended Outputs	Targets	Achievements as of May 2024*	Brief Remarks
*High Medium Low			
Nutrition Cash Transfer Grants[86]	(b) 25,000 children (7-24 months)	(b) 28,524 children (7-24 months)	
3.3 Proportion of targeted pregnant and lactating mothers have improved knowledge and skills related to infant and young child feeding practices	75%	84.1%	This structured indicator was measured by interviewing pregnant and lactating mothers under NUPRP coverage using a set of nutrition knowledge questions disseminated during nutrition counselling by NUPRP. The concerned municipal office should continue this.
3.4 Number of Safe Community Committees (a subset of CDC Cluster) working with social service providers to address VAWG and early marriage issues	206	214	The evaluation undertook group discussions with SCG members. However, the indicator was recorded using secondary data collected from NUPRP. SCC must be promoted by municipal offices and supported by legal aid agencies.
3.5 Number of people who have utilised (a) Business Development Grant; (b) Skill Building Grant	(a) 39,500 (b) 15,500	(a) 41,054 (b) 15,994	The evaluation interviewed business development and skill-building grant beneficiaries with structured questions to measure whether the grantees utilised their benefits. 98.2% of beneficiaries utilised business grants, and 70.5% utilised Skill-building grants. The grantees contributed to HH's income and improved livelihood. However, the specific indicator was recorded from secondary data collected from NUPRP.
Broad Output 4: Increased access to climate-resilient housing for the urban poor.			
4.1 Number of Community Housing Development Funds (CHDF) established as legal entities.	3	3	There were no structured measurement criteria. The NUPRP records revealed the indicator status, which was validated during interviews with town officials. Rajshahi, Chattogram and Narayanganj CCs managed to establish CHDF as legal entities. The CHDF guidelines and service rules need to be adhered to strictly.
4.2 Number of Households using their CHDF loan.	1,400	1,445	The achievement is recorded from NUPRP documents[87]. Need to increase allocation of CHDF loans and strengthen loan recovery strategy.
4.3 Number of Households with climate resilient housing (a) New Housing; (b) Upgraded Housing.	646	New Housing: 646 Units (in 4 towns)	The achievement is recorded from NUPRP documents and in consultation with relevant town officials[88]. Municipal offices with partner agencies promote climate-resilient housing and increase access to reasonable resilient housing materials.
4.4 Number of cities/towns with secured land tenure (based on vacant land mapping, land tenure action plan, and construction of pro-poor new housing).	5	Dropped	No measurable documentation was prepared. Due to limited funds and unavailability of commitment from concerned agencies
4.5 Number of Households with secured Land Tenure (based on Vacant Land Mapping, Land Tenure Action Plan, and	1100	Dropped	No measurable documentation was prepared. Due to limited funds and unavailability of commitment from concerned agencies

Intended Outputs	Targets	Achievements as of May 2024*	Brief Remarks
*High Medium Low			
Construction of pro-poor new housing).			
Broad Output 5: More and better climate-resilient and community-based infrastructure in programme towns and cities.			
5.1 Number of persons with access to climate-resilient (a) safely managed drinking water, and (b) sanitation facilities which are hygienic, gender & disability-friendly	(a) 162,783 (b) 226,120	(a) 298,413 (b) 228,215	Using a structured questionnaire, the HH survey provided data on access to safely managed drinking water and improved sanitation. The NUPRP document on WASH infrastructure coverage using SIF funds was used to calculate the population. Innovation in safely managed water access and improved disability-friendly sanitation is required, considering climate-change-induced challenges become more intense.
5.2 Number of people supported to cope with the effects of climate change through SIF and CRMIF (ICF KPI 1)	1,500,000	1,532,227	The HH survey provided data on the share of HHs who benefited from SIF and CRMIF infrastructures. The NUPRP document on SIF and CRMIF infrastructure coverage was used to calculate the population. The O&M fund management should ensure monitoring, transparency and accountability.
5.3 Number of Cities/Towns with improved capacity of Municipalities to manage climate-resilient infrastructure projects	19	19	The achievement is recorded from NUPRP documents. Required to engage other development partners to continue support to make climate-resilient capacity improvement sustainable.
5.4 Number of Climate Resilient Infrastructure Projects in Towns/Cities (Climate Resilient Municipality Infrastructure Fund)	21	20	The NUPRP report provided the indicator's achievement status, which was validated during city/town-level interviews and observations. One project is ongoing in Khulna City Corporation (60% complete).

As shown in Table 3 but highlighted again below, since August 2018, the programme has progressed towards achieving the expected results against the approved Results and Resource Framework and Logical Framework and contributed to the UNCSDF/CPD Outcomes.

- 48.6% of the slum population receiving NUPRP interventions are below the national poverty line
- 52.9% of urban slum households receiving NUPRP interventions are affected by climate-related disasters
- Multi-dimensional Poverty Index (MPI) scores improved for 91.4% of participating households.
- Targeted cities and towns successfully increased their budget allocations for poverty reduction interventions (28.6% increase in 2023 compared to 2019)
- 83% of community members perceive strong leadership
- 79.2% of PG members felt they had a voice in ULG decision-making
- 28,524 pregnant and lactating women and the same number of children accessed Nutrition Cash Transfer Grants
- 214 Safe Community Committees (SCCs) addressed violence against women and girls
- 1,445 households received housing loans
- 646 new housing units were constructed for the vulnerable in four towns
- 298,413 people had access to safely managed drinking water
- 228,215 people had access to sanitation facilities
- 1,532,227 people were supported to cope with the effects of climate change

By June 2024, NUPRP achieved the expected results according to the approved RRF and Logframe 2024 in line with CPD 2022-26 and UNCSDF 2022-2026.[89] The above table provides an overview of the programme's achievement against intended targets (Table 3). As is evident, the programme has achieved the bulk of the envisaged targets.

Outcome 1 (National Level): GoB and actors working in the urban space are more coordinated and strategic in their approach to inclusive, climate-smart urban development

6.3.2.9. The programme's persistent advocacy for developing a national urban policy until its conclusion demonstrates a commendable commitment to advancing urban planning and development in Bangladesh. The programme leveraged expert knowledge by partnering with key stakeholders such as BIP, HBRI, and BUET. However, the long-term success of these partnerships will depend on their continued collaboration beyond the programme's duration. Organising consultations, workshops, and engagement through NUPRP has raised awareness and fostered stakeholder dialogue. The 2023 Regional Climate Summit, where the importance of locally-led adaptation (LLA) was collectively acknowledged, is a noteworthy achievement[90]. However, the challenge remains in translating this recognition into actionable policies and practices at the local level. The involvement of MAB in advocating for interactive urban planning and enhanced governance tools indicates a proactive approach. However, the true impact of these efforts will be measured by their ability to influence government agencies and bring about tangible improvements in urban governance. As a visible outcome of these efforts, preparing a revised National Urban Policy (NUP) Draft is a promising step forward.

Outcome 2 (Municipality Level): Municipal Authorities more effectively manage and deliver inclusive, climate-smart urban development

6.3.2.10. The budget analysis of targeted municipalities indicates a positive shift in resource allocation for poverty reduction, with incremental increases in budget share (28.6% increase in 2023 compared to 2019) and expenditure benefiting poor urban communities. There is a gradual increase in overall satisfaction with ULG services, which can be attributed to enhanced community participation, improved livelihoods, and stronger CBO Networks, highlighting the programme's success in fostering community engagement[91]. The programme's focus on climate-resilient WASH and infrastructure development has effectively enhanced access (5% net accessibility improvement) to climate-vulnerable areas[92]. The community feels empowered as their concerns are acknowledged, resulting in improved services. The programme has also strengthened the committee's capacity to address climate change and promoted ongoing health initiatives, particularly in mother and child health (Outcome 3.3 and 3.6, Table 3). The engagement with ULG agencies in climate resilience planning (prepared and implemented in 19 cities/towns) demonstrates a proactive stance towards sustainable urban development[93]. A success story in connection with this is that Dhaka North City Corporation (DNCC) allocated GBP 726,941 (BDT 100 million) FY-23-24 to ensure basic services for urban poor communities

6.3.2.11. However, the programme faces significant challenges in fully integrating climate-resilient urban planning and budgeting across all towns, revealing a gap that requires urgent attention[94]. To elaborate, if new officials are elected, they may not continue with climate-resilient urban planning across all cities and towns. The need for further sensitisation of ULG officials highlights the ongoing barriers to mainstreaming climate-responsive approaches in urban governance.

Box 6.6: Voices of positive changes from the community

"Municipality authority now listen to our voices. They acknowledged our issues. Our community is happy with improved municipal services. We wish the programme continued for many more years." -- A CDC Leader, Gopalganj

"NUPRP has nursed our committee to make it operational. We are now actively coordinating with our city corporation to address climate change-related issues." -- Member of WLDMC, Chattogram CC

"NUPRP helped us to reactivate our committee. We are active and sensitised and will continue promoting mother and child health beyond the programme period." -- Member of MSNCC, Noakhali

Outcome 3 (At Community Level): Urban poor communities are more resilient and empowered to articulate and demand their needs

6.3.2.12. As discussed earlier, the programme grant support and knowledge dissemination have significantly improved the livelihoods of targeted urban poor communities (evidence-based findings are available in Annexe 8), effectively empowering them to have a stronger voice in ULG platforms (community participation ensured in city/town decentralised committees). This empowerment has enabled these communities to influence pro-poor urban planning and governance, highlighting the programme's success in fostering inclusive decision-making processes. Moreover, the reduced recovery period (from 33 days to 21 days, a 36.4% decrease) for

targeted beneficiaries from climate and non-climate shocks underscores the effectiveness of the programme's livelihood support and climate-resilient infrastructure development (5% net improvement in housing superstructures, Table 19 in Annexe 8). This reduction in recovery time demonstrates the programme's success in building resilience and reflects its strategic alignment with broader goals of sustainable urban development. However, to fully assess the long-term impact, ongoing monitoring and evaluation will be necessary to ensure that these gains are sustained and that any emerging challenges are promptly addressed.

Output 1: Improved coordination, planning, and management at the national level and in programme towns and cities

6.3.2.13. The engagement of all 19 cities/towns in inclusive climate-resilient urban development marks a significant achievement, particularly in poverty mapping, the Community Action Plan (CAP), inclusive urban planning, and pro-poor budgeting (Output Indicator 1.1, Table 3)[95]. These efforts demonstrate a comprehensive approach to addressing urban poverty and resilience, clearly focusing on inclusivity and sustainability. The functionality of decentralised committees in the eight targeted Municipalities, including disaster management and coordination committees, is a positive indicator of the programme's effectiveness in fostering local governance structures (Output Indicator 1.2, Table 3)[96]. Including CBO Network members in these committees further highlights the programme's success in ensuring community representation and participation. The functionality[97] of multisectoral committees is evidenced by their regular operations, active membership, and engagement with poor urban representatives, underscoring the programme's ability to mobilise and sustain multi-stakeholder involvement. The successful conduct of Participatory Poverty Mapping (PPM) and CCVA in the targeted towns has laid the groundwork for initiating pro-poor and climate-resilient urban strategies across these areas (Output Indicator 1.3, Table 3). While these outcomes are promising, the continued effectiveness of these initiatives will depend on sustained engagement, adequate resources, and ongoing capacity-building efforts.

Output 2: Enhanced organisation, capability and effective voice of poor urban communities.

6.3.2.14. The community platforms by NUPRP mobilised around 3.1 million urban poor through 3,150 CDCs, 258 CDC Clusters, and 19 Town Federations. The programme's intense mentoring and promotion efforts have yielded significant results, with 61% of CDCs, 70% of CDC Clusters, and 84% of TFs being fully effective (Output Indicator 2.1, Table 3)[98]. However, the fact that the remaining entities are only moderately effective indicates areas where further support and development are needed. The effectiveness of CDCs is reflected in their successful implementation of CAPs according to guidelines (Output Indicator 2.2, Table 3)[99], which is a testament to the programme's impact. Additionally, the affiliation of CDCs with city corporations or municipalities is a positive step[100]. The sustainability of these associations beyond the programme is evidenced by registering most CDC Clusters with government departments and establishing TFs as central to the CBO Network, which is a commendable achievement. The Service Agreements between TFs and City Corporations/Municipalities and the formation of municipal-level O&M central committees reflect a well-structured approach to managing SIF and CRMIF-funded infrastructures[101]. However, the sustainability of these agreements and the ongoing effectiveness of these structures will be critical to their lasting impact.

6.3.2.15. The programme's support for SCGs, essential to the financial backbone of CDCs, has been practical, with three-fourths of SCGs remaining operational until May 2024 (Output Indicator 2.3, Table 3)[102]. The 24,662 SCGs have mobilised USD 7.36 million (GBP 6.41 million) and utilised USD 17.98 million (GBP 14.75 million) in reimbursable loans[103], crucial for IGAs and emergency expenses. Nevertheless, the long-term sustainability of SCGs is a significant concern, especially given that most are expected to dissolve with the programme's conclusion. Factors such as fund management issues, feelings of deprivation regarding grant allocation, and the perceived unreliability of SCG office bearers contribute to this instability. While the programme's deployment of consultants to mentor CBO Network Leaders is a positive step, the insistence from CBO Network leaders on the need for counselling SCG members and office bearers suggests that more direct and targeted interventions may be necessary to ensure the continued effectiveness and sustainability of SCGs[104].

Output 3: Increased access to socio-economic services by poor urban slum dwellers, particularly for vulnerable groups of people.

6.3.2.16. The programme's nutrition component has been effectively utilised, ensuring that 28,528 pregnant women and lactating mothers with children aged 7 to 24 months received nutrition support for up to six months (Output Indicator 3.2, Table 3). However, the shift from a planned 1000-day approach to a reduced six-month support period due to resource limitations highlights a gap in the continuity of care. The programme's nutrition-sensitive support reached around 270,000 people including 57,000 children and mothers. The improvement in nutrition-specific knowledge and skills among 84.1% of beneficiary pregnant women and lactating mothers strongly indicates the programme's success in enhancing maternal and child health outcomes (Output Indicator 3.3, Table 3).

6.3.2.17. The programme's 214 model Safe Community Committees (SCCs) have been particularly effective in addressing violence against women and girls, with notable success in preventing early marriages within low-income settlements (Output Indicator 3.4, Table 3). This achievement emphasises the SCCs' role as an important mechanism for community-based intervention and protection, reflecting the programme's impact on social well-being[105], further complemented by grants to reduce early marriages (20,774 grantees).

6.3.2.18. Furthermore, the NUPRP's SEF initiatives, including individual (41,054) and group business (1,500) grants, as well as skill development grants (15,994), have substantially improved the livelihoods of 57,048 PG beneficiaries (Output Indicator 3.5, Table 3). These efforts demonstrate a successful approach to economic empowerment and poverty alleviation[106]. However, the long-term sustainability of these livelihood improvements, particularly in the absence of continued support, remains an area for further evaluation. Overall, while the programme has achieved significant successes, particularly in nutrition and social protection, the reliance on external partners and the need for sustained support are critical factors that may influence the enduring impact of these initiatives.

Box 6.7: CBO leader opinions on NUPRP grants

> *"The programme provided business grants to those with some business to ensure they could capitalise their existing experience with the seed fund support. The idea works out considering that most business grant beneficiaries are successful in my cluster."* -- A CDC Cluster Leader, Chattogram CC
>
> *"NUPRP engaged Mahila Technical Training Centre (MTTC) and Underprivileged Children Education Programme (UCEP) to facilitate skill training to the skill development grant beneficiaries. The training quality of these two institutions is excellent. Those who received training already have jobs or started their businesses."* -- Town Federation Leader, Rajshahi CC

Output 4: Increased access of the poor to climate-resilient housing.

6.3.2.19. The programme's initial plan to establish a Community Housing Development Fund (CHDF) across all NUPRP towns was scaled back to only three municipalities, reflecting a necessary but limiting revision due to resource constraints. The successful revival of the CHDF in Chattogram, Narayanganj, and Rajshahi, established initially during the UPPR-P phase, represents a significant achievement (Output Indicator 4.1, Table 3). The CHDF's provision of housing finance support to 1,445 PG beneficiaries, which slightly surpassed the target of 1,400, is notable (Output Indicator 4.2, Table 3)[107]. However, not all these loans were disbursed during the NUPRP phase, and some loans have been carried over from the UPPR-P period. A critical concern remains the CHDF's sustainability post-programme, particularly its ability to continue providing loans and managing its staff without external support[108]. The ongoing low-cost housing pilot project, which includes 646 units across four towns, is a valuable initiative that addresses urgent housing needs in vulnerable communities (Output Indicator 4.3, Table 3). However, the requirement for a no-cost extension to complete and hand over these units signals potential project management and resource allocation issues.

6.3.2.20. The decision to drop secured land tenure-related interventions due to budget reductions and programme repurposing is a significant drawback, as these interventions could have provided long-term security and stability for marginalised communities (Output Indicators 4.4 and 4.5, Table 3)[109]. The dependence of marginalised groups on CHDF loans, given their lack of access to traditional banking services due to stringent documentation requirements, underscores the essential role of such funds in meeting their housing needs. Despite the programme's substantial progress in providing housing finance and initiating low-cost housing projects, the challenges related to the sustainability of the CHDF, the completion of ongoing projects, and the discontinuation of certain land tenure interventions raise concerns about the long-term impact.

Box 6.8: Benefits of CHDF and low-cost housing as expressed by community leaders

> *"CHDF loan helped marginalised people to improve their housing. These people have no access to banks because they require many documents they do not have."* -- CDC Cluster Leaders, Chattogram CC, Rajshahi CC
>
> *"The low-cost housing project is a must one for the Kushtia. This project will ensure our pit-emptier/waste management workers can access improved housing for those in horrible conditions."* -- A CDC Leader, Kushtia

Output 5: More and better climate-resilient and community-based infrastructure in programme towns/cities.

6.3.2.21. The programme's WASH support to 526,628 PG beneficiaries, ensuring access to safely managed drinking water for 298,413 individuals and sanitation facilities for 228,215, demonstrates a significant achievement in improving essential services for vulnerable communities (Output Indicator 5.1, Table 3)[110]. Addressing gender and disability considerations in WASH infrastructure development further underscores the programme's commitment to inclusivity and equity. The NUPRP's SIF and CRMIF have been instrumental in developing community-specific climate-resilient infrastructures, which have enhanced the resilience of 1,532,227 people against climate change effects (Output Indicator 5.2, Table 3)[111]. This large-scale impact reflects the programme's effectiveness in addressing critical infrastructure needs in the face of environmental challenges.

6.3.2.22. The successful revival of disaster management committees and integration of climate resilience into municipal planning and budgeting across all NUPRP cities and towns highlight the programme's proactive approach to sustainable urban development (Output Indicator 5.3, Table 3)[112]. However, completing 20 out of 21 targeted CRMIF-funded climate-resilient infrastructure projects indicates that while the programme has largely met its goals, there is a slight shortfall in effectiveness (Output Indicator 5.4, Table 5.1)[113]. The programme has made commendable strides in enhancing WASH access, developing climate-resilient infrastructure, and mainstreaming climate resilience in urban planning.

6.3.3. Programme's Achieved Changes

Multi-dimensional and multisectoral change has been achieved based on comparing project targets for Outputs, Outcomes, and Impact (see Table 3).

6.3.3.1. The NUPRP programme enhanced coordination, planning, and action among urban sector government agencies (Output 1)[114]. It significantly strengthened the organisational and leadership capacity of CBOs, enabling them to effectively represent urban poor communities in policy and governance platforms (Output 2)[115]. The programme's SEF grants improved the livelihoods of urban poor communities, particularly women and girls (Output 3). Housing finance from CHDF in three cities and low-cost housing pilots in four cities provided successful models for further interventions by the GoB and development partners (Output 4). The programme also contributed to developing climate-resilient infrastructure in low-income settlements through SIF and CRMIF support (Output 5). Despite dropping Outcome indicators 1.1 and 1.2[116], NUPRP advocated for the Urban Chapter's finalisation and supported drafting the National Urban Policy[117]. However, delayed network-building with urban stakeholders and a lack of early collaboration with key urban planning authorities like MoH&PW and NHA limited the programme's impact. While it made strides in strengthening the Municipal Association of Bangladesh (MAB), the programme's decision to forgo strengthening the Bangladesh Urban Forum (BUF) due to budget constraints was seen as a missed opportunity for national policy advocacy. Furthermore, the programme could have benefited from being more proactive in establishing early collaborations with key urban development stakeholders, such as the BIP, HBRI, NHA, and BUET.

Box 6.9: Stakeholder perception on partnership with NUPRP

> *"Due to budgetary constraints, we dropped BUF strengthening activities. It is an important platform for national policy advocacy, which will be abolished due to fund crisis, which is unfortunate."* -- NUPRP Officials
>
> *"NUPRP approached us for partnership at the end of the programme. We could contribute to the programme more effectively if they approached us for formal partnership from inception."* -- Key Informant of HBRI
>
> *"NUPRP signed an MoU with us towards the end of the programme, which should be much earlier."* -- Key Informant of BIP

6.3.3.2. The programme excelled in achieving Outcome 2, influencing 19 municipal offices to allocate budgets for poverty reduction[118] and engaging CBO networks in participatory urban governance, leading to increased

satisfaction with ULG services[119]. It also promoted multisectoral nutrition plans and improved the overall nutrition of targeted urban populations, including pregnant and lactating mothers.

6.3.3.3. Outcome 3 saw significant success in community mobilisation and leadership strengthening, with the CBO Network promoting pro-poor, climate-resilient urban development. Infrastructure development through SIF and CRMIF reduced shock recovery periods to 20 days, and the perceived risk of eviction dropped to 12%. However, the programme's impact was challenged by the rise of a new poor population due to COVID-19, though it is on track to meet its targets within the no-cost extension period.

6.3.3.4. Regarding Outcomes 4 and 5, the programme has achieved noteworthy milestones in supporting vulnerable urban communities through CHDF in several key cities, providing essential housing finance support to marginalised groups and enabling access to improved housing solutions. Additionally, the programme initiated a low-cost housing pilot project across multiple towns, directly addressing the urgent housing needs of vulnerable populations. Furthermore, the programme significantly improved access to safely managed drinking water and sanitation facilities (5% and 13% net improvement in access to improved latrines and safe drinking water; details are available in Table 11 and 12 in Annexe 8), enhancing essential services for a large number of beneficiaries while ensuring the inclusion of gender and disability considerations, highlighting the programme's strong commitment to inclusivity. Moreover, the development of community-specific climate-resilient infrastructures has substantially strengthened the resilience of urban communities against climate change effects. The programme also achieved notable progress in sustainable urban development by integrating climate resilience into municipal planning and budgeting, reviving disaster management committees, and completing the most targeted climate-resilient infrastructure projects. These achievements reflect the programme's effectiveness in addressing housing, WASH, and climate resilience challenges, contributing to the long-term well-being of urban poor communities.

Changes attributed to NUPRP.

6.3.3.5. The NUPRP programme made substantial contributions to national-level policy advocacy, focusing on multisectoral, inclusive, and sustainable urban planning and development. Through local governance advocacy, the programme strengthened pro-poor, climate-resilient, and nutrition-sensitive municipal budgeting. It also revitalised multisectoral committees on disaster, nutrition, and urban planning at the municipal level, promoting a coordinated approach to sustainable development. These efforts ensured the effective representation of urban communities, mainly through the active participation of members from CDCs, CDC Clusters, and TFs (active participation increased from 35% in 2020 to 56% in 2021 to 78% in 2022)[120]. Additionally, the programme developed climate-resilient infrastructure and influenced urban local governments (ULGs) and development partners to mobilise resources for sustainable infrastructure, thereby benefiting marginalised urban commuters[121]. The programme established and enhanced the operations of the Municipal Association of Bangladesh (MAB), creating a national platform for unified urban policy and decision-making. It also brought together key stakeholders from the government, academia, and development partners to draft the National Urban Policy (NUP), thereby promoting comprehensive urban development and governance.

6.3.3.6. At the community level, NUPRP successfully facilitated community advocacy by forming various groups and clusters, enabling priority-based community planning and advocacy with municipal officials. The programme also played a crucial role in changing community perceptions regarding women's and girls' rights and security through the work of Safe Community Committees (SCCs). Furthermore, revitalising Savings and Credit Groups (SCGs) from the UPPR-P phase showed the potential to ensure financial access for marginalised communities. The overall changes led to a fourfold increase in the perception of strong community leadership, improved living conditions, and a net reduction in poverty. The programme also enhanced financial preparedness for climate shocks and contributed to better health, education, and sanitation outcomes, as evidenced by a significant decrease in MPI scores for participating households[122]. The programme contributed significantly to women's leadership development, with some women from the CBO Network participated in the local government elections. Moreover, during the pandemic, NUPRP played a crucial role in mitigating the rise of the new poor, preventing what could have been a much larger increase in poverty levels[123].

6.3.3.7. Infrastructure projects funded by the programme reduced environmental risks, created jobs, and boosted household income. NUPRP's successful piloting of low-cost housing and housing finance through CHDF set examples for the Government of Bangladesh (GoB) and development partners, highlighting the importance

of addressing tenure and housing security for urban poor communities. The programme provided evidence for the necessity of costed climate-resilient infrastructure development, ensuring that no one is left behind in the urban environment.

Factors contributing to the achievement or non-achievement of the NUPRP Outcomes and Outputs.

6.3.3.8. The NUPRP programme was strategically designed to achieve its planned Outcomes and Outputs, with a strong partnership between the Local Government Division (LGD) and UNDP, setting the foundation for addressing the complex needs of urban poverty reduction in Bangladesh. The programme demonstrated commendable adaptability, particularly in responding to the challenges posed by the COVID-19 pandemic.

6.3.3.9. At the national level (Outcome 1), the programme faced challenges due to budget reductions and delayed engagement with key stakeholders such as BIP, BUET, and HBRI, impacting the performance of some activities. Despite these hurdles, the programme facilitated evidence-based planning through tools like the City Poverty-Ward Poverty Mapping (CP-WPM), Participatory Poverty Mapping (PPM), and Climate Change Vulnerability Assessment (CCVA), ensuring targeted and data-driven interventions. Institutional and Financial Capacity Assessment (IFCA) training for LGIs and NUPRP staff further enhanced the ability to manage programme interventions effectively.

6.3.3.10. At the municipal level (Outcome 2), the NUPRP town offices were crucial in advocating for pro-poor municipal budget allocations and implementing Multisectoral Nutrition Plans (MSNP). The strong town-wide CBO Network and engagement of poor urban communities in ward-to-town level ULG platforms significantly contributed to sustainable climate-resilient infrastructure development. The programme's CAP-based selection and community participation in construction fostered ownership and innovation in municipal projects.

6.3.3.11. At the community level (Outcome 3), the programme enhanced the poor urban community's trust in CBO Networks and influenced pro-poor climate-resilient urban development. The active participation of CBO leaders in ULG platforms and their relationships with elected officials were pivotal in this success, leading to improved satisfaction of urban poor communities with ULG services. The programme's grant approach was marked by the systematic identification and selection of beneficiaries, leading to successes in education and skill development grants, which helped prevent school dropouts, early marriages, and improved household income. Business grants also enhanced the livelihoods of urban poor households, with the requirement for a business plan being a key factor in their success. The programme also made significant strides in housing, with the CHDF housing finance model proving successful due to structured administration and close monitoring by municipal offices. Regarding WASH infrastructure, the programme successfully developed climate-resilient facilities that improved access to services, where engagement of CBO networks in planning and implementation was the key factor towards the best use of available resources.

6.3.3.12. In terms of Outputs, the programme's data-driven approach to planning and intervention was exemplified by the effective use of mapping tools and the MPI method, which helped reach the right beneficiaries while reducing errors and corruption. The mobilisation of urban communities by forming PGs, CDCs, CDC Clusters, and TFs strengthened community engagement and CAP development. However, the sustainability of Savings & Credit Groups (SCGs) remains a concern, as not all SCGs performed equally well, particularly during the COVID-19 pandemic.

6.3.3.13. Cross-cutting themes of the programme included promoting the representation of marginalised social groups in ULG platforms, fostering gender equality, and ensuring disability inclusion in urban planning and governance. The women-led approach of the NUPRP was particularly effective in advancing these goals, contributing to a more inclusive and equitable urban development process. Overall, while the programme achieved significant successes, ongoing challenges related to sustainability, budget constraints, and stakeholder engagement suggest areas for continued focus and improvement.

Challenges and Areas for Improvement

6.3.3.14. Despite these achievements, the programme faced several challenges. Delays in programme inception, implementation challenges, and the impact of the COVID-19 pandemic led to unintended changes and limitations. The programme could not support the Bangladesh Urban Forum (BUF) as planned, and the delayed development of partnerships with key urban stakeholders limited its early effectiveness. Irregularities within

the CBO Network also created divisions within communities, undermining the integrity and leadership of the network. The dissolution of SCGs during the programme conveyed a misleading message that damaged the network's credibility.

6.3.3.15. The COVID-19 pandemic further highlighted vulnerabilities, such as the inability of education grants to prevent early marriages during the crisis. Additionally, the programme's piloted low-cost housing and CHDF loan allocations were inadequate in meeting existing demands, with limited coverage across the targeted towns. Furthermore, tenure security remains a major concern, as housing and tenure security interventions were dropped due to financial and political constraints. Advocacy efforts to sensitise municipal officials on climate resilience were also challenging.

6.4. Programme's Impact

The Programme has led to statistically significant and substantial effects on urban poor communities across 19 cities and towns in Bangladesh. Through strategic advocacy, capacity building, and community mobilisation, the programme has achieved notable increases in pro-poor budgeting at the 19-target city/town level, from 1.6% to 2.5%, ensuring more resources are allocated to those in need. The programme's economic interventions have substantially increased household incomes and food security, while infrastructure developments have improved living standards, accessibility, and health conditions. The programme's education, sanitation, and disaster resilience efforts have enhanced the quality of life, ensuring long-term positive impacts.

6.4.1.1. The National Urban Poverty Reduction Programme (NUPRP) aimed for sustainable improvements in the livelihoods and living conditions of poor urban households across 8 towns and 11 cities in Bangladesh. NUPRP sought to address urban poverty issues by supporting municipal governments and urban poor communities simultaneously to improve resilience and accountability and promote inclusive planning practices. NUPRP's approach worked simultaneously at three levels- the community, city, and national - to bring about positive changes. NUPRP activities included five specific Outputs apart from the COVID-19 response activities undertaken for the urban poor during the nationwide lockdowns in Bangladesh. The adaptive management during and after the unforeseen COVID-19 forced fluctuations in the intended Outputs and Outcomes of NUPRP in its six years of implementation.

6.4.1.2. **Governance:** Advocacy with elected and appointed municipal/town officials and community capacity strengthening brought about positive changes at the municipality or city level through increased pro-poor budgeting. In all the target towns, the budget share, which may be considered pro-poor,[124] increased from 1.6% to 2.5%. While this may seem small in absolute terms, this change represents an increase of about 56%. The two-step beneficiary selection mechanism involving ward prioritisation and MPI score mapping ensured targeting effectiveness (more than 87% accuracy). This mapping exercise identified poverty pockets (urban wards) and suggested appropriate solutions for the inclusion of marginalised urban residents in the programme. The resulting maps highlighted the vulnerability and exclusion of the urban poor, enabling better-informed revisions of urban plans like the Master Plan and City Investment Plan. Integrating these findings made the plans more pro-poor and climate-sensitive, reflecting community-identified problems.

6.4.1.3. The formation and activation of town and ward-level coordination committees (TLCC and WLCC) fostered regular discussions on urban poverty. The project successfully advocated for community representation within the coordination committees. These committees ensured that urban poverty issues remained a priority issue. Furthermore, forming Standing Committees with urban poor representatives promoted inclusive decision-making. These efforts enhanced governance within community organisations, ensuring regular leadership elections and active municipal engagement.

6.4.1.4. The interventions to assess, mobilise, establish, support, and strengthen community organisations representing the urban poor, women, disabled, and children have substantially impacted urban poor communities by linking them to city planning and slum development units. Capacity building for these CDCs (for CAP preparation and financial literacy) and the deployment of Community Volunteers increased community mobilisation and supported programme activities. The initiatives have empowered urban poor communities.

For instance, the perception of strong community leadership in treatment areas increased more than fourfold to 83% from 18.5% at baseline, yielding a statistically significant ($p<0.01$) net (DiD) positive impact of 61.3% (see Table 26 in Annexe 8). This enhanced leadership capacity was achieved by promoting inclusive, participatory planning and addressing urban poverty issues independently through the CAP process.[125] Integrating CAPs into city development plans ensured that the priorities of urban poor communities were reflected in citywide planning documents. The CAP preparation and implementation (through SIF funds) in the treatment areas and the listing of priority community works in the city/town budgeting strengthened the community's perception of their ability to influence local government decision-making. The share of households expressing their ability to influence local decision-making rose to 79.2% among households (HHs) in treatment areas compared to 18% at baseline, yielding a net programme impact of 56.6% ($p<0.01$). It is most likely that these improvements will continue to influence community-led annual budgeting and activity planning in cities and towns. Furthermore, the linkages and partnerships established between Community Organisations (registered CDCs, CDC clusters, and Town Federations) and municipal government will act as a push factor to continue climate-resilient pro-poor planning (please see Table 26 in Annexe 8 for details).

Box 6.10: Community perception on NUPRP impact

"Our Paurashava increased pro-poor budget specifically targeting social safety net support to marginalised communities." -- A Municipal Official, Patuakhali

"NUPRP implemented all activities in my ward in consultation with Ward-level PLC." -- A Municipal Official, Noakhali

"We engaged educated youth of the urban poor communities as community volunteers to ensure their employment and community buy-in." -- A City Corporation Official, Rajshahi CC

"Our neighbouring non-poor communities also benefit from the roads and footpaths constructed by our community organisations under the programme." -- A CDC Leader, Gopalganj

"Business grants give us an opportunity to be self-dependent and help our husbands financially to manage household expenditures including healthcare of parents and education of children." -- Business Grant Beneficiaries, Cumilla CC

6.4.1.5. **Infrastructure:** The project's activities related to awareness and infrastructure development have benefited the target groups within the community and the community at large. Infrastructure, such as cross bridges, RCC roads, footpaths, drains, and culverts, have improved the living conditions of city residents, regardless of targeting. The O&M management fund and management system developed for these infrastructures are expected to ensure their longevity, and benefits may be expected to continue beyond the project's lifetime. These developments, in addition to direct grant distribution, have significantly improved the living standards of the urban poor, with 98% of treatment HHs reporting that their living conditions had improved compared to 40.1% of pure control HHs, a statistically significant ($p<0.001$) difference (Table 26 in Annexe 8). The main channels were saving time (78%), increasing accessibility (91%), and creating a better living environment. This positive impact is a testament to the potential for further improvement and development in the community.

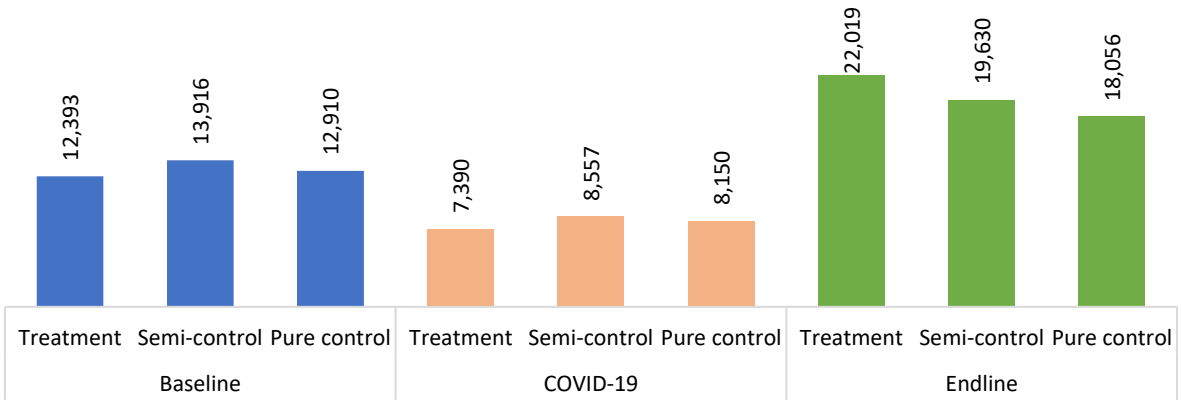
6.4.1.6. Due to the development of project infrastructure, regular hazards such as waterlogging (a net statistically significant ($p<0.05$) impact of 17.6%) and overflow of open drains have been reduced (more than 61% of treatment HHs benefited). The incidence of diarrhoea decreased - a net impact of 2.9% ($p>0.05$) among U5 children (please see Table 27 in Annexe 8 for details). The development of waste management systems, installation of water points, and disability-friendly latrines increased access to WASH. Access to drinking water was 95% at the endline as compared to 50% at baseline – the net impact of 13.5% was statistically significant ($p<0.05$), and improved sanitation rose to 98% from 90% at baseline, translating into a net impact of 3.3%, albeit not statistically significant (please see Tables 11 and 12 in Annexe 8 for details). The overall health conditions improved (disease incidence decreased; Table 27 in Annexe 8), and health expenditure declined while at the same time creating opportunities for savings, investment, or improved living conditions through better food consumption, education, and recreation (see Tables 3, 5, 7, 9, 22, and 24 in Annexe 8).

6.4.1.7. **Economic Impact (Income Increase):** The project also distributed grants to eligible households to improve their living conditions and enhance HH income. Increased income (please see Table 1 in Annexe 8) opens the avenue for greater possibilities, savings and lifting HH out of poverty (please see Table 4 in Annexe 8). Toward the end of the NUPRP, the grantees (treatment HHs) were experiencing better work opportunities (please see Tables 6 and 25 in Annexe 8) and higher incomes. The average monthly income of treatment HHs

rose from BDT 12,393 to BDT 22,019, yielding a 78% gross increase. Over the same period, the average monthly income of pure control HHs rose to BDT 18,056 from BDT 12,910 (a 40% increase). Income increases among HHs within the target area who did not receive grants (semi-control) were similar to the pure-control. In real terms, i.e., income adjusted for inflation increased by 46% for the treatment group and 8% and 10%, respectively, for the pure control and semi-control groups. In net terms, these figures translate into a DiD impact of a 35% statistically significant (p-value < 0.001) increase in income (see Figure 3).

6.4.1.8. The majority of the treatment group includes direct grant recipients, such as business grants. While business grants allow treatment HHs to invest in growth opportunities, there was no statistically significant increase in the "business as primary occupation" metric. However, the proportion of treatment HHs listing business as a primary occupation rose by 3.3%. Nevertheless, the programme enabled wider market access for business grant receivers, allowing them to reach more customers and increase sales and revenue (see discussion on income increases in the preceding paragraph). Furthermore, apprenticeship training and capacity development added an income-earning member to 73% of the apprenticeship grant recipient HHs within six months of training completion. Infrastructure development lowered business costs (18%) and enhanced access to markets and services (65%). Lastly, the decrease in the proportion of homemakers [6.5% gross and 2.3 net impact (not statistically significant; p>0.1); Table 25 in Annexe 8] in the HHs indicates the inclusion of women in income-earning activities, added to the HH income.

Figure 6. HH income at different survey periods (BDT)



6.4.1.9. ***Factors Contributing to Income Increase:*** To explore the effect of different NUPRP project components in influencing the increase in income, Table 4 provides results based on two regression specifications. The first panel (panel 4a) compares NUPRP treatment beneficiaries to the pure control group. It essentially replicates the results displayed in Figure 6 – that is, over time, the effect of participating in the NUPRP leads to a statistically significant 35% increase in household income (4480/12910). To explore the contribution of each of the specific project components, the results in Table 4 (panel 4b) provide estimates controlling for beneficiary participation in specific interventions. These estimates yield two key findings. First, even after controlling for receiving a specific grant, there is a large effect of NUPRP. This implies that residing in an area where the NUPRP is active, even if a respondent did not receive a direct grant, has a large positive effect on income (26% increase – 3354/12909). This may be interpreted as the joint effort of multiple NUPRP-related livelihood initiatives after controlling for being a recipient of a specific grant. Second, access to business and apprenticeship grants had a large positive effect on HH income, as did access to nutritional benefits. The direct contribution of SIF and CRMIF infrastructures to income is not evident and is perhaps captured in the overall NUPRP effect. Respondent participation in preparing the community action plan is also associated with a higher income due to increased income. (Table 4).

Table 4: Effect of NUPRP and various project components on income

Panel 4a	Coefficient	St.Err.	t-value	p-value	[95% Conf	Interval]	Sig
Endline	5146.578	1533.106	3.36	.001	2141.277	8151.879	***
NUPRP	4479.673	1748.955	1.93	.053	-67.31	7706.197	*
Constant	12909.763	1084.07	11.91	.000	10784.695	15034.832	***
R-squared		0.015	Number of obs			7772	
F-test		40.200	Prob > F			0.000	

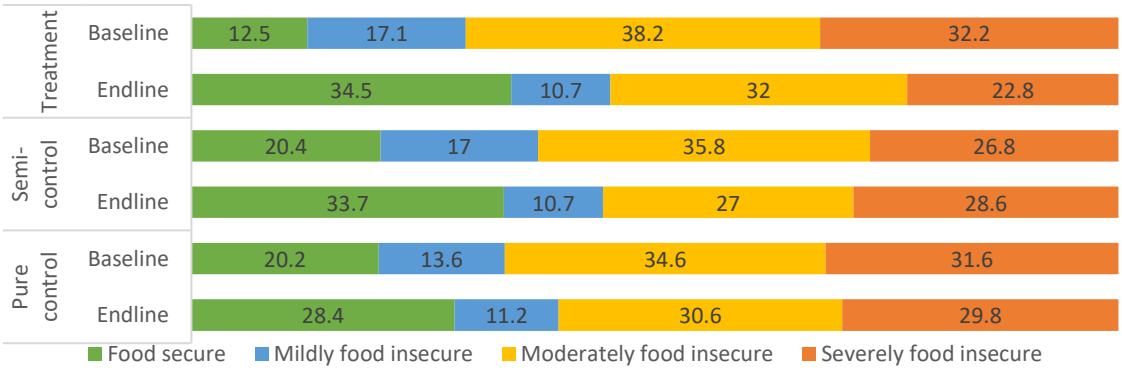
*** p<.01, ** p<.05, * p<.1

Panel 4b	Coefficient	St.Err.	t-value	p-value	[95% Conf	Interval]	Sig
Endline	5146.578	1530.944	3.36	.001	2145.514	8147.642	***
NUPRP	3354.244	1762.424	1.90	.057	-100.582	6809.071	*
Business grant	6509.812	1393.896	4.67	.000	3777.4	9242.225	***
Apprenticeship grant	4522.907	1573.918	2.87	.004	1437.603	7608.212	***
Education grant	2692.79	1399.399	1.92	.054	-50.41	5435.99	*
Nutrition benefit	4773.424	1607.646	2.97	.003	1622.004	7924.844	***
CAP participation	3865.518	1837.03	2.10	.035	264.444	7466.591	**
CRMIF infrastructure	1683.096	1983.785	0.85	.396	-2205.658	5571.851	
WASH infrastructure	1644.586	1933.467	0.85	.395	-2145.53	5434.703	
Other infrastructure	-93.122	2076.004	-0.04	.964	-4162.65	3976.405	
Constant	12909.763	1082.541	11.93	.000	10787.69	15031.836	***
R-squared		0.019	Number of obs		7772		
F-test		13.717	Prob > F		0.000		

*** p<.01, ** p<.05, * p<.1

6.4.1.10. **Food Security:** Income increases open the door for food security, which, in turn, supports economic productivity and stability, forming a virtuous cycle. The net impact of the programme on HH food security (that is, the share of households indicating that they were food secure) rose by about 14% (p<0.05) (please see Table 5 in Annexe 8 for details). Nutrition awareness activities, coupled with increased income, brought changes in food consumption patterns, which the treatment HHs could turn into practice with their increased real income. As a result, the household dietary diversity score (HDDS) rose in treatment HHs to 7.2 from 6.1 (Table 5 in Annexe 8) at baseline (p<0.05), with an increase in protein consumption as the key dietary intake change. One-to-one/group counselling with pregnant and lactating women improved critical nutrition-related behaviour and practices, such as higher percentages of 6-23-month-old children receiving adequate dietary diversity and meal frequency [a statistically significant (p<0.01) net improvement of 47%]. The counselling increased knowledge and practice among reproductive-aged women about protein consumption. As a result of the knowledge and economic capacity improvement, pregnant and lactating mothers in the treatment area, to a large extent, are still consuming protein regularly (90.8% compared to 34.4% at baseline, yielding a statistically net impact of 10% (p<0.05)) and are also arranging protein-rich food for their 6-23-month-old children [91.8% compared to 31.9% at baseline, yielding a statistically net impact of 25.7% (p<0.01)]. For details, please see Tables 13, 14, 15, and 16 in Annexe 8. Women's increased ability to make HH decisions, food purchases due to their income-earning capacity, increased mobility (please see Table 20 in Annexe 8), and nutrition knowledge contributed to food security.

Figure 7: Status of HH Food Security (%)



6.4.1.11. ***Factors Contributing to Increased Food Security:*** Similar to the analysis of the effect of NUPRP on income discussed above, we provide estimates based on two specifications. The first specification replicates the results in Figure 7 and shows that NUPRP beneficiaries are 14 percentage points more likely to indicate that they are food secure than the control group (panel 5a). The results in panel 5b show that a number of the individual NUPRP interventions have had a positive effect on food security. Most prominently, the effect may be attributed to the business and apprenticeship grants- and the nutrition corners-related grant, with participation in CAP playing a smaller role.

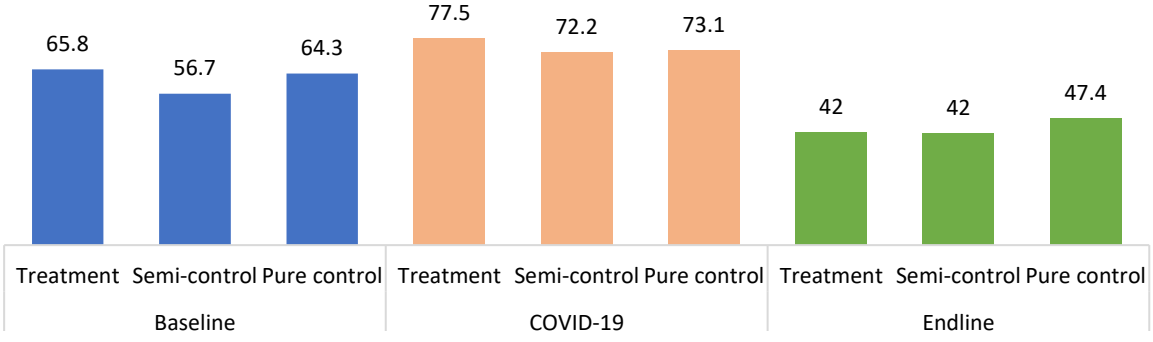
Table 5: Contributing factors to the increase in food security

Panel 5a	Coefficient	St.Err.	t-value	p-value	[95% Conf	Interval]	Sig
Endline	.081	.02	4.16	.000	.043	.119	***
NUPRP	.14	.022	6.27	.000	.096	.183	***
Constant	.203	.014	14.74	.000	.176	.23	***
R-squared		0.054	Number of obs			7772	
F-test		147.594	Prob > F			0.000	
*** p<.01, ** p<.05, * p<.1							

Panel 5b	Coefficient	St.Err.	t-value	p-value	[95% Conf	Interval]	Sig
Endline (Post)	.081	.019	4.17	.000	.043	.119	***
NUPRP	.274	.032	8.63	.000	.212	.336	***
Business grant	.044	.018	2.48	.013	.009	.079	**
Apprenticeship grant	.069	.02	3.45	.001	.03	.108	***
Education grant	.022	.018	1.22	.223	-.013	.057	
Nutrition benefit	.008	.02	0.39	.694	-.032	.048	
CAP participation	.052	.023	2.23	.026	.006	.098	*
CRMIF infrastructure	.063	.025	2.50	.012	.014	.112	**
Nutrition Awareness	.054	.025	2.20	.028	.006	.102	*
Nutrition corners	.104	.026	3.92	.000	.052	.156	***
WASH infrastructure	-.133	.024	-5.48	.000	-.181	-.085	***
Other infrastructure	-.015	.027	-0.56	.577	-.068	.038	
Constant	.203	.014	14.80	.000	.176	.23	***
R-squared		0.062	Number of obs			7772	
F-test		39.603	Prob > F			0.000	
*** p<.01, ** p<.05, * p<.1							

6.4.1.12. **Poverty Reduction:** The treatment group's average monthly expenditure increased from BDT 10,123 to BDT 16,252, while the pure control group experienced an increase from BDT 9,338 to BDT 14,757. The semi-control group's expenditure rose from BDT 10,618 to BDT 15,047. The net impact of HH expenditure stands at BDT 710 (please see Table 2 in Annexe 8 for details), which is about a 7% increase compared to the baseline, which is statistically significant at the 10% level (p=0.08). Notably, food expenditure constituted a substantial portion of total expenditure, with food expenditure shares remaining high, albeit slightly decreasing, indicating a relative increase in non-food spending. The incidence of poverty, viewed from the national poverty line, decreased across all groups. Households below the national upper poverty line in the treatment group dropped from 65.8% to 42.1% (please see Table 4 in Annexe 8 for details), a 24% statistically significant decrease (p<0.01). Poverty in the semi-control and pure-control groups also fell, albeit to a lesser extent. The net impact of HH poverty decrease is 7.0%, which is statistically significant at the 10% level (p=0.07)[126]. The greater decrease in poverty in the treatment group is a combined effect of statistically significant income increase due to livelihood improvement activities and infrastructure development (already specified earlier in this section). Furthermore, the decrease in HH unemployment [5.5% net impact (p=0.06), Table 6 in Annexe 8] contributed to the poverty decrease. The poverty decrease among the skill-building and business development grant-receiving HH is more pronounced as these HHs receive 31% of the HH income from the newly employed HH members receiving those benefits.

Figure 8: HH poverty based on national poverty line at different survey periods (%)



6.4.1.13. ***Factors Contributing to Poverty Reduction:*** The 7 percentage point reduction in poverty (panel 6a) may be attributed mainly to the apprenticeship and education grants (panel 6b).

Table 6: Contributing factors to poverty reduction

Panel 6a	Coefficient	St.Err.	t-value	p-value	[95% Conf	Interval]	Sig
Endline	.369	.02	18.20	.000	.329	.409	***
NUPRP	.067	.023	2.90	.004	.022	.112	***
Constant	.157	.014	10.93	.000	.129	.185	***
R-squared		0.194	Number of obs			7772	
F-test		622.975	Prob > F			0.000	

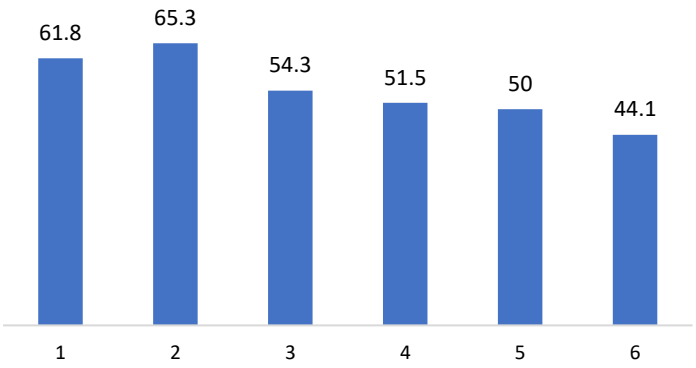
**** p<.01, ** p<.05, * p<.1*

Panel 6b	Coefficient	St.Err.	t-value	p-value	[95% Conf	Interval]	Sig
Endline	.369	.02	18.23	.000	.329	.409	***
NUPRP	.074	.033	2.25	.024	.01	.139	**
Business grant	.017	.018	0.93	.351	-.019	.053	
Apprenticeship grant	.044	.021	2.10	.036	.003	.085	**
Education grant	.041	.019	2.23	.026	.005	.078	**
Nutrition benefit	-.005	.021	-0.24	.813	-.047	.037	
CAP participation	-.008	.026	-0.31	.759	-.059	.043	**
CRMIF infrastructure	-.029	.024	-1.21	.226	-.077	.018	
WASH infrastructure	.017	.025	0.67	.504	-.033	.066	
Other infrastructure	-.021	.028	-0.76	.445	-.077	.034	
Constant	.157	.014	10.95	.000	.129	.185	***
R-squared		0.198	Number of obs			7772	
F-test		147.440	Prob > F			0.000	

**** p<.01, ** p<.05, * p<.1*

6.4.1.14. **Resilience:** Economic improvements translated into greater access to banking systems. A greater portion of beneficiary HHs, especially women, have an account and larger savings. The savings and credit group formation within the CDC contributed to saving behaviour, leading to improved resilience in case of a disaster. It increased the ability to survive and/or restore regular living standards much quicker than without savings. Programme infrastructure reduced the suffering of climate-induced disasters as the incidence of suffering from natural disasters decreased significantly over the programme period. Towards the programme's end, 51.5% of HHs within the target area faced disaster compared to 63% at baseline. The programme covered HHs that resided in more vulnerable areas according to the mapping exercise, and the developed infrastructure benefited the HHs in the treatment and control areas. Hence, the net impact on HHs affected by climate-related disasters is only 0.2%, which is not statistically significant (p>0.1). However, the average recovery time following a natural disaster also decreased significantly to 20 days [a net impact of 8.6 days, statistically significant (p<0.05)] compared to 27 days at baseline (please see Table 8 in Annexe 8 for details). The income increases and the capacity to make higher savings enabled treatment HHs to be more resilient to disaster (please see Table 1 and 9 in Annexe 8 for details).

Figure 9: Urban slum HHs affected by climate-related disasters (%)



6.4.1.15. **Education:** The introduction of education grants was a positive intervention for many HHs and school-going girls who were at risk of dropping out of school or facing early marriage due to their inability to keep up with educational expenses. During COVID-19, local and citywide-level urban poor community leaders expressed concerns about the threat of dropping out of school. However, the education grantees completed their school during COVID-19. Though there is no dropout incidence among the education grant beneficiary HHs, there are

incidences of dropout among other households in the treatment area (3.7%); however, it is less pronounced than in the control area (7.4%) [a 3.0% net impact in reducing dropout, not significant (p>0.1), (please see Table 22 in Annexe 8 for details). Some initial beneficiaries (2%) have now enrolled in 4-year graduation courses. Establishing the community support group, Safe Community Committee (SCC), for community-level action is reported to have contributed towards reducing early marriage and retaining girls in school.

Group discussant point of view of education grant:

"Our children would have dropped out of school if they had not received support from NUPRP during COVID-19."

-- Education Grant Beneficiaries, Faridpur

An additional impact of education grant distribution is the increased rate of enrolment in schools. School enrolment has improved for both girls and boys. During the endline survey, 91% of children of school-going age in the target area were enrolled in a school, while it was 85% at baseline. In contrast, in the control area, enrolment decreased slightly [a net impact of 6.8%, statistically significant (p<0.1) (please see Table 24 in Annexe 8 for details)]. This change in the treatment area is a notable achievement because, during COVID-19, three out of five students were at risk of dropping out. Apart from the education grants, the savings activity also contributed to continuing education for many girls and boys. The SCG members, in many instances, provided loans to cover expenses for admission and education supplies.

6.4.1.16. **MPI Score:** During COVID-19, distress selling was identified in around one in every ten treatment HHs, similar to semi-control and pure control HHs. The endline survey identified that the majority of the treatment HHs regained their assets by the end of the programme. The MPI score, a combination of education, health, and living standards (please see Table 7 in Annexe 8 for details), has decreased (i.e., a decrease in the MPI score means a poverty reduction). Improvement in sanitation, increased access to safe water, improved superstructure, higher enrolment of school-going children (mentioned earlier), and improved asset possession (TV, telephone, bike, refrigerator, or motorbike) contributed to the MPI score decrease (please see Tables 11, 12, 19, and 24 in Annexe 8 for details). The average MPI score among treatment HHs was reduced to 9.31 from 24.19 at baseline; among pure control HHs, it was 15.67 from 26.80. The net change in the MPI score is significant (p<0.01), displaying a positive impact of the livelihood improvement initiative. Similar changes are also reflected in the net change for HCR (net decrease: 3.4%, p=0.08) and the intensity (net decrease: 11.81) and severity.

Figure 10: HHs with decreased MPI score (%)

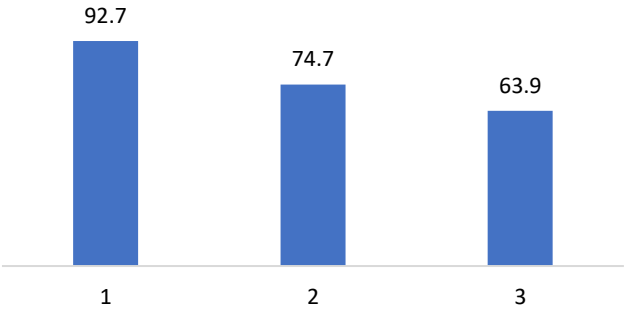
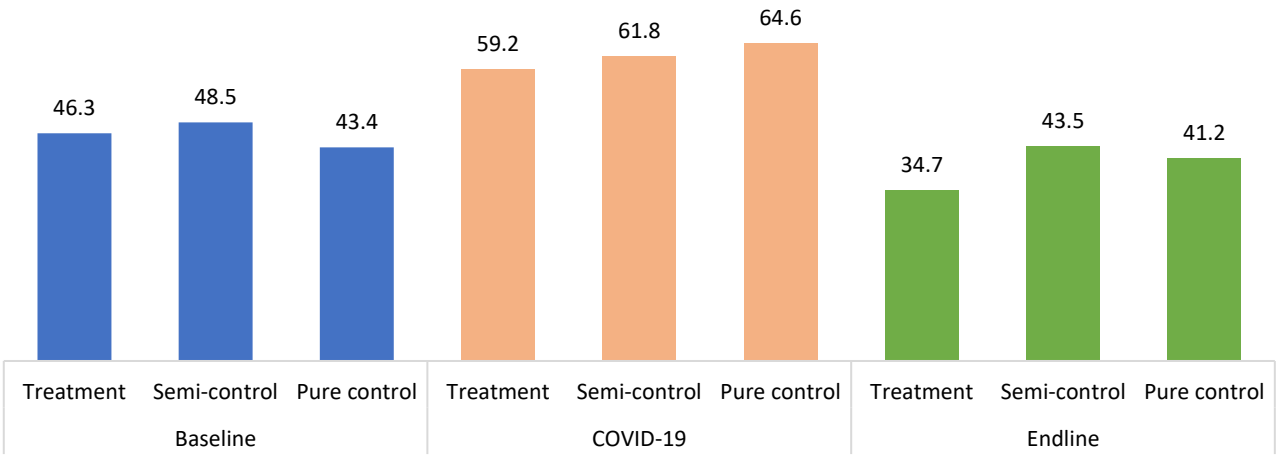


Table 7: Multidimensional Poverty Index Impact

Multidimensional Poverty index	Baseline			Endline		
	Treatment	Semi-control	Pure control	Treatment	Semi-control	Pure control
Average MPI Score	24.19	24.88	26.80	9.31	13.96	15.67
HCR (%)	30.1	29.5	35.2	0.9	5.2	8.6
n	2986	522	900	2986	522	900
Intensity of deprivation	25.66	25.59	30.65	3.37	13.40	20.17
Severity of deprivation	13.15	13.32	17.53	.99	5.14	4.60
n	899	154	317	28	27	77

6.4.1.17. **Violence Against Women and Girls:** Safe Community Committees (SCCs) across 19 cities and towns focused on preventing Violence Against Women and Girls and Early Marriage. The project records indicate that the SCCs prevented early marriages (resolved 74 out of 101 early marriage cases encountered) through counselling and discussion at the community level when and where they were approached. Supported by local police stations and legal aid service providers, the SCCs organised awareness sessions and public hearings on gender-based violence and legal aid services. The incidence of abuse and violence decreased by 11.6% in treatment HHs; in contrast, it decreased by 2.2% in pure control HHs, yielding a statistically significant net impact of 9.4% (p<0.05) (please see Table 18 in Annexe 8 for details).

Figure 11: Incidence of abuse and violence on adolescent girls or women in HH (%)



6.4.1.18. Furthermore, there is a statistically significant increase in women's participation in decision-making regarding financial activities. Participation in decision-making regarding involvement in income-generating activities and household asset possession increased, indicating enhanced empowerment. The net programme impact in this regard was 19.8% ($p<0.01$). For details, please see Table 20 in Annexe 8.

6.4.1.19. **Low-Cost Housing and CHDF:** The NUPRP piloted low-cost housing options with government support to improve the housing conditions of urban poor communities and increase their resistance against vulnerabilities related to public health and climate change. Four local governments started building affordable housing units in June 2021. Despite progress, beneficiary selection is yet to be completed.

Table 8. Summary of the ongoing low-cost housing

Town Name	Site Size (Acre)	Number of Buildings	Number of Floors	Number of Units	Unit Size (Sft)
Chandpur	1.19	2	5	88	221 (267, For Especially abled)
Gopalganj	3.45	4	5	336	220 (267, For Especially abled)
Kushtia	2.0424	4	4	120	220 (267, For Especially abled)
Noakhali	0.51	6	4	102	234 (335, For Especially abled)

6.4.1.20. Community Housing Development Fund (CHDF), a member-based organisation at the city/town level, is run by local leaders to enhance housing conditions and tenure security for the urban poor. CHDF follows guidelines (prepared by NUPRP) in three city corporations (Chattogram, Narayanganj, and Rajshahi), has accreditation from LGI, and is registered with the government regulatory authority. CHDF uses a revolving fund to distribute financial resources. CHDF supports those deemed unworthy by official financial institutions due to a lack of assets (as collateral). NUPRP supports the CHDF with capacity development and human resources to carry out the services. CHDF is accessible to all HHs in a town/city. CHDF benefited 1,445 eligible beneficiaries with loans totalling BDT 81.5 million (cumulative). Improvement in housing conditions is noted in 12% of city/town households (see Table 19 in Annexe 8).

6.4.1.21. **Settlement Improvement Fund (SIF):** NUPRP created a grant-based SIF to fund priority infrastructure investments in low-income settlements, such as improvements to access roads, reservoirs, latrines, drains, and pathways, which, as mentioned earlier, improved access to essential utilities like clean water, sanitation, and drainage for the urban poor. The SIF infrastructures prioritised climate-resilient infrastructure, adhered to CAPs, improved accessibility for people with disabilities and addressed the needs of women and girls.

Table 9. Summary of SIF Interventions by year

Year	Infrastructure Intervention*		Sanitation Intervention**		Water Intervention***	
	Facilities	Beneficiaries	Facilities	Beneficiaries	Facilities	Beneficiaries
2018	619	27,410	672	11,282	44	2,375
2019	5,117	359,641	3,803	94,633	759	66,505
2020	2,941	299,793	1,996	44,260	699	61,216
2021	1,737	367,668	815	22,034	324	33,124

Year	Infrastructure Intervention*		Sanitation Intervention**		Water Intervention***	
	Facilities	Beneficiaries	Facilities	Beneficiaries	Facilities	Beneficiaries
2022	2,366	372,011	974	45,541	626	109,599
2023	197	46,423	74	10,465	134	25,594
Total	12,977	1,472,946	8,334	228,215	2,586	298,413

**** Infrastructure Facilities*** *- Building Contracts (Community Resource Center), Crossing Bridge, Culvert Railing, Drain and/or Culvert, Drain Slab and/or Road Slab, Dustbin, Footpath, Garbage Management, Non-solar Street light, Road, Solar Street light, Stair.*
***** Sanitation Facilities*** *- Bathroom, Community Latrine, FSM system, Septic Tank, Single pit latrine, Twin pit latrine.*
****** Water Facilities*** *- Deep Tubewell, Deep tubewell with submersible pump, Deep-set Tubewell, Piped water supply, Rain Water Harvesting, Shallow Tubewell, Tubewell Platforms, Water Reservoirs.*

6.4.1.22. **Climate Resilient Municipal Infrastructure Fund (CRMIF)**: The CRMIF is an attempt to support cities and towns in securing sufficient finance for pro-poor and climate-resilient infrastructure. CRMIF undertook 21 infrastructure projects (completed 20, and one project is still ongoing in Khulna City Corporation) through co-funding mechanisms in selected cities and towns (cities that are more vulnerable to climate shocks). Infrastructures have played a crucial role in enhancing climate resilience by enabling communities to withstand, adapt to, and recover from climate-related shocks and stresses, as described earlier. Effective drainage systems and flood barriers decreased flooding and waterlogging (Table 27 in Annexe 8). Infrastructure development supported the livelihood improvements described earlier (income and savings increase, improved food security, and decreased unemployment), enabling the targeted urban poor community to withstand climate shocks to a greater extent.

6.5. Programme's Sustainability

NUPRP has laid the basis for sustainable long-term impact beyond the end of the programme; however, continued investment and commitment are needed.

6.5.1.1. NUPRP has laid a solid foundation for the sustainability of its interventions across environmental, social, and financial dimensions. The programme's strategic design aligns with broader development frameworks and focuses on empowering communities and local governments, setting the stage for long-term impact. However, the sustainability of these gains will depend on addressing the remaining challenges, particularly in securing land tenure, completing housing projects, and ensuring the financial viability of critical components. Continued investment in capacity building, financial support, infrastructure maintenance, and a strong commitment from national and local stakeholders will be essential to ensure that the programme's successes are sustained and expanded in the future.

Box 6.11: LG official and Community perception of NUPRP of sustainability

"NUPRP Town Office implemented all the interventions in consultation with us. Our mayor guided town offices."
-- A City Corporation Official, Rajshahi CC

"We directed the NUPRP town office about implementing because it is a government project."
-- A City Corporation Official, Dhaka South CC

"NUPRP taught us a lot in the past few years. We are now starting to practice the learnings in our lives. A longer presence of NUPRP would have made the socio-economic and infrastructure-related changes more sustainable."
-- A Town Federation Member, Gopalganj

6.5.1.2. **Environmental/Contextual Sustainability:** The NUPRP has made substantial progress in promoting sustainable urban development and pro-poor governance, which is crucial for the long-term viability of its interventions. The programme has effectively fostered a supportive policy environment at the national level through strategic collaboration with the Local Government Division (LGD) and by systematically developing a network that includes critical policy influencers such as the HBRI, BIP, and BUET[127]. The programme's design, which integrates urban poor communities into decision-making processes, ensures that these groups have a continuous role in shaping their environments. Combined with strong alignment with national and global frameworks such as the Sustainable Development Goals (SDGs) and Bangladesh's Five-Year Plans, this participatory approach positions the programme for sustained impact. Moreover, the programme's ability to adapt to challenges, such as the COVID-19 pandemic, highlights its resilience and the robustness of its strategic planning. However, the sustainability of these efforts will largely depend on the ongoing commitment and

engagement of national and local stakeholders, particularly in ensuring that climate-resilient planning and infrastructure projects, such as low-cost housing, are completed and maintained over time.

6.5.1.3. **Social Sustainability:** Social sustainability has been a standout success of the NUPRP, mainly through its community mobilisation, leadership development, and the empowerment of marginalised groups, including women and persons with disabilities. The programme has significantly strengthened social cohesion and improved governance at the municipal level by establishing and revitalising Community-Based Organisations (CBOs). These CBOs have become critical platforms for the urban poor to voice their concerns, influence local policies, and ensure their needs are addressed[128]. The programme's success in fostering women's leadership has not only enhanced gender equality but has also ensured that these social structures are likely to endure beyond the programme's lifecycle. Integrating Community Action Plans (CAPs) into city development plans is a powerful indicator of social sustainability, as it institutionalises the voices and priorities of urban poor communities in municipal governance. However, such groups' ongoing capacity building and support will be essential to maintain these social gains, particularly as they transition to operating independently without the programme's direct support.

6.5.1.4. **Financial Sustainability:** Financial sustainability has been a critical focus of the NUPRP, strategically leveraging resources to promote the financial self-sufficiency of poor urban communities. The programme's financial management has been commendable, effectively navigating challenges such as budget cuts and rising inflation. Key to this success has been the establishment of revolving funds, co-sharing mechanisms, and the CHDF, all designed to provide ongoing financial support for housing and community needs. These financial instruments are intended to continue functioning beyond the programme's end, ensuring that communities can sustain and expand on the improvements made. However, some components, such as housing and tenure security, may require continued investment and support to address emerging challenges, such as rising construction costs and securing long-term land tenure for marginalised groups[129]. The sustainability of these financial mechanisms will depend on the continued capacity of local governments and CBOs to manage and maintain them effectively.

6.5.1.5. **Challenges to Sustainability:** Despite the programme's successes, several challenges could impact the sustainability of its interventions. The slow progress in securing land tenure and completing low-cost housing projects remains a significant concern. These issues and the need for ongoing capacity building for local governments and CBOs highlight the importance of continued financial and technical support to ensure that the programme's achievements are sustained and expanded. Additionally, the lack of resources and competing priorities in the post-programme period poses a risk to the sustained impact of the NUPRP's interventions, particularly in areas requiring significant investment, such as housing and infrastructure. Furthermore, the programme's success in promoting pro-poor urban policies and climate resilience will depend on the ongoing commitment of both national and local stakeholders, without which the gains made could be jeopardised.

6.5.1.6. **Opportunities for Sustainability:** The NUPRP has created numerous opportunities to sustain its impact, particularly through its strategic alignment with national development goals and its emphasis on multi-sectoral collaboration. The programme has successfully integrated pro-poor and climate-sensitive planning into municipal processes, which should ensure that these priorities remain embedded in local governance and offer a solid foundation for long-term sustainability. The experience and lessons from the programme's implementation provide valuable knowledge to inform future urban poverty reduction and climate resilience initiatives within Bangladesh and in similar contexts globally. Additionally, establishing financial mechanisms like the CHDF[130] and SIF offers replicable models that can be expanded to support ongoing urban development efforts. The programme's focus on building robust governance structures at the municipal level, combined with its successful engagement of local stakeholders, positions it well for continued impact. Moving forward, leveraging these strengths and targeted support for areas that have faced challenges will be crucial in ensuring that the programme's achievements are sustained and scaled.

Major factors influencing the sustainability of NUPRP interventions.

- **6.5.1.7. Alignment with National and Global Frameworks**: The programme's design is closely aligned with the Government of Bangladesh's (GoB) policies and United Nations (UN) targets, particularly the Sustainable Development Goals (SDGs) and Bangladesh's Five-Year Plans. This alignment ensures that the programme's

Outcomes are consistent with broader development priorities, contributing to the long-term sustainability of its interventions.

- **6.5.1.8. Multi-layered Stakeholder Engagement**: The strategic engagement of stakeholders at multiple levels—community, municipal, and national—has been crucial in securing ownership and commitment to the programme's Outcomes. It includes the involvement of local government institutions, community-based organisations (CBOs), and national stakeholders, attempting to continue to support and maintain the programme's initiatives beyond its duration.
- **6.5.1.9. Policy Advocacy**: The programme's national-level policy advocacy worked towards GoB ownership of the programme's investments and Outputs, significantly influencing a coordinated and strategic approach to inclusive, climate-smart urban development.
- **6.5.1.10. Institutionalisation and Capacity Building**: The programme has successfully institutionalised CHDF and promoted climate-resilient urban planning. This institutionalisation and capacity-building efforts for local governments and CBOs enhance the likelihood that these structures will continue to function effectively after the programme concludes.
- **6.5.1.11. Financial Mechanisms for Housing and Infrastructure**: Establishing financial mechanisms like the CHDF, SIF, and CRMIF (including the O&M fund management mechanism) has provided a strong financial foundation for sustaining housing and infrastructure developments. However, further capacity-building of CHDF management is necessary to ensure that these financial mechanisms continue functioning effectively in the long term.
- **6.5.1.12. Community Empowerment**: The programme has empowered urban poor communities, particularly through the development of CBO Networks and their integration into urban governance. This empowerment has strengthened social cohesion and improved governance at the municipal level, ensuring that the programme's benefits are likely to persist.
- **6.5.1.13. Data Resources**: The programme's generation of valuable data through City Poverty-Ward Poverty Mapping (CP-WPM), Participatory Poverty Mapping (PPM), and Climate Change Vulnerability Assessments (CCVA) will continue to serve as critical resources for informed planning and actions to address poverty and climate change.

The institutional mechanisms and policies are in place to sustain the impact of NUPRP's interventions.

6.5.1.14. **Management Transition and National-Level Sustainability:** UNDP has transitioned its managerial responsibilities to the Local Government Division (LGD), which is now responsible for overseeing the sustainability and long-term impact of the programme's interventions. At the national level, the programme supported preparing the National Urban Policy (NUP) draft, which LGD is expected to finalise by the end of 2024. This finalisation is crucial for sustaining the programme's national-level impact. The programme also organised high-level policy dialogues on climate-induced displacement and climate resilience, though the effectiveness of these dialogues in influencing national policy remains unclear.

6.5.1.15. **Municipality-Level Sustainability:** The programme's advocacy successfully increased pro-poor budget allocation and spending at the municipality level. Municipal officials have committed to maintaining and potentially increasing these allocations, indicating the sustainability of the programme's advocacy efforts. The participation of urban poor representatives in multi-sectoral committees will continue, which is vital for ensuring their voices are heard in municipal planning and governance.

6.5.1.16. **Community-Level Sustainability:** The institutionalised CBO Network is expected to continue managing climate-resilient infrastructures and funds established under the programme. The CBO leaders expressed confidence in their ability to influence local government planning and governance. However, concerns remain about the sustainability of Community Development Committees (CDCs), CDC Clusters, and Town Federations (TFs), particularly regarding management costs, fund management risks, mutual trust, and political support. The dissolution of nearly half of the Savings and Credit Groups (SCGs) before the programme's end further highlights these challenges.

The capacities of community organisations and local government institutions have been strengthened at the local and municipal governance levels.

6.5.1.17. The programme also focused on capacity building by providing targeted training to CBO leaders and municipal officials. The capacity development training was well-received. The training enabled the CBO leaders to strengthen their skills and relationships with municipal officials, empowering them to influence local governance by participating in ward-to-town-level multi-sectoral committees and integrating their voices into Urban Local Governance (ULG). The programme's efforts to connect town-level CBO Networks with City Corporations and Municipalities facilitated community participation in urban planning and decision-making, promoting inclusive governance. However, the long-term impact of these efforts will rely on the continued engagement of community organisations and municipal officials to sustain these partnerships and maintain the inclusion of urban poor voices in governance.

Partnerships established at all levels may be expected to contribute to scaling up and sustaining the programme interventions.

6.5.1.18. Within the programme, Community-Based Organisations (CBOs) were actively engaged in various activities, including mapping, listing, CAP development, participation in multi-sectoral committees, and management of O&M for WASH and mobility infrastructures. These activities facilitated the development of strong organisational and interpersonal relationships between CBOs and municipal offices, fostering collaboration between community organisations and municipal officials. Elected municipal officials were similarly engaged in programme activities. This mutual engagement has led to functional partnerships, contributing to more organised, planned, sustainable, and inclusive urban planning, development, and governance.

6.5.1.19. However, continuing these partnerships relies on mutual willingness, trust, cooperation, and ongoing collaboration. The MAB presents a potential platform for scaling up these municipal-level partnerships to the national level. However, its scope does not yet include connecting all CBO Networks across the 19 programme towns. To enhance sustainability, the existing CBO Networks could be connected with national-level urban poor associations to establish stronger partnerships between CBO Networks and MAB, supporting national-level advocacy for pro-poor urban planning and governance. The programme has established a network with HBRI, BIP, and BUET. Still, these connections have not been extended to the CBO Networks and municipalities in the programme towns. Relying solely on Memorandum of Understanding (MoU) agreements is an insufficient basis for ensuring sustainability. Strengthening these connections, potentially within the remaining programme period, is crucial for sustaining the programme's Outcomes.

6.5.1.20. Additionally, the lack of engagement with the Ministry of Housing and Public Works (MoH&PW) and the National Housing Authority (NHA) is a significant gap, as these agencies are essential for mainstreaming housing and tenure security for urban poor communities into national decision-making processes. Addressing this gap is vital for the long-term sustainability of the programme's impact.

6.6. Human Rights, Gender Equality, and Leaving No One Behind

6.6.1. Programme Promoted Gender Equality and Women's Empowerment

The programme promoted positive changes in gender equality and women's empowerment.

6.6.1.1. NUPRP is a women-centred programme. Almost all primary group (PG) members are women, as are most grant recipients (women and girls received around 87% of the grant benefits). The programme prioritises women and girls for education (reducing early marriage), nutrition, business and skill-development grants. Male beneficiaries only received skill development grants, and boys received grants to reduce school dropouts. The programme's education grants prevented early and forced marriage of girls (see paragraph 6.4.1.5), which contributed to promoting gender equality. Nutrition grant support has helped improve the health and nutrition (please see Annexe Table 13 to 16 in Annexe 8) of pregnant and lactating mothers and their children up to 24 months old[131]. WASH infrastructure supports improved WASH access for women and girls, improving their privacy and access to basic services. Business grants and skill development grants improved the livelihood of women, which, in the process, economically empowered them. Communication infrastructures improved the mobility and movement security of women and girls[132] . NUPRP is also women-led as community organisations (CDCs, CDC Clusters and TFs) of urban women are the main drivers of community and municipality-level implementation of the programme interventions. CBO Network is also women-led and women-centred since all

members are women. Savings and Credit Groups (SCGs) and Safe Community Committees (SCCs) are also women-led and women-centred.

6.6.1.2. The NUPRP community platforms comprise primary group members, primarily females, who have created CDCs, CDC clusters, and a federation at the city level. Through these structures, women defined community priorities, supported the targeting of socioeconomic programmes, and played a role in procuring and implementing infrastructure in the community. Women raised their voices about community development and social cohesion upon receiving capacity development support from NUPRP. The evaluation indicates that 61% of CDCs, 70% of CDC clusters, and 84% of Town federations are fully effective through women's leadership (Table 3). Women managed 24,662 SCGs with 370,313 members (Table 3).

6.6.1.3. Women and girls received the bulk (more than two-thirds) of apprenticeship grants, and to reduce early marriage, school/college-going girls received all the education grants. The project also introduced SCCs to minimise gender-based violence (GBV) and Early Forced Marriages (EFM) that extended access to district legal cells. The SCCs identified 871 cases of GBV and resolved 86% (746) of them at the community level, referring the remaining 14% (125 cases) to legal aid and law enforcement agencies. The SCC encountered 101 cases of early marriage and managed to resolve 74 cases. The communities have extended access to district legal cells. Many SCCs have established linkages with police stations and legal aid organisations apart from conducting awareness sessions and public hearings on gender-based violence and legal aid services.

6.6.1.4. Women and girls received one-to-one counselling on nutrition knowledge, and 28,524 pregnant and lactating women received nutrition benefits. Also, the women business grantees established nutrition corners, increasing accessibility to hygiene and nutrition products.

6.6.1.5. The group discussants (women) expressed that their decision-making ability within the household has been enhanced, as evidenced by the decline in the incidence of violence, higher participation in decision-making, and increased mobility (Please see Tables 28 to 31 in Annexe 8). Capacity development and participation in community development allowed them to learn about the world beyond their domestic tasks, enabling them to have informed discussions at the HH and community and participate in decision-making. The CDC and TF leaders participated at town and national levels, aiding in strategising for a resilient community and social development alongside other stakeholders.

6.6.1.6. **Unintended effects of the programme interventions on women, men and vulnerable groups:** Institutional capacity and leadership development support by the programme for women of CDCs, CDC Clusters, and TFs empowered them (level of confidence and communication enhanced) to be vocal on other platforms beyond the programme. Community organisation's participation in multisectoral platforms of city corporations and municipalities also helped to mainstream the voices of poverty and climate-vulnerable marginalised social groups.

Gender equality and women's empowerment have been addressed in the programme's design, implementation, and monitoring.

6.6.1.7. The theory of Change depicts how gender equality and women's empowerment are streamlined in the programme design (Chapter II and Annexe 4). The programme's women-focused and women-led initiatives ensure women's prioritisation in all aspects of its implementation. The programme staff and municipal officials are primarily men, but almost all CBO leaders are women who implemented the programme interventions at the community and municipal levels.

6.6.2. Programme's Benefits to Different Urban Social Groups

NUPRP's work benefited the urban poor, PWDs, women, men, and other disadvantaged and marginalised groups.

6.6.2.1. The programme design and implementation modality targeted the needs of urban poor women and men, PWDs, and other marginalised groups through national and municipal-level advocacy, grant support for livelihood improvement, climate-resilient WASH and communication infrastructures. Through the programme, urban poor women and men, PWDs, and other marginalised groups are empowered through livelihood improvement and can represent their voices in ULG by participating in multisectoral committees. 371 HHs with PWDs received credit support. 1,011 HHs with PWDs received livelihoods, education, and nutrition grant

support from NUPRP. Overall, 2.44% of combined business and apprenticeship grant beneficiaries were from HHs with PWDs).

The programme is coherent with the issues of urban poor human rights and exclusion.

6.6.2.2. NUPRP addressed issues of urban poor human rights and exclusion by supporting CBO Networks' association with municipalities and sensitising LGI officials. The programme supported the formation of SCCs at the community level (a subset of CDC Clusters) to counter and prevent violence against women and girls. The education grant of the programme is mainly designed to prevent early and forced marriage, which violates the human rights of adolescent girls. The programme introduced MPI-score-based eligible beneficiary identification and selection for grant support and addressed the inclusion of marginalised groups in planning, development and governance.

PWDs consulted and meaningfully involved in the programme planning and implementation.

6.6.2.3. The programme promoted PWDs' participation in ULG's multisectoral platforms, ensuring their voices were incorporated into ULG planning and governance. NUPRP also prioritises eligible households with PWDs for grant support to improve their livelihood and well-being. The programme explicitly considers PWD accessibility when constructing WASH and communication infrastructures. The programme adopted the PWD accessibility requirement in low-cost housing design and committed to unit allocation priorities. A portion of all low-cost housing units are developed targeting PWDs (out of 646 units, around 40 are for PWDs). Households with PWD also prioritised the CHDF loan allocation. Combining CDC, Cluster, and TF, 1.5% of members were PWDs with decision-making positions in community structures.

NUPRP Interventions benefit goes beyond the NUPRP target groups

6.6.2.4. Marginalised communities in urban areas often remain invisible and lack support due to a lack of official recognition by government authorities, which leads to their exclusion from policy and planning discussions. The data and evidence-driven implementation strategy of NUPRP reflects the possibility of implementing pro-poor urban projects with targeting accuracy and community engagement. Capacity development and advocacy activities enabled the visibility of the urban poor/marginalised communities in NUPRP-targeted cities/towns. Such an approach may be replicated in other towns and cities.

6.6.2.5. NUPRP benefits are not limited to those receiving direct grants. The targeting followed specific criteria, not to exclude anyone eligible but preferences for those most vulnerable in the community. The awareness campaigns benefited all the community members. The SIF infrastructures benefited everyone in the community, regardless of age, gender, and ethnicity. The SCGs allowed participation beyond the PG groups, spreading resilience throughout the community. The CRMIF infrastructures benefited everyone within its geographic benefit range. As evidenced by the evaluation surveys, the reduction in climate vulnerability is not limited to any specific target groups.

6.7. Risk Assessment and Management

6.7.1.1. The programme identified strategic, political, financial, organisational, social, and environmental risks. NUPRP developed a risk assessment matrix for the programme (Annexe 10A). In every annual review, FCDO performed risk analysis. The risk assessment was developed based on UNDP's Social and Environmental Standards (Annexe 10B). With a view to sustainability, this Section provides a detailed risk assessment matrix following the programme template (Annexe 10A). The NUPRP closure in June 2024 necessitates a multi-pronged approach to ensure Bangladesh's urban development is sustainable.

Risk (category and type) *L= Low, M= Medium, H= High	Probability/ Impact*	Mitigation
Strategic		
An urban sector is crowded with urban sector development partners'	H/M	1. LGD will continue collaborating with development partners (UNDP, ADB, JICA, World Bank, etc.) to improve urban governance and infrastructure.

Risk (category and type) *L= Low, M= Medium, H= High	Probability/ Impact*	Mitigation
interventions that undermine planned delivery.		2. Advocate for streamlining urban sector interventions through national urban policy.
The project fails to engage effectively with those responsible for urban policy and has limited policy impact.	M/M	1. UNDP and LGD will jointly ensure that all the pertinent stakeholders are engaged in all stages of national urban planning. 2. Continue policy advocacy through the existing UNDP, BIP, BUET and HBRI networks. 3. Develop and disseminate knowledge products based on the programme experience to influence future policy.
Rapid urban growth in peri-urban areas beyond municipal administrative boundaries.	H/M	1. Municipal offices (city corporations and municipalities) should utilise learned practices in extended areas. 2. CBO network will expand coverage through community mobilisation in peri-urban areas. 3. Engaging other development partners is required to address the need for extended urban areas and existing and new urban centres.
Political		
GoB's commitment to a 'national programme' is tepid after early signs of commitment.	H/M	1. NUPRP, as a successor to UPPR-P, has demonstrated that the GoB ownership can be developed. 2. BIP, BUET, and HBRI will continue advocating for national urban policy in light of the national vision 2041: to become a high-income country, which will not be achievable without inclusive and sustainable climate-smart urbanisation. 3. UNDP and LGD must work on reviving BUF and scaling up its capacity and operations. 4. LGD to ensure finalisation and approval of the revised national urban policy draft.
Lack of coordination and/or significant differences within and between Ministries and ULGs.	H/M	1. LGD at the national level and municipal offices at the town level ensure that the urban development stakeholders' network exists and continues to perform. 2. Municipal Association Bangladesh (MAB) will support LGD in maintaining the network with government and non-government stakeholders related to urban planning, development, and governance. 3. Develop clear communication channels and protocols for collaboration between government, non-government, private sector and community stakeholders.
Political instability and deterioration in the political environment constrain the NUPRP's ability to influence national urban policy and the programme's operational implementation at the city/town level.	H/M	1. CBO Network of community organisations should be responsible for tangible benefits to urban communities to garner continued support. 2. Through representation in municipal offices' multisectoral committees, CBO Network will continue to influence political actors to be responsive and sensitive to the urban poor's agenda. 3. UNDP should foster partnerships with civil society and the private sector to advocate for supporting community organisations and owning good practices learned from the programme.
The ULGs are unable to adopt pro-poor policies because they are constrained by national policies and refuse or lack the capacity to take initiatives forward.	M/M	1. UNDP and LGD must continue advocating with GoB to finalise and adapt the national urban policy, which will remove national policy constraints. 2. UNDP and LGD must continue advocating with municipal offices to sensitise them further and gain buy-in to adopt pro-poor policies and actions.
Financial		
Fraud, corruption and misuse/misdirection of funds.	M/M	1. O&M committees formed at the municipal level will ensure O&M funds for infrastructure management, and CHDF should be used according to the Terms of Reference (ToR). 2. The municipal office should deploy at least one dedicated staff member to oversee the use of O&M funds.

Risk (category and type) *L= Low, M= Medium, H= High	Probability/ Impact*	Mitigation
		3. LGD, in collaboration with MAB, should perform routine monitoring of O&M funds and other remaining programme assets.
Slow growth in ULG revenues and/or ULG failure to allocate them to pro-poor/poverty-reducing activities.	M/M	1. Advocate for increased resource allocation to ULGs from GoB. 2. Support ULGs in exploring innovative financing mechanisms (e.g., land value capture, public-private partnerships). 3. Intense and collaborative engagement of development partners for collective action towards eradicating poverty and strengthening climate resilience.
Resource allocation to climate change resilience funding interventions is insufficient against the needs and the incremental costs of adaptations.	M/M	1. Advocate for increased budget allocation for climate change resilience measures. 2. Explore alternative funding sources (e.g., climate financing mechanisms) from development partners. 3. Extract green funding to address climate change-induced challenges of the urban centres of Bangladesh.
Organisational		
Political interference in measures to secure tenure.	H/M	1. UNDP continues to advocate with GoB to release government-owned land for low-cost housing. 2. Advocate for developing a Land Tenure Action Plan (LTAP) for urban centres targeting housing for all.
ULG does not have the capacity to manage the NUPRP process or undertake future pro-poor programmes.	M/M	1. UNDP and LGD should engage other development partners to support targeted capacity development programmes for ULGs in governance, finance and planning. 2. Facilitate knowledge sharing and peer-to-peer learning among ULGs.
Social		
Slum populations grow faster than cities can cope.	H/M	1. Integrate slums and low-income settlements' upgradation strategy into broader urban development plans. 2. Accountable engagement of the National Housing Authority (NHA) to develop real housing access for poor urban people. 3. Promote inclusive and participatory planning processes that involve urban poor communities.
Gender inequality and social exclusion prevent girls from accessing the benefits of the programme.	L/M	1. LGD, with development partners and municipal offices, should continue to support the women-led CBO Network of community organisations. 2. LGD, with development partners and municipal offices, should continue to support livelihood grant beneficiary women to protect and promote their income-generating activities (IGAs). 3. LGD, with development partners and municipal offices, should continue to support Safe Community Committees (SCCs) to keep the role of responding to early marriage and gender-based violence (GBV). 4. Disaggregate data to monitor the programme's impact on different social groups.
Powerful city-level stakeholders oppose the programme.	M/M	1. UNDP and LGD continue to support the CBO Network of community organisations in countering opposition to anti-poor initiatives. 2. Highlight the programme's benefits for all urban residents. 3. Highlights the importance of urban poor development for inclusive and sustainable urban governance for all urban residents.
Community mobilisation processes are dominated by the elite and exclude key vulnerable groups.	M/M	1. LGD, development partners and municipal offices should continue to support the CBO Network of community organisations in all forms to continue community mobilisation. 2. LGD, development partners and municipal offices should continue strengthening the capacity of marginalised groups to participate in decision-making processes.
Environmental		

Risk (category and type) *L= Low, M= Medium, H= High	Probability/ Impact*	Mitigation
Impact of flooding and other natural hazards.	M/M	1. Invest in infrastructure that enhances urban resilience (e.g., flood and water-logging protection measures). 2. Develop and implement emergency preparedness and response plans. 3. Develop alternative safe drinking water sources rather than surface-based sources.
Climate change localised data are unavailable or uncertain and make planning climate resilience measures difficult.	M/M	1. LGD, UNDP and other development partners support continuing Climate Change Vulnerability Assessment (CCVA) every three years to collect and analyse climate data 2. Develop flexible and adaptable climate resilience strategies.

6.7.1.2. There is a high probability that the presence of multiple development partners could undermine the programme's delivery. This can be mitigated by advocating for a streamlined national urban policy and engaging stakeholders effectively. Another significant risk involves rapid urban growth in peri-urban areas, which could exceed the capacity of municipal administrations. The programme can address this by enhancing community mobilisation and collaborating with other development partners.

6.7.1.3. Political risks, particularly concerning the Government of Bangladesh's (GoB) commitment and potential political instability, are high in probability and impact. The programme can mitigate these risks by maintaining strong relationships with local mayors and government officials and advocating for a national urban policy. Financial risks such as fraud, corruption, and misuse of funds are classified as medium, and the programme may counter these through robust financial management systems and innovative financing mechanisms.

6.7.1.4. Organisational risks include high risks of political interference in land tenure measures, which could disrupt efforts to secure affordable housing for the urban poor. The programme may advocate releasing government-owned land and developing a Land Tenure Action Plan. Social risks, particularly the rapid growth of slum populations and potential gender inequality, can be managed by integrating slum upgrading strategies and supporting women-led community organisations. Environmental risks, including those related to natural hazards and uncertain climate data, can be addressed through investments in urban-resilient infrastructure and ongoing climate vulnerability assessments.

CHAPTER VII: CONCLUSIONS, VISION AND RECOMMENDATIONS

The National Urban Poverty Reduction Programme (NUPRP) is a complex and sprawling programme launched in 2018 and built on the experience of a previous programme, the Urban Partnerships for Poverty Reduction Project (UPPR-P). The six-year-long programme (2018-2024) was implemented at the community, municipal (11 city corporations and eight municipalities), and national level and supported about 4 million poor urban residents. The programme targeted one of Bangladesh's most challenging ambitions: to become a high-income economy by 2041. According to Prodoc and DPP (and amendments), the programme has completed almost all envisaged activities.

The programme's journey was not smooth and began with a delay. Subsequently, the COVID-19 pandemic outbreak in 2020, at the peak of programme intervention, was a shock for the NUPRP. Despite these broad challenges and budgetary constraints (FCDO reduced the budget, and inflation led to increased programme costs), this endline evaluation supports the view that the programme maintained its momentum.

Based on the Organisation for Economic Co-operation and Development-Development Assistance Committee's (OECD-DAC) criteria, this evaluation systematically examined the programme's relevance, coherence, efficiency, effectiveness, impact, and sustainability. It also examined the mainstreaming of cross-cutting themes: human rights, gender equality, women's empowerment, and LNOB.

Methodologically, the report is based on a mixed-method approach and relies on data obtained from various sources. These include administrative data and review of programme documents, a two-round household level panel data- the primary source of quantitative data, and various methods to gather qualitative information. With a view to enable triangulation of findings, the evaluation ensured the participation of a wide range of stakeholders. Document review covered the programme inception report, business case, VfM strategy, progress reports, research and diagnostic reports, annual reviews, strategy and operational documentation, reports from partners, and other relevant correspondence. The two-round (baseline and endline) household-level panel data gathered information on more than 4,500 households and used a difference-in-difference approach to identify impact. Qualitative information was gathered through Focus Group Discussions (30 FGD), In-Depth Interviews with CBO Leaders (35 IDIs), Key Informant Interviews (25 KIIs), and consultations with national and town officials of NUPRP in each town. Observation Checklists were used to document the state of community and municipal-level infrastructures developed through the project (190 randomly selected infrastructure projects).

Based on our reading of various documents and scrutiny of data, this concluding chapter offers a set of concluding remarks on each of the five NUPRP outputs and synthetic conclusions on the OECD-DAC criteria. It is followed by a section on lessons learned, good practices, and recommendations.

7.1 Conclusion of the Evaluation

The evaluation findings show that urban local governments' capacity and mindset toward inclusive, sustainable, and climate-resilient development have undergone a significant paradigm shift in the 19 cities and towns involved in the program, in contrast to other municipalities where the program does not operate.

The analysis of the evaluation findings clearly indicates that the programme has brought about significant positive changes in the lives of low-income communities in its operational areas. The urban poor are now more organised in voicing their concerns to local government officials than before, and their engagement is notably better compared to areas outside the program's reach. The evaluation revealed sharp differences between the control and intervention areas and statistically significant improvements in the endline against the baseline status of urban poor communities in the programme operational area. This implies that the net impact of the program significantly enhanced their resilience and improved their poverty conditions, not only in terms of increased income but also in terms of overall quality of life. This progress is reflected in significant improvements in indicators such as the MPI headcount, intensity, and severity. However, a critical concern persists about the programme's long-term effects, both intended and unintended, and the strategies needed to ensure its sustainability.

7.1.1 Achievement of Outcomes and Outputs Results

The NUPRP has made substantial progress in advancing its core objectives of facilitating climate-resilient housing and essential services, building community organisations and skills, enhancing climate adaptation

capacity, and strengthening municipal governance. Through its comprehensive and interconnected approach, the programme has improved urban management, bolstered community resilience, and empowered socio-economic development, particularly emphasising women and girls.

However, to ensure the sustained impact of these initiatives, ongoing investment, strong political support, and deeper engagement with critical stakeholders, especially in housing and land tenure, are needed. The NUPRP offers a valuable framework for scaling up pro-poor urban development initiatives that are inclusive, sustainable, and resilient. Still, its long-term success will depend on the continued commitment and collaboration among all involved parties.

Outcome 1 (National level): GoB and actors working in the urban space are more coordinated and strategic in their approach to inclusive, climate-smart urban development.

The finalisation of the national urban policy is a critical component of NUPRP's long-term agenda. Through project interventions and advocacy, the Government has become more conscious of the requirement for a comprehensive urban policy, having realised the close nexus between critical emerging issues around climate change, displacements, and sustainable urban development.

NUPRP supported GoB by drafting the first revised version of the NUP, involving collaborative efforts from key entities such as LGED, BUET, and LGD. The revision incorporated feedback from thirty-five diverse ministries and governmental and non-governmental agencies. Throughout the revision process, the NUP was harmonised with national policies and plans, including the National Action Plan (NAP), Bangladesh Delta Plan (BDP), Perspective Plan of Bangladesh (PPB), 8th Five-Year Plan (8th FYP), and Sustainable Development Goals (SDGs). The revised draft is awaiting a thorough review and finalisation by the NUP Finalization Committee formed by the LGD.

Challenges beyond the project's control emerged during work on national urban policy, including the fact that the Government of Bangladesh shifted its priorities during the COVID-19 pandemic, causing a slowdown in policy finalisation. Additionally, changes in LGD leadership and bureaucratic processes have hindered progress at various stages.

Outcome 2 (Municipal level): Municipal Authorities more effectively manage and deliver inclusive, climate-smart urban development.

NUPRP has consistently advocated for pro-poor approaches in cities and towns, demonstrating models for poverty reduction interventions that now require an independent budget from the local Government. Through broader engagement and advocacy, a budget is being allocated for NUPRP-established models, and more comprehensive pro-poor approaches are now being considered in the city's annual planning and budgeting. The unmet demand identified in CAPs integrated into a total of 222 Wards across 19 cities and towns. The strengthened community governance structures proved effective in this regard as the demands from the target beneficiaries were heard by respective Ward Councilors, who subsequently took forward the CAP demands to the municipal council, which in turn successfully allocated resources to address community challenges. The implementation of development programs by cities and municipalities addresses crucial community demands related to social, economic, and infrastructure challenges in low-income settlements, ultimately leading to inclusive and climate-resilient urban development.

The evaluation observed that allocation for poverty reduction action was increased across project cities and towns from GBP 1.9 million (BDT 226 million) in FY 22-23 to GBP 4.4 million (BDT 607 million) in FY 23-24. NUPRP is encouraging local governments through decentralised municipal committees, i.e. TLCC, WC, and Standing Committees, to allocate and utilise municipalities' own resources for low-income communities to address unmet demands identified in CAPs. A success story in connection with this is that Dhaka North City Corporation (DNCC) allocated GBP 726,941 (BDT 100 million) for drainage systems, walkways, streetlights, and fire hydrants in FY-23-24 to ensure basic services for urban poor communities. However, the LGIs have resource constraints in addressing all the demands identified in CAPs.

It is evident in the evaluation that around 78.6% of Primary Group (PG) members who sought services from the local Government claimed to have better recognition from the local Government and were satisfied with the services accessed. This included administrative work relating to birth and death certificates, inheritance certificates, citizen/character certificates, trade licenses, taxation, and arbitration. PG members were also

satisfied with the response to their requests for services offered at their settlements, e.g., solid waste disposal and water supply from the urban local Government.

All 19 cities and towns have prepared a costed infrastructure development plan to address climate vulnerability based on the Climate Change and Vulnerability Assessment (CCVA). The program has developed about 13,000 infrastructures utilising SIF and CRMIF funds, benefiting 1.5 million people to better cope with climate vulnerabilities. However, NUPRP advocates for resource mobilisation from the government and development partners to support municipal infrastructure development plans, with project funding meeting only a small portion of the infrastructure demand.

Outcome 3 (Community level): Urban poor communities are more resilient and empowered to articulate and demand their needs.

About 82.8% of people perceived and experienced strong community leadership (CDC/Cluster/Federations), enabling urban poor people to articulate better and demand their needs to bring about sustained changes in their communities. This process of inclusiveness was enabled through NUPRP-established community structures that have supported communities in accessing formal spaces to voice their requirements. This process has been carried out locally, and the communities contributed from design to construction phases. 79.2% of Primary Group members who received benefits from grants, nutrition support and infrastructure facilities feel they have a voice in influencing local government decision-making. All the Town Federations, the apex body of the community organisations, have been registered under relevant government departments, providing the legal basis to continue their work with local government authorities. Following the registration, Town Federations also signed service agreements with respective cities and municipalities to access their resources and support.

Output 1: Improved coordination, planning and management at National level and in programme towns and cities

The programme has substantially enhanced the capacity of participating urban local governments to understand and undertake inclusive and climate-resilient development planning and management. The capacity improvement is evident in the shift in perspective and approach of elected representatives (mayors and ward councillors) and city officials. The programme has enabled development planning that addresses the priority needs of poor urban communities and has created platforms for community members to voice their demands. Discussions with mayors, ward councillors, and community leaders from disadvantaged groups reveal that community members are now more empowered to raise their concerns with city and town authorities. In this connection, the evaluation findings show that 86.9% of respondents expressed satisfaction with the services received from the local Government (an increase from a baseline of 34.4%). At the community level, prioritising needs through community consultation and implementing CAPs via community management has empowered the target community, a concept previously perceived as unattainable. Focus group discussions (FGD) revealed that 61% of participants had actively participated in the CAP process and believed their voices could influence Local Government Division (LGD) decision-making. This belief is supported by a beneficiary survey, where 79.2% of respondents affirmed this influence—an improvement from the baseline and a stark contrast to the control areas, where such influence remains absent. At the city level, advocacy initiatives under the programme have led to a notable increase in the pro-poor allocation of municipal budgets, rising from 1.6% in 2019 to 2.5% in 2023.

At the national level, the programme played a crucial role in reviving the finalisation process of the National Urban Policy (NUP), which had been at a standstill since 2016. By focusing on the policy's relevance to the inclusive and climate-resilient development of urban centres, the programme strategically facilitated the preparation of the first revised draft of the NUP. This draft incorporates national urban priorities and aligns with government plans. Key stakeholders, including the LGD, GED, and others, acknowledge that the programme significantly influenced the Government's decision to finalise the urban policy, paving the way for sustainable, inclusive, and climate-resilient urban development.

Output 2: Enhanced organisation, capability and effective voice of poor urban communities

The programme has successfully facilitated the development of community organisations, particularly empowering women and girls through skills development and enterprise support. A robust community platform (CBO) has been established, mobilising 3.1 million urban poor through 3,150 CDCs, 258 CDC Clusters, and 19 Town Federations. This network has empowered the urban poor to voice their demands to local governments,

collectively advocating for their interests at the municipal level. CAPs developed under CBO leadership have effectively prioritised and addressed the needs of low-income households, fostering social cohesion and community resilience. As a result, urban poor households have become more resilient and empowered to articulate their demands with local governments and service providers.

The empowerment of women and girls has led to a positive shift in gender dynamics within the communities. Men and boys, traditionally the decision-makers and financial controllers, increasingly acknowledge their contributions to improving livelihoods and well-being. The endline evaluation survey indicates that more than 80% of respondents believe strong community leadership through CDCs, Clusters, and Federations has enabled the urban poor to articulate their needs more effectively, leading to sustained changes in addressing socio-economic and climate vulnerabilities.

NUPRP-established community organisations have mobilised GBP 6.41 million (USD 7.36 million) across 24,330 Savings & Credit Groups. These groups have utilised GBP 14.75 million (USD 17.98 million) in reimbursable loans, crucial for income-generating activities (IGAs) and emergency expenses, especially during the post-COVID-19 economic downturn.

Participants across various cities and towns reported that the programme enabled them to voice their concerns and actively participate in planning and decision-making, resulting in more responsive and effective urban development. The programme's focus on training community members to assess and rank priorities has systematically ensured that local needs are addressed, contributing to improved governance. Moreover, the programme has fostered women's empowerment in urban informal settlements, helping to break gender stereotypes within and beyond communities.

Output 3: Increased access to socio-economic services by poor urban slum dwellers, particularly for vulnerable groups of people

The programme has significantly enhanced women's economic empowerment, with 98% of the 40,549 women who received business grants now successfully managing small enterprises, fostering local economic growth and resilience. However, connecting economic development activities for the urban poor with the market system and creating market opportunities for them remains a crucial missing step for sustainable and long-term economic development. By exceeding its education grant target, the programme enabled 20,774 children, including all supported girls, to complete their academic year, reducing risks of early and forced marriages and promoting long-term educational attainment. Additionally, by reaching approximately 270,000 urban individuals with nutrition-sensitive support, including 57,000 children and mothers, the programme has improved food security and dietary diversity, contributing to better health outcomes. The evaluation found that 91.6% of the households have improved complementary feeding practices, which is 44% higher than the total programme target and nearly 60% higher than the baseline. Further, it was reported that almost 84.1% of lactating mothers have improved knowledge and skills related to infant and young child feeding practices. The establishment and active functioning of multisectoral nutrition action plans in 19 cities have institutionalised nutrition improvement efforts, integrating them into local governance and ensuring sustained impact through dedicated budget allocations and coordinated monitoring.

The programme significantly reduced income poverty and the MPI score among beneficiary households. The programme has led to an increase in household income (35%, $p<0.001$), enhanced food security (13.9%, $p<0.05$), and contributed to poverty reduction (7%, $p=0.08$). The net change in the MPI score is significant ($p<0.05$), displaying a positive impact of the livelihood improvement initiative. Apprenticeship training and capacity development added income-earning members to 73% of recipient households, contributing to a more diversified and resilient household economy. Additionally, the programme mobilised GBP 6.41 million across 24,330 Savings & Credit Groups, further enhancing financial resilience. Nutrition counselling and increased income enabled better nutritional practices, particularly for pregnant and lactating women and children aged 6-23 months. The programme's SCCs effectively reduced the incidence of violence against women and girls by 9.4% ($p<0.05$). The SCCs played a role in preventing early marriages, resolving 74 out of 101 cases, and raising awareness about gender-based violence through community engagement and legal support.

Output 4: Increased access to the poor for climate-resilient housing

Securing land tenure is essential for sustainable improvements in urban low-income settlements. The programme initiated efforts to secure land tenure by mapping vacant land in five municipalities. However, due

to various internal and external challenges, these efforts did not culminate in a land tenure action plan. The programme activities to facilitate climate-resilient housing for low-income households have had mixed results. While there was progress in piloting low-cost, environmentally-friendly housing projects and establishing CHDFs, challenges in securing land tenure and engaging key government agencies hindered the full realisation of the objective. Despite budget constraints and political challenges, the housing pilots provide valuable models for future initiatives, demonstrating the potential for sustainable, climate-resilient housing in urban poor communities. The housing pilot's most complex and time-consuming phase, including design approval, land approval, community resettlement, contractor hiring, and land development, took nearly two and a half years. Following this, the construction of 646 housing units in four municipal councils began in June 2021.

According to the discussants and LGI officials, NUPRP has made progress in improving the living conditions of urban low-income communities through initiatives like the Community Housing Development Fund (CHDF). Three CHDFs were established in Rajshahi, Narayanganj, and Chattogram City Corporations to support community housing finance registered under the Department of Cooperatives, accredited by their respective City Corporations, and allocated office space within the city corporation compounds. The CHDF mechanism has provided an opportunity for low-income urban communities, typically excluded from conventional housing finance, to access affordable finance. The easy access, low cost, and flexible payment terms offered by CHDFs has enabled many households to upgrade their homes, improve living conditions, and better cope with climate hazards, reducing unexpected household expenditures and positive socio-economic outcomes.

While the initiative was effective, ongoing support and possibly increasing loan amounts remain necessary to address rising construction costs and ensure the sustainability of these improvements.

Output 5: More and better climate-resilient and community-based infrastructure in programme towns and cities

The NUPRP made substantial investments in climate-resilient infrastructure, greatly improving the adaptive capacity of low-income communities. By focusing on community-driven projects identified and prioritised through CAPs, the programme enhanced access to essential services, such as clean water and sanitation, while addressing critical issues like waterlogging and drainage. Notably, there was a significant reduction in waterlogging incidents, dropping to 6.9% from 26.8% ($p<0.001$) at baseline, while waste overflow from drains also decreased substantially from 84.5% to 61.3% ($p<0.001$). Health outcomes improved as well, with the incidence of diarrhoea among under-five children decreasing from 5.2% to 2.1% ($p=0.007$). The incidence of disease episodes dropped from 34.1% to 21.2%. Programme's community infrastructure initiatives benefited 96.3% of treatment HHs, and municipal infrastructure benefited 60.2% by the endline. These improvements illustrate the programme's positive impact on the targeted communities' environmental conditions and health outcomes.

The infrastructure interventions implemented by NUPRP were designed to work in tandem with socio-economic initiatives, thereby supporting systemic resilience at the community level and improving the living conditions of poor urban communities. These locally-led, climate-resilient infrastructures protected vulnerable communities from harsh weather conditions and climate hazards, thereby reducing the impact of shocks and stress on their lives. The involvement of communities in both the planning and construction phases ensured that the infrastructure developed was not only cost-effective but also closely aligned with the specific needs of these communities, thereby bolstering their resilience to climate-related shocks.

NUPRP has supported approximately 1.9 million urban poor across 19 cities and towns, providing basic services that include both WASH and non-WASH-related interventions to improve living conditions and enhance resilience to climatic hazards. The programme has developed around 13,000 SIF and CRMIF infrastructures, including paved walkways, drainage networks, retaining walls, embankments, staircases, small bridges, and culverts. These drainage networks have significantly impacted public health by reducing the occurrence of waterborne diseases. Additionally, the infrastructure has increased mobility options for elderly residents, persons with disabilities, and children, thereby contributing to a better and healthier quality of life in these communities.

The group discussants consistently reported significant improvements in their communities due to the infrastructure and WASH services provided by NUPRP, reducing the spread of diseases and creating a cleaner living environment. The town-level interviewees (IDIs and KIIs) echoed the positive sentiments expressed in the

FGDs, emphasising the broader impact of NUPRP's infrastructure improvements. Additionally, the long-term sustainability of these benefits was underscored by respondents who noted that the community had been trained to maintain the infrastructure, ensuring its durability and continued positive impact on public health and safety.

7.1.2 Conclusion by OECD-DAC Criteria

Relevance and coherence: The NUPRP design and theory of change are relevant and well-integrated and support pro-poor inclusive development in urban low-income settlements. The programme's approach of multi-layered policy advocacy, support for community-based organisations, and the provision of direct grants and community funds to meet essential community needs clearly speaks to its relevance. The programme has demonstrated adaptive capacity, especially in terms of dealing with the implications of the COVID-19 crisis. The NUPRP's design and strategy are consistent with national priorities, and the programme has promoted synergies and interlinkages with other interventions.

Efficiency: NUPRP has delivered the bulk of its envisaged Outputs promptly and efficiently. Careful financial management with several checks and balances and strategically utilising government and local resources, including staff, facilities, and existing community structures, have helped minimise costs. Furthermore, minimising inclusion and exclusion errors (87% targeting accuracy) and the increased pro-poor allocation of municipal budgets promoted by NUPRP have delivered value for money as captured by a BCR of 3.4.

Effectiveness: Comparisons between the targets listed in the programme's logframe and achievements show that the NUPRP has achieved its targets along most dimensions except for targets related to land tenure security and activities related to strengthening the BUF and MAB. These targets could not be met due to budget cuts and a lack of engagement with and commitment to the concerned government agencies.

Impact: The NUPRP has led to a wide range of statistically significant impacts on urban poor communities across 19 cities and towns in Bangladesh. Through direct grant support as well as through strategic advocacy, capacity building, community mobilisation and infrastructure development, amongst other effects, the programme has led to an increase in household income (35%), enhanced food security (13.9%), and contributed to poverty reduction (7%). While it is hard to disentangle the overall effect of NUPRP from its constituent elements, our exploratory analysis showed that amongst the various NUPRP grants, the business development grant and the skill apprenticeship grants played the most prominent role in influencing household income and food security.

Sustainability: Through its multi-layered stakeholder engagement at the local, municipal and national levels, NUPRP has laid the basis for sustainable long-term impact. The institutional arrangements, capacity strengthening at the local level, mainstreaming of the urban poor in decision-making bodies and the technical tools are in place to support sustained pro-poor urban development. While obvious, it is worth noting that the benefits will likely be short-lived without continued investment, mutual trust, and political support.

Cross-Cutting Agenda: NUPRP is a women-centred programme. Almost all primary group (PG) members are women, and most grant recipients are women. NUPRP is also women-led as community organisations (CDCs, CDC Clusters and TFs) of urban women are the main drivers of community and municipality-level implementation of the programme interventions. Through their inclusion and participation in these community structures, women defined community priorities and supported the targeting of socio-economic programmes, as well as played a role in procuring and implementing infrastructures in the community. The programme has also promoted the participation of PWD in ULG's multisectoral platforms, ensuring their voices were incorporated into ULG planning and governance. NUPRP prioritised eligible households with PWDs for grant support, and the programme explicitly considered PWD accessibility when constructing WASH and communication infrastructures. The programme adopted the PWD accessibility requirement in low-cost housing design and committed to unit allocation priorities. A portion of total low-cost housing units targeted PWDs (out of 646 units, around 40 are for PWDs). In short, NUPRP has contributed to the SDG's LNOB agenda through these measures.

7.2 Lessons Learned and Good Practices

Lessons learned and good practices: Underlying the findings discussed above, several key lessons and good practices (practices worth replicating) may be drawn from NUPRP's experience. The discussion is organised along NUPRP's five broad Outputs.

Improving urban governance and planning: NUPRP's multi-level policy advocacy approach has effectively sensitised, mobilised and engaged government agencies at the local, municipal and national levels. This approach has led to a shared understanding and appreciation of pro-poor climate-resilient urban planning. The programme's efforts have increased pro-poor budget allocation and spending in all NUPRP towns and translated into tangible benefits at the individual and community level (see findings - effectiveness and impact criteria). The programme's experience suggests that engaging with stakeholders at different levels, although time-consuming, onerous and requiring substantial resources, appears to pay off in delivering benefits to the targeted individuals and areas (see findings - efficiency).

A strong element of improved urban governance and planning was the use of tools such as the Multidimensional Poverty Index (MPI) Method, Participatory Poverty Mapping (PPM), Climate Change Vulnerability Assessments (CCVA), Mahallah and Resource Mapping. These tools proved effective in identifying poverty and climate-vulnerable groups and areas. Such tools enabled a targeting accuracy of 87% (see findings – efficiency).

Enhancing citizen participation and community mobilisation: The programme-supported municipal-wide CBO Network of CDCs—CDC Clusters—TF. The findings suggest that the revived, women-led, women-centred community-based organisations have played an instrumental role in promoting the interests of poor urban communities at the policy and governance level of ULG. The programme's institutional and leadership capacity development support to CBOs and members enabled them to bargain for community interests, including influencing ULG's planning, budgeting and development works. NUPRP promoted CBO members' engagement in multisectoral municipal committees of ULG and ensured that their voices were heard and acknowledged in urban planning and governance. The programme has reconfirmed that the Community Action Plan (CAP) is a vibrant tool to mobilise and prioritise community demands (see findings – effectiveness and cross-cutting agenda).

Enhancing economic development and livelihoods: The NUPRP approach of policy advocacy at multiple levels of Government, the use of CBO networks to enhance participation and voice and finally, the use of various individual and community grant instruments have played an important role in influencing a wide -range of socio-economic outcomes. Chief amongst these has been the prominent role played by the business development and skills apprenticeship grant in enhancing household income and food security (see findings – impact and cross-cutting agenda). While other grants (education grants, nutrition grants) have also played a role in influencing specific Outcomes, the most evident effects seem to emanate from the business development and skills grants. Other initiatives such as the Safe Community Committees (SCCs) have contributed to the prevention of violence against women and girls (VAWG) and EFM, and the nutrition-related grants have had a positive effect on the health of pregnant and lactating women with children aged 7 to 24 months. Notwithstanding the effect of individual grants, the main lesson here is that the collective effect of NUPRP as a whole is responsible for the observed socio-economic effects (see findings – impact).

Enhancing housing and land tenure: While the NUPRP has met or, in some cases, more than met its objectives, it has been somewhat less successful in enhancing housing and land tenure security. As discussed above, budgets allocated for this Output have not been fully utilised (see findings – efficiency and impact), and targets have not been met mainly due to a lack of funds and commitment from concerned government agencies (see findings – effectiveness). There was limited engagement with the Ministry of Housing and Public Works (MoH&PW) and the National Housing Authority (NHA). These two agencies are essential for mainstreaming housing and tenure security for urban poor communities into national decision-making processes (see findings – sustainability). A clear lesson here is the importance of engaging with these specific agencies to achieve results in the case of this Output. Nevertheless, it has piloted environment-friendly and low-cost housing (e.g., use of ferrocement, hollow bricks) in four towns, and housing finance has been made available from three Community Housing Development Funds (CHDF). These provide examples for GoB and development partners if they are keen to address the housing issues affecting marginalised groups in urban areas.

Improving access to climate-resilient infrastructure and basic services: This Output accounted for the largest share (27.6%) of NUPRP's budget and included two funds, the SIF and CRIM. Infrastructure projects identified, prioritised by CDC members and constructed through community participation based on Community Action Plans (CAPs) were implemented through the support of NUPRP's SIF and CRIM instruments, with the latter supporting larger-scale infrastructure projects in qualifying cities and towns through co-funding mechanisms. This so-called community procurement/contracting approach helped reduce costs (see findings – efficiency) and

led to the construction of a large number of relevant infrastructure projects (see Table 8), which generated substantial benefits such as enhanced access to water, reduction in waterlogging, and improved drainage among others (see findings – impact). Like the comments made under Output 3, NUPRP's multi-layered and comprehensive approach combines access to funds, capacity building and training, involvement of local communities in identifying and prioritising needs and policy advocacy with government agencies, which underlies the positive infrastructure effects.

7.3 Vision and Recommendations

Vision: Bangladesh has a development vision that aspires to reach the status of a high-income country by 2041. Before that, the country intends to achieve the SDG goals by 2030 and attain the status of a middle-income country by 2031. Attaining this vision necessitates many changes, including a structural transformation in economic sectors (broadly industry, agriculture and services) and sub-sectors accompanied by attainment of high human development (increase in longevity, knowledge, and real income). The task is daunting. One of the most critical areas of concern is to address urbanisation without industrialisation, unlike the classical case of urbanisation with industrialisation in the West. Challenges include addressing rising urban poverty in absolute and relative terms, climate-induced urban poverty and resilience, and multifaceted gender issues.

While there is a growing body of knowledge on urbanisation and urban poverty, insights garnered from NUPRP's experience support the following context-specific recommendations to address these complex issues:

Recommendation 1: The NUPRP model, which is based on multi-layered engagement and policy advocacy with government bodies, community mobilisation through CBOs, leveraging existing Government and community structures, the use of relevant technical tools for targeting beneficiaries at both the individual and the collective level has translated into substantial, verifiable benefits with a high benefit-cost ratio (please see paragraphs 6.3.2.2, 6.3.2.9, 6.3.3.5, 6.4.1.2, and 6.2.3.7). **Based on the findings and lessons learned, the GoB and development partners should consider scaling up NUPRP.**

To scale up the NUPRP model, the overall responsibility of policy decisions should lie with the Cabinet Division. If scaling up is envisaged, it will require all-round effort from several entities. Policy advocacy efforts may be coordinated by UNDP (given its experience with UPPR and NUPRP) and include relevant civil society organisations. One of the relevant implementing entities is the Ministry of Planning (MoP)-Planning Commission and External Resources Division (ERD), which in its upcoming 9th Five-Year Plan (July 2025-June 2030) assigns high priority to addressing urban poverty reduction aimed at reaching the status of an upper-middle-income country by 2031. Other implementing/engaged entities could be the Ministry of Finance (MoF), Ministry of Local Government, Rural Development and Cooperatives (MoLGRD&C) - specifically the Local Government Division (LGD), Ministry of Housing and Public Works (MoH&PW), Ministry of Land (MoL), Ministry of Social Welfare (MoSW), Ministry of Environment, Forest and Climate Change (MoEF&CC), international development partners (e.g., UNDP, FCDO), national development actors (Civil Society including NGOs and CBOs), and Urban Local Government (ULG)-City Corporation and Municipality (CC&M) entities.

Recommendation 2: NUPRP engaged in building partnerships at multiple levels of Government and between government organisations and community organisations. This engagement led to a shared understanding of pro-poor urban development and undergirded the substantial socio-economic benefits observed at the individual and community levels, including allocating additional municipal resources for pro-poor urban development and the effective use of various grants (please see paragraphs 6.3.2.3, 6.3.2.4, 6.3.2.6, 6.4.1.4, 6.4.1.7 to 6.4.1.16, and Table 3). The upshot of this is that, although admittedly complex, the results of this evaluation support multi-pronged integrated interventions as opposed to single interventions. Specifically, to sustain the effects of the intervention, continued policy advocacy at multiple levels, strengthening community involvement through training and capacity-building, empowering local organisations in decision-making, and direct support through various grants to support socio-economic outcomes (income, food security, safety of women, prevent early marriage) is needed. **The NUPRP model offers a successful inclusive pro-poor urban development model, deploying multiple types of interventions.**

The most relevant implementing entities (to implement the above recommendation) include the Local Government Division (LGD) under MoLGRD&C, which should continue policy advocacy and integrate pro-poor urban development into local policies, while ULG entities (City Corporations and Municipalities) should allocate resources and involve local organisations in decision-making. The Ministry of Planning's Planning Commission

can ensure these interventions are reflected in national plans, and the Ministry of Women and Children Affairs (MoWCA) can prioritise gender-specific outcomes like women's safety and preventing early marriage. UNDP and other international development partners (e.g., FCDO) can provide ongoing capacity building and technical assistance, while NGOs and CSOs can facilitate community mobilisation, advocate for pro-poor policies, and support local organisations through training and monitoring. This collaborative approach will ensure sustained socio-economic benefits for urban poor communities.

Recommendation 3: A perennial concern of development interventions is appropriately identifying beneficiaries and vulnerable areas. One of the technical strengths of the NUPRP has been the successful deployment of tools such as the Multidimensional Poverty Index (MPI), Participatory Poverty Mapping (PPM), Climate Change Vulnerability Assessments (CCVA), and Mahallah and Resource Mapping (please see paragraphs 6.1.4.5, 6.2.1.3, 6.2.4.2, 6.3.3.9, 6.3.2.13, 6.1.1.5, 6.2.5.2). **These tools have been effective in identifying poverty and climate-vulnerable groups and areas, and their continued use in projects such as NUPRP and, more generally, while rolling out development interventions is recommended.**

Relevant implementing entities (to implement the above recommendation) include the Ministry of Planning's Planning Commission, the Bangladesh Bureau of Statistics (BBS) and LGD under MoLGRD&C to integrate these tools into national and local planning frameworks. Urban Local Government entities (City Corporations and Municipalities) should apply these tools at the local level, while the Ministry of Environment, Forest and Climate Change (MoEF&CC) can ensure climate resilience is central to urban planning. UNDP and other international partners (i.e., FCDO) can provide technical support. NGOs/CSOs can facilitate community mobilisation and advocacy to empower vulnerable groups and influence policy decisions effectively.

Recommendation 4: Targeting efficiency in terms of individuals and areas and identifying relevant infrastructure projects is not just an outcome of applying technical tools. It results from productive interactions between the use of technical tools and engaging with the community (please see paragraphs 6.1.2.4, 6.2.4.1, 6.2.4.2, 6.2.4.5, 6.6.1.2). **This engagement should be supported and relying only on technical tools or only on participatory approaches to identify intervention beneficiaries, and areas should be eschewed.**

Implementing entities (to implement the above recommendation) should include the Local Government Division (LGD) under MoLGRD&C and Urban Local Government entities (City Corporations and Municipalities), which can lead the integration of data-driven approaches with community insights at the local level. The Ministry of Planning's Planning Commission should establish guidelines ensuring a balanced approach to programme/project design, and the Ministry of Social Welfare can engage through providing vocational training to targeted youth and women. In contrast, the UNDP and other international development partners can provide technical assistance and funding. NGOs and CSOs should facilitate participatory processes, ensuring community knowledge is effectively integrated into planning and decision-making, resulting in more accurate identification of beneficiaries and infrastructure projects.

Recommendation 5: A bane of infrastructure-related development projects is their lack of maintenance and sustainability. Through its women-led, women-centred efforts at strengthening CBO and the participation of women leaders and persons with disabilities in the development of CAP, the NUPRP has successfully identified and built relevant climate-resilient inclusive infrastructure. Through its community procurement approach, which directly engages the community in building infrastructure, NUPRP projects have been constructed in a cost-efficient manner (please see paragraphs 6.2.3.8, 6.3.2.6, 6.3.2.14, 6.3.2.21, 6.3.3.3, 6.4.1.4, 6.4.1.5, 6.4.1.21, 6.4.1.22). **The involvement of inclusive community organisations in selecting and prioritising infrastructure projects and development projects and their participation in construction bodes well for the sustainability of such projects. These relatively innovative elements of NUPRP underlie the recommendation that such design features need to be preserved in current or future editions of similar development projects.**

For this recommendation, the most relevant implementing entity is the Local Government Division (LGD) under MoLGRD&C and ULG entities (City Corporations and Municipalities) to institutionalise community procurement and women-led, inclusive approaches in project planning, execution, and maintenance. The infrastructure development should be integrated into the City/Paurashava Master Plan. The Ministry of Planning's Planning Commission should formalise these practices in national guidelines, while the Ministry of Women and Children Affairs (MoWCA) can ensure gender and inclusivity remain central. Engaging MoDM&R can ensure that urban infrastructure development aligns with national disaster management policies and contributes to creating safer,

more resilient urban environments. UNDP and other international development partners can provide technical assistance, capacity building, and funding support, while NGOs and CSOs facilitate community engagement and monitor project sustainability.

Recommendation 6: NUPRP has been relatively less successful in meeting its objectives regarding access to housing and tenure security. Budgets allocated for this Output were not fully utilised when information was gathered for this evaluation. Furthermore, support from concerned government agencies was limited as there had been limited engagement with the MoH&PW, NHA, and Ministry of Land (MoL) (please see paragraphs 6.1.2.1, 6.2.1.1, 6.2.2.2, 6.3.2.5, 6.3.2.19, 6.3.2.20, 6.3.3.7, 6.4.1.19, 6.5.1.1, 6.5.1.5, 6.5.1.20). **If NUPRP and similar programmes are to reach their goals of enabling access to low-cost housing and supporting tenure security, then such engagement is necessary and recommended.** Nevertheless, NUPRP successfully piloted environment-friendly, low-cost housing (e.g., ferrocement and hollow bricks) in four towns, and housing finance was made available from three CHDFs. **The pilot is a good model for GoB and development partners actively providing low-cost housing for poor urban communities.**

The most relevant implementing entities related to the above recommendation are the Ministry of Housing and Public Works (MoH&PW) and the National Housing Authority (NHA). These entities should lead and mainstream these initiatives into national policies. Engagement of the Ministry of Land (MoL) is critical for urban land reform, which is critical in ensuring land tenure security through **developing a land tenure action plan**. The LGD under MoLGRD&C with ULG-CCM entities should coordinate locally to meet community needs, including implementing the land tenure action plan. UNDP and other international partners (e.g., FCDO) can provide technical support, funding, and capacity building, while NGOs and CSOs mobilise communities, advocate for tenure security, and support implementation. BIP can contribute through research, policy analysis, and capacity-building programs, while HBRI can develop and promote sustainable building materials and innovative construction techniques.

Overall, the NUPRP experience shows that a well-knitted integrated programme has the potential to address several dimensions of urban poverty and marginalisation sustainably.

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Annexe 12: Evaluation Team
Annexe 13: Pledge of Ethical Conduct in Evaluation of the United Nations System

[1] This is the entity that has overall responsibility for implementation of the project (award), effective use of resources and delivery of Outputs in the signed project document and workplan.

[2] 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.

[3] Urban Governance and Planning (Output 1): Providing technical support to municipal governments and community organisations to ensure inclusive, evidence-based planning and improved governance. Citizen Participation and Community Mobilisation (Output 2): Mobilising urban poor communities to understand and address urban poverty, voice their demands, and hold local government accountable. Economic Development and Livelihoods (Output 3): Offering grants to improve skills, establish enterprises, and enhance educational opportunities to improve economic and social well-being. Housing and Land Tenure (Output 4): Improving land tenure security and access to housing finance for progressive, climate-resilient home improvements. Infrastructure and Basic Services/Climate Resilient Infrastructure (Output 5): Reducing vulnerabilities of urban poor settlements to climate hazards through targeted infrastructure projects that improve connectivity and access to city networks.

[4] The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.

[5] The extent to which the intervention achieved or is expected to achieve, its objectives and its results, including any differential results across groups.

[6] The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended higher-level effects.

[7] The extent to which the net benefits of the intervention continue or are likely to continue.

[8] Human Rights, Gender Equality and Leaving No One Behind (LNOB).

[9] General Economics Division (March 2020). Perspective Plan of Bangladesh 2010-2021. Dhaka: Planning Commission, Ministry of Planning, Government of Bangladesh. Retrieved from https://plancomm.gov.bd/sites/default/files/files/plancomm.portal.gov.bd/files/10509d1f_aa05_4f93_9215_f81fcd233167/2020-08-31-16-08-8f1650eb12f9c273466583c165a315a4.pdf (accessed on 12 June 2024).

[10] Chandpur Paurashava, Chattogram City Corporation (CCC), Cox's Bazar Paurashava, Cumilla City Corporation (CuCC), Dhaka North City Corporation (DNCC), Dhaka South City Corporation (DSCC), Faridpur Paurashava, Gazipur City Corporation (GCC), Gopalganj Paurashava, Khulna City Corporation (KCC), Kushtia Paurashava, Mymensingh City Corporation (MCC), Narayanganj City Corporation (NCC), Noakhali Paurashava, Rajshahi City Corporation (RCC), Rangpur City Corporation (RgCC), Syedpur Paurashava, and Sylhet City Corporation (SCC).

[11] LIUPCP (2022). About Us. Retrieved from https://urbanpovertybd.org/about/ (accessed on 12 June 2024).

[12] NUPRP (2020). National Urban Poverty Reduction Programme (NUPRP) Bi-Annual Report 2020. Retrieved from https://info.undp.org/docs/pdc/Documents/BGD/NUPRP%20DFID%20Biannual%20Report%20Apr-Sep%202020.pdf (accessed on 20 June 2024).

[13] NUPRP (2020). National Urban Poverty Reduction Programme (NUPRP) Bi-Annual Report 2020. Retrieved from https://info.undp.org/docs/pdc/Documents/BGD/NUPRP%20DFID%20Biannual%20Report%20Apr-Sep%202020.pdf (accessed on 20 June 2024).

[14] Phase 1 (from September 2018): Dhaka North City Corporation, Narayanganj City Corporation, Chattogram City Corporation, Khulna City Corporation, Sylhet City Corporation, Mymensingh City Corporation, Chandpur Paurashava; Phase 2 (from April 2019): Kushtia Paurashava, Faridpur Paurashava, and Patuakhali Paurashava; Phase 3 (from November 2019): Dhaka South City Corporation, Gazipur City Corporation, Rajshahi City Corporation, Rangpur City Corporation, Cumilla City Corporation, Noakhali Paurashava, Saidpur Paurashava, Cox's Bazar Paurashava and Gopalganj Paurashava.

[15] UNEG, 'Ethical Guidelines for Evaluation', June 2020. Available at http://www.uneval.org/document/detail/2866.

[16] Retrieved from: sida662353en-sidas-work-for-gender-equality.pdf.

[17] KIIs with municipal officials (elected and appointed), planners, architects and academicians under the endline evaluation; review of Results and Resource Framework, Updated Logical Framework (2024), Annual Outcome Monitoring (AOM) Reports (2020, 2021, 2022), In-Depth Monitoring Report (2022), Mid-Term Evaluation Report (2022).

[18] Citywide CDCs Training Strategy, IDI with CBO leaders, Consultations with NUPRP officials.

[19] NUPRP (2017). Project Document. Retrieved from https://info.undp.org/docs/pdc/Documents/BGD/NUPRP%20Approved%20Project%20Document.pdf (accessed on 15 June 2024).

[20] Displacement Solutions (2012). Climate Displacement in Bangladesh | The Need for Urgent Housing, Land and Property (HLP) Rights Solutions. https://unfccc.int/files/adaptation/groups_committees/loss_and_damage_executive_committee/application/pdf/ds_bangladesh_report.pdf (accessed on 20 June 2024).

[21] NUPRP (2017). Project Document. Retrieved from https://info.undp.org/docs/pdc/Documents/BGD/NUPRP%20Approved%20Project%20Document.pdf (accessed on 15 June 2024).

[22] World Bank data. Retrieved from: https://data.worldbank.org/indicator/SP.URB.GROW?locations=BD&most_recent_year_desc=true (accessed on 15 August 2024.

[23] The 13 different projects are associated with different NUPRP Outcomes. Outcome 1: Policy influencing, building capacity of Local Government; Outcome 2: Mahalla and urban poor settlement mapping, Training/awareness, Community Mobilisation, Outcome 3: SEF Grants (Education to reduce drop out, Education to prevent early marriage, Business, Skill development), Saving and Credit Group, Nutrition, Violence Against Women and Girls, Outcome 4: Housing loans (CHDF), Land tenure security, and Outcome 5: Community infrastructure (SIF), Larger infrastructure (CRMIF)

[24] Nationwide Climate Vulnerability Assessment in Bangladesh (2018). Source: https://moef.portal.gov.bd/sites/default/files/files/moef.portal.gov.bd/notices/d31d60fd_df55_4d75_bc22_1b0142fd9d3f/Draft%20NCVA.pdf (accessed on 16 August 2024).

[25] GED Knowledge Portal, MANAGING THE URBAN TRANSITION IN A RAPIDLY GROWING AND TRANSFORMATIONAL ECONOMY. Source: https://gedkp.gov.bd/wp-content/uploads/2021/02/14.-Managing-the-Urban-Transition-in-a-Rapidly-Growing-and-Transformation-Economy-August-2017-v1.docx?post_id=532 (accessed on 15 August 2024).

[26] UNDP (2017). Project Document. Retrieved from https://info.undp.org/docs/pdc/Documents/BGD/Signed_Prodoc_NUPRP_1.pdf (accessed on 20 June 2024).

[27] General Economics Division (March 2020). Perspective Plan of Bangladesh 2010-2021. Dhaka: Planning Commission, Ministry of Planning, Government of Bangladesh. Retrieved from https://plancomm.gov.bd/sites/default/files/files/plancomm.portal.gov.bd/files/10509d1f_aa05_4f93_9215_f81fcd233167/2020-08-31-16-08-8f1650eb12f9c273466583c165a315a4.pdf (accessed on 12 June 2024).

[28] General Economic Division (2020). 8th Five Year Plan July 2020- June 2025. Retrieved from https://plancomm.gov.bd/sites/default/files/files/plancomm.portal.gov.bd/files/68e32f08_13b8_4192_ab9b_abd5a0a62a33/2021-02-03-17-04-ec95e78e452a813808a483b3b22e14a1.pdf (accessed on 15June 2024).

[29] The programme's interventions significantly contributed to key targets of the NSDS, including improving access to clean water, enhancing sanitation and waste management in slums and low-income settlements, and constructing shelter homes for the poor.

[30] NUPRP's alignment with the BPP agenda facilitated critical improvements in WASH (Water, Sanitation, and Hygiene) services, including piped water, modern sanitation facilities, drainage, and sewerage systems.

[31] United Nations Development Group (2017). United Nations Development Assistance Framework Guidance. Retrieved from https://unsdg.un.org/sites/default/files/2017-UNDAF_Guidance_01-May-2017.pdf (accessed on 15 June 2024).

[32] UN (2021). Country Programme Document for Bangladesh (2017-2020). Retrieved from https://www.flipsnack.com/77777E5569B/country-programme-document-for-bangladesh-2022-2026/full-view.html (accessed on 15 June 2024).

[33] UNDP (2021). United Nations Development Programme Strategic Plan 2022-2025. Retrieved from https://www.undp.org/sites/g/files/zskgke326/files/2021-09/UNDP-Strategic-Plan-2022-2025_1.pdf.

[34] Five UNSDCF 2022-2026 priorities 1) Inclusive and Sustainable Economic Development, 2) Equitable Human Development and Well-being, 3) Sustainable, Healthy, and Resilient Environment, 4) Transformative, Participatory, and Inclusive Governance, and 5) Gender Equality and Eliminating Gender-Based Violence.

[35] UN (2016). Country Programme Document for Bangladesh (2022-2026). Retrieved from https://digitallibrary.un.org/record/836580?v=pdf (accessed on 15 June 2024).

[36] UN (2021). Country Programme Document for Bangladesh (2017-2020). Retrieved from https://www.flipsnack.com/77777E5569B/country-programme-document-for-bangladesh-2022-2026/full-view.html (accessed on 15 June 2024).

[37] UNDP (2017). Project Document. Retrieved from https://info.undp.org/docs/pdc/Documents/BGD/Signed_Prodoc_NUPRP_1.pdf (accessed on 20 June 2024).

[38] The programme's investment areas for emergency responses were - Communication and outreach; establishing hand-washing facilities and hygienic packages; strengthening the coordination function; food assistance; sensitisation and capacity building of health officials; data, research, and third-party monitoring and operations.

[39] NUPRP's ongoing efforts and programmatic interventions to achieve the Outputs and Outcomes had started to become visible; an unanticipated pandemic changed the scenario drastically. The ongoing means and methods of interventions have been severely disrupted and became dysfunctional.
The report is available at: https://urbanpovertybd.org/wp-content/uploads/2023/10/Final_Socio-Economic-Assessment-of-COVID-19-under-LIUPCP_NUPRP_HDRC_24.12.2020.pdf

[40] Barkat, A. et. al. (2020). Socio-Economic Assessment of COVID-19 under the National Urban Poverty Reduction Programme. Retrieved from https://urbanpovertybd.org/wp-content/uploads/2023/10/Final_Socio-Economic-Assessment-of-COVID-19-under-LIUPCP_NUPRP_HDRC_24.12.2020.pdf (accessed on 20 June 2024).

[41] In-depth Monitoring Report (2022), Mid-Term Evaluation Report (2022) and AOM Reports (2020, 2021 and 2022).

[42] UNDP (2017). Project Document. Retrieved from https://info.undp.org/docs/pdc/Documents/BGD/Signed_Prodoc_NUPRP_1.pdf (accessed on 20 June 2024).

[43] Consultations with national and town officials of NUPRP, KIIs with Municipal Officials along with In-Depth Monitoring Report (2022), Mid-Term Evaluation Report (2022), and AOM Reports (2020, 2021 and 2022).

[44] NUPRP (2019). National Urban Poverty Reduction Programme (NUPRP) Six-Month Progress Report (October 2018 – March 2019). Retrieved from https://info.undp.org/docs/pdc/Documents/BGD/NUPRP%20Six-Month%20Progress%20Report%20%28October%202018%20to%20March%202019%29.pdf (accessed on 20 June 2024).

[45] In the absence of annualized cost data by programme Output and their subcomponents, the evaluation does not provide a Benefit-Cost-Ratio (BCR) analysis for each of the interventions.

[46] Data received from NUPRP's financial expert.

[47] The operational cost for the Char Livelihood Programme was 38% while for Challenging the Frontiers of Poverty Reduction it was 62%. Source: Value for Money Strategy of NUPRP.

[48] community participation and mobilisation (Output 2) required 86.5% operational costs. In the case of Output 3 (enhancing economic development and livelihood) direct investment accounted for 64.4% of the budget and in the case of housing and land tenure (Output 4) and infrastructure development activities (Output 5) the share of direct investment was 81.1% and 81.3% respectively.

[49] Annexe 3, which provides a detailed economic appraisal of the business case for NUPRP, assumes that £60m investment would accrue £225m in benefits.

[50] NUPRP (2019). National Urban Poverty Reduction Programme (NUPRP) Bi-Annual Report 2019. Retrieved from https://info.undp.org/docs/pdc/Documents/BGD/NUPRP%20DFID%20Biannual%20Report%20Apr-Sept%202019.pdf (accessed on 20 June 2024).

[51] NUPRP (2020). National Urban Poverty Reduction Programme (NUPRP) Bi-Annual Report 2020. Retrieved from https://info.undp.org/docs/pdc/Documents/BGD/NUPRP%20DFID%20Biannual%20Report%20Apr-Sep%202020.pdf (accessed on 20 June 2024).

[52] NUPRP (2019). National Urban Poverty Reduction Programme (NUPRP) Six-Month Progress Report (October 2018 – March 2019). Retrieved from https://info.undp.org/docs/pdc/Documents/BGD/NUPRP%20Six-Month%20Progress%20Report%20%28October%202018%20to%20March%202019%29.pdf (accessed on 20 June 2024)

[53] Annual Outcome Monitoring of National Urban Poverty Reduction Programme 2022.

[54] NUPRP (2017). National Urban Poverty Reduction Programme (NUPRP) Six-Month Progress Report (April-September 2017). Retrieved from https://info.undp.org/docs/pdc/Documents/BGD/NUPRP%20Six-Month%20Progress%20Report%20%28April%20to%20Sept%202017%29.pdf (accessed on 20 June 2024).

[55] NUPRP (2020). National Urban Poverty Reduction Programme (NUPRP) Bi-Annual Report 2020. Retrieved from https://info.undp.org/docs/pdc/Documents/BGD/NUPRP%20DFID%20Biannual%20Report%20Apr-Sep%202020.pdf.

[56] NUPRP (2019). National Urban Poverty Reduction Programme (NUPRP) Bi-Annual Report 2019. Retrieved from https://info.undp.org/docs/pdc/Documents/BGD/NUPRP%20DFID%20Biannual%20Report%20Apr-Sept%202019.pdf (accessed on 20 June 2024).

[57] ibid.

[58] KII with NUPRP officials (towns level and Dhaka).

[59] NUPRP Bi-Annual Reports. Retrieved from: https://www.undp.org/bangladesh/projects/livelihoods-improvement-urban-poor-communities-project (accessed on 20 June 2024).

[60] KII with NUPRP official in Dhaka.
[61] NUPRP (2019). National Urban Poverty Reduction Programme (NUPRP) Six-Month Progress Report October 2018-March 2019). Retrieved from https://info.undp.org/docs/pdc/Documents/BGD/NUPRP%20Six-Month%20Progress%20Report%20%28October%202018%20to%20March%202019%29.pdf (accessed on 20 June 2024).
[62] UNDP (n.d.). Project Brief: National Urban Poverty Reduction Programme (NUPRP). Retrieved from https://urbanpovertybd.org/wp-content/uploads/2023/10/PROJECT-BRIEF-LIUPCP_NUPRP-fnl.pdf (accessed on 20 June 2024).
[63] IDIs with CBO Leaders (CDCs, CDC Clusters and Town Federation).
[64] IDIs with CBO Leaders (CDCs, CDC Clusters and Town Federation), KIIs with Municipal Officials, and Consultations with NUPRP town officials.
[65] FGDs with business and skill development grant beneficiaries.
[66] National Urban Poverty Reduction Programme (NUPRP) Bi-Annual Progress Reports (2019, 2020, 2021, 2022, 2023, and 2024).
[67] Patuakhali, Chattogram, Noakhali, Gopalganj, Chandpur, Faridpur, Patuakhali, Kushtia, Rangpur, and Chandpur.
[68] The low-cost housing design includes a clean environment, WASH and utility services for each house, cooking arrangements, a central pond, space for vegetation, space for children, public gathering sheds, and space for a shop and bazaar or hut.
Source: Inception report of Proposed low-income settlement site in Chandpur Paurashava and observations during endline survey fieldwork.
[69] IDIs with CBO Leaders (CDCs, CDC Clusters and Town Federation), Consultations with NUPRP Town Officials.
[70] FGDs with non-grant beneficiaries, IDIs with CBO Leaders (CDCs, CDC Clusters and Town Federation), and Consultations with NUPRP Town Officials.
[71] IDIs with CBO Leaders (CDCs, CDC Clusters and Town Federation), Consultations with NUPRP Town Officials.
[72] Infrastructures Observations, IDIs with CBO Leaders (CDCs, CDC Clusters and Town Federation), KIIs with Municipal Officials, and Consultations with NUPRP Town Officials.
[73] IDIs with CBO Leaders (CDCs, CDC Clusters and Town Federation), Consultations with NUPRP Town Officials.
[74] "The NUPRP will develop a genuinely national approach to urban poverty reduction.", Project document of NUPRP, pp 6
[75] The seven stages of progress assessment for Outcome 1.2:
Stage 1- Partnership TOR developed and MoU signed with MAB.
Stage 2- Lessons learned on COVID-19 impact by the MAB members documented (through webinar series) for policy advocacy
Stage 3- Capacity Assessment of MAB undertaken and areas identified for institutional strengthening and advocacy.
Stage 4- Consultations (at least 2) with MAB affiliated municipalities organized to advocate on the best practices in Municipal Reform and inclusive urban development.
Stage 5: Regional Urban Forum (at least two) organised and institutional development plan of BUF developed.
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.
Stage 7: Policy advocacy initiated for adoption of Inclusive Urban Development Guideline by the GoB/LGD
[76] Municipality-level advocacy is successful since it is associated with the national poverty reduction and malnutrition agenda.
[77] Increased community participation improved satisfaction.
[78] The Scale for measuring the Level of Satisfaction on the services received was: Highly satisfactory=1, Somewhat satisfactory=2 Not Satisfactory=3.
The range of Urban Local Government Services include - 1) Birth Registration Certificate, 2) Death Registration Certificate, 3) Warishan Certificate (Inheritance), 4) Citizen and Character Certificate, 5) Trade License, 6) Paying House Tax/Rent/Holding Tax
[79] Active engagement of municipal offices and engaged agencies promotes innovative design, costed design, community co-sharing, and labour engagement from the community.
[80] The Progress against the Outcome Indicator 2.3 was measured against 3 Stages:
Stage 1 - Task Force established in each Targeted City/Town and ToR developed
Stage 2 - Matching Funds contributed by the Municipalities under CMRIF as part of the Annual Workplan
Stage 3 - SIF/CMRIF Plan integrated into the Municipal Infrastructure Annual Workplan
[81] The Progress against the Outcome Indicator 2.3 was measured against 3 Stages:
Stage 1 - Task Force established in each Targeted City/Town and ToR developed
Stage 2 - Matching Funds contributed by the Municipalities under CMRIF as part of the Annual Workplan
Stage 3 - SIF/CMRIF Plan integrated into the Municipal Infrastructure Annual Workplan
[82] The Progress against the Outcome Indicator 2.4 was measured against 3 Stages:
Stage 1: Multisectoral Nutritional Coordination Committee established and ToRs developed
Stage 2: Multisectoral Nutrional Plans developed and implemented
Stage 3: Multisectoral Nutritional Plans costed and integrated within Municipal Corporation Annual Workplan
[83] All targeted towns have developed a strategy, but implementation has not started in full force.
[84] The assessment method and tools for DCD, CDC cluster, and Town Federation assessment is available in Annexe 7.
[85] TFs are actively advocating for pro-poor urban planning and budgeting. The community leaders expect TFs to advocate their demands to municipal administrations, while Municipal Offices seek TFs' help in mobilising communities to support city/town governance action plans.

[86] Support in both cash and kind and counselling improved consumption behaviour and balanced consumption.
The group discussants at the community mentioned that the contents of food packages were consumed at the HH. However, the beneficiaries may not have been the only consumers of the food items at the HH.
[87] The Progress against the Output Indicator 4.2 was measured against 3 Stages:
Stage 1 - CHDF Strategy developed
Stage 2 - CHDF Committees formed
Stage 3 - CHDF registered as legal entities
[88] The Progress against the Output Indicator 4.2 was measured against 3 Stages:
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
[89] Evidence of results achieved was tracked from a review of the updated logframe 2024, AOM Reports (2020, 2021, 2022), FCDO's (former DFID) Annual Performance Review (2019, 2020, 2021, 2022, 2023, 2024), In-Depth Monitoring Report (June 2022), Mid-Term Evaluation Report (September 2022) and the Endline Evaluation (2024) findings.
[90] National Urban Poverty Reduction Programme (NUPRP) Bi-Annual Progress Report 2023.
[91] IDIs with CBO Leaders (CDCs, CDC Clusters and Town Federation), Consultations with NUPRP Town Officials.
[92] IDIs with CBO Leaders (CDCs, CDC Clusters and Town Federation), Consultations with NUPRP Town Officials.
[93] IDIs with CBO Leaders (CDCs, CDC Clusters and Town Federation) and The Evaluation Team Observations.
[94] KIIs with LGI officials and town officials.
[95] Annual Outcome Monitoring (AOM) of the National Urban Poverty Reduction Programme (NUPRP) 2022.
[96] Ibid.
[97] Functionality Assessment Criteria: Disaster Management Committee/Town Level Coordination Committee/Ward Committee exists; ii) The structure of the committee followed; iii) The committee complied with the Terms of Reference (ToR); iv) Has helped the federation in developing partnerships, e.g., with GO, NGO and private sector; v) Involved/Participates on the Town Level Coordination Committee (if it exists); vi) Has representation from the community; vii) Has regular meetings/workshops and maintains minutes/reports; viii) Contributes to the CC/Paurashava comprehensive policy paper preparation and its Implementation; ix) Reflection of activities/suggestions in the town plan; and x) Maintains communications with key local government officials, e.g., Secretary, Engineer, Slum Development Officer, Town Planner etc., in addition to attending committee meetings.
[98] Fully Effective: Obtained a score of 75 or higher out of 100 in the CBO Assessment (CDC, CDC Cluster and TF). Please see the Annual Outcome Monitoring of the National Urban Poverty Reduction Programme Report for details on the assessment criteria. Moderately effective: Obtained a score between 50-74 out of 100 in the CBO Assessment (CDC, CDC Cluster and TF). Please see the Annual Outcome Monitoring of the National Urban Poverty Reduction Programme Report for details on the assessment criteria.
[99] Updated NUPRP Logical Framework 2024.
[100] KIIs with Municipal Officials, Consultations with NUPRP Town Officials.
[101] IDIs with CBO Leaders (Town Federation), Consultations with NUPRP Town Officials.
[102] IDIs with CBO Leaders (CDCs, CDC Clusters and Town Federation), Consultations with NUPRP Town Officials.
[103] Summarised from CDC's Reports on Savings & Credit.
[104] IDIs with CBO Leaders (Town Federation), Consultations with NUPRP Town Officials.
[105] FGDs with grant beneficiaries.
[106] FGDs with business and skill-development grant beneficiaries, Consultations with NUPRP Town Officials.
[107] IDIs with three CHDF officials (CBO Leaders), KIIs with officials of Chattogram City Corporation, Rajshahi City Corporation, and Narayanganj City Corporation. In addition, Updated Logical Framework 2024, Bi-Annual Progress Reports of the National Urban Poverty Reduction Programme (2023,2024).
[108] IDIs with three CHDF officials (CBO Leaders), KIIs with officials of Chattogram City Corporation, Rajshahi City Corporation, Narayanganj City Corporation, and Consultations with NUPRP Town Officials.
[109] Updated Logical Framework 2024.
[110] IDIs with CBO Leaders (CDCs, CDC Clusters and Town Federation), Consultations with NUPRP National and Town Officials. In addition, Updated Logical Framework 2024, Bi-Annual Progress Reports of the National Urban Poverty Reduction Programme (2023, 2024).
[111] ibid.
[112] ibid.
[113] ibid.
[114] Bi-Annual Progress Reports of National Urban Poverty Reduction Programme (NUPRP); KIIs with relevant stakeholders.
[115] IDIs with CBO Leaders (CDCs, CDC Clusters and Town Federation); Consultations with NUPRP Town Officials; KIIs with Municipal officials from 19 NUPRP Towns.
[116] The Eighth Five-Year Plan (8FYP) urban chapter was dropped in agreement with FCDO in 2022 (Outcome Indicator 1.1). Activities related to BUF have been dropped in 2022 in agreement with FCDO (Outcome Indicator 1.2)
[116] Consultations with NUPRP National and Town Officials.
[117] Consultations with NUPRP National and Town Officials.
[118] Municipal Budget Documents of 19 NUPRP Town.

[119] IDIs with CBO Leaders (CDCs, CDC Clusters and Town Federation), KIIs with Municipal Officials and Consultations with NUPRP Town Officials.

[120] Annual Outcome Monitoring 2020, 2021, and 2022.

[121] Consultations with NUPRP National and Town Officials and KIIs with Municipal Officials.

[122] Detailed tables are available in Annexe 8 and additional description is available in impact on NUPRP (section 6.4 of the report).

[123] IDIs with CBO Leaders (CDCs, CDC Clusters and Town Federation), KIIs with Municipal Officials and Consultations with NUPRP Town Officials.

[124] There are marginalised people in the cities and towns living in low-income settlements with minimum access to utility and WASH services, and they are typically poor. The towns and cities usually do not have any line item dedicated to improving the livelihood of such poor residents. The NUPRP initiatives led to the addition of a line item in the town budget dedicated to supporting such poor urban residents.

[125] The net impacts or changes over time and their significance (p-values) are derived from difference-in-difference analysis.

[126] However, for HHs living on less than USD 1.9 per capita per day, the poverty decrease reveals a significant ($p<0.01$) net impact of 30.8% (please see Table 4 in Annexe 8 for details).

[127] KIIs with representatives of HBRI, BIP and BUET. Consultations with National-level NUPRP Officials.

[128] The Evaluation Team Observations. Consultations with NUPRP Town Officials.

[129] The Endline Evaluation Team Observations, KIIs with Municipal Officials.

[130] Consultations with NUPRP Town Officials (Chattogram, Narayanganj and Rajshahi).

[131] NUPRP inception report (2016) specifies the nutrition beneficiaries as, pregnant and lactating women and children up to 24 months.

[132] Out of 179 beneficiary women FGD participants, around 87% agreed that their mobility and movement security had improved.

ENDLINE EVALUATION REPORT

NATIONAL URBAN POVERTY REDUCTION PROGRAMME

ANNEXES







AUGUST 2024

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Annexe 1:
Terms of Reference (ToR)

Terms of Reference

Endline Evaluation of National Urban Poverty Reduction Programme

AGENCY/PROJECT NAME:	**National Urban Poverty Reduction Programme (NUPRP)**
DURATION:	**52 days**
	(March – June 2024)
COUNTRY OF ASSIGNMENT:	**Bangladesh**
Type of Contract:	**Firm**

1. Background and Context

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 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. NUPRP intends to contribute to more effective inclusive urbanization in Bangladesh. Recognizing the complexity of inclusive and climate smart urban development, the expected outcomes of the programme relate to different levels of intervention: national, municipal, and the community.

At the national level outcome, the programme aims to ensure that the Government of Bangladesh (GoB) and actors working in the urban space are more coordinated and strategic in their approach to inclusive and climate smart urban development.

At the municipal level outcome, the programme aims to help municipal authorities more effectively manage inclusive and climate smart urban development. In order to achieve this, the programme works towards a number of intermediate outcomes:

- Increased resources available at the municipal level for inclusive, climate smart urban development;
- More effective deployment of these resources;
- Greater accountability of municipal authorities to the urban poor.

At the community level outcome, the programme aims to ensure that urban poor communities are more resilient and empowered to articulate and demand their needs. In order to achieve this, the programme works towards a number of intermediate outcomes:

- Urban poor are mobilized and better able to hold municipal authorities to account;
- Improved security of housing and infrastructure in urban settlements;
- Improved well-being, security and safety of the urban poor.

This programme contributes to ensuring a sustainable improvement in the livelihoods and living conditions of poor people living in urban slums/informal settlements in the following five Outputs:

1) Improved coordination, planning and management in program towns and cities;
2) Enhanced organisation, capability and effective voice of poor urban communities;
3) Improved well-being in poor urban slums particularly for women and girls;
4) More secure land tenure and housing in programme towns and cities; and
5) Improved resilient infrastructure in low-income settlements

The five interrelated components of NUPRP will contribute in 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.

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 a limited timeframe, the NUPRP has demonstrated significant achievements across all programme outputs and operational milestones.

The onset of the COVID-19 pandemic in March 2020 significantly impeded project progress and had a profound impact on the implementation of field-based interventions, resulting in adverse effects on the project beneficiary households and the community at large. To evaluate the impact of COVID-19 on the NUPRP program, a socio-economic impact study was commissioned. Despite the challenges posed by the pandemic, the project successfully realigned its targets to address the immediate crisis of COVID-19. This involved repurposing the 2020 and 2021 Annual Work Plans, especially reallocating sectoral resources and adjusting indicator targets, following extensive consultation with FCDO.

Due to significant time loss caused by the unprecedented COVID-19 pandemic and unanticipated delays in the Development Project Proposal (DPP) approval by the GoB, the project, originally planned for completion by August 2021, received successive no-cost extensions until June 30, 2024. The extension in the final year aims to fulfil critical milestones for a responsible exit, thus optimising value for the investment. As noted in the Project/Outcome Information below, the project start date is recorded by FCDO as Feb 9, 2016. However, field implementation began from August 14, 2018, after the approval of the DPP.

Project	National Urban Poverty Reduction Programme (NUPRP)
Quantum ID	00092722
Corporate outcome and output	CPD Outcome 1: By 2026, more people in Bangladesh, particularly the most vulnerable and marginalized from all gender and social groups and those from lagging districts, benefit from sustainable livelihoods and decent work opportunities resulting from responsible, inclusive, sustainable, green and equitable economic development. CPD Output 1.2: Women and youth, especially those who own cottage, small and medium-sized enterprises, benefit from market-driven skills development, access to financial and non-financial services to adopt appropriate technologies, innovative business models driving to improved productivity, competitiveness, resilience and sustainability of enterprises and jobs. Output 1.3: Policy and regulatory frameworks enabling greater access to and utilization of inclusive, gender-responsive and resilient basic social and protection services are strengthened.

Country	Bangladesh	
Region	RBAP	
Date project document signed	04 January 2017	
Project dates	**Start**	**Planned end**
	14 August 2018[1]	30 June 2024[2]
Total committed budget	USD 69.2 million	
Project expenditure at the time of evaluation	USD 68.3 million	
Funding source	FCDO, GoB and UNDP	
Implementing party[3]	Local Government Division (LGD), Ministry of Local Government, Rural Development & Co-operatives (MoLGRD&C) and UNDP	

2. Evaluation Purpose, Objectives and Scope

Purpose:

The purpose of the end evaluation is to review the overall performance of the programme, assess the extent to which the different interventions have delivered the expected outcome results and why, assess the programme's effectiveness and sustainability after programme closure, and identify lessons from the programme's work on reducing poverty. It will generate knowledge for wider use and serve as a quality assurance tool for both upward and downward accountability. The end evaluation will generate robust evidence on the relevance, efficiency, sustainability, coherence, impact, effectiveness and gender responsive results of the programme in contributing to achieving expected impacts amongst targeted cities and towns and communities. It will also inform UNDP's engagement in discussions of future interventions and potential expansion of the programme with a renewed scope of work.

Objectives of the Assignment

The main objective of the end line evaluation is to undertake a Performance Evaluation and Impact Assessment of the NUPRP as the implementation cycle ends on 30 June 2024. The evaluation will primarily be an independent assessment of the programme against intended outcomes and overall achievements against the Logframe and Results Framework, programme approach, and Theory of Change. Comparisons will be drawn between the baseline survey and the endline survey. The evaluation will document the lessons learnt and provide recommendations for future urban programming.

[1] Due to delay in DPP approval, field implementation of the project intervention started in August, 2018.

[2] The GoB has extended the project until December 2024, while the FCDO has extended the funding until June 30, 2024.

[3] 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.

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

- The progress made towards achieving the expected results since August 2018 against the approved Results and Resource Framework, Logical Framework and its contribution to the UNCSDF/CPD outcomes.
- What changes NUPRP interventions have brought and what changes can be attributed to NUPRP?
- To what extent has the intervention generated significant positive or negative, intended or unintended, high-level effects?
- What are the major factors influencing the achievement or non-achievement of results in NUPRP interventions?
- To what extent did the NUPRP seek to mainstream gender in development efforts, consider disability issues and apply a rights-based approach?
- Assess the value for money of the project to understand the cost-efficiency of the project.
- Has the theory of change been fully implemented, and have any of the key assumptions underlying the theory of change changed? Were the strategies employed by the programme successful? How effectively did the programme adapt over the implementation period?
- What lessons can be drawn from the programme to inform UNDP, Government, and FCDO in future urban development programming?

Scope of Evaluation

The end line 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 Consulting Firm 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 evaluation will assess the socio-economic condition of urban low-income groups and capacity of LGIs regarding inclusive and climate resilient development planning and implementation within the programme's operational area. The end line evaluation covers the implementation of the project from **August 2018** to **June 2024**.

In brief, the end line evaluation will focus on the programme's progress, achievements, challenges, lessons learnt, sustainability and risks in line with the objectives described above.

Utilisation:

- The primary audience of the evaluation will be the Local Government Division, MoLGRD&C for application of lessons leant from the evaluation for future urban programming addressing the needs of urban low-income settlements, other relevant government agencies, and development partners, UNDP Country Office, Democratic Governance cluster. The evaluation will also be used by the FCDO programme team and Research & Evidence Directorate.

- 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.

3. Evaluation criteria and key guiding questions

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

Relevance/Coherence: 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 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 8th Five Year Plan and UN priorities in Bangladesh? ○ To what extent was the design and strategy of the NUPRP aligned with CPD, Strategic Plan Outputs and UNSDCF (2022-2026)? ○ To what extent was the theory of change relevant to serve the needs of the urban poor? ○ Were the strategies employed by the programme successful? ○ How effectively did the programme adapt over the implementation period? ○ Did the interventions promote synergies and interlinkages with other interventions carried out by the same institution and/or government? ○ Did the intervention show consistency and complementarity with other actors' interventions in the same context?
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 overall objectives? ○ The progress made towards achieving the expected results since August 2018 against the approved Results and Resource Framework, Logical Framework and its contribution to the UNCSDF/CPD outcomes. ○ What change has been achieved against project targets for outputs, outcomes, and impact? ○ What changes NUPRP interventions have brought and what changes can be attributed to NUPRP? ○ What factors contributed to the achievement or non-achievement of the NUPRP outcomes and outputs?
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? ○ Has the programme been successful in terms of targeting (and influencing municipalities to target) intended social groups? ○ Has NUPRP been successful in reducing to a minimum the level of inclusion and exclusion error? ○ 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 were the mitigation measures 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.* ○ Which results are likely to sustain (from an environmental, social and financial perspective) beyond the end of support? Which are not? What are the challenges and opportunities?

○ What are the major factors influencing achievement/non-achievement of sustainability of NUPRP interventions? ○ 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 have capacities 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. ○ What changes have occurred as a result of the NUPRP interventions, the scale of the interventions, and what can be attributed to the interventions? ○ Has the new infrastructure contributed to climate resilience? ○ To what extent were the milestones of programme outputs achieved and contributed to achieving the relevant outcome level results? How many people have been reached through the programme? ○ To what extent has the intervention generated significant positive or negative, intended or unintended, high-level effects?
Human Rights, Gender Equality, and Leaving No One Behind: ○ To what extent has the project promoted positive changes in gender equality and the empowerment of women? Did any unintended effects emerge for women, men or vulnerable groups? ○ To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project? ○ To what extent have poor, indigenous, and PwDs, women, men and other disadvantaged and marginalized groups benefited from the work of NUPRP? ○ To what extent were the various components of the programme coherent in addressing the human rights and exclusion issues of the urban poor? ○ Were persons with disabilities consulted and meaningfully involved in programme planning and implementation?

4. Methodology

The endline evaluation will employ mixed methods, incorporating both qualitative and quantitative methodologies to ensure the highest possible triangulation of findings. It will include both impact evaluation and value for money evaluation. To evaluate the socio-economic impact on beneficiary households, the evaluation will conduct a household survey with the same respondents as the baseline survey households. NUPRP will check the attrition of baseline samples and arrange for suitable replacements for any attrition that occurs. Alongside quantitative household survey, the endline evaluation will encompass various qualitative studies such as focus group discussions (FGDs), in-depth interviews, key informant interviews, structured observations, transect walks, case studies, and discussion meetings.

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 evaluation report should have a section on gender equality.

Difference in Differences method

The evaluation will adopt a *difference-in-differences (DiD)* approach to identify the impact of the NUPRP (average treatment effect on the treated). This method is based on assessing the average change in outcomes of interest for both the treatment (NUPRP beneficiaries) and the control group separately over time (to measure the differences within the groups over time) and then assessing differences between these differences.

Treatment and Control Group

Treatment group - The treatment group for this impact evaluation comprises both geographical areas known as community development clusters (CDC) and individual beneficiaries residing within a particular CDC. The project allocates resources to selected CDCs based on their poverty status. For individual grants, CDC officials choose beneficiaries from a shortlist of eligible individuals determined by their Multi-Dimensional Poverty Score (MPI). Information regarding the treated CDCs and beneficiaries is accessible through NUPRP-UNDP.

For the end line evaluation, a stratified random sample of treated CDCs will be drawn from each city/town. Within each selected CDC, the study team will further draw a stratified random sample of individual beneficiaries that have received specific interventions.

The end line survey will consider two control groups to evaluate the impact of the project.

Control group 1 will consist of individuals/households drawn from the list of potential beneficiaries selected by NUPRP but who were not selected for the individual intervention by the CDC officials. The advantage of this approach is that the control group, drawn from the same CDCs, is expected to be similar on average in terms of observable characteristics to individuals who reside in the same CDC but did receive the intervention. However, since they were eligible but not chosen, they will inherently differ from those who were eligible and selected to receive the individual interventions. Nonetheless, given that the data collection instrument will gather information on various traits, the study should be able to utilize statistical methods (e.g., PSM) to account for differences in attributes between those who were selected and those who were not selected.

While such non-selected individuals are potentially a useful control group, since they live in close proximity to recipients and also in CDCs which are eligible for cluster wide interventions, they are also likely to benefit from the NUPRP. To deal with this issue as well as to identify spillover effects the study proposes a second control group.

Control group 2 to offset the possible *spillover effects* as well as to identify the overall impact of NUPRP the study proposes a second control group. The study team will collaborate with the NUPRP town team in each of the cities/towns involved in the NUPRP intervention. Together, they will identify urban poor settlements that closely resemble, in terms of their observed traits (using the poverty score), those where the NUPRP is operating but are unlikely to receive any interventions. These settlements are also unlikely to become part of NUPRP. Once a list of settlements in a particular City Corporations/Municipalities is identified the study team will draw a sample of potential control households such that they have the same multi-dimensional poverty index scores which determine NUPRP's beneficiary eligibility.

Data Collection Methods

Household questionnaire survey: As a part of quantitative methods, a questionnaire survey will be conducted to capture the socio-economic change of beneficiary and control households.

The evaluation shall gather qualitative information for more in-depth analysis and understanding of the programme. In addition, it will draw on secondary data sources such as the programme documents.

Desk review of documents: At the outset the consulting firm shall review the key project documents including:

- Signed Project document of NUPRP
- Theory of change and results framework, logical framework
- Project progress report (Biannual progress reports, Project quality assurance reports)
- Annual Workplans and Budget
- Project Strategy and Guidelines
- Annual Outcome Monitoring

- Annual Reviews

Key Informant Interview (KII) and In-depth Interview (IDI) will be conducted with elected representatives, community leaders and LGI officials working closely with NUPRP to understand their insights and opinions on project results and impact.

Focus Group Discussions will be conducted with community leaders and community members to gather their experience and viewpoints on specific topics including socio-economic development and improvement of living conditions.

Case Studies will be collected to understand changes as result of project intervention at the city level, community level and household level. Case studies will include key project components including climate resilient infrastructure (impact on/contribution to community and social development and livelihoods improvement) and community groups/collective voice and engagement (community action plans, savings and credit groups, etc.)

Samples for Qualitative Methods:

Method of Data Collection	Target Participants	Sample*
Focus Group Discussion	Members of PG, CDC, and CDC cluster member	40
In-depth Interview	The executive committee of CDC, and CDC cluster and Town Federation	40
Key Informant Interview	Officials of NUPRP and City Corporation/Paurashavas	40
Case Study	City Corporation and Municipalities, CDCs, Business Grantees, Apprenticeship Grantees, Nutrition Grantees, CHDF Beneficiary	5
Document review	Review relevant data sources including the programme document, third party monitoring outputs, government policies, project plans and procedures.	

Sample of Household Survey

Target Groups	**Category of Beneficiary**		**Number of Sample***
Intervention	Grants	Business	585
		Apprenticeship	420
		Education (Drop out)	378
		Education (Ealy Marriage)	476
		Nutrition	226
	Loan	Housing Finance	344
		New Housing	344
		Large Infrastructure	324
		Land Tenure Security	344
Total Sample Intervention Household			**3441**
Control	Semi-Control		655
	Pure control		1,298
Total Sample Control Household			**1953**
Total Sample Household			**5394**

* Sample sizes are indicative and subject to finalisation in consultation with the Impact Steering Committee.

Gender and Human Rights-based Approaches

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[4].

In addition, the methodology used in the end line 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 of disaggregated data will be undertaken as part of the end line evaluation 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.

Risk

The endline evaluation report should analyse the programme's susceptive risk and mitigation plan.

Evaluation Matrix

Derived from the anticipated results of the programme, the evaluation matrices delineate the data sources, respondents, and data collection instruments. These matrices serve as the foundation for the structure and substance of the mixed data collection tools to be developed.

Sampling Strategy and Sample

The NUPRP consists of multi-facets components and interventions. Consequently, the sampling strategy has to consider the different beneficiary groups independently to determine the impact. The sample sizes should consider a 95% confidence interval with 80% power and necessary design effect. Considering the panel data collection strategy, the team should assess the dropout rate assumed during the baseline survey.

Sampling of Control Households
The sample size for the control groups should complement the beneficiary groups (homogenous) and be large enough (compared to the different independent beneficiary groups) to ensure an assessment of net impact.

Report Development

- The evaluation team will develop a draft evaluation report containing a case study for each component as well as a section on womens' perspectives; and make a presentation on the draft findings to NUPRP, UNDP, FCDO and relevant stakeholders to solicit feedback.
- Revise the draft Report to address necessary feedback and finalise the evaluation Report.

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 that the arguments are substantiated with credible quantitative and/or qualitative evidence.

[4] UNEG's Guidance in Integrating Human Rights and Gender Equality in Evaluation, available at http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=980

The evaluation report will be quality assessed by the UNDP Bangladesh Country Office and UNDP Independent Evaluation Office (IEO) and the FCDO's Evaluation Quality Assurance Service (EQUALS). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 (Page 9-13) of the UNDP Evaluation Guidelines[5]. The evaluators should consider it carefully while drafting the evaluation report.

5. Evaluation products (deliverables)

Inception Report (7-10 pages, excluding Annexes): The inception report should be carried out following the desk review and based on preliminary discussions with UNDP. It should detail an understanding, to address the expectation as mentioned in the methodology section above, of what is being evaluated and why, showing how each evaluation question will be answered by way of proposed methods, sources of data, and data collection procedures. The inception report should include an evaluation use and influence plan as part of the inception report. This needs to include stakeholder mapping, timing of evaluation outputs and dissemination with a clear plan for tailored stakeholder engagement and how they plan to communicate findings to relevant stakeholders. The inception report should include a proposed schedule of tasks, activities, and deliverables. The inception report must include detailed data collection tools and questions to be asked of the different stakeholders.

The updated Evaluation matrix should be included in the inception report. The evaluation matrix shall detail evaluation questions that the evaluation will answer, data sources, data collection and analysis tools or methods appropriate for each data source, and the standard or measure by which each question will be evaluated. Below is the sample of the evaluation matrix template.

Relevant evaluation criteria	Key questions	Specific sub-questions	Data sources	Data collection methods/ tools	Indicators/ success standards	Methods for data analysis

Debrief of preliminary evaluation result: Immediately following the completion of fieldwork and data collection, the firm is expected to provide a preliminary debriefing and findings to UNDP and key stakeholders.

Draft evaluation report (40-50 pages) excluding annexes: The content of the report should consist of the following:

- List of Acronyms and Abbreviations (1 page)
- Executive Summary summarizing the key findings with rating scale, and recommendation (1-2 pages)
- Introduction (1 page)
- Evaluation Scope and Objective (1-2 pages)
- Evaluation Approach and Methods (1-2 pages)
- Data analysis, finding, including a table of progress against indicators (15-20 pages)
- The report will also reflect a case stories/best practice narrative based on evidence collected from the field visits.

[5] Quality Assessment Questions of UNDP Evaluation Guidelines (2021), Section 6: Quality Assessment, available at http://web.undp.org/evaluation/guideline/index.shtml

- Conclusion, recommendations and Lessons Learned (5 pages)
- The report should consist of good flow reflecting clear linkage from data analysis to each finding, its relevant conclusion, and recommendation.
- The recommendations should be focused, specific, and actionable.
- The lessons learnt should be elaborated based on the reflection from the project performance, coupled with the experience from the consultants under the firm. The lessons learnt should be able to serve the purpose to inform the current project and could be leveraged to inform other future project/programming.
- Annexes: Survey/ questionnaire questions and analyses, List of contacts, and Other relevant information.

UNDP will coordinate with key stakeholders to review the draft evaluation report and provide comments to the evaluator within an agreed period (within two weeks after receiving the document), addressing the content required (as agreed in the TOR and inception report) and quality criteria as outlined in these guidelines.

Final evaluation report audit trail: Comments and changes by the evaluator in response to the draft report should be kept in "track changes" by the firm to show how they have addressed comments in this Audit Trail Report.

Final Evaluation Report: The firm will revise the draft based on the inputs provided and submit the final report within two weeks after receiving the comments. The firm is expected to develop a brief PowerPoint presentation and present the evaluation results (max two times) to UNDP, the project board or relevant stakeholders as suggested by the project team.

6. Evaluation deliverables

N	Deliverables/Outputs	Estimated Duration to Complete	Target Due Dates	Review and Approvals Required
1	**Deliverable 1:** Submission of the evaluation Inception report produced with detailed review methodology, including timelines.	7 days	31 March 2024	Evaluation Manager
2	**Deliverable 2:** Completion of field work exercise, and provision of presentation of preliminary findings (Evaluation Debriefing) to key stakeholders	15 days	30 April 2024	Evaluation Manager
3	**Deliverable 3:** Submission of a draft version of the evaluation report.	15 days	13 May 2024	- Programme Office (DG Cluster) - Evaluation Manager
4	**Deliverable 4:** Submission of satisfactory final evaluation report incorporating comments with the quality required in compliance with the required Evaluation Report Outline, PowerPoint of evaluation results, and attached with Audit Trail Report.	15 days	6 June 2024	- Programme Office (DG Cluster) - Govt. and DP (FCDO) - Evaluation Manager - Evaluation Commissioner
Total number of Days:		52 days		

**Multiple reiterations may be required of the reports until the report is considered approved.*

***Inception and final Report must meet IEO's Quality criteria.*

7. Evaluation Ethics

This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation[6]'. The Consulting Firm must safeguard the rights and confidentiality of information providers, interviewees, and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The Consulting Firm must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners. The signed 'Pledge of Ethical Conduct in Evaluation of the United Nations System' needs to be attached as the last Annex of the final evaluation report. A template can be downloaded from the link below on the footnote[7]. The evaluation team may refer to UNDP's Dispute and wrongdoing resolution process and contact details[8].

8. Implementation Arrangements

The principal responsibility for managing this final evaluation resides with the UNDP CO in Bangladesh. The UNDP CO will contract the firm and ensure the logistic arrangements within the country for the evaluators /evaluation team. Deputy Resident Representative, UNDP Bangladesh, will be the Evaluation Commissioner and Monitoring & Evaluation Analyst of UNDP Bangladesh will be the Evaluation Manager. The Evaluation Manager will assure smooth, quality and independent implementation of the final evaluation with needful guidance from UNDP's Senior Management.

The Project Team will be responsible for providing the required information, furnishing documents for review to the evaluators/ evaluation team under the leadership of the National Project Manager. They will also be responsible for the final evaluation's logistic arrangements, setting up stakeholder interviews, arranging consultations, coordinating with the Government, etc.

The Impact Steering Committee will act as the reference group for the evaluation. The committee serves as a platform for joint management and reference, comprising representatives from FCDO, NUPRP, UNDP, and the Government of Bangladesh.

After signing the contract, key project documents will be sent to the evaluator/ evaluation team. The team should review the relevant documents and share the draft inception report. The team should revise the methodology, data collection tools and review questions. The final methodology and instruments should be proposed in the inception report, including the evaluation schedule and evaluation matrix that guides the final evaluation's overall implementation.

UNDP will brief the Consulting Firm on the final evaluation's objectives, purpose, and output. An oral debriefing in-country by the evaluator/ evaluation team on the proposed work plan and methodology will be done and approved prior to the commencement of the evaluation process.

The final evaluation will remain fully independent. A mission wrap-up meeting will be held during which comments from participants will be noted for incorporation in the final report.

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[6] UNEG, 'Ethical Guidelines for Evaluation', June 2020. Available at http://www.uneval.org/document/detail/2866

[7] 'Pledge of Ethical Conduct in Evaluation of the United Nations System'. Available at http://uneval.org/document/detail/2866

[8] UNDP Evaluation dispute resolution process, UNDP Evaluation Guidelines (2021), Section 4: Evaluation Implementation and Use. Available at http://web.undp.org/evaluation/guideline/index.shtml

The Consulting Firm will maintain all the communication through Evaluation Manager. The Evaluation Manager should clear each step of the evaluation.

9. Time frame for the evaluation process:

ACTIVITY	ESTIMATED # OF DAYS	DATE OF COMPLETION	RESPONSIBLE PARTY
Phase One: Desk review and inception report			
Kick off meeting with UNDP (organized by Evaluation Manager)	1 day	24 March 2024	Evaluation Manager
Sharing of the relevant documentation with the Consulting Firm	2 days	25 March 2024	Evaluation Manager and Project team
Desk review, Evaluation design, methodology and updated workplan including the list of stakeholders to be Interviewed	3 days	28 March	**Consulting Firm**
Submission of the inception report (15 pages maximum excluding annexes)	3 days	28 March 2024	**Consulting Firm**
Comments and approval of inception report	3 days	31 March 2024	**Evaluation Manager**
Phase Two: Data-collection			
Household Survey, Consultations and meetings, in-depth interviews, and focus groups discussion including online or in person surveys for feedback	10 days	30 April 2024	UNDP to organize with local project partners, project staff, beneficiaries.
Debriefing to UNDP and key Stakeholders	1 Day	2 May 2024	Consulting Firm
Phase Three: Drafting and Finalization of the Evaluation report			
Preparation of draft evaluation report (45 pages maximum excluding annexes)	11 Days	13 May 2024	Consulting Firm
Draft report submission			Consulting Firm
Consolidated UNDP and stakeholder comments to the draft report	5 Days	18 May 2024	Evaluation Manager and Project team
Final Debriefing after receiving comments from UNDP (TBC)	1 Days	19 May 2024	Evaluation Manager and Project team
Finalization of the evaluation report incorporating additions and comments provided by project staff and UNDP country office and Power Point Presentation of key evaluation finding, and Audit Trail report	11 Days	30 May 2024	Consulting Firm
Submission of the final evaluation report, Audit Trail Report, and power point presentation to UNDP country office (45 pages maximum excluding annexes)	7 Days	6 June 2024	Consulting Firm

10. Evaluation Team Composition and Required Competencies

The evaluation team will be comprised of multi-disciplinary researchers including International and National subject matter specialist. The key qualifications of the firm, team leader and researchers are listed below.

Minimum Eligibility Criteria for the research team

For Phase 1 (methodology design), a team of four experts is expected. Their relative levels of effort may differ.

Role	Description	Experience and qualifications
International Quantitative Expert and Team Leader	The consultant will: • Lead the design of the methodology and data collection tools • Be expected to travel to Bangladesh for the consultancy	• Experience leading large-scale integrated qualitative-quantitative evaluations with rigorous attribution strategies; • Extensive experience with governance, poverty reduction and/ or climate resilience programmes (at least 10 years), and the monitoring and evaluation of such programmes. • Substantial experience (through field missions) in Bangladesh/ South Asia with monitoring and evaluating programmes similar to NUPRP. • Educated to at least Masters level in a relevant field.
International Qualitative Expert and Team Leader	The consultant will: • Support the Team Leader in the design of the methodology and data collection tools with a focus on qualitative approaches/ tools • Be expected to travel to Bangladesh for the consultancy	• Experience contributing to large-scale integrated qualitative-quantitative evaluations with rigorous attribution strategies; • Extensive experience (at least 10 years) with the design of qualitative data collection methodologies. • Substantial experience (through field missions) in Bangladesh/ South Asia with monitoring and evaluating programmes similar to NUPRP. • Educated to at least Masters level in a relevant field.
National Quantitative Expert	• Support the team leader in the development of appropriate (quantitative) tools/ techniques to data collection • Manage survey data entry, data cleaning and data outputs as per reporting requirements.	• Extensive experience with quantitative methodologies including studies that involve qualitative/quantitative integration; • Extensive experience in longitudinal monitoring and quantitative impact evaluations, particularly in the areas of governance, poverty and climate resilience. • Educated to at least Masters level in a relevant field.
National Qualitative Specialist	• Support the team leader in the development of appropriate (qualitative)	• Extensive experience with qualitative methodologies including studies that

	tools/ techniques to data collection • Lead qualitative information collection, processing and analysis and provide required information and analysis to international consultants to prepare reports.	involve qualitative/quantitative integration. • Educated to at least Masters level in a relevant field.

Competencies

Corporate Competencies:

- Demonstrates integrity by modeling the UN's values and ethical standards (human rights, peace,

  understanding between peoples and nations, 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:

- Demonstrates openness to change, flexibility, and ability to manage complexities;
- Proven strong written, analytical and communication skills.

11. Application Submission Process and Criteria for Selection

The tender selection committee will first evaluate the technical proposal of the firms/institutions. Any firms/institutions getting more than 70% of the maximum achievable points in the Technical Proposal will be considered eligible for financial appraisal, and ultimately therefore, for contracting. The Financial Proposal will be evaluated based on lowest price.

A cumulative analysis weighted-score method will be applied to evaluate the firm. The award of the contract will be made to the tenderer whose offer has been evaluated and determined as:

a) Responsive/compliant/acceptable with reference to this ToR, and;

b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria to this solicitation, with the ratio at 70:30 respectively.

Criteria	Weight (%)	Max Points
Technical	**70**	**70**
1. Expertise of firm		
Experience in designing and managing impact evaluations using mixed methods and in the areas of governance, climate resilience and/ or urban poverty globally.	10	10
Experience in designing and managing impact evaluations using mixed methods and in the areas of governance, climate resilience and/ or urban poverty in Bangladesh.	5	5
2. Tentative methodology		
Quality and relevance of proposed approach	25	25
3. Expertise of Research Team		
International Quantitative Expert (Team Leader): Experience with governance, poverty reduction and climate resilience programmes and monitoring and evaluation of such programmes; leading impact evaluation and quantitative research; work experience in Bangladesh and/or South Asia.	10	10

International Qualitative Expert: Experience with the design of qualitative data collection methodologies; designing and conducting impact evaluation and longitudinal monitoring; work experience in Bangladesh and/or South Asia.	10	10
National Quantitative Expert: Experience with quantitative methodologies including studies that involve qualitative/quantitative integration; experience in longitudinal monitoring and quantitative impact evaluations, particularly in the areas of governance, poverty and climate resilience.	5	5
National Qualitative Specialist: Experience with qualitative methodologies including studies that involve qualitative/quantitative integration and experience in designing qualitative and evaluations.	5	5
Financial	**30**	**30**
Total	**100**	**100**

Annex 1: Project Logical Framework, Results and Resources Framework, Theory of Change

To be shared with the firm

Annex 2: Evaluation Matrix

Relevant Evaluation Criteria	Key Questions	Specific Sub-questions	Data Sources	Data Collection Methods/ Tools	Indicators/ Success Standards	Methods for Data Analysis

Annex 3: Relevant corporate templates (e.g. inception report format, audit trail form, evaluation report templates, UNEG code of conduct) will be provided to the evaluators.

To be shared with the firm

Annexe 2:
Evaluation Methodology

2.1. Methodological Approach

A mixed method approach comprising quantitative and qualitative methods adapts for the endline evaluation as suggested in the Terms of Reference (ToR). The endline evaluation also plans to incorporate impact evaluation, value-for-money (VfM) evaluation, socio-economic impact assessment, gender equality, and a rights-based approach compliance assessment.

2.2. Data Collection Techniques and Tools

The evaluation team will apply quantitative and qualitative data collection techniques and desk research. Desk research will provide secondary quantitative and qualitative data. A quantitative panel household survey will be conducted to gather primary quantitative data. Qualitative information will be extracted using Focus Group Discussions (FGDs), In-depth Interviews (IDIs), Key Informant Interviews (KIIs), Case Studies (CS), consultations and observations.

The key objective of developed Data Collection Tools (DCTs) is to acquire quantitative and qualitative data and information to generate responses to key and specific evaluation questions. Developed DCTs to ensure coverage of all types of beneficiaries and stakeholders of the programme (Annex 3: Data Collection Tools). All DCTs are primarily prepared in English and will be reviewed by UNDP-NUPRP and FCDO. Approved English versions of DCTs will be translated into contextualised Bangla.

There will be eight types of DCTs:

i) **Desk Research:** The evaluation team will review all relevant programme documents to be shared by the programme team as committed in ToR. The team will review third-party monitoring outputs (mid-term evaluation, etc.). Desk research will help gather secondary quantitative and qualitative data and information.

ii) **Structured Household Survey Questionnaire:** The structure HH survey questionnaire for this end evaluation will adopt the baseline questionnaire with some modifications. The household survey will be carried out in three groups: Treatment/Intervention, Control 1/Semi-Control and Control 2/Pure-Control.

iii) **Guideline for Focus Group Discussion (FGDs):** The evaluation team developed discussion guidelines comprising different modules targeting FGDs with various groups.

iv) **Semi-Structured Questionnaire for In-Depth Interviews (IDIs):** A multi-module semi-structured questionnaire has been developed for community group respondents (community leaders).

v) **Semi-Structured Questionnaire for Key Informant Interviews (KIIs):** A multi-module semi-structured questionnaire has been developed for key informants at national, municipal, and community levels.

vi) **Discussion Agenda for Consultations:** The evaluation team has developed a discussion agenda to conduct consultations with officials of NUPRP town offices.

vii) **Case Studies:** Five templates are developed to document five success stories (from city corporations/municipalities, CDCs, business grantees, apprenticeship grantees, nutrition grantees, and CHDF beneficiaries).

viii) **Observation Checklists:** Observation Checklists will be applied to document the state of existing infrastructure developed from NUPRP.

The following Table outlines the types of DCTs and the categorisation of respondents.

Table 1: Endline Evaluation Data Collection Tools

Data Collection Tools	Targeted Respondent Group
Desk Research	• Programme Documents from UNDP-NUPRP officials • Third-party monitoring and evaluation documents • Media coverage (if any)
Panel Household Survey	• Treatment/Intervention - Beneficiaries of Nutrition grant - Beneficiaries of Education grant - Beneficiaries of Business grant (including direct beneficiaries of MSEF) - Beneficiaries of Apprenticeship grant - PG members not receiving direct support
	• Control 1/Semi-Control
	• Control 2/Pure-Control
Focus Group Discussion (FGD)	• Beneficiaries of Nutrition grant • Beneficiaries of Education grant • Beneficiaries of Business grant (including direct beneficiaries of MSEF) • Beneficiaries of Apprenticeship grant • Beneficiaries of Group Business • PG members not receiving direct support
Semi-structured In-depth Interview (IDI)	• Members of CDCs • Members of CDC Clusters • Members of Town Federations
Semi-structured Key Informant Interview (KII)	• Officials of the General Economic Division, Planning Commission • Officials of the Local Government Division • Officials of the National Housing Authority (NHA) • Officials of IMED • UNDP officials • NUPRP officials of the national programme office • Members of the Executive Committee, Municipal Association of Bangladesh (MAB) • Members of Central and Regional Committee, Municipal Association of Bangladesh (MAB) • Members of the Technical Committee and Thematic Consultative Groups, Bangladesh Urban Forum (BUF) • Key LGI officials (Mayor/CEO/SDO/Secretary, Executive Engineer, Town planner, Chief Health official, WARD Councillor) • Members of Multi-sectoral Committees (Town Level Coordination Committee, Disaster Management Committee, Multi-Sectoral Nutrition Coordination Committee)
Consultation meeting	• NUPRP Town Office Officials
Case Study	• Success Stories/NUPRP community champion
Observation Checklist	• Climate-resilient infrastructure • Nutrition and woman-friendly business corner • Infrastructures under Climate Resilient Municipal Infrastructure Fund (CRMIF) & Settlement Improvement Fund (SIF) • Low-cost housing

2.3. Sampling

The NUPRP is a combination of many individual projects. For sampling purposes, these are divided into three sub-categories, namely:

1. Projects contributing to stage setting and capacity development of the local government
2. Projects contributing to overall community development
3. Projects providing grants or support to individuals.

The direct beneficiaries of the Type 2 and Type 3 projects mentioned above are households or individual household members.

Table A: Project activities by sub-categories for sampling purposes

Sub-category	Project Activities
1. Projects contributing to stage setting and capacity development of the local government	• Understanding the context (mahalla and urban poor settlement mapping) • Policy influencing • Building capacity of local government • Community mobilisation
2. Projects contributing to overall community development	• Savings and credit • Training/Awareness • Community Action Plan preparation and implementation • Violence against women and girls • Community infrastructure • Nutrition (behaviour change activities)
3. Projects providing grants or support to individuals	• Grants (business, apprenticeship, reducing dropout, reducing early marriage) • Housing Finance • New housing • Large infrastructure • Land tenure security • Nutrition (conditional transfer)

The sampling strategy for this evaluation is built in with the baseline. The endline survey is planned as a matched panel. The baseline survey considered attrition (to manage possible dropout) and rounding-up adjustments to ensure sample availability at the endline. The sampling strategy considered the different beneficiary groups independently to determine the impact. The sample sizes also consider a 95% confidence interval with 80% power and necessary design effect.

Sample Size for Treatment Group

The sample size determination for the treatment group during baseline considered individual indicators for each type of grant or support recipient by NUPRP. Indicators with values considered to draw sample sizes for various beneficiary groups were: 1) crude employment rate in urban areas, 2) share of income by household of lowest deciles, 3) combined dropout rate of boys and girls of grade v-vii, 4) dropout rate of girls from secondary school (grade ix-x), 5) stunting among children aged less than five years, 6) share of semi-pucca and pucca households in slums, and 7) proportion of urban disaster resilience.

Table B: Indicators considered for different sample sizes

Beneficiary groups		Indicator	Value (P1)	Value (P2)	Source
Grants	Apprenticeship	Crude employment rate in urban area	39%	50%	Quarterly Labour Force Survey of Bangladesh 2015
	Business	Share of income by HH of lowest deciles	1.1%	5%	Preliminary report of Household Income and Expenditure Survey 2016
	Education: Reducing Dropout	Combined dropout rate of boys and girls of grade v-vii	10.4%	5%	Secondary School Dropout Survey BANBEIS, 2011
	Education: Delaying Early Marriage	The dropout rate of girls from secondary school (grade ix-x)	63.9%	52%	Secondary School Dropout Survey, BANBEIS, 2011
	Nutrition	Stunting	50%	35%	Bangladesh Urban Health Survey 2013
Loan	Housing Finance	Share of semi-pucca and pucca HHs in slums	27.5%	39%	Census of Slum Area and Floating Population 2014
Infrastructure	New Housing	Share of semi-pucca and pucca HHs in slums	27.5%	39%	Census of Slum Area and Floating Population 2014
	Large infrastructure	Proportion of urban disaster resilience	50%	39%	Assessment of Urban Disaster Resilience in Dhaka North City Corporation (DNCC), Bangladesh
Land	Land tenure security	Slum households with their land tenure	27.5%	39%	Census of Slum Area and Floating Population 2014

The sample size was determined considering a 95% confidence interval, 80% power, design effect (1.2) for multi-stage sample, and attrition (10% for possible dropout). The following equation was used to determine the sample sizes for each beneficiary group:

$$n = \left(\frac{\sqrt{Z_\alpha (2P(1-P)} + \sqrt{Z_\beta ((P_1(1-P_1) + P_2(1-P_2)}}{(P_2 - P_1)} \right)^2 \times deff \times attr$$

Where:

Z_α= the z-score corresponding to the probability with which it is desired to be able to conclude that an observed change of size ($P_2 - P_1$) would not have occurred by chance;

$P = (P_1 + P_2) / 2$;

Z_β= the z-score corresponding to the degree of confidence with which it is desired to be certain of detecting a change of size ($P_2 - P_1$) if one occurred.

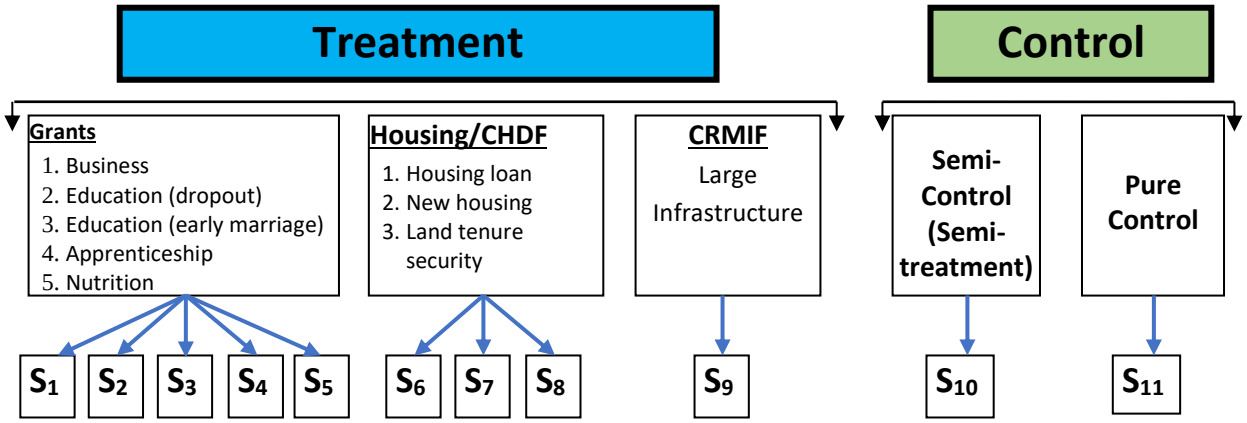
P_1= the estimated proportion at the time of the baseline survey and

P_2= the proportion at endline such that the quantity ($P_2 - P_1$) is the expected magnitude of change;

deff = design effect;

attr = attrition for possible dropout from the project.

Figure A: Various samples for impact evaluation of NUPRP



Embedded Sample: Violence against Women & Girls, Nutrition (awareness), Small Infrastructure, Savings and Credit, Training and Awareness

Sample Size for Control Groups

The evaluation has two types of controls. One of these control groups will be drawn from areas without NUPRP coverage, but the areas will have the same observable traits as the areas where the NUPRP operates. These are considered **pure control** (S_{11} in Figure A).

The sample size of the pure control was twice the maximum sample size (for each of the individual projects). The sample size of the semi-control was 10% greater than the largest sample size. The sample sizes are presented in Table C.

Another type of control will be households located within CDCs where NUPRP operates, but such households will not have received any direct grant or support, although they are eligible. This group is considered a **semi-control** (S_{10} in Figure A). The sample size of the semi-control will match the maximum sample size among the treatment group samples and 10% more to account for attrition.

Table C: Sample size for treatment and control households

Target groups	Beneficiary groups/Control groups		Baseline *(attrition rate included and rounded up)*	Sample size without rounding up and attrition **(Expected sample size at endline)**
Treatment	Grants	Business	585	521
		Apprenticeship	420	375
		Education: Reducing Dropout	378	345
		Education: Delaying Early Marriage	476	436
		Nutrition	226	203
	Loan	Housing Finance	344	300
	Infrastructure	New Housing	344	300
		Large Infrastructure	324	295
	Land	Land Tenure Security	344	298
Total Sample Treatment Household			**3,441**	**3,071**
Control	Semi-Control		655	521
	Pure control		1,298	579
Total Sample Control Household			**1,953**	**1,100**
		Total Sample Household	**5,394**	**4,171**

Qualitative Data Collection Sample

As part of the impact evaluation, the qualitative data collection will focus on establishing close-to-end-project situations for the final stage of the Theory of Change. The end-of-project discussions will, therefore, include a time dimension that looks back to the specific experiences of NUPRP activities.

Table 2: Interview/Discussion/Consultation Sample

Data Collection Method	Target Respondent	Sample Size
Focus Group Discussions (FGDs)	Beneficiaries of Nutrition grant	5
	Beneficiaries of Education grant	5
	Beneficiaries of Business grant (including direct beneficiaries of MSEF)	5
	Beneficiaries of Apprenticeship grant	5
	Beneficiaries of Group Business	5
	PG members not receiving direct support	5
In-depth Interview (IDI)	Members of CDCs	15
	Members of CDC Clusters	10
	Members of Town Federations	10
Key Informant Interviews (KIIs) at National Level	• Officials of the General Economic Division, Planning Commission • Officials of the Local Government Division • Officials of the National Housing Authority (NHA) • Officials of IMED • Members of the Executive Committee, Municipal Association of Bangladesh (MAB) • Members of Central and Regional Committee, Municipal Association of Bangladesh (MAB) • Members of the Technical Committee and Thematic Consultative Groups, Bangladesh Urban Forum (BUF)	10
Key Informant Interviews (KIIs) at the Municipal level	• Key LGI officials (Mayor/CEO/SDO/Secretary, Executive Engineer, Town planner, Chief Health official, WARD Councillor) • Members of Multi-sectoral Committees (Town Level Coordination Committee, Disaster Management Committee, Multi-Sectoral Nutrition Coordination Committee)	15
Semi-structured Key Informant Interview at programme HQ	• UNDP officials • NUPRP officials	10
Consultation meetings	NUPRP Town Office Officials	19
Case Study	Success Stories/NUPRP community champions	5
Observation	• Climate Resilient Municipal Infrastructure Fund (CRMIF): RCC Road, Cross Drain, Footpath, Retaining Wall, Stairs • Infrastructures under Settlement Improvement Fund (SIF): Low-cost footbridge, iron removal plant, decentralised wastewater treatment system, rainwater harvester (RWH) • Low-Cost Housing: Housing Complex • Nutrition and Women-Friendly Business Corner	30

Annexe 2.1:
List of Documents Reviewed

- Annual Work Plans of NUPRP (2022, 2021, 2020,)
- Approved Business Case
- NUPRP Approved Project Document
- Project Document of NUPRP
- Approved Project Document GoB
- Signed Prodoc of NUPRP
- NUPRP logframe
- NUPRP Theory of Change
- NUPRP VfM Strategy and Work Plan 2016
- Annual Workplan 2021/22
- Annual budget 2023-24
- Annual Workplan 2019/20
- NUPRP Annual Review 2022, 2021, 2020, 2019
- Bi-Annual Progress Reports (Oct 2021 – Mar 2022, Oct 2020 – Mar 2021, Apr 2019 – Sep 2019, Oct 2019 – Mar 2020, Oct 2018 – Mar 2019, Oct 2017 – Mar 2018, Apr 2022 – Sep 2022, Apr 2020 – Sep 2020, Apr 2018 – Sep 2018, Apr 2017 – Sep 2017)
- NUPRP Six-Month Progress Report (October 2018 to March 2019), (October 2017 to March 2018), (April to Sept 2017), (April 2018 to September 2018)
- NUPRP DFID Biannual Reports (Oct 19-Mar 20, Apr-Sept 2019, Apr-Sep 2020)
- LIUPCP Annual Report 2020
- Implementation Stage Quality Assurance Report 2022
- Mid-term Evaluation of the NUPRP
- Evaluation Report NUPRP COVID Response (September 2020)
- NUPRP – Social and Environmental Screening
- NUPRP Social and Environmental Standards
- Report on Methodology Design and Implementation of Baseline, Longitudinal Outcome Monitoring and Impact Evaluation of National Urban Poverty Reduction Programme (NUPRP)
- NUPRP Baseline Report
- Annual Outcome Monitoring 2020, 2021, 2022
- Socio-Economic Assessment of COVID-19 under the National Urban Poverty Reduction Programme
- Climate Change Vulnerability Assessment Reports (Cox's Bazar, Cumilla, Nokhali, Khulna, Sylhet)
- Capacity Assessment Reports (CDC, CHDF Cluster, TF)
- NUPRP Nutrition Implementation Guideline (2019)
- NUPRP Strategy reports (Nutrition, Training, SEF implementation)
- SIF and CRMIF Guideline
- Land use permissions from LGI for different cities/towns
- CAP integration guideline
- Social Protection in Bangladesh—A Common Narrative

Annexe 2.2:
List of Individuals and Groups Consulted for the Evaluation

KII, IDI and FGD with City Corporation and Paurashava Representative

SL	Name	Designation	City Corporation and Paurashava	Gender
LGI Officials				
01	Vabine Shonkor	Social Development Officer	Patuakhali Paurashava	Male
02	Abir Ul Jabbar	Chief Planning Officer	Khulna Paurashava	Male
03	Md. Shahjahan	Chief Executive Officer	Faridpur Paurashava	Male
04	A.H.M Rakibul Islam	Member Secretary	Gopalganj Paurashava	Male
05	K.M. Faridul Miraj	Chief Social Tire Officer	Narayanganj City Corporation	Male
06	Abdul Hannan	Secretary	City Corporation	Male
07	Faisal Uddin	Social And Slum Development Officer	Dhaka North City Corporation	Male
08	A.H.M. Shamsuddoha	Executive Engineer	Saidpur Paurashava	Male
09	G.P. Chowdhury	Chief Engineer	Kushtia Paurashava	Male
10	Md. Tanmir Hossain	Slum Development Officer	Noakhali Paurashava	Male
11	Moynul Hossain	Slum Development Officer	Chattogram City Corporation	Male
12	Md. Rasul	Executive Officer	Paurashava	Male
13	Md. Humayun Kabir	Slum Development Officer	Dhaka North City Corporation	Male
14	Abdul Fazal Hossain	Slum Development Officer	Sylhet City Corporation	Male
15	Md. Nur Islam	Chief Engineer	Rajshahi City Corporation	Male
16	Umma Halima	Social Development Officer	Mymensingh City Corporation	Female
17	Ranvir Ahmad	Town Planer	Kushtia Paurashava	Male
18	Shadul Islam	Executive Engineer	Saidpur Paurashava	Male
19	Md. Mustafur Rahman	Mayor	Rangpur City Corporation	Male
NUPRP Official at HQ				
01	Md Masum Patwary	National Project Director	Dhaka	Male
02	Yugesh Bhagat Pradhanang	International Technical Advisor	Dhaka	Male
03	S.M. Abdullah Al-Masum	City Liaison Coordinator	Dhaka	Male
04	Mohammad Iqbal Hossain	City Liaison Coordinator	Dhaka	Male
05	Md Kamruzzaman Palash	Urban Planning & Governance Coordinator	Dhaka	Male
06	Md. Akter Uz Zaman	Housing Coordinator	Dhaka	Male
07	Md. Hasibul Alam	Infrastructure & Housing Officer	Dhaka	Male
08	Murad Bin Aziz	National Contractor Savings Credit	Dhaka	Male
09	Meer Ahsan Habib	National Consultant - Reporting and Documentation	Dhaka	Male
10	Samsun Nahar	National Consultant Nutrition	Dhaka	Female
11	Md. Belayet Hossain	Monitoring & Evaluation Coordinator	Dhaka	Male
12	Shaheen Parveen	Operations Coordinator	Dhaka	Female
13	Swapan Kumar Datta	Finance Specialist	Dhaka	Male
NUPRP Town Staff				
01	Dr. Akrimul Nahid	Medical Officer	Patuakhali Paurashava	Male
02	Dr. Shopon Kumar	President (Coordination Committee)	Khulna City Corporation	Male
03	Afsana Akter	Nutrition Officer	Fairdpur Paurashava	Female
04	Md. Zulfikar Ali	Social Development Officer	Gopalganj Paurashava	Male
05	Dr. Sheikh Mostofa Ali	Medical Officer	Narayanganj City Corporation	Male
06	Rahamul Ulla	Health Officer	City Corporation	Male
07	Dr. Fazle Shamsul Kabir	Acting Chief Health Officer	Dhaka South City	Male
08	Md. Maruf Hossain	Member Secretary	Dhaka North City	Male

SL	Name	Designation	City Corporation and Paurashava	Gender
09	Shamima Akter	Secretary	Paurashava	Female
10	A. Brayan	Project Officer	Chattogram City Corporation	Male
11	Shamoal Kumur	Executive Officer	Noakhali Paurashava	Male
12	Dr. Chandana	Member (MSNCC)	Chattogram City Corporation	Female
13	Fatema Akter	Member	Paurashava	Female
14	Md. Mostafa Kamal	President (Coordination Committee)	Mymensingh City Corporation	Male
15	Tarik Ahmed	Member	Sylhet City Corporation	Male
16	Md. Azizul Rahman	Chief Executive Officer	Rajshahi City Corporation	Male
17	Tabumsu Akther	Head Teacher	Saidpur Paurashava	Female
18	Mahabub Alam	Field Conductor	Rangpur City Corporation	Male

KII with Ward Committee Representative 2024				
Sl	Name	Designation	City/Town	Gender
01	Md. Jahadul Hossain	Ward Councilor	Patuakhali Paurashava	Male
02	Md. Arif Hossain	Word Councilor	Khulna City Corporation	Male
03	Md. Alimuzzaman	Word Councilor	Gopalgonj Paurashava	Male
04	Alok Bormon	Word Councilor	Narayanhanj city Corporation	Male
05	Md. Mojibur Rahman	Word Councilor	City Corporation	Male
06	Mokudas Hossan	Word Councilor	Dhaka South City Corporation	Male
07	Shadia Akter	Word Councilor	Dhaka North City Corporation	Female
08	Shariful Islam	Word Councilor	Kushtia Paurashava	Male
09	Kasara Begum	Word Councilor	Saidpur Paurashava	Female
10	Ratan Krishan pal	President	Noakhali Paurashava	Male
11	Md. Jashum	Word Councilor	Chattogram City Corporation	Male
12	A.M. Monjur	Word Councilor	Paurashava	Male
13	Tofuk Box	Word Councilor	Sylhet City Corporation	Male
14	Ms. Shauly	Word Councilor	Rajshahi City Corporation	Female
15	Md. Mahabub Rahman	Word Councilor	Mymensingh City Corporation	Male
16	Mis. Yesmin Parvan	Word Councilor	Saidpur Paurashava	Female
17	Md. Nurnoby Fule	Word Councilor	Rangpur City Corporation	Male

IDI with Town Federation Representatives-2024

SL	Name	Designation	City/Town	Gender
IDI with CDC Leader				
01	Lima Begum	Town Federation Leader	Patukhali Pourashava	Female
02	Rokeya Rahman	Federation Leader	Khulna City Corporation	Female
03	Moushumi Akter	Secretary	Faridpur Pourashava	Female
04	Runa Khanam	Federation Leader	Gopalgonj Pourashava	Female
05	Salma Sultana	Town Federaion Leader	Narayangonj City Corporation	Female
06	Asma Khatun	Town Federaion Leader	Pourashava	Female
07	Rashida Akter Santa	Town Federaion Leader	Dhaka North City	Female
08	Shamima Akter	Town Federaion Leader	Coxbazar Pourashava	Female
09	Bibi Aklima	Town Federaion Leader	Noakhali Pourashava	Female
10	Shirin Akter	Federation Leader	Gazipur City Corporation	Female
11	Nazma Alom	Town Federation	Pourashava	Female
12	Kohinur Akter	Town Federaion Leader	Chattagram City Corporation	Female
13	Santa	Town Federation	Dhaka North City	Female
14	Sultana Akter	Town Federation	Mymenshing City Corporation	Female
15	Shahinur Khatun	Town Federation Chairman	Kushtia Pourashava	Female

SL	Name	Designation	City/Town	Gender
16	Shabnam Begum	Town Federation Chairman	Saidpur Pourashava	Female
17	Taslima Begum	Town Federation Leader	Sylhet City Corporation	Female
18	Nazma Khatun	Town Federation Leader	Rajshahi City Corporation	Female
19	Jasmin Akter Shathi	Town Federation Leader	Rangpur City Corporation	Female
20	Lipi Begum	CDC Leader	Patuakhali Paurashava	Female
21	Reshma Begum	CDC Leader	Patukhali Paurashava	Female
22	Selina Begum	CDC Leader	Khulna City Corporation	Female
23	Tania Rahman	CDC Leader	Khulna City Corporation	Female
24	Chanu Begum	CDC Leader	Faridpur Pourashva	Female
25	Asma Begum	CDC Leader	Faridpur Paurashava	Female
26	Ronu Begum	CDC Leader	Gopalgonj Paurashava	Female
27	Monitaj	CDC Leader	Gopalgonj Paurashava	Female
28	Ria Akter	CDC Leader	Narayangonj City Corporation	Female
29	Asma Akter	CDC Leader	Narayangonj City Corporation	Female
30	Mahfuza Akter	CDC Leader	Narayangonj City Corporation	Female
31	Nurun Nahar Khanom	CDC Leader	Mymenshing City Corporation	Female
32	Lovely Akter	CDC Leader	Dhaka City Corporation	Female
33	Kanka Rani Das	CDC Leader	Dhaka City Corporation	Female
34	Jasmin Akter	CDC Leader	Noakhali Paurashava	Female
35	Shajia Afrin	CDC Leader	Noakhali Paurashava	Female
36	Mst. Khodeja Begum	CDC Leader	Patuakhali Paurashava	Female
37	Beauty Rani Ghosh	CDC Leader	Patuakhali Paurashava	Female
38	Jahanara Akter Priya	CDC Leader	Noakhali Paurashava	Female
39	Kulsum Akter	CDC Leader	Noakhali Paurashava	Female
40	Shahinur	Cdc Leader	Chattagram City Corporation	Female
41	Hasina Begum	CDC Leader	Chattagram City Corporation	Female
42	Hamida Akter	CDC Leader	Chattogram City Corporation	Female
43	Monowara Akter	CDC Leader	Coxbazar Paurashava	Female
44	Chameli Akter	CDC Leader	Dhaka North City	Female
45	Monowara	CDC Leader	Dhaka North City	Female
46	Taslima Akter	CDC Leader	Mymenshing City Corporation	Female
47	Majeda Begum	CDC Leader	Mymenshing City Corporation	Female
48	Mst. Jannatul Ferdous	CDC Leader	Kushtia Paurashava	Female
49	Renu Sharma	Cdc Chairman	Kushtia Paurashava	Female
50	Maleka Banu Iti	CDC Leader	Saidpur Paurashava	Female
51	Jannatul Nesa	CDC Leader	Saidpur Pourashva	Female
52	Parveen Begum	CDC Leader	Sylhet City Corporation	Female
53	Aysha Begum	CDC Leader	Sylhet City Corporation	Female
54	Nesful Begum	CDC Leader	Rajshahi City Corporation	Female
55	Maksuda Begum Baby	CDC Leader	Rajshahi City Corporation	Female
56	Roksana	CDC Leader	Rangpur City Corporation	Female
57	Rajia Sultana	CDC Leader	Rangpur City Corporation	Female
58	Sultana Parvin	Cluster Leader	Patuakhali Paurashava	Female
59	Suraya Khan	Cluster Leader	Khulna City Corporation	Female
60	Rashida Begum	Cluster Leader	Faridpur Paurashava	Female
61	Nasima Nazrul	Cluster Leader	Gopalgonj Paurashava	Female
62	Setara Begum	Cluster Leader	Naryangonj City Corporation	Female
63	Moyna Akter	CDC Cluster	Dhaka North City Corporation	Female
64	Sheuly Akter	Cluster Leader	Dhaka South City	Female
65	Ruhina Akter	Cluster Leader	Noakhali Paurashava	Female
66	Selina Begum	CDC Cluster	Cumilla Paurashava	Female
67	Bilkis Begum	Cluster Leader	Paurashava	Female

SL	Name	Designation	City/Town	Gender
68	Rowshanara Begum	CDC Letter	Chattagram City Corporation	Female
69	Rina Akter	CDC Leader	Coxbazar Paurashava	Female
70	Ruma Akter Rubina	Cluster Leader	Dhaka North City	Female
71	Asma Khatun	Cluster Leader	Mymenshing City Corporation	Female
72	Rubina Khatun	Cluster Leader	Kushtia Paurashava	Female
73	Falguni Begum	Cluster Leader	Saidpur Paurashava	Female
74	Sheuly Akter	Cluster Leader	Sylhet City Corporation	Female
75	Jamila Khatun	Cluster Leader	Rangpur City Corporation	Female
76	Salma	Cluster Leader	Rajshahi City Corporation	Female

Description of FGDs

SL.	Name of CDC	City Corporation Paurashava	Beneficiary type	Participant Type
01	South Baitul Aman	Faridpur Paurashava	PG Member (non-grant beneficiary)	All Females
02	Collage Road	Potuakhali Paurashava	PG Member (non-grant beneficiary)	All Females
03	Green Land Cdc	Khulna City Corporation	PG Member (non-grant beneficiary)	All Females
04	Chania Kandi	Gopalganj Paurashava	PG Member (non-grant beneficiary)	All Females
05	Jalkuri Uttar Para	Narayanganj City Corporation	PG Member (non-grant beneficiary)	All Females
06	Nilar Para Paschim	City Corporation	PG Member (non-grant beneficiary)	All Females
07	Rishipara Lalbag	South City Corporation Dhaka	PG Member (non-grant beneficiary)	All Females
08	Uttar Para CDC, Korail	North City Corporation Dhaka	PG Member (non-grant beneficiary)	All Females
09	3 No. Somiti Para	Cox Bazar Paurashava	PG Member (non-grant beneficiary)	All Females
10	Sohid Khan Lane	Chattogram City Corporation	PG Member (non-grant beneficiary)	All Females
11	Meghnadir Par Tila Bari	Paurashava	PG Member (non-grant beneficiary)	All Females
12	East Railway Colony Sonapur	Noakhali Paurashava	PG Member (non-grant beneficiary)	All Females
13	Songraish Moddhapara	Comilla City Corporation	PG Member (non-grant beneficiary)	All Females
14	Asrayan	Rajshahi City Corporation	PG Member (non-grant beneficiary)	All Females
15	Bharthakhola Sadhur Bazar	Sylhet City Corporation	PG Member (non-grant beneficiary)	All Females
16	Lions School Math	Saidpur Paurashava	PG Member (non-grant beneficiary)	All Females
17	North Lahini Dashpara Mistree Para	Kushtia Paurashava	PG Member (non-grant beneficiary)	All Females
18	Ambari	Rangpur City Corporation	PG Member (non-grant beneficiary)	All Females
19	Bashbari	Mymensingh City Corporation	PG Member (non-grant beneficiary)	All Females
20	Alamnagar Palpara, Najir Ghat	Khulna City Corporation	Business Grant Beneficiary	All Females
21	Modho Mia Para	Gopalgonj Paurashava	Business Grant Beneficiary	All Females
22	Charbad Para	Kushtia Paurashava	Business Grant Beneficiary	All Females
23	Asratpur	Rangpur City Corporation	Business Grant Beneficiary	All Females
24	Bijoynagar Chararpar	Chottogram City Corporation	Business Grant Beneficiary	All Females
25	Moddham Karimpur	Noakhali Paurashava	Business Grant Beneficiary	All Females
26	South Hazrat Para	Comilla City Corporation	Business Grant Beneficiary	All Females
27	Nandibari	Mymensingh City Corporation	Business Grant Beneficiary	All Females
28	Raypara	Rajshahi City Corporation	Business Grant Beneficiary	All Females
29	Lichu Bagicha	DSCC	Business Grant Beneficiary	All Females

SL.	Name of CDC	City Corporation Paurashava	Beneficiary type	Participant Type
30	Niler Para Paschim	City Corporation	Business Grant Beneficiary	All Females
31	Bazarbhanga, Batnazirpur, Alipur	Faridpur Paurashava	Business Grant Beneficiary	All Females
32	Custol Card	Khulna City Corporation	Apprenticeship Grant Beneficiaries	All Females
33	Modhupur	Gopalgonj Paurashava	Apprenticeship Grant Beneficiaries	All Females
34	Kazlarpar Moddhopara, Uttar Para	Dhaka South City Corporation	Apprenticeship Grant Beneficiaries	All Females
35	Sat Tala South West	Dhaka North City Corporation	Apprenticeship Grant Beneficiaries	All Females
36	Pahartali	Chattogram City Corporation	Apprenticeship Grant Beneficiaries	All Females
37	Jalialto, Paschim Mohabbatpur	Noakhali Paurashava	Apprenticeship Grant Beneficiaries	All Females
38	Charbadpara	Kushtia Paurashava	Apprenticeship Grant Beneficiaries	All Females
39	Ershad Nagar	Rangpur City Corporation	Apprenticeship Grant Beneficiaries	All Females
40	Bashbari	Mymensingh City Corporation	Apprenticeship Grant Beneficiaries	All Females
41	Taratpara	City Corporation	Apprenticeship Grant Beneficiaries	All Females
42	Maizpara, Jalkari Paschimpara-Uttarpara	Narayagonj City Corporation	Apprenticeship Grant Beneficiaries	All Females
43	Eye Hospital East	Patuakhali Paurashava	Apprenticeship Grant Beneficiaries	All Females
44	Beltali West, Mosharaf Bazar, Khamar Goli, Karail Beltala, West Karail Beltali	Dhaka South City Corporation	Apprenticeship Grant Beneficiaries	All Females
45	Khaza Monjeel	Paurashava	Apprenticeship Grant Beneficiaries	All Females
46	Meghna Nadir Par Tila Bari	Paurashava	Apprenticeship Grant Beneficiaries	All Females
47	Hatikhana Camp-1	Saidpur Paurashava	Apprenticeship Grant Beneficiaries	All Females
48	Ghasitula	Sylhet City Corporation	Apprenticeship Grant Beneficiaries	All Females
49	Eye Hospital North, Collage Road, Kathpatti	Patuakhali Paurashava	Nutrition Grant Beneficiaries	All Females
50	Alipur Beribadh, Kamlapur Rail Gate	Faridpur Paurashava	Nutrition Grant Beneficiaries	All Females
51	Bihari Colony, Gf-3, Cf-4	Narayangonj City Corporation	Nutrition Grant Beneficiaries	All Females
52	3 No. Somitee Para	Paurashava	Nutrition Grant Beneficiaries	All Females
53	Meghna Nadir Par, Chinabari	Paurashava	Nutrition Grant Beneficiaries	All Females
54	Hazratpara South	Comilla City Corporation	Nutrition Grant Beneficiaries	All Females
55	Khasitula	Sylhet City Corporation	Nutrition Grant Beneficiaries	All Females
56	Durga Mill	Saidpur Paurashava	Nutrition Grant Beneficiaries	All Females
57	Bonolata	Rajshahi City Corporation	Nutrition Grant Beneficiaries	All Females

Consultation Meeting: NUPRP/City Officer

SL	Name	Designation	City/Town	Gender
01	Md. Mohsin Ali, Pushpak Bairagi	Town Manager In Charge Co-Technical	Patuakhali Paurashava	All Male
02	Md. Az-Amin	Nutrition Engineer	Faridpur Paurashava	All Male
03	Mohammad Mustafa Faruk Hossain	Town Manager Finance & Admin	Khulna City Corporation	All Male

04	Rajob Ahmed, Bahar Uddin	Finance & Admin. Engineer	Gopalgonj Paurashava	All Male
05	Sahnaz Begum, Md. Manik Ahmed	TM-In Project Assistant Co-Technical	Nababgonj Paurashava	All Male
06	Mukul Kanti Saha, Mahbub	Income Stricture Hosing Expert Co-Technical	City Corporation	All Male
07	Sohel Iqbal, Nazia Jamin	Town Manager Project Assistant	Dhaka South City Corporation	All Male
08	Pobitra Manda, Ziaul Latif	Program Assistant Infrastructure, Housing Officer	Dhaka North City Corporation	All Male
09	Rabiul Alam	TN- In Charge		All Male
10	Soroar Hossain, Tushar Marton	Town Manager I/H Officer	Chattogram City Corporation	All Male
11	Kaishar Ahmed	Infrastructure & Housing Expert	Paurashava	All Male
12	Md. Abdul Hannan, Rajib Saha	Town Manager Finance Admin. Officer	Comillla City Corporation	All Male
13	Sm Liakat Ali	Town Manager	Noakhali Paurashava	All Male
14	Sagar Kumar Sarkar, Shamim Parvez	National Junior Engineer Manager	Saidpur Paurashava	All Male
15	Mobarak Hossain, Md. Mostafizur Rahman Ripon Roy	Town Manager Infrastructure, Housing Officer Junior Engineer	Rangpur City Corporation	All Male
16	Md. Moudud Hossain Md. Shah Alam	Tm Incharge Finance & Admin. Expert	Sylhet City Corporation	All Male
17	Md. Mohbubul Alam Md. Mostafizur Rahman Md. Shahidul Islam Himenl Roy	Project Assistant Infrastructure, Housing Officer Finance & Housing Expert Community Organizer Technical	Rajshahi City Corporation	All Male

Annexe 3:
Evaluation Matrix

SN	Key Questions	Specific Sub-Questions	Data Sources	Data Collection Methods/Tools	Indicators/Success Standards	Methods of Data Analysis
Relevance/Coherence: 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.						
1.	To what extent was the NUPRP design relevant in supporting balanced, sustainable, and pro-poor development in the low-income settlements in urban areas through more effective and inclusive municipal/local governance?	To what extent did NUPRP design respond to scaling up urbanisation, rapid urban population growth, and multi-dimensional urban poverty? How is this attributed to urban governance?	-Town Manager -Town Federation Committee Members -Officials of NUPRP and City Corporation and Municipalities	-Desk Review -FGD -IDI -KII	-Programme Design	- Theme/Content
		How did the NUPRP design align with the National Sustainable Development Strategy (2010-2021) and Outline Perspective Plan (OPP)?	-Programme Documents -NUPRP Officials (National Level)	-Desk Review -KII	-Programme Design - Form/Reform [National Sustainable Development Strategy (2010-2021) and Outline Perspective Plan (OPP)]	- Theme/Content
		How did the NUPRP design ensure a balanced, sustainable, pro-poor and climate-resilience approach?	-Desk Review -Household Interview -CDC Members - CDC Cluster Members -Town Federation Officials -Town Office - City Corporation/Municipality Mayors/Councilors	-Desk Review -Household Survey -FGD -IDI -KII	-Programme Design	- Theme/Content -Comparative Analysis -Data Triangulation
		Did the NUPRP design promote multi-sectoral planning (including policy advocacy) and actions (including a collective approach) for pro-poor urban development through participatory and efficient municipal governance?	-Desk Review -Household Interview -CDC Members - CDC Cluster Members -Town Federation Officials -Town Office - City Corporation/Municipality Mayors/Councilors	Desk Review -Household Survey -FGD -IDI -KII	-Programme Design	- Theme/Content -Comparative Analysis -Data Triangulation

SN	Key Questions	Specific Sub-Questions	Data Sources	Data Collection Methods/Tools	Indicators/Success Standards	Methods of Data Analysis
2.	To what extent was the design and strategy of the NUPRP relevant to national priorities outlined in the 8th Five Year Plan and UN priorities in Bangladesh?	How is NUPRP aligned with pro-poor urban development, including urban poverty reduction and improving urban governance (city corporations and municipalities) outlined in the 8th Five-Year Plan?	- Programme Documents -NUPRP Officials (National Level) -Town Manager -City Corporation/Municipality Mayors/Councilors	-Desk Review -KII	-Programme Design -Policy Form/Reform [8th Five-Year Plan]	- Theme/Content
		How did the NUPRP design incorporate targets of the UN Country Programme Document (CPD), United Nations Development Assistance Framework (UNDAF), and UN-outlined national targets for the Sustainable Development Goals (SDGs): 1, 2, 3, 4, 5, 6, 8, 10, 11, and 17?	- Programme Documents -NUPRP Officials (National Level)	-Desk Review -KII	-Programme Design -Policy Form/Reform [CPD, UNDAF, and UN-outlined national targets for the Goals SDGs]	- Theme/Content
3.	To what extent was the design and strategy of the NUPRP aligned with CPD, Strategic Plan Outputs and UNSDCF (2022-2026)?	To what extent do the NUPRP design, approach, and strategies to what level contribute to CPD implementation?	- Programme Documents -NUPRP Officials (National Level)	-Desk Review -KII	-Programme Design -Policy Form/Reform [CPD]	- Theme/Content
		To what extent do the NUPRP design, approach, and strategies contribute to the UNDP's Strategic Plan execution?	- Programme Documents -NUPRP Officials (National Level)	-Desk Review -KII	-Programme Design	- Theme/Content
		To what extent do the NUPRP design, approach, and strategies contribute to implementing UNSDCF (2022-2026)?	- Programme Documents -NUPRP Officials (National Level)	-Desk Review -KII	-Programme Design -Policy Form/Reform [UNSDCF (2022-2026)]	- Theme/Content
		How effectively did the NUPRP adapt and localise the CPD, UNDP's Strategic Plan, and UNSDCF?	- Programme Documents -NUPRP Officials (National Level)	-Desk Review -KII	-Programme Design -Policy Form/Reform [CPD, Strategic UNDP's Strategic Plan, and UNSDCF]	- Theme/Content

SN	Key Questions	Specific Sub-Questions	Data Sources	Data Collection Methods/Tools	Indicators/Success Standards	Methods of Data Analysis
4.	To what extent was the theory of change relevant to serve the needs of the urban poor?	To what extent did the NUPRP's theory of change respond to the needs of the urban poor?	- Programme Documents -CDC Members -CDC Cluster Members -Town Federation Officials -Town Office	Desk Review -IDI -KII	-Theory of Change	- Theme/Content
		How did the program's theory of change acknowledge and accommodate the needs of the urban poor?	- Programme Documents -CDC Members -CDC Clusters -Town Federation Officials -Town Office	-Desk Review -IDI -KII	-Theory of Change	- Theme/Content
5.	Were the strategies employed by the programme successful?	What strategies did NUPRP apply to employ activities under different outputs?	- Programme Documents -Household Interview -CDC Members - CDC Cluster Members -Town Federation Officials -Town Office - City Corporation/Municipality Mayors/Councilors	-Desk Review -Household Survey -FGD -IDI -KII	-DPP -Log Frame	- Theme/Content -Comparative Analysis -Data Triangulation
		How successfully has NUPRP employed the following strategies: (a) phased approach (b) delegated authorities (c) climate-resilient urban strategy (d) pro-poor economic development strategy (e) food assistance strategy (f) safeguarding policy and reporting strategy (g) disability inclusion strategy (h) Multimedia communication strategy	- Programme Documents -Household Interview -CDC Members - CDC Cluster Members -Town Federation Officials -Town Office - City Corporation/Municipality Mayors/Councilors -Person with Disabilities	-Desk Review -Household Survey -FGD -IDI -KII	-Theory of Change -DPP -Log Frame	- Theme/Content -Comparative Analysis -Data Triangulation

SN	Key Questions	Specific Sub-Questions	Data Sources	Data Collection Methods/Tools	Indicators/Success Standards	Methods of Data Analysis
		(i) COVID-19 response programme exit strategy				
6.	How effectively did the programme adapt over the implementation period?	How did NUPRP streamline its scope during the implementation process?	- Programme Documents -CDC Members -CDC Clusters -Town Federation Officials -Town Office	-Desk Review -IDI -KII	-Theory of Change -DPP -Log Frame	- Theme/Content
		What were the revisions (adaptive measures) in light of the NUPRP's goals and objectives to ensure an effective programme implementation?	- Programme Documents -CDC Members -CDC Clusters -Town Federation Officials -Town Office	-Desk Review -IDI -KII	-Theory of Change -DPP -Log Frame	- Theme/Content
7.	Did the interventions promote synergies and interlinkages with other interventions carried out by the same institution and/or government?	What approaches did the programme adopt to promote synergies and interlinkages with other associated institutions and GoB interventions in targeted areas?	- Secondary Literature - NUPRP Officials (National Level) -Town Office	-Desk Review -IDI -KII	-Programme Design	- Theme/Content
		How did the programme ensure synergies and interlinkages with other interventions by associated institutions and GoB in targeted areas?	- Programme Documents - NUPRP Officials (National Level) -Town Office	-Desk Review -IDI -KII	-Programme Design	- Theme/Content
8.	Did the intervention show consistency and complementarity with other actors' interventions in the same context?	What approaches did the programme adopt to promote synergies and interlinkages with other interventions of associated institutions and the GoB in targeted areas?	- Programme Documents - NUPRP Officials (National Level) -Town Office -City Corporation/Municipality Mayors/Councilors	-Desk Review -IDI -KII	-Programme Design	- Theme/Content
		How did the programme ensure synergies and interlinkages with other interventions by associated institutions and GoB in targeted areas?	- Programme Documents - NUPRP Officials (National Level) -Town Office -City Corporation/Municipality Mayors/Councilors	-Desk Review -IDI -KII	-Programme Design	- Theme/Content

SN	Key Questions	Specific Sub-Questions	Data Sources	Data Collection Methods/Tools	Indicators/Success Standards	Methods of Data Analysis
Effectiveness: The extent to which the intervention achieved or is expected to achieve its objectives and its results, including any differential results across groups.						
1.	To what extent has the programme achieved the overall objectives?	To what extent (high, medium, low; traffic light system) did the programme achieve its overall objectives?	- Programme Documents -Household Interview -CDC Members - CDC Cluster Members -Town Federation Officials -Town Office - City Corporation/Municipality Mayors/Councilors	-Desk Review -Household Survey -FGD -IDI -KII	-Program Objectives	- Theme/Content -Comparative Analysis -Data Triangulation
		How did the programme determine that it has achieved its overall objectives?	- Programme Documents -Household Interview -CDC Members - CDC Cluster Members -Town Federation Officials -Town Office - City Corporation/Municipality Mayors/Councilors	-Desk Review -Household Survey -FGD -IDI -KII	-Program Objectives	- Theme/Content -Comparative Analysis -Data Triangulation
2.	The progress towards achieving the expected results since August 2018 against the approved Results and Resource Framework, Logical Framework and its contribution to the UNCSDF/CPD outcomes.	What is the NUPRP performance against targeted results in the approved and updated Results and Resource Framework/RRF (in line with subsequent Logical Framework/Logframe)?	- Programme Documents -Household Interview -Town Federation Officials -Town Office -NUPRP (National Level)	Desk Review -Household Survey -IDI -KII	-Resource Framework/RRF - Logical Framework/Logframe	- Theme/Content -Comparative Analysis -Data Triangulation
		To what level do the programme's achieved results contribute to the outcomes of UNSDCF and CPD?	- Programme Documents -Town Office -NUPRP (National Level)	Desk Review -KII	-Programme Design -Policy Form/Reform [UNSDCF and CPD]	- Theme/Content
3.	What change has been achieved against project targets for outputs, outcomes, and impact?	What are the programme's attained changes against outputs, outcomes, and impact, as illustrated in the RRF and Logframe?	- Programme Documents -Household Interview -PG Group -CDC Members - CDC Cluster Members -Town Federation Officials	Desk Review -Household Survey -FGD -IDI -KII	-RRF and Logframe	- Theme/Content -Comparative Analysis -Data Triangulation

SN	Key Questions	Specific Sub-Questions	Data Sources	Data Collection Methods/Tools	Indicators/Success Standards	Methods of Data Analysis
			-Town Office			
		What are the positive and negative changes that happened through the implementation of NUPRP?	- Programme Documents -PG Group -CDC Members - CDC Cluster Members -Town Federation Officials -Town Office -Beneficiaries received Grants and Loans	Desk Review -FGD -IDI -KII -Case Study	-Programme Design -Theory of Change -RRF and Logframe	- Theme/Content -Comparative Analysis -Data Triangulation
		Has there been any unintended changes due to NUPRP interventions? If so, what are those, and how did they contribute to overall objectives?	- Programme Documents -PG Group -CDC Members - CDC Cluster Members -Town Federation Officials -Town Office	Desk Review -FGD -IDI -KII	-Programme Design -Theory of Change -RRF and Logframe	- Theme/Content
4.	What changes NUPRP interventions have brought and what changes can be attributed to NUPRP?	What changes has NUPRP brought to inclusive urban development and governance through community, municipal, and national interventions?	- Programme Documents -Household Interview -PG Group -CDC Members - CDC Cluster Members -Town Federation Officials -Town Office -Beneficiaries received Grants and Loans	-Desk Review -Household Survey -FGD -IDI -KII -Case Study	-Programme Design - Programme Objectives	- Theme/Content -Comparative Analysis -Data Triangulation
		What changes have happened in urban governance due to the inception of NUPRP?	- Programme Documents -CDC Members - CDC Cluster Members -Town Federation Officials -Town Office	-Desk Review -IDI -KII	-Programme Design - Program Objectives	- Theme/Content
5.	What factors contributed to the achievement or non-achievement of the NUPRP outcomes and outputs?	What factors triggered the achievement or non-achievement of NUPRP outcomes and outputs, internally and externally?	- Programme Documents -Household Interview -PG Group -CDC Members - CDC Cluster Members	-Desk Review -Household Survey -FGD -IDI	-Programme Design - Programme Objectives -Theory of Change -RRF and Logframe	- Theme/Content -Comparative Analysis

SN	Key Questions	Specific Sub-Questions	Data Sources	Data Collection Methods/Tools	Indicators/Success Standards	Methods of Data Analysis
			-Town Federation Officials -Town Office -Beneficiaries received Grants and Loans	-KII -Case Study		-Data Triangulation
		What lessons can be learnt from the achievement or setbacks of NUPRP outputs and outcomes?	- Programme Documents -Household Interview -PG Group -CDC Members - CDC Cluster Members -Town Federation Officials -Town Office -Beneficiaries received Grants and Loans	-Desk Review -Household Survey -FGD -IDI -KII -Case Study	-Programme Design - Program Objectives -Theory of Change -RRF and Logframe	- Theme/Content -Comparative Analysis -Data Triangulation
Efficiency: The extent to which the intervention delivers, or is likely to deliver, results in an economical and timely way.						
1.	To what extent were the NUPRP outputs delivered in time to ensure high-quality programming?	Did the programme succeed in delivering outputs on time, and how?	- Programme Documents -Town Office -NUPRP Officials (National Level)	-Desk Review -KII	-Theory of Change - Logframe	- Theme/Content
		How did the timing of output delivery affect the quality and effectiveness of NUPRP programming?	- Programme Documents -Town Office -NUPRP Officials (National Level)	-Desk Review -KII	-Theory of Change - Logframe	- Theme/Content
		Did NUPRP adopt any strategies to address un/foresee delays (adjust/recover any time laps) in implementing the programme's activities, and how effective are they?	- Programme Documents -Town Office -NUPRP Officials (National Level)	-Desk Review -KII	-Theory of Change - Logframe	- Theme/Content
		How did the NUPRP ensure that high-quality delivery is not compromised while adjusting timely delivery/recovering any unintended/forced time laps?	- Programme Documents -Town Office -NUPRP Officials (National Level)	-Desk Review -KII	-Theory of Change - Logframe	- Theme/Content

SN	Key Questions	Specific Sub-Questions	Data Sources	Data Collection Methods/Tools	Indicators/Success Standards	Methods of Data Analysis
2.	To what extent has NUPRP ensured value for money?	How efficiently did the NUPRP utilise/optimise its financial resources?	- Programme Documents -Town Office -NUPRP Officials (National Level)	-Desk Review -KII	-Theory of Change - Logframe -Program Budgeting	- Theme/Content
		What measures are taken to minimise costs while achieving program objectives?	- Programme Documents -Town Office -NUPRP Officials (National Level)	-Desk Review -KII	- Programme Objectives -Theory of Change - Logframe	- Theme/Content
		How well does the programme balance financial resources with output activities? Were the resources delivered on time?	- Programme Documents -Household Interview -PG Group -CDC Members - CDC Cluster Members -Town Federation Officials -Town Office -Beneficiaries received Grants and Loans	-Desk Review -Household Survey -FGD -KII	- Programme Objectives -Theory of Change - Logframe --Program Budgeting	- Theme/Content -Comparative Analysis -Data Triangulation
3.	Has the programme successfully targeted (and influenced municipalities to target) intended social groups?	How did the programme effectively and accurately identify and reach its intended social groups? How did the community participation work in selecting grant recipients?	- Programme Documents -PG Group -CDC Members - CDC Cluster Members -Town Federation Officials -Town Office	-Desk Review -FGD -KII	-Programme Design - Program Objectives -Theory of Change	- Theme/Content
		What strategies or mechanisms are employed to ensure effective targeting?	- Programme Documents -PG Group -CDC Members - CDC Cluster Members -Town Federation Officials -Town Office	-Desk Review -FGD -KII	-Programme Design - Program Objectives -Theory of Change	- Theme/Content
		What were the challenges to identifying the intended social groups?	- Programme Documents -PG Group -CDC Members - CDC Cluster Members -Town Federation Officials	-Desk Review -FGD -KII	-Programme Design - Program Objectives -Theory of Change	- Theme/Content

SN	Key Questions	Specific Sub-Questions	Data Sources	Data Collection Methods/Tools	Indicators/Success Standards	Methods of Data Analysis
			-Town Office			
		What strategy did NUPRP employ to influence LGIs to prioritise urban poor inclusive participation in local governance mechanisms?	- Programme Documents -Town Office -NUPRP (National Level) - City Corporation/Municipality Mayors/Councilors	-Desk Review -KII	-Programme Design	- Theme/Content
4.	Has NUPRP successfully reduced the inclusion and exclusion error level to a minimum?	What mechanisms were in place to detect the inclusion and exclusion error?	- Programme Documents -PG Group -CDC Members - CDC Cluster Members -Town Federation Officials -Town Office -Beneficiaries received Grants and Loans	-Desk Review -FGD -KII	-Programme Design - Program Objectives -Theory of Change	- Theme/Content
		How actively did the NUPRP seek community inputs to improve accuracy?	- Programme Documents -Household Interview -PG Group -CDC Members - CDC Cluster Members -Town Federation Officials -Town Office -Beneficiaries received Grants and Loans -Person with disabilities, women, minorities and vulnerable groups	-Desk Review -Household Survey -FGD -KII -Case Study	-Programme Design - Program Objectives -Log Frame	- Theme/Content -Comparative Analysis -Data Triangulation
5.	To what extent has funding impacted the programme implementation? Was funding sufficient for the achievement of results? (Funding analysis)	Were the funds mobilised as planned and on time to ensure timely and quality implementation of the programme activities?	- Programme Documents -Town Office -NUPRP Officials (National Level)	-Desk Review -KII	-Program Design -Program Budgeting -Theory of Change - Logframe	- Theme/Content
		Are there specific instances where funding constraints impacted the pace or quality of implementation?	- Programme Documents -Town Office -NUPRP Officials (National Level)	-Desk Review -KII	-Program Design -Program Budgeting -Theory of Change - Logframe	- Theme/Content

SN	Key Questions	Specific Sub-Questions	Data Sources	Data Collection Methods/Tools	Indicators/Success Standards	Methods of Data Analysis
		Have there been any changes (increase/decrease or redistribution) in the resource allocation of NUPRP? What were the implications?	- Programme Documents -NUPRP Officials (National Level)	-Desk Review -KII	-Program Design -Program Budgeting	- Theme/Content
6.	To what extent were synergies developed between UNDP initiatives/programmes that contributed to reducing costs while supporting results?	What synergies are being developed between UNDP initiatives/programmes and NUPRP to streamline activities and reduce duplication of efforts?	- Programme Documents -Town Office -NUPRP Officials (National Level)	-Desk Review -KII	-Program Design	- Theme/Content
		How were synergies leveraged to enhance program outcomes without increasing costs and compromising intended results?	- Programme Documents -Town Office -NUPRP Officials (National Level)	-Desk Review -KII	-Program Design	- Theme/Content
7.	How well did programme management work to achieve targeted results?	What strategies and initiatives did programme management employ/deploy to enhance organisational capacity to achieve the intended results depicted in the RRF and Logframe?	- Programme Documents -Town Office -NUPRP Officials (National Level)	-Desk Review -KII	-Programme Design - RRF and Logframe	- Theme/Content
		Are there specific initiatives to strengthen the capacity of the team?	- Programme Documents -Town Office -NUPRP Officials (National Level)	-Desk Review -KII	-Programme Design -Theory of Change - RRF and Logframe	- Theme/Content
		How are resources allocated and utilised by the programme management to support attaining targeted results?	- Programme Documents -Town Office -NUPRP Officials (National Level)	-Desk Review -KII	-Programme Design - Programme Budget and Resource -Theory of Change - RRF and Logframe	- Theme/Content
		How efficiently does the NUPRP ensure coordinated planning and implementation of the	- Programme Documents -CDC Members - CDC Cluster Members -Town Federation Officials	-Desk Review -KII	-Programme Design -Logframe	- Theme/Content

SN	Key Questions	Specific Sub-Questions	Data Sources	Data Collection Methods/Tools	Indicators/Success Standards	Methods of Data Analysis
		programme's activities at municipal and national levels?	-Town Office -NUPRP (National Level) - City Corporation/Municipality Mayors/Councilors			
8.	To what extent were the mitigation measures efficiently addressing the fiduciary risks, including safeguarding at each level?	How rigorously does the NUPRP identify and assess fiduciary risks and safeguarding concerns at each level of implementation?	- Programme Documents -CDC Members - CDC Cluster Members -Town Federation Officials -Town Office -NUPRP (National Level) - City Corporation/Municipality Mayors/Councilors	-Desk Review -KII	-Programme Design -Logframe	- Theme/Content
		Were there any mechanisms to proactively identify potential financial management and safeguarding risks?	- Programme Documents -CDC Members - CDC Cluster Members -Town Federation Officials -Town Office -NUPRP (National Level) - City Corporation/Municipality Mayors/Councilors	-Desk Review -KII	-Programme Design Programme Budget -Logframe	- Theme/Content
		What specific measures are implemented to mitigate identified fiduciary risks at different levels of implementation?	- Programme Documents -CDC Members - CDC Cluster Members -Town Federation Officials -Town Office -NUPRP (National Level) - City Corporation/Municipality Mayors/Councilors	-Desk Review -KII	-Programme Design Programme Budget -Logframe	- Theme/Content
Sustainability: The extent to which the net benefits of the intervention continue or are likely to continue.						
1.	Which results are likely to sustain (from an environmental, social and financial perspective) beyond the end of support?	What outputs are being continued or discontinued to generate results/outcomes beyond the programme?	- Programme Documents -Town Office -NUPRP (National Level)	-Desk Review -KII	-Programme Design -Theory of Change -Logframe	- Theme/Content

SN	Key Questions	Specific Sub-Questions	Data Sources	Data Collection Methods/Tools	Indicators/Success Standards	Methods of Data Analysis
	Which are not? What are the challenges and opportunities?	What challenges exist or are perceived in making NUPRP-produced outputs and outcomes sustainable?	- Programme Documents -CDC Members - CDC Cluster Members -Town Federation Officials -Town Office -NUPRP (National Level)	-Desk Review -KII	-Programme Design -Theory of Change -Logframe	- Theme/Content
		What measures could NUPRP take or incorporate as part of its exit strategy to address existing or perceived challenges for programme component sustainability?	- Programme Documents -CDC Members - CDC Cluster Members -Town Federation Officials -Town Office -NUPRP (National Level)	-Desk Review -KII	-Programme Design -Theory of Change -Logframe	- Theme/Content
2.	What are the major factors influencing the achievement/non-achievement of sustainability of NUPRP interventions?	What are the best practices generated from the programme that are replicable and continuable?	- Secondary Literature -Household Interview -PG Group -CDC Members - CDC Cluster Members -Town Federation Officials -Town Office -Beneficiaries received Grants and Loans	-Desk Review -Household Survey -FGD -IDI -KII -Case Study	-Programme Design - Program Objectives -Theory of Change -RRF and Logframe	- Theme/Content -Comparative Analysis -Data Triangulation
		Is NUPRP exploring avenues for community organisations' financial self-sufficiency that will promote these organisations' sustainability?	- Programme Documents -Town Federation Officials -Town Office -NUPRP (National Level)	-Desk Review -KII	-Programme Design Programme Budget -Logframe	- Theme/Content
		What strategies exist to sustain outputs and outcomes after the programme's closing?	- Programme Documents -Household Interview -PG Group -CDC Members - CDC Cluster Members -Town Federation Officials -Town Office	-Desk Review -Household Survey -FGD -IDI -KII -Case Study	-Programme Design - Program Objectives -Theory of Change -RRF and Logframe	- Theme/Content -Comparative Analysis -Data Triangulation

SN	Key Questions	Specific Sub-Questions	Data Sources	Data Collection Methods/Tools	Indicators/Success Standards	Methods of Data Analysis
			-Beneficiaries received Grants and Loans			
3.	To what extent are the institutional mechanisms and policies in place to sustain the impact of NUPRP's interventions?	What sustainability components exist in the NUPRP design?	- Secondary Literature -Town Office -NUPRP (National Level)	-Desk Review -KII	-Programme Design	- Theme/Content
		What institutional mechanism introduced by NUPRP will continue to sustain the impact of pro-poor urban governance in targeted areas?	- Programme Documents -PG Group -CDC Members - CDC Cluster Members -Town Federation Officials -Town Office - City Corporation/Municipality Mayors/Councilors	-Desk Review -FGD -IDI -KII	-Programme Design - Program Objectives -Theory of Change -RRF and Logframe	- Theme/Content
		What policy outputs are generated from NUPRP to sustain the impact of pro-poor urban governance in targeted areas?	- Programme Documents -Town Office -NUPRP (National Level)	-Desk Review -KII	-Programme Design	- Theme/Content
4.	Review the level and range of partnerships established at all levels that contribute to scaling up and sustaining the programme interventions.	What formal and informal partnerships are developed between community organisations, municipal offices, and national institutions through the programme interventions? How effective are these partnerships?	- Programme Documents -PG Group -CDC Members - CDC Cluster Members -Town Federation Officials -Town Office - City Corporation/Municipality Mayors/Councilors	-Desk Review -FGD -IDI -KII	-Programme Design - Program Objectives -Theory of Change -RRF and Logframe	- Theme/Content
		What formal and informal networks are developed between relevant stakeholders of NUPRP at the community, municipal, and national levels? How effective are these networks?	- Programme Documents -PG Group -CDC Members - CDC Cluster Members -Town Federation Officials -Town Office - City Corporation/Municipality Mayors/Councilors	-Desk Review -FGD -IDI -KII	-Programme Design - Program Objectives -Theory of Change -RRF and Logframe	- Theme/Content

SN	Key Questions	Specific Sub-Questions	Data Sources	Data Collection Methods/Tools	Indicators/Success Standards	Methods of Data Analysis
5.	To what extent have capacities been strengthened at the local and municipal governance levels?	To what degree are the local communities involved in municipal offices' planning, decision-making, and interventions?	- Programme Documents -Household Interview -PG Group -CDC Members - CDC Cluster Members -Town Federation Officials -Town Office -Beneficiaries received Grants and Loans	-Desk Review -Household Survey -FGD -IDI -KII -Case Study	-Programme Design - Program Objectives -Theory of Change -RRF and Logframe	- Theme/Content -Comparative Analysis -Data Triangulation
		Up to what level do the community organisations' capacities to advocate for community concerns at the local and municipal governance levels strengthen?	- Programme Documents -PG Group -CDC Members - CDC Cluster Members -Town Federation Officials -Town Office - City Corporation/Municipality Mayors/Councilors	-Desk Review -FGD -IDI -KII	-Programme Design - Program Objectives -Theory of Change -RRF and Logframe	- Theme/Content
Impact: The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended higher-level effects.						
1.	What changes have occurred as a result of the NUPRP interventions, the scale of the interventions, and what can be attributed to the interventions?	What specific development outcomes are being observed due to the programme's interventions in targeted areas?	- Programme Documents -Town Office -NUPRP (National Level)	-Desk Review -KII	-Programme Design	- Theme/Content
		Are there any unexpected or unintended positive or negative changes observed due to the NUPRP interventions, and if so, what are they?	- Programme Documents -Town Office -NUPRP (National Level)	-Desk Review -KII	-Programme Design	- Theme/Content
		Which factors attributed to the success of NUPRP interventions, such as community engagement, capacity building, climate resilience, and collaboration following a pro-poor approach?	- Programme Documents - Household Interview - PG Group - CDC Members - CDC Cluster Members - Town Federation Officials - Town Office	-Desk Review -Household Survey -FGD -IDI -KII -Case Study	-Programme Design - Program Objectives -Theory of Change -RRF and Logframe	- Theme/Content -Comparative Analysis -Data Triangulation

SN	Key Questions	Specific Sub-Questions	Data Sources	Data Collection Methods/Tools	Indicators/Success Standards	Methods of Data Analysis
			-Beneficiaries received Grants and Loans			
		What monitoring and learning mechanisms are being placed to assess progress and make necessary adjustments?	- Programme Documents -Town Office -NUPRP (National Level)	-Desk Review -KII	-Programme Design	- Theme/Content
2.	Has the new infrastructure contributed to climate resilience?	How do the developed infrastructures from the programme enhance the strength of targeted urban areas to address climate-related challenges?	- Programme Documents -Household Interview -PG Group -CDC Members - CDC Cluster Members -Town Federation Officials -Town Office -Beneficiaries received Grants and Loans	-Desk Review -Household Survey -FGD -IDI -KII -Case Study	-Programme Design - Program Objectives -Theory of Change -RRF and Logframe	- Theme/Content -Comparative Analysis -Data Triangulation
		What specific features or design elements in the new infrastructure contribute to climate adaptation and mitigation (including attributes to disaster preparedness)?	- Programme Documents -Household Interview -PG Group -CDC Members - CDC Cluster Members -Town Federation Officials -Town Office -Beneficiaries received Grants and Loans	-Desk Review -Household Survey -FGD -IDI -KII -Case Study	-Programme Design - Program Objectives -Theory of Change -RRF and Logframe	- Theme/Content -Comparative Analysis -Data Triangulation
		What lessons can be learned from the implementation of climate-resilient infrastructure for other urban development	- Programme Documents -Household Interview -CDC Members -Town Federation Officials -Town Office -Beneficiaries received Grants and Loans	-Desk Review -Household Survey -FGD -IDI -KII -Case Study	-Programme Design - Program Objectives -Theory of Change -RRF and Logframe	- Theme/Content -Comparative Analysis -Data Triangulation
3.	To what extent were the milestones of programme outputs achieved and	Can the NUPRP reach targeted milestones of the programme's outputs, and up to what level?	- Programme Documents -Household Interview -PG Group	-Desk Review -Household Survey	-Programme Design - Program Objectives -Theory of Change	- Theme/Content

SN	Key Questions	Specific Sub-Questions	Data Sources	Data Collection Methods/Tools	Indicators/Success Standards	Methods of Data Analysis
	contributed to achieving the relevant outcome-level results? How many people have been reached through the programme?		-CDC Members - CDC Cluster Members -Town Federation Officials -Town Office -Beneficiaries received Grants and Loans	-FGD -IDI -KII -Case Study	-RRF and Logframe	-Comparative Analysis -Data Triangulation
		How do the achieved milestones directly correlate with positive outcomes, such as poverty reduction, improved living conditions, and community resilience?	- Programme Documents -Town Office -Beneficiaries received Grants and Loans	-Desk Review -IDI -KII -Case Study	-Programme Design - Program Objectives -Theory of Change -RRF and Logframe	- Theme/Content
		Were there any challenges in achieving the milestones, and if so, how were they addressed?	- Programme Documents -PG Group -CDC Members - CDC Cluster Members -Town Federation Officials -Town Office	-Desk Review -FGD -IDI -KII	-Programme Design - Program Objectives -Theory of Change -RRF and Logframe	- Theme/Content
4.	To what extent has the intervention generated significant positive or negative, intended or unintended, high-level effects?	What specific positive or negative effects have been observed as a result of the intervention?	- Programme Documents -PG Group -CDC Members - CDC Cluster Members -Town Federation Officials -Town Office -Beneficiaries received Grants and Loans	-Desk Review -FGD -IDI -KII -Case Study	-Programme Design - Program Objectives -Theory of Change -RRF and Logframe	- Theme/Content
		What measures are taken to mitigate any adverse effects identified during the intervention?	- Programme Documents -PG Group -CDC Members - CDC Cluster Members -Town Federation Officials -Town Office -Beneficiaries received Grants and Loans	-Desk Review -FGD -IDI -KII -Case Study	-Programme Design - Program Objectives -Theory of Change -RRF and Logframe	- Theme/Content

SN	Key Questions	Specific Sub-Questions	Data Sources	Data Collection Methods/Tools	Indicators/Success Standards	Methods of Data Analysis
		How significant are these effects in terms of their impact on the broader context or outcomes of NUPRP?	- Programme Documents -Town Office -NUPRP (National Level)	-Desk Review -KII	-Programme Design	- Theme/Content
		How and to what level does the programme's intervention strengthen social equity and inclusion? Has it reduced all forms of disparities which trigger marginalisation?	- Programme Documents -Town Office -NUPRP (National Level)	-Desk Review -KII	-Programme Design	- Theme/Content
		How does the programme's intervention influence economic and livelihood development and, in the process, stimulate local economies?	- Programme Documents -Household Interview -PG Group -CDC Members - CDC Cluster Members -Town Federation Officials -Town Office -Beneficiaries received Grants and Loans	-Desk Review -Household Survey -FGD -IDI -KII -Case Study	-Programme Design - Program Objectives -Theory of Change -RRF and Logframe	- Theme/Content -Comparative Analysis -Data Triangulation
		How and to what level does the programme's intervention enhance environmental sustainability considering climate resilient infrastructure and governance?	- Programme Documents -Household Interview -PG Group -CDC Members - CDC Cluster Members -Town Federation Officials -Town Office -Beneficiaries received Grants and Loans	-Desk Review -Household Survey -FGD -IDI -KII -Case Study	-Programme Design - Program Objectives -Theory of Change -RRF and Logframe	- Theme/Content -Comparative Analysis -Data Triangulation
Cross-Cutting Issues: Human Rights, Gender Equality and Leaving No One Behind (LNOB)						
1.	To what extent has the project promoted positive changes in gender equality and women's empowerment? Did any	How are the impacts of NUPRP initiatives assessed in promoting positive changes in gender equality and women's empowerment?	- Programme Documents -Household Interview -PG Group -CDC Members - CDC Cluster Members	-Desk Review -Household Survey -FGD -IDI	-Programme Design - Program Objectives -RRF and Logframe	- Theme/Content -Comparative Analysis

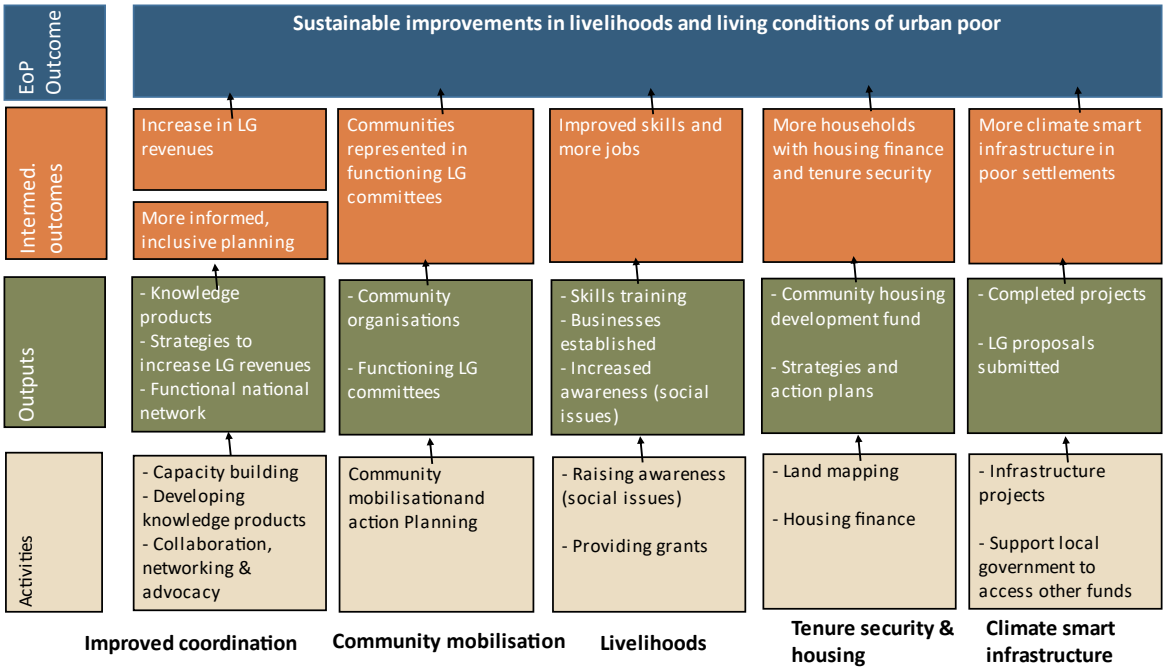
SN	Key Questions	Specific Sub-Questions	Data Sources	Data Collection Methods/Tools	Indicators/Success Standards	Methods of Data Analysis
	unintended effects emerge for women, men or vulnerable groups?		-Town Federation Officials -Town Office -Beneficiaries received Grants and Loans (Women & Girls)	-KII -Case Study		-Data Triangulation
		What unintended effects (if any) are observed among women, men, or vulnerable groups due to the programme interventions, and how are they identified within the programme's monitoring and evaluation framework?	- Programme Documents -Household Interview -PG Group -CDC Members - CDC Cluster Members -Town Federation Officials -Town Office -Beneficiaries received Grants and Loans (Women & Girls)	-Desk Review -Household Survey -FGD -IDI -KII -Case Study	-Programme Design - Program Objectives -RRF and Logframe	- Theme/Content -Comparative Analysis -Data Triangulation
		Are stakeholders, particularly women, men, and vulnerable groups, consulted in identifying and addressing unintended effects?	- Programme Documents -PG Group -CDC Members - CDC Cluster Members -Town Federation Officials -Town Office	-Desk Review -FGD -IDI -KII	-Programme Design - Program Objectives	- Theme/Content
		What feedback or insights are gathered from affected individuals or communities regarding the unintended effects experienced?	- Programme Documents -PG Group -CDC Members - CDC Cluster Members -Town Federation Officials -Town Office	-Desk Review -FGD -IDI -KII	-Programme Design - Program Objectives	- Theme/Content
2.	To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?	To what extent are gender equality and women's empowerment addressed in the design and implementation of NUPRP?	- Programme Documents -Household Interview -PG Group -CDC Members - CDC Cluster Members -Town Federation Officials -Town Office -Beneficiaries received Grants and Loans (Women & Girls)	-Desk Review -Household Survey -FGD -IDI -KII -Case Study	-Programme Design - Program Objectives	- Theme/Content -Comparative Analysis -Data Triangulation

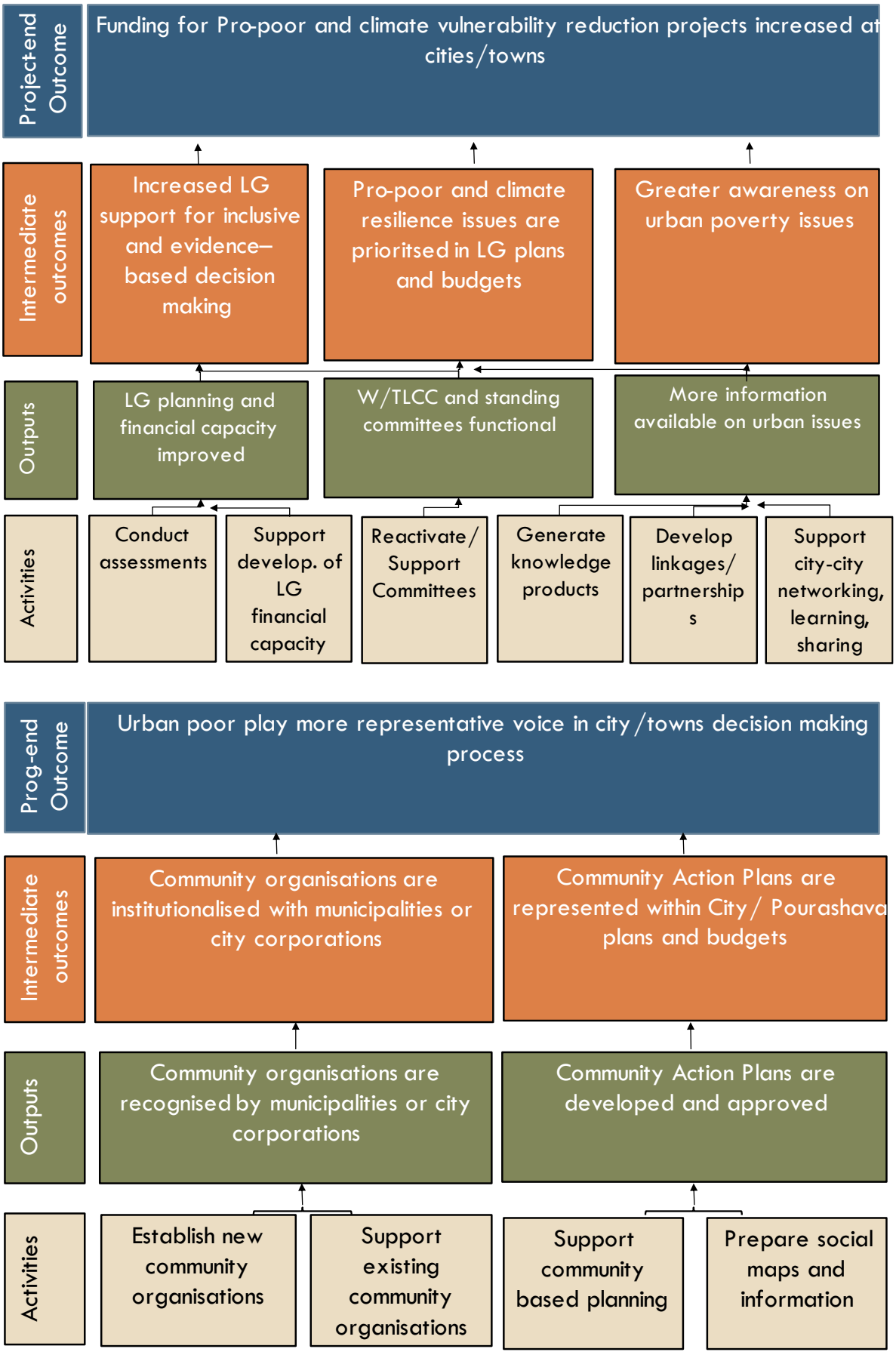
SN	Key Questions	Specific Sub-Questions	Data Sources	Data Collection Methods/Tools	Indicators/Success Standards	Methods of Data Analysis
		How did NUPRP contribute to promoting gender equality and women's empowerment?	- Programme Documents -Household Interview -PG Group -CDC Members - CDC Cluster Members -Town Federation Officials -Town Office -Beneficiaries received Grants and Loans (Women & Girls)	-Desk Review -Household Survey -FGD -IDI -KII -Case Study	-Programme Design - Program Objectives	- Theme/Content -Comparative Analysis -Data Triangulation
		What are the examples of successful outcomes and challenges encountered in NUPRP on gender equality and empowerment?	- Programme Documents -Household Interview -PG Group -CDC Members - CDC Cluster Members -Town Federation Officials -Town Office -Beneficiaries received Grants and Loans (Women & Girls)	-Desk Review -Household Survey -FGD -IDI -KII -Case Study	-Programme Design - Program Objectives	- Theme/Content -Comparative Analysis -Data Triangulation
3.	To what extent have poor, indigenous, and PwDs, women, men, and other disadvantaged and marginalised groups benefited from the work of NUPRP?	How does the NUPRP accommodate the disadvantaged and marginalised groups (poor, indigenous, PwDs, women, and men) in the programme design?	- Programme Documents -PG Group -CDC Members - CDC Cluster Members -Town Federation Officials -Town Office -Person with Disabilities - Disadvantaged and marginalised groups	-Desk Review -FGD -IDI -KII -Case Study	-Programme Design - Program Objectives -RRF and Logframe	- Theme/Content
		What measures are implemented to ensure accessibility and inclusivity for poor, indigenous, and PwDs, women, men and other disadvantaged and marginalised groups?	- Programme Documents -PG Group -CDC Members - CDC Cluster Members -Town Federation Officials -Town Office -Person with Disabilities	-Desk Review -FGD -IDI -KII -Case Study	-Programme Design - Program Objectives -RRF and Logframe	- Theme/Content

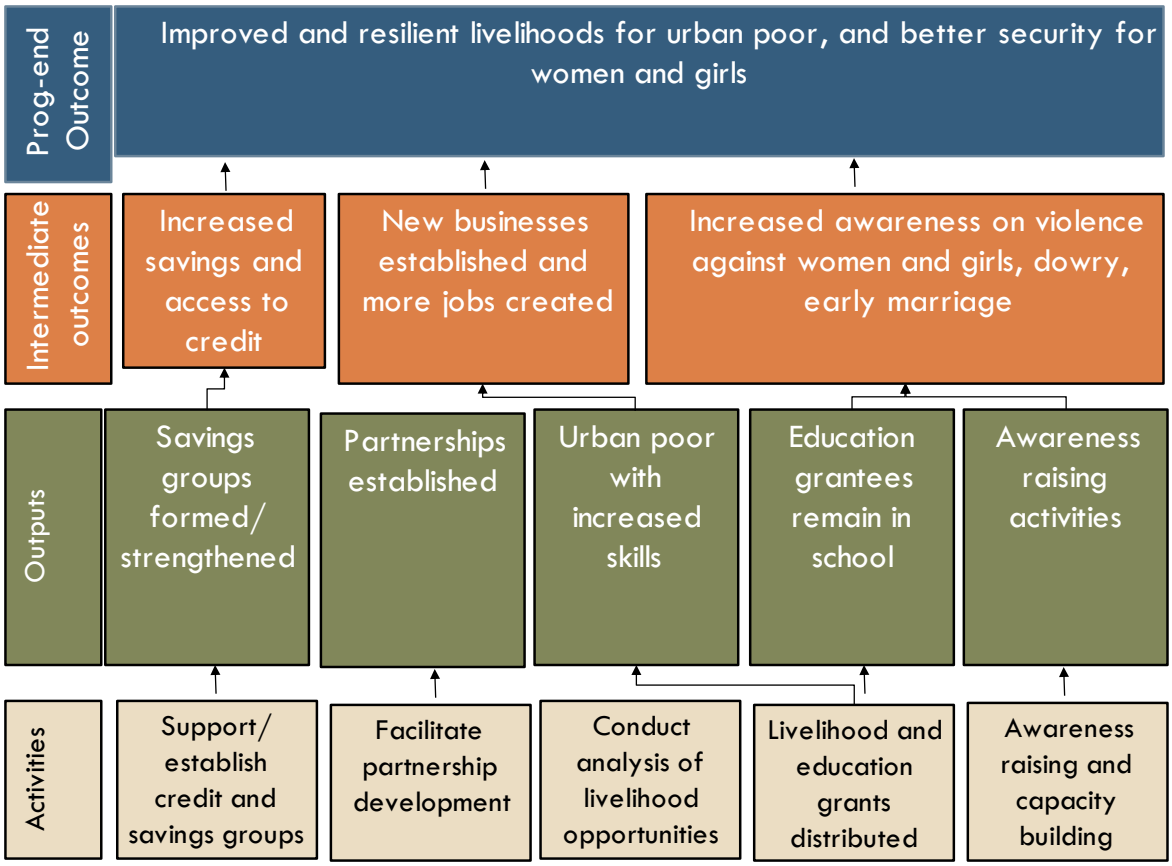
SN	Key Questions	Specific Sub-Questions	Data Sources	Data Collection Methods/Tools	Indicators/Success Standards	Methods of Data Analysis
			- Disadvantaged and marginalised groups			
		Are there any examples of how NUPRP addressed these marginalised groups' unique needs and challenges?	- Programme Documents -Household Interview -PG Group -CDC Members - CDC Cluster Members -Town Federation Officials -Town Office -Beneficiaries received Grants and Loans (Women & Girls)	-Desk Review -Household Survey -FGD -IDI -KII -Case Study	-Programme Design - Program Objectives	- Theme/Content -Comparative Analysis -Data Triangulation
4.	To what extent were the various components of the programme coherent in addressing the human rights and exclusion issues of the urban poor?	How does the program prioritise the intersectional nature of human rights?	- Programme Documents -Household Interview -PG Group -CDC Members - CDC Cluster Members -Town Federation Officials -Town Office -Beneficiaries received Grants and Loans (Women & Girls)	-Desk Review -Household Survey -FGD -IDI -KII -Case Study	-Programme Design - Program Objectives -RRF and Logframe	- Theme/Content -Comparative Analysis -Data Triangulation
		What are the main challenges or obstacles encountered in implementing the program's initiatives to address human rights?	- Programme Documents -Household Interview -PG Group -CDC Members - CDC Cluster Members -Town Federation Officials -Town Office -Beneficiaries received Grants and Loans (Women & Girls)	-Desk Review -Household Survey -FGD -IDI -KII -Case Study	-Programme Design - Program Objectives -RRF and Logframe	- Theme/Content -Comparative Analysis -Data Triangulation
5.	Were persons with disabilities consulted and meaningfully involved in	What mechanisms or approaches are employed to ensure the consultation and meaningful involvement of	- Programme Documents -Town Office -NUPRP (National Level)	-Desk Review -KII	-Programme Design	- Theme/Content

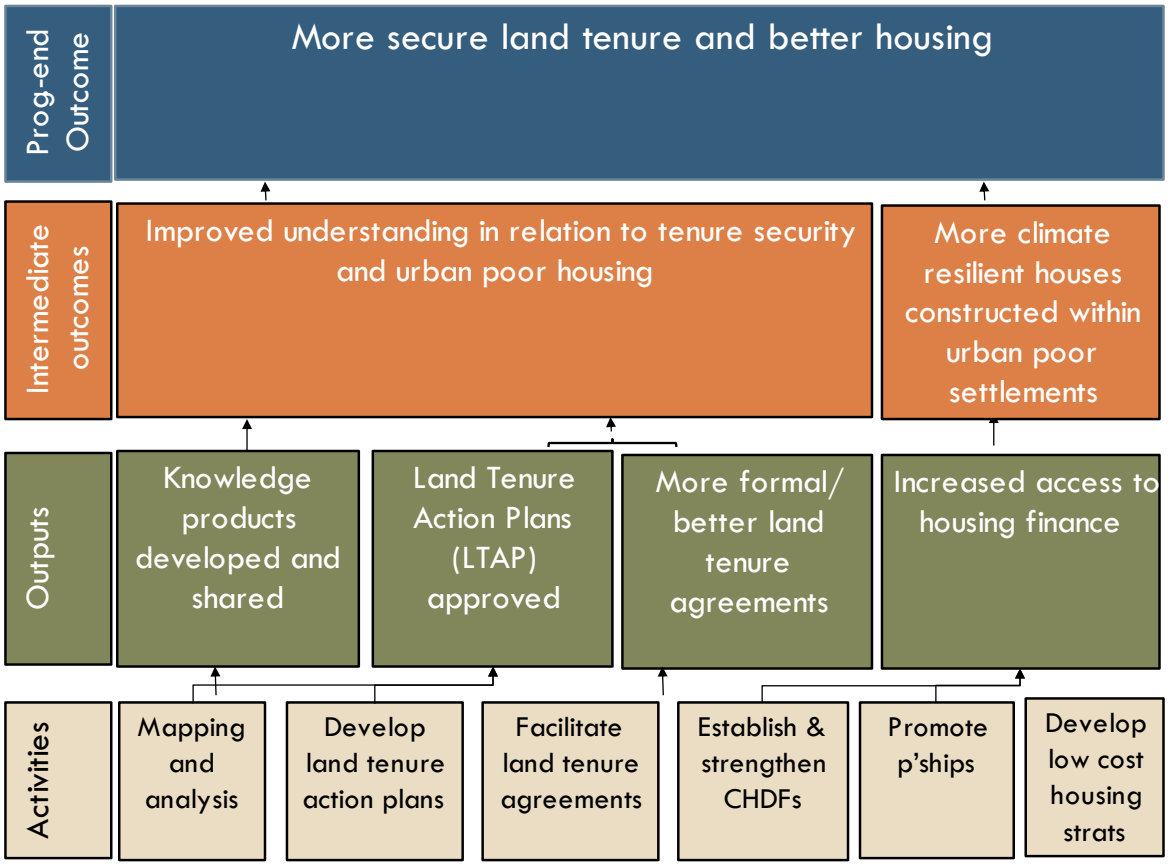
SN	Key Questions	Specific Sub-Questions	Data Sources	Data Collection Methods/Tools	Indicators/Success Standards	Methods of Data Analysis
	programme planning and implementation?	persons with disabilities in the program's planning phase?				
		Are there any challenges encountered in effectively involving persons with disabilities in program planning, and if so, how were they addressed?	- Programme Documents -Town Office -NUPRP (National Level)	-Desk Review -KII	-Programme Design	- Theme/Content

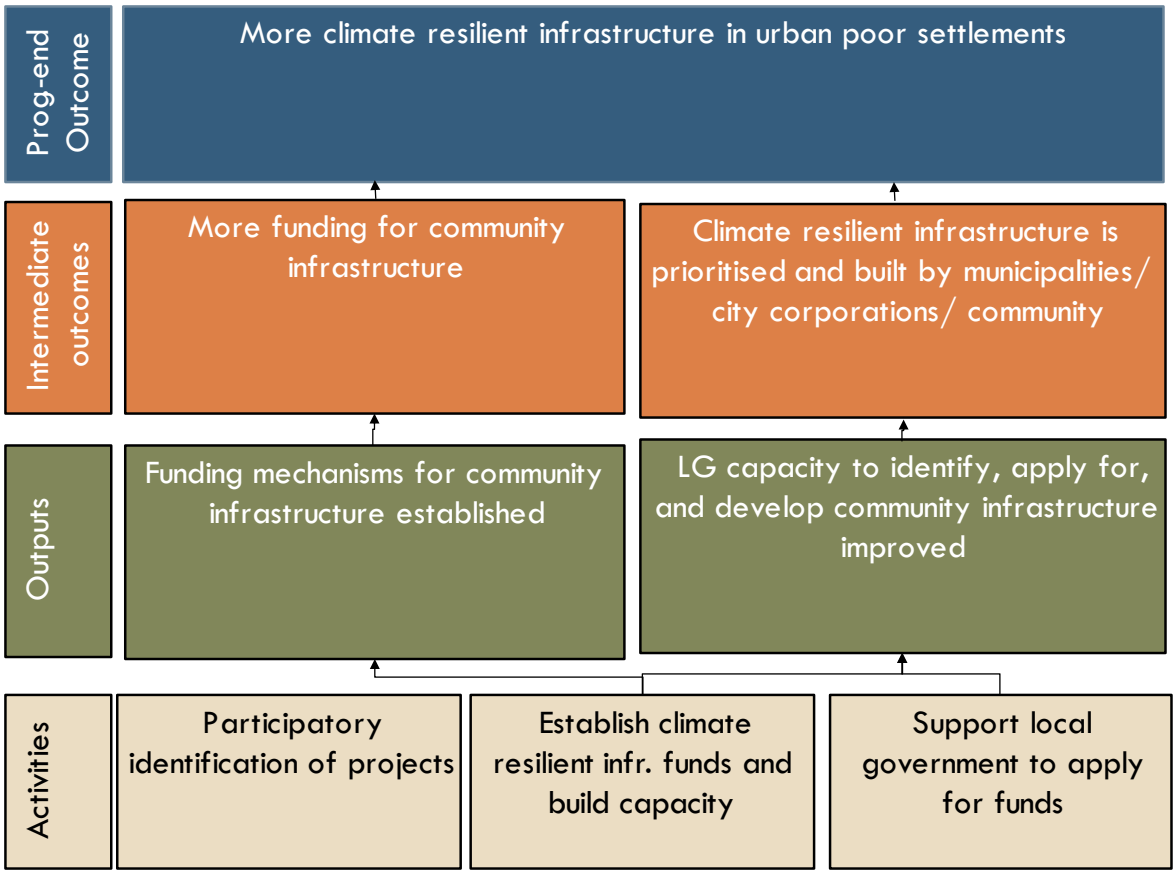
Annexe 4:
Theory of Change (ToC)


EoP Outcome
Sustainable improvements in livelihoods and living conditions of urban poor
Intermed. outcomes
Increase in LG revenues
More informed, inclusive planning
Communities represented in functioning LG committees
Improved skills and more jobs
More households with housing finance and tenure security
More climate smart infrastructure in poor settlements
Outputs
- Knowledge products
- Strategies to increase LG revenues
- Functional national network
- Community organisations
- Functioning LG committees
- Skills training
- Businesses established
- Increased awareness (social issues)
- Community housing development fund
- Strategies and action plans
- Completed projects
- LG proposals submitted
Activities
- Capacity building
- Developing knowledge products
- Collaboration, networking & advocacy
Community mobilisationand action Planning
- Raising awareness (social issues)
- Providing grants
- Land mapping
- Housing finance
- Infrastructure projects
- Support local government to access other funds
Improved coordination
Community mobilisation
Livelihoods
Tenure security & housing
Climate smart infrastructure


Project end Outcome
Funding for Pro-poor and climate vulnerability reduction projects increased at cities/towns
Intermediate outcomes
Increased LG support for inclusive and evidence–based decision making
Pro-poor and climate resilience issues are prioritsed in LG plans and budgets
Greater awareness on urban poverty issues
Outputs
LG planning and financial capacity improved
W/TLCC and standing committees functional
More information available on urban issues
Activities
Conduct assessments
Support develop. of LG financial capacity
Reactivate/ Support Committees
Generate knowledge products
Develop linkages/ partnerships
Support city-city networking, learning, sharing
Prog-end Outcome
Urban poor play more representative voice in city/towns decision making process
Intermediate outcomes
Community organisations are institutionalised with municipalities or city corporations
Community Action Plans are represented within City/ Pourashava plans and budgets
Outputs
Community organisations are recognised by municipalities or city corporations
Community Action Plans are developed and approved
Activities
Establish new community organisations
Support existing community organisations
Support community based planning
Prepare social maps and information


Prog-end Outcome
Improved and resilient livelihoods for urban poor, and better security for women and girls
Intermediate outcomes
Increased savings and access to credit
New businesses established and more jobs created
Increased awareness on violence against women and girls, dowry, early marriage
Outputs
Savings groups formed/ strengthened
Partnerships established
Urban poor with increased skills
Education grantees remain in school
Awareness raising activities
Activities
Support/ establish credit and savings groups
Facilitate partnership development
Conduct analysis of livelihood opportunities
Livelihood and education grants distributed
Awareness raising and capacity building


Prog-end Outcome
More secure land tenure and better housing
Intermediate outcomes
Improved understanding in relation to tenure security and urban poor housing
More climate resilient houses constructed within urban poor settlements
Outputs
Knowledge products developed and shared
Land Tenure Action Plans (LTAP) approved
More formal/ better land tenure agreements
Increased access to housing finance
Activities
Mapping and analysis
Develop land tenure action plans
Facilitate land tenure agreements
Establish & strengthen CHDFs
Promote p'ships
Develop low cost housing strats


Prog-end Outcome
More climate resilient infrastructure in urban poor settlements
Intermediate outcomes
More funding for community infrastructure
Climate resilient infrastructure is prioritised and built by municipalities/ city corporations/ community
Outputs
Funding mechanisms for community infrastructure established
LG capacity to identify, apply for, and develop community infrastructure improved
Activities
Participatory identification of projects
Establish climate resilient infr. funds and build capacity
Support local government to apply for funds

Annexe 5:
Result and Resource Framework (RRF)

Results and Resource Framework

Intended Outcome as stated in the Country Programme Results and Resource Framework: *Assign a number to each outcome in the country programme (1),* Pathway to inclusive and sustainable economic development – envisions that By 2026, more people in Bangladesh, particularly the most vulnerable and marginalised from all gender and social groups and those from lagging districts, benefit from sustainable livelihood and decent work opportunities resulting from responsible, inclusive, sustainable, green, and equitable economic development.*).*				
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: **Indicator:** Proportion of population living below the national poverty line **Baseline:** UPL: 20.5%, LPL: 10.5% (2019), **Target:** UPL: 15.6%, LPL: 7.4% (2026)				
Applicable Key Result Area (from 2022-25 Strategic Plan): Outcome 2: No one left behind, centring on equitable access to opportunities and a rights-based approach to human agency and human development. Signature Solution 1: Poverty and Inequality, 2: Governance, 3: Resilience				
Partnership Strategy				
Project title and ID (ATLAS Award ID): National Urban Poverty Reduction Programme (NUPRP)				
INTENDED OUTPUTS	**OUTPUT TARGETS FOR (YEARS)**	**INDICATIVE ACTIVITIES**	**RESPONSIBLE PARTIES**	INPUTS
Improved coordination, planning and management at National level and in programme towns and cities **Indicators:** 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)	**Targets (2018)-cumulative** **1.1:** 0 **1.2:** 0 **1.3:** 7 (Stage 1) **Targets (2019)-cumulative** **1.1:** 0, methodology developed **1.2:** 0, methodology developed 1.3: 8 (Stage 1) **Targets (2020)-cumulative**	**1.1 Strengthen pro-poor municipal governance** • Review and agree performance criteria • Detailed city / town implementation plans (inception planning) • Carry out governance assessments in selected cities / towns and identify action areas • Support capacity development self- assessment • Agree detailed city / town implementation plan including a capacity development plan	UNDP Local Government Division (LGD) City corporations / pourashavas Municipal Association of Bangladesh (MAB)	*Specify the nature and total costs of the UNDP inputs needed to produce each output.* Technical Assistance: M&E / RELU: Management: Total costs: USD 4.75 million

Intended Outcome as stated in the Country Programme Results and Resource Framework:
Assign a number to each outcome in the country programme (1), Pathway to inclusive and sustainable economic development – envisions that By 2026, more people in Bangladesh, particularly the most vulnerable and marginalised from all gender and social groups and those from lagging districts, benefit from sustainable livelihood and decent work opportunities resulting from responsible, inclusive, sustainable, green, and equitable economic development.*).*

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:
Indicator: Proportion of population living below the national poverty line

Baseline: UPL: 20.5%, LPL: 10.5% (2019), **Target:** UPL: 15.6%, LPL: 7.4% (2026)

Applicable Key Result Area (from 2022-25 Strategic Plan):
Outcome 2: No one left behind, centring on equitable access to opportunities and a rights-based approach to human agency and human development.
Signature Solution 1: Poverty and Inequality, 2: Governance, 3: Resilience

Partnership Strategy

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

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
1.2 Number of Paurashava with functional decentralized committees (Disaster Management Committee/Town Level Coordination Committee/Ward Committee) with representation from Town Federation/CDC Clusters/CDCs 1.3 Number of Cities/Towns with Pro Poor and Climate Resilient Urban Strategy under implementation	**1.1:** High – 5, Medium – 10, Low - 5 **1.2:** 5 **1.3:** 12 (Stage 1), 1 (Stage 2) **Targets (2021)- cumulative** **1.1:** High – 12, Medium – 7, Low - 0 **1.2:** 8 **1.3:** 15 (Stage 1), 1 (Stage 2) **Targets (2022)- cumulative** **1.1:** High – 19, Medium – 0, Low - 0 **1.2:** 8	• Design and deliver capacity development (representative and officials) • Monitor performance against criteria **1.2 Strengthen municipal financial management and performance** • Detailed city / town implementation plans (inception planning) • Carry out municipal financial assessments in selected cities / towns and identify action areas • Support capacity development self- assessment		

Intended Outcome as stated in the Country Programme Results and Resource Framework:
Assign a number to each outcome in the country programme (1), Pathway to inclusive and sustainable economic development – envisions that By 2026, more people in Bangladesh, particularly the most vulnerable and marginalised from all gender and social groups and those from lagging districts, benefit from sustainable livelihood and decent work opportunities resulting from responsible, inclusive, sustainable, green, and equitable economic development.*).*

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:
Indicator: Proportion of population living below the national poverty line

Baseline: UPL: 20.5%, LPL: 10.5% (2019), **Target:** UPL: 15.6%, LPL: 7.4% (2026)

Applicable Key Result Area (from 2022-25 Strategic Plan):
Outcome 2: No one left behind, centring on equitable access to opportunities and a rights-based approach to human agency and human development.
Signature Solution 1: Poverty and Inequality, 2: Governance, 3: Resilience

Partnership Strategy

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

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
	1.3: 3 (Stage 1), 10 (Stage 3), 6 (Stage 4) **Targets (2023)-cumulative** **1.1:** High – 19, Medium – 0, Low - 0 **1.2:** 8 **1.3:** 19 (Stage 4) **Targets (2024)-cumulative** **1.1:** High – 19, Medium – 0, Low - 0 **1.2:** 8 **1.3:** 19 (Stage 4)	• Agree detailed city / town implementation plan including a capacity development plan • Design and deliver capacity development (representative and officials) • Monitor performance against criteria **1.3 Strengthen municipal pro-poor and climate resilient urban planning** In each participating city / town will: • Prepare climate change and vulnerability assessments (CCVA) • Prepare Settlement Land Maps (SLM) using SLM scorecard		

Intended Outcome as stated in the Country Programme Results and Resource Framework:
Assign a number to each outcome in the country programme (1), Pathway to inclusive and sustainable economic development – envisions that By 2026, more people in Bangladesh, particularly the most vulnerable and marginalised from all gender and social groups and those from lagging districts, benefit from sustainable livelihood and decent work opportunities resulting from responsible, inclusive, sustainable, green, and equitable economic development.*).*

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:
Indicator: Proportion of population living below the national poverty line

Baseline: UPL: 20.5%, LPL: 10.5% (2019), **Target:** UPL: 15.6%, LPL: 7.4% (2026)

Applicable Key Result Area (from 2022-25 Strategic Plan):
Outcome 2: No one left behind, centring on equitable access to opportunities and a rights-based approach to human agency and human development.
Signature Solution 1: Poverty and Inequality, 2: Governance, 3: Resilience

Partnership Strategy

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

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
		• Prepare a Community Climate Change Resilience Strategy (CCCRS) to identify and prioritise capacity building actions and infrastructure investments and to include: a) disaster risk reduction (DRR) assessment and response, and b) a capital investment portfolio. • Prepare a local economic development and labour market review, with special emphasis on the urban poor. • Build the capacity of the Town Planning Unit (including GIS capacity)		

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

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INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
		1.4 Strengthen national urban policy frameworks and implementation • Support the development of Comprehensive Urban Sector Development Programme that targets urban poverty reduction • Support translation of the National Urban Policy into achievable action plans for urban poverty reduction • Use NUPRP evidence based policy briefings to support 8th Five Year Plan **1.5 Strengthen national urban networks** • Review Bangladesh Urban Forum (BUF) work plan and		

Intended Outcome as stated in the Country Programme Results and Resource Framework:
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Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:
Indicator: Proportion of population living below the national poverty line

Baseline: UPL: 20.5%, LPL: 10.5% (2019), **Target:** UPL: 15.6%, LPL: 7.4% (2026)

Applicable Key Result Area (from 2022-25 Strategic Plan):
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INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
		identify main areas (including developing tools, materials and processes for policy advocacy) for support: a) organisational strengthening, b) supporting clusters on 'economic development and poverty alleviation' and 'environment, climate change and disaster preparedness'. • Review Municipal Association of Bangladesh strategic plan to identify areas for support (including developing tools, materials and processes for policy advocacy, and platforms for storing and sharing knowledge on urban poverty reduction).		

Intended Outcome as stated in the Country Programme Results and Resource Framework:
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Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:
Indicator: Proportion of population living below the national poverty line

Baseline: UPL: 20.5%, LPL: 10.5% (2019), **Target:** UPL: 15.6%, LPL: 7.4% (2026)

Applicable Key Result Area (from 2022-25 Strategic Plan):
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Signature Solution 1: Poverty and Inequality, 2: Governance, 3: Resilience

Partnership Strategy

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

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Output 2 Enhanced organisation, capability and effective voice of poor urban communities **Indicators:** 2.1 Percentage of Community Organisations (a) CDCs; (b) CDC Clusters (c) Federations whose performance is judged "moderately and fully effective " on an objective and agreed scale to assess institutional effectiveness as a result of capacity building	**Targets (2018-cumulative)** **2.1:** a. CDC: 0%, methodology developed b. CDC Clusters: 0%, methodology developed c. Federations: 0%, methodology developed **2.2:** 0%, CAP methodology developed **2.3:** 19,200 (SCG-1,600) **Targets (2019-cumulative)** **2.1:** a. CDC: 30% b. CDC Clusters: 20% c. Federations: 30%	**2.1 Community-level structures created** • Identify all urban poor settlements and slum and non-slum extremely poor groups in participating cities / towns • Provide capacity building and technical support to establish primary groups • Provide capacity building and technical support to establish community development committees • Provide support to CDCs to build capacity to: a) maintain bank accounts for savings and credit operations and the funds for settlement improvement, socio-economic development,	UNDP City corporations / pourashavas Local communities of urban poor Local Government Engineering Department (LGED)	

Intended Outcome as stated in the Country Programme Results and Resource Framework:
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Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:
Indicator: Proportion of population living below the national poverty line

Baseline: UPL: 20.5%, LPL: 10.5% (2019), **Target:** UPL: 15.6%, LPL: 7.4% (2026)

Applicable Key Result Area (from 2022-25 Strategic Plan):
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Partnership Strategy

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INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
2.2 Percentage of CDCs implementing Community Actions Plans (CAP) based on the Guidelines 2.3 Number of Savings & Credit Group (SCG) members and their effectiveness to address shocks and stresses	**2.2:** 16% (580) **2.3:** 1,09,200 (SCG-9,100) **Targets (2020-cumulative)** **2.1:** a.CDC: Fully Effective - 5%, Moderately Effective - 65% b. CDC Clusters: Fully Effective - 10%, Moderately Effective - 65% c. Federations: Fully Effective - 5%, Moderately Effective - 45% **2.2:** 35% (1,141) **2.3:** 2,18,400 (SCG-18,200)	and operations and maintenance, b) formulate Community Action Plans (CAPs), and c) develop proposals for, and manage, community-contracts which are funded through Output 5. • Provide capacity building and technical support to establish CDC clusters • Provide capacity building and technical support to establish city / town federations **2.2 Community-to-community support services established** • Develop detailed output implementation plans in		

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Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:
Indicator: Proportion of population living below the national poverty line

Baseline: UPL: 20.5%, LPL: 10.5% (2019), **Target:** UPL: 15.6%, LPL: 7.4% (2026)

Applicable Key Result Area (from 2022-25 Strategic Plan):
Outcome 2: No one left behind, centring on equitable access to opportunities and a rights-based approach to human agency and human development.
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Partnership Strategy

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INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
	Targets (2021-cumulative) **2.1:** a.CDC: Fully Effective - 25%, Moderately Effective - 50% b. CDC Clusters: Fully Effective - 25%, Moderately Effective - 50% c. Federations: Fully Effective - 20%, Moderately Effective - 50% **2.2:** 60% (1,956) **2.3:** 2,84,000 (SCG-23,660) **Targets (2022-cumulative)** **2.1:**	response to the specific context of selected cities / towns • Identify core members, and flexible implementation plans for support to NUPRP cities / towns • Provide support to community organisations in working with NUPRP cities and towns to: a) mobilise communities and setting up community structures, b) developing community banking savings and credit schemes, c) supporting the preparation of Community Action Plans (CAPs), d) strengthening the relationship between the municipalities and communities, e) facilitating the		

Intended Outcome as stated in the Country Programme Results and Resource Framework:
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Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:
Indicator: Proportion of population living below the national poverty line

Baseline: UPL: 20.5%, LPL: 10.5% (2019), **Target:** UPL: 15.6%, LPL: 7.4% (2026)

Applicable Key Result Area (from 2022-25 Strategic Plan):
Outcome 2: No one left behind, centring on equitable access to opportunities and a rights-based approach to human agency and human development.
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Partnership Strategy

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INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
	a.CDC: Fully Effective - 50%, Moderately Effective - 50% b. CDC Clusters: Fully Effective - 50%, Moderately Effective - 50% c. Federations: Fully Effective - 50%, Moderately Effective - 50% **2.2:** 80% (2,608) **2.3:** 3,20,400 (SCG-26,700) **Targets (2023-cumulative)** **2.1:** a.CDC: Fully Effective - 60%, Moderately Effective - 40%	representation of poor communities in ULG structures.		

Intended Outcome as stated in the Country Programme Results and Resource Framework:
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Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:
Indicator: Proportion of population living below the national poverty line

Baseline: UPL: 20.5%, LPL: 10.5% (2019), **Target:** UPL: 15.6%, LPL: 7.4% (2026)

Applicable Key Result Area (from 2022-25 Strategic Plan):
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Partnership Strategy

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INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
	b. CDC Clusters: Fully Effective - 50%, Moderately Effective - 50% c. Federations: Fully Effective - 50%, Moderately Effective - 50% **2.2:** 90% (2,935) **2.3:** 3,26,400 (SCG-27,300) **Targets (2024-cumulative)** **2.1:** a.CDC: Fully Effective - 60%, Moderately Effective - 40% b. CDC Clusters: Fully Effective - 50%, Moderately Effective - 50%			

Intended Outcome as stated in the Country Programme Results and Resource Framework:
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Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:
Indicator: Proportion of population living below the national poverty line

Baseline: UPL: 20.5%, LPL: 10.5% (2019), **Target:** UPL: 15.6%, LPL: 7.4% (2026)

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INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
	c. Federations: Fully Effective - 50%, Moderately Effective - 50% **2.2:** 90% (2,935) **2.3:** 3,26,400 (SCG-27,300)			
Output 3 Increased access to socio-economic services by poor urban slum dwellers, particularly for vulnerable groups of people **Indicators:** 3.1 Percentage of education grantees completing the academic year in which they receive the grant (which	**Targets (2018-cumulative)** **3.1:** 13,490 education grants disbursed **3.2:** 0%, (a) pregnant and lactating women upto 6 months 0%, (b) Children (7-24 months) **3.3:** 0% **3.4:** 0 **3.5:** 13,000	**3.1 Provide skills and enterprise development for the urban poor** • Develop detailed output implementation plans in response to the specific context of selected cities / towns • Identify training needs amongst the urban poor • Develop agreements with the private sector to share the costs of training • Identify the sources of training	UNDP City corporations / pourashavas Local communities of urban poor (CDCs, Clusters, Federations, Private sector partnerships	

Intended Outcome as stated in the Country Programme Results and Resource Framework:
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Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:
Indicator: Proportion of population living below the national poverty line

Baseline: UPL: 20.5%, LPL: 10.5% (2019), **Target:** UPL: 15.6%, LPL: 7.4% (2026)

Applicable Key Result Area (from 2022-25 Strategic Plan):
Outcome 2: No one left behind, centring on equitable access to opportunities and a rights-based approach to human agency and human development.
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Partnership Strategy

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

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
contributes to Early Marriage Prevention) 3.2 Number of (a) pregnant and lactating women upto 6 months (b) Children (7-24 months) accessing Nutrition Cash Transfer Grants 3.3 Proportion of targeted pregnant and lactating mothers have improved knowledge and skill related to infant and young child feeding practices 3.4 Number of Safe Community Committees (a subset of	**Targets (2019-cumulative)** **3.1:** 14,490 education grants disbursed **3.2:** 7,500, (a) pregnant and lactating women upto 6 months 0%, (b) Children (7-24 months) **3.3:** 0% **3.4:** 94 **3.5:** 19,000 **Targets (2020-cumulative)** **3.1:** 85% **3.2:**	• Assess and respond to illiteracy as a significant barrier to skills development. • Assess and respond to the skills development needs of people with disabilities • Where possible and appropriate, work with established mechanisms on social impact investment and investors, identifying demand (employers needs) and supply (labour) side factors • Provide, administer and monitor block grants through the Socio-Economic fund (SEF) **3.2 Improve nutrition for the urban poor**		

Intended Outcome as stated in the Country Programme Results and Resource Framework:
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Indicator: Proportion of population living below the national poverty line

Baseline: UPL: 20.5%, LPL: 10.5% (2019), **Target:** UPL: 15.6%, LPL: 7.4% (2026)

Applicable Key Result Area (from 2022-25 Strategic Plan):
Outcome 2: No one left behind, centring on equitable access to opportunities and a rights-based approach to human agency and human development.
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Partnership Strategy

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INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
CDC Cluster) working with social service providers to address VAWG and early marriage issues 3.5 Number of people who have utilized (a) Business Development Grant; (b) Skill Building Grant	16,000, (a) pregnant and lactating women upto 6 months 16,000, (b) Children (7-24 months) **3.3:** 0% **3.4:** 160 **3.5:** 31,000 **Targets (2021-cumulative)** **3.1:** 85% **3.2:** 17,000, (a) pregnant and lactating women upto 6 months 17,000, (b) Children (7-24 months) **3.3:** 60%	• Develop detailed output implementation plans in response to the specific context of selected cities / towns • Support formation of peer group nutrition change communication sessions with groups of women (approximately 40 per group between the ages of 10 and 34) • Support provision of individual counselling and/or referral at resource centres (1-2 per participating city/town) • Provide essential nutrition commodity provision (iron and folic acid, multiple micronutrient supplements and de-worming tablets) – free or subsidized for the extreme poor and at cost for		

Intended Outcome as stated in the Country Programme Results and Resource Framework:
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Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:
Indicator: Proportion of population living below the national poverty line

Baseline: UPL: 20.5%, LPL: 10.5% (2019), **Target:** UPL: 15.6%, LPL: 7.4% (2026)

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Outcome 2: No one left behind, centring on equitable access to opportunities and a rights-based approach to human agency and human development.
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Partnership Strategy

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INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
	3.4: 206 **3.5:** 35,500 **Targets (2022-cumulative)** **3.1:** 90% **3.2:** 17,000, (a) pregnant and lactating women upto 6 months 17,000, (b) Children (7-24 months) **3.3:** 70% **3.4:** 206 **3.5:** 39,500 **Targets (2023-cumulative)** **3.1:** 90%	the moderate poor. Target: a) pregnant and breast feeding mothers, b) females 10-14 years, c) under 5-years • Support improved coordination of, and investment in, urban direct nutrition services under the multi-sectoral nutrition coordination committee. **3.3 Strengthen measures that prevent early marriage** • Develop detailed output implementation plans in response to the specific context of selected cities / towns • Aim to limit the dropout rates of girls between primary and secondary education (and		

Intended Outcome as stated in the Country Programme Results and Resource Framework:
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Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:
Indicator: Proportion of population living below the national poverty line

Baseline: UPL: 20.5%, LPL: 10.5% (2019), **Target:** UPL: 15.6%, LPL: 7.4% (2026)

Applicable Key Result Area (from 2022-25 Strategic Plan):
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Partnership Strategy

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INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
	3.2: 25,000, (a) pregnant and lactating women upto 6 months 25,000, (b) Children (7-24 months) **3.3:** 75% **3.4:** 206 **3.5:** 39,500 **Targets (2024-cumulative)** **3.1:** 90% **3.2:** 25,000, (a) pregnant and lactating women upto 6 months 25,000, (b) Children (7-24 months)	therefore curb early marriage) including offering cash transfers to extremely poor households with secondary school age girls (conditional on attendance at secondary school) • Offer complementary services targeting early marriage, such as awareness raising, the provision of safe places, and access to legal aid and counselling services • Leverage, augment or link with existing GOB stipend programmes mostly administered through schools • Ensure action to prevent early marriage is incorporated into CAPs (Output 2) (including the		

Intended Outcome as stated in the Country Programme Results and Resource Framework:
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Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:
Indicator: Proportion of population living below the national poverty line

Baseline: UPL: 20.5%, LPL: 10.5% (2019), **Target:** UPL: 15.6%, LPL: 7.4% (2026)

Applicable Key Result Area (from 2022-25 Strategic Plan):
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Partnership Strategy

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INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
	3.3: 75% **3.4:** 206 **3.5:** 39,500	above and aspects such as adolescents' clubs and community watch groups to prevent the sexual harassment of girls) • Support regular awareness raising activities for adolescent boys, girls, men, women, local influential people, government officials. Organize these through CDC (and CDC cluster) structures. • Provide, administer and monitor grants through the Socio-Economic fund (SEF) that prevent early marriage		

Intended Outcome as stated in the Country Programme Results and Resource Framework:
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Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:
Indicator: Proportion of population living below the national poverty line

Baseline: UPL: 20.5%, LPL: 10.5% (2019), **Target:** UPL: 15.6%, LPL: 7.4% (2026)

Applicable Key Result Area (from 2022-25 Strategic Plan):
Outcome 2: No one left behind, centring on equitable access to opportunities and a rights-based approach to human agency and human development.
Signature Solution 1: Poverty and Inequality, 2: Governance, 3: Resilience

Partnership Strategy

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

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
		3.4 Strengthen measures that prevent violence against women and girls is strengthened • Develop detailed output implementation plans in response to the specific context of selected cities / towns • Support the development of gender security audits • Ensure action to combat violence against women is incorporated into CAP • Provide training in legal provisions and rights on labour, family, housing and sexual and reproductive health		

Intended Outcome as stated in the Country Programme Results and Resource Framework:
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Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:
Indicator: Proportion of population living below the national poverty line

Baseline: UPL: 20.5%, LPL: 10.5% (2019), **Target:** UPL: 15.6%, LPL: 7.4% (2026)

Applicable Key Result Area (from 2022-25 Strategic Plan):
Outcome 2: No one left behind, centring on equitable access to opportunities and a rights-based approach to human agency and human development.
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INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
		• Provide access to legal aid and other NGO and government services. • Identify and provide safe places for women and girls • Support establishing discussion forums on gender norms with men and boys. • Ensure Action and reporting on cases of violence • Support the development of community-driven M&E systems to track basic and comparable indicators, and aimed at building ownership of NUPRP		

Intended Outcome as stated in the Country Programme Results and Resource Framework:
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Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:
Indicator: Proportion of population living below the national poverty line

Baseline: UPL: 20.5%, LPL: 10.5% (2019), **Target:** UPL: 15.6%, LPL: 7.4% (2026)

Applicable Key Result Area (from 2022-25 Strategic Plan):
Outcome 2: No one left behind, centring on equitable access to opportunities and a rights-based approach to human agency and human development.
Signature Solution 1: Poverty and Inequality, 2: Governance, 3: Resilience

Partnership Strategy

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

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
		• the Socio-Economic fund (SEF) that prevent violence against women and girls		
Output 4 Increased access for the poor for climate resilient housing **Indicators:** 4.1 Number of Community Housing Development Funds (CHDF) established as legal entities 4.2 Number of Households using their CHDF loan 4.3 Number of Households with climate resilient housing (a)	**Targets (2018-cumulative)** **4.1:** 0 **4.2:** 0 **4.3:** 0 **4.4:** 0 **4.5:** 0 **Targets (2019-cumulative)** **4.1:** 5 (Stage 1 & 2) **4.2:** 300 **4.3:** 0 **4.4:** 2(Stage 1) **4.5:** 0	**4.1 Improve tenure security** • Develop detailed output implementation plans in response to the specific context of selected cities / towns • Review results of Settlement Land Maps (SLM) (Output 2) • Develop demand-driven Land Tenure Action Plans (LTAP) that identify appropriate approaches: a) allocation of khas land for affordable housing, b) negotiated agreements with private land-owners, c) land readjustment (land pooling), d) land sharing	UNDP City corporations / pourashavas Local communities of urban poor (CDHF, CDCs, Clusters, Federations) Local Government Engineering Department (LGED)	

Intended Outcome as stated in the Country Programme Results and Resource Framework:
Assign a number to each outcome in the country programme (1), Pathway to inclusive and sustainable economic development – envisions that By 2026, more people in Bangladesh, particularly the most vulnerable and marginalised from all gender and social groups and those from lagging districts, benefit from sustainable livelihood and decent work opportunities resulting from responsible, inclusive, sustainable, green, and equitable economic development.*).*

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:
Indicator: Proportion of population living below the national poverty line

Baseline: UPL: 20.5%, LPL: 10.5% (2019), **Target:** UPL: 15.6%, LPL: 7.4% (2026)

Applicable Key Result Area (from 2022-25 Strategic Plan):
Outcome 2: No one left behind, centring on equitable access to opportunities and a rights-based approach to human agency and human development.
Signature Solution 1: Poverty and Inequality, 2: Governance, 3: Resilience

Partnership Strategy

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

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
New Housing; (b) Upgraded Housing. 4.4 Number of Cities/Towns with secured Land Tenure (based on Vacant Land Mapping, Land Tenure Action Plan, Construction of pro poor new housing) 4.5 Number of Households with secured Land Tenure (based on Vacant Land Mapping, Land Tenure Action Plan, Construction of pro poor new housing).	**Targets (2020-cumulative)** **4.1:** 2 (Stage 3); 6 (Stage 1 & 2) **4.2:** 400 **4.3:** 300 (Stage 1) **4.4:** 2 (Stage 1) **4.5:** 0 **Targets (2021-cumulative)** **4.1:** 3 (Stage 3); 3 (Stage 1 & 2) **4.2:** 550 **4.3:** 600 (Stage 1); 300 (Stage 2) **4.4:** 1 (Stage 2); 3 (Stage 1) **4.5:** 400	• Support communities identify tenure improvements through: a) community profiling, b) land owner's consent, c) formation of a households register, d) development of a community map, e) exiting /proposed allotment plan – community agreed settlement layout plan **4.2 Improve access to housing loans and financing** • Develop detailed output implementation plans in response to the specific context of selected cities / towns • Support the development of Community Housing		

Intended Outcome as stated in the Country Programme Results and Resource Framework:
Assign a number to each outcome in the country programme (1), Pathway to inclusive and sustainable economic development – envisions that By 2026, more people in Bangladesh, particularly the most vulnerable and marginalised from all gender and social groups and those from lagging districts, benefit from sustainable livelihood and decent work opportunities resulting from responsible, inclusive, sustainable, green, and equitable economic development.*).*

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:
Indicator: Proportion of population living below the national poverty line

Baseline: UPL: 20.5%, LPL: 10.5% (2019), **Target:** UPL: 15.6%, LPL: 7.4% (2026)

Applicable Key Result Area (from 2022-25 Strategic Plan):
Outcome 2: No one left behind, centring on equitable access to opportunities and a rights-based approach to human agency and human development.
Signature Solution 1: Poverty and Inequality, 2: Governance, 3: Resilience

Partnership Strategy

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

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
	Targets (2022-cumulative) **4.1:** 3 (Stage 3) **4.2:** 1,150 **4.3:** 750 (Stage 2) **4.4:** 5 (Stage 3) **4.5:** 1,100 **Targets (2023-cumulative)** **4.1:** 3 (Stage 3) **4.2:** 1,400 **4.3:** 750 (Stage 3) **4.4:** 5 (Stage 3) **4.5:** 1,200 **Targets (2024-cumulative)**	Development Funds (CHDF) in participating cities / towns • Provide seed capital for the establishment of CHDFs • Support the management of CHDFs by members of the local community through training and technical assistance • Train and support community change agents recruited by the CDC federation at city / town level • Support the identification of house design and improvement measures incorporating climate resilience measures wherever appropriate		

Intended Outcome as stated in the Country Programme Results and Resource Framework:
Assign a number to each outcome in the country programme (1), Pathway to inclusive and sustainable economic development – envisions that By 2026, more people in Bangladesh, particularly the most vulnerable and marginalised from all gender and social groups and those from lagging districts, benefit from sustainable livelihood and decent work opportunities resulting from responsible, inclusive, sustainable, green, and equitable economic development.*).*

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:
Indicator: Proportion of population living below the national poverty line

Baseline: UPL: 20.5%, LPL: 10.5% (2019), **Target:** UPL: 15.6%, LPL: 7.4% (2026)

Applicable Key Result Area (from 2022-25 Strategic Plan):
Outcome 2: No one left behind, centring on equitable access to opportunities and a rights-based approach to human agency and human development.
Signature Solution 1: Poverty and Inequality, 2: Governance, 3: Resilience

Partnership Strategy

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

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
	4.1: 3 (Stage 3) **4.2:** 1,400 **4.3:** 750 (Stage 3) **4.4:** 5 (Stage 3) **4.5:** 1,200	• Support the development of CDHF applications for housing loans **4.3 Promote affordable and resilient housing for the urban poor** • Develop detailed output implementation plans in response to the specific context of selected cities / towns • Identify need (for housing), supply (land availability), constraints and opportunities • Formulate Low Cost Housing Strategy proposals through multi-stakeholder engagement: participation of CDC clusters, LGED representatives and		

Intended Outcome as stated in the Country Programme Results and Resource Framework:
Assign a number to each outcome in the country programme (1), Pathway to inclusive and sustainable economic development – envisions that By 2026, more people in Bangladesh, particularly the most vulnerable and marginalised from all gender and social groups and those from lagging districts, benefit from sustainable livelihood and decent work opportunities resulting from responsible, inclusive, sustainable, green, and equitable economic development.*).*

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:
Indicator: Proportion of population living below the national poverty line

Baseline: UPL: 20.5%, LPL: 10.5% (2019), **Target:** UPL: 15.6%, LPL: 7.4% (2026)

Applicable Key Result Area (from 2022-25 Strategic Plan):
Outcome 2: No one left behind, centring on equitable access to opportunities and a rights-based approach to human agency and human development.
Signature Solution 1: Poverty and Inequality, 2: Governance, 3: Resilience

Partnership Strategy

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

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
		officials, private sector, GOB agencies • Formulate recommendations for integration into a revised master plan • Ensure adoption of the Low Cost Housing Strategy by the LGU council • Support the dissemination and sharing of agreed approaches		
Output 5 More and better climate-resilient and community-based infrastructure in programme towns and cities **Indicators**:	**Targets (2018-cumulative)** **5.1:** a. Safely managed drinking water, 1,294 (50% male and 50% female) b. Safely managed sanitation facilities, 0	**5.1 Improved community-based infrastructure** • Develop detailed output implementation plans in response to the specific context of selected cities / towns • Adapt and adopt Settlement Improvement Fund (SIF)	UNDP City corporations / pourashavas Local communities of urban poor (CDHF, CDCs, Clusters, Federations)	

Intended Outcome as stated in the Country Programme Results and Resource Framework:
Assign a number to each outcome in the country programme (1), Pathway to inclusive and sustainable economic development – envisions that By 2026, more people in Bangladesh, particularly the most vulnerable and marginalised from all gender and social groups and those from lagging districts, benefit from sustainable livelihood and decent work opportunities resulting from responsible, inclusive, sustainable, green, and equitable economic development.*).*

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:
Indicator: Proportion of population living below the national poverty line

Baseline: UPL: 20.5%, LPL: 10.5% (2019), **Target:** UPL: 15.6%, LPL: 7.4% (2026)

Applicable Key Result Area (from 2022-25 Strategic Plan):
Outcome 2: No one left behind, centring on equitable access to opportunities and a rights-based approach to human agency and human development.
Signature Solution 1: Poverty and Inequality, 2: Governance, 3: Resilience

Partnership Strategy

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

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
5.1 Number of persons with access to climate resilient (i) safely managed drinking water, and (ii) sanitation facilities which are hygienic, gender & disability friendly 5.2 Number of people supported to cope with the effects of climate change through SIF and CRMIF (ICF KPI 1) 5.3 Number of Cities/Towns with improved capacity of Municipalities to manage climate-resilient infrastructure projects	**5.2:** 15,912 (50% male and 50% female) **5.3:** 3 **5.4:** 0 **Targets (2019-cumulative)** **5.1:** a. Safely managed drinking water, 1,294 (50% male and 50% female) b. Safely managed sanitation facilities, 9,000 ((50% male and 50% female) **5.2:** 15,912 (50% male and 50% female) **5.3:** 13 **5.4:** 2	procedures (method, administration, processing, monitoring) • Support the development of: a) community profile comprising demographic, land tenure, physical and socio-economic information of the settlement and community (Output 4), b) community base map (Output 4), c) settlement improvement plan (SIP) integrating climate resilience measures identifying priority community and communal infrastructure • Provide cost-sharing grants for: a) community infrastructure (drainage, footpaths and streetlights), b) communal	Local Government Engineering Department (LGED)	

Intended Outcome as stated in the Country Programme Results and Resource Framework:
Assign a number to each outcome in the country programme (1), Pathway to inclusive and sustainable economic development – envisions that By 2026, more people in Bangladesh, particularly the most vulnerable and marginalised from all gender and social groups and those from lagging districts, benefit from sustainable livelihood and decent work opportunities resulting from responsible, inclusive, sustainable, green, and equitable economic development.*).*

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:
Indicator: Proportion of population living below the national poverty line

Baseline: UPL: 20.5%, LPL: 10.5% (2019), **Target:** UPL: 15.6%, LPL: 7.4% (2026)

Applicable Key Result Area (from 2022-25 Strategic Plan):
Outcome 2: No one left behind, centring on equitable access to opportunities and a rights-based approach to human agency and human development.
Signature Solution 1: Poverty and Inequality, 2: Governance, 3: Resilience

Partnership Strategy

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

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
5.4 Number of Climate Resilient Infrastructure projects in Towns/Cities (Climate Resilient Municipality Infrastructure Fund)	**Targets (2020-cumulative)** **5.1:** a. Safely managed drinking water, 84,880 (50% male and 50% female) b. Safely managed sanitation facilities, 160,427 (50% male and 50% female) **5.2:** 85,469 (50% male and 50% female) **5.3:** 19 **5.4:** 6 **Targets (2021-cumulative)** **5.1:**	WASH facilities (hand tube wells and toilets) • Support the development of SIF Implementation Committees in al participating cities / towns and communities • Award community contracts for the implementation of SIF grants • Support the development of community-level skills in planning, costing, implementation and craftsmanship through community contracting • Support development of community-led quality assurance oversight and monitoring		

Intended Outcome as stated in the Country Programme Results and Resource Framework:
Assign a number to each outcome in the country programme (1), Pathway to inclusive and sustainable economic development – envisions that By 2026, more people in Bangladesh, particularly the most vulnerable and marginalised from all gender and social groups and those from lagging districts, benefit from sustainable livelihood and decent work opportunities resulting from responsible, inclusive, sustainable, green, and equitable economic development.*).*

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:
Indicator: Proportion of population living below the national poverty line

Baseline: UPL: 20.5%, LPL: 10.5% (2019), **Target:** UPL: 15.6%, LPL: 7.4% (2026)

Applicable Key Result Area (from 2022-25 Strategic Plan):
Outcome 2: No one left behind, centring on equitable access to opportunities and a rights-based approach to human agency and human development.
Signature Solution 1: Poverty and Inequality, 2: Governance, 3: Resilience

Partnership Strategy

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

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
	a. Safely managed drinking water, 115,124 (50% male and 50% female) b. Safely managed sanitation facilities, 181,250 (50% male and 50% female) **5.2:** 225,210 (50% male and 50% female) **5.3:** 19 **5.4:** 12 **Targets (2022-cumulative)** **5.1:** a. Safely managed drinking water, 137,078 (50% male and 50% female)	**5.2 Provide better municipal climate-resilient infrastructure** • Develop detailed protocols on the Climate Resilient Municipal Infrastructure Fund (CRMIF) comprising: a) eligible investments, b) guidelines on the development of investment packages (geographical coverage, method and processes), c) administration of the funds, d) TA support, e) oversight, quality assurance and monitoring • Develop detailed output implementation plans in		

Intended Outcome as stated in the Country Programme Results and Resource Framework:
Assign a number to each outcome in the country programme (1), Pathway to inclusive and sustainable economic development – envisions that By 2026, more people in Bangladesh, particularly the most vulnerable and marginalised from all gender and social groups and those from lagging districts, benefit from sustainable livelihood and decent work opportunities resulting from responsible, inclusive, sustainable, green, and equitable economic development.*).*

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:
Indicator: Proportion of population living below the national poverty line

Baseline: UPL: 20.5%, LPL: 10.5% (2019), **Target:** UPL: 15.6%, LPL: 7.4% (2026)

Applicable Key Result Area (from 2022-25 Strategic Plan):
Outcome 2: No one left behind, centring on equitable access to opportunities and a rights-based approach to human agency and human development.
Signature Solution 1: Poverty and Inequality, 2: Governance, 3: Resilience

Partnership Strategy

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

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
	b. Safely managed sanitation facilities, 202,075 (50% male and 50% female) **5.2:** 397,326 (50% male and 50% female) **5.3:** 19 **5.4:** 21 **Targets (2023-cumulative)** **5.1:** a. Safely managed drinking water, 162,783 (50% male and 50% female) b. Safely managed sanitation facilities, 226,120 (50% male and 50% female)	response to the specific context of selected cities / towns • Support cities / towns with development of a climate resilience capital investment package that might include: a) assessment of climate resilient infrastructure and capacity issues and gaps, b) development of an infrastructure asset inventory and condition assessment, c) setting goals, objectives and targets for the provision of climate resilient, d) identifying potential projects, e) prioritising options against locally agree criteria, f) pre-feasibility /feasibility profiling of priorities		

Intended Outcome as stated in the Country Programme Results and Resource Framework:
Assign a number to each outcome in the country programme (1), Pathway to inclusive and sustainable economic development – envisions that By 2026, more people in Bangladesh, particularly the most vulnerable and marginalised from all gender and social groups and those from lagging districts, benefit from sustainable livelihood and decent work opportunities resulting from responsible, inclusive, sustainable, green, and equitable economic development.*).*

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:
Indicator: Proportion of population living below the national poverty line

Baseline: UPL: 20.5%, LPL: 10.5% (2019), **Target:** UPL: 15.6%, LPL: 7.4% (2026)

Applicable Key Result Area (from 2022-25 Strategic Plan):
Outcome 2: No one left behind, centring on equitable access to opportunities and a rights-based approach to human agency and human development.
Signature Solution 1: Poverty and Inequality, 2: Governance, 3: Resilience

Partnership Strategy

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

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
	5.2: 1,500,000 (50% male and 50% female) **5.3:** 19 **5.4:** 21 **Targets (2024-cumulative)** **5.1:** a. Safely managed drinking water, 162,783 (50% male and 50% female) b. Safely managed sanitation facilities, 226,120 (50% male and 50% female) **5.2:** 1,500,000 (50% male and 50% female) **5.3:** 19 **5.4:** 21	• Provide CRMIF grants against agreed and submitted climate resilience capital investment packages • Support cities / towns with appropriate investment proposals with the submission of an application for BMDF loans • Develop and support oversight, quality assurance and monitoring • Review procedures, document good practice and revise the protocols based on implementation experience		

Intended Outcome as stated in the Country Programme Results and Resource Framework:
Assign a number to each outcome in the country programme (1), Pathway to inclusive and sustainable economic development – envisions that By 2026, more people in Bangladesh, particularly the most vulnerable and marginalised from all gender and social groups and those from lagging districts, benefit from sustainable livelihood and decent work opportunities resulting from responsible, inclusive, sustainable, green, and equitable economic development.*).*

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:
Indicator: Proportion of population living below the national poverty line

Baseline: UPL: 20.5%, LPL: 10.5% (2019), **Target:** UPL: 15.6%, LPL: 7.4% (2026)

Applicable Key Result Area (from 2022-25 Strategic Plan):
Outcome 2: No one left behind, centring on equitable access to opportunities and a rights-based approach to human agency and human development.
Signature Solution 1: Poverty and Inequality, 2: Governance, 3: Resilience

Partnership Strategy

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

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS

Annexe 6:
NUPRP Logical Framework 2024 (Last Updated)

OUTPUT 3	Indicator 3.1		Baseline	Sep-Dec 18	Jan-Dec 19	Jan-Dec 20	Jan-Dec 21	Jan-Dec 22
Increased access to socio-economic services by poor urban slum dwellers, particularly for vulnerable groups of people.	Percentage of education grantees completing the academic year in which they receive the grant (which contributes to Early Marriage Prevention).	*Planned: % of education grantees (Cumulative)*	0	13,490 Education grants disbursed	14,490 Cumulative, 1,000 Education grants disbursed	85%	85%	90%
		Achieved: % of education grantees		13,490	16,042 Cumulative, 2,552 grants disbursed	19,126 - Cumulative, 98.2%	19,126 Cumulative, 100%	20,774- Cumulative (100%)
		Disaggregated by town, gender.	**Source**					
			Quarterly Field Reports; Baseline& Endline Survey; Online MIS , AOM					
	Indicator 3.2		**Baseline**	**Sep-Dec 18**	**Jan-Dec 19**	**Jan-Dec 20**	**Jan-Dec 21**	**Jan-Dec 22**
	Number of (a) pregnant and lactating women upto 6 months (b) Children (7-24 months) accessing Nutrition Cash Transfer Grants.	*Planned: Number of pregnant and lactating women (Cumulative)*	0	NA	7500	16,000	17,000	17,000
		Achieved: Number of pregnant and lactating women		NA	7534	***16596	19000 (as of Sep 21)	25,756
		Disaggregated by town, poverty	**Source**					
			Baseline & Endline Survey, Impact Evaluation; ***Online MIS					
			Baseline	**Sep-Dec 18**	**Jan-Dec 19**	**Jan-Dec 20**	**Jan-Dec 21**	**Jan-Dec 22**
		Planned: Number of Children (7-24 months) (Cumulative)	0	NA	NA	16,000	17,000	17,000

Annexe 7:
Data Collection Tools (DCTs)

ID				

Endline Evaluation Survey of
National Urban Poverty Reduction Programme (NUPRP)

Data Collection Instrument 1: Household Survey Questionnaire

Consent

Assalamu alaikum/Adab. My name is_____. I am from the Human Development Research Centre (HDRC), a research organisation. UNDP has assigned HDRC, Bangladesh and the International Institute of Social Studies- Erasmus University Rotterdam (ISS-EUR), The Netherlands, to conduct an Endline Evaluation Survey for the National Urban Poverty Reduction Programme (NUPRP). The programme has been working since 2018 towards sustainably improving the livelihoods and living conditions of the urban poor. We interviewed this household to collect demographic and socio-economic data and information on pre-programmed status. We have come to collect relevant data and information from you regarding the current status. We would highly appreciate it if you would kindly share relevant demographic and socio-economic information about your household. Your information under this interview will be beneficial for successfully assessing the impact of this programme. In addition, it will help design programmes aimed at poverty reduction and development in Bangladesh in the future. The data/information provided in this interview will not be used separately from where your identity can be disclosed; it will be used as a combined project data. The interview will require around an hour.

Are you willing to participate in this survey and provide information about your household?
Yes = 1, No = 2 (Go to next sample respondent)

[Enumerator: After the respondent agrees, proceed with the questionnaire interview; set a convenient date and time if additional time is required.]

Conducted for

Conducted by

April-May 2024

Interview Related Information			
Interview Call	1	2	3
Date			
Result Code *			
Interviewer's Name & Signature			
Supervisor's Name & Signature			
* Result Code: Completed =1, Not at home = 2, Refused=3, 5 = Partially Completed, 6 = Incapacitated			

Data Management Information (to be filled in at HDRC, Dhaka)		
Designation	***Name & Signature***	***Date***
Editor		
Coder		
Data Entry Operator		
Verifier/Data Manager		

Section 1: Household Identification

101	Name of respondent	
102	Age of respondent (in completed year)	
103	Religion of household	Islam =1 Buddhism= 2, Christianity = 3, Hinduism =4, Others= 9
104	Ethnicity of household	Bangalee= 1, Indigenous = 2, Bihari= 3, Rohingya= 4, Dalit= 5, Harijan= 6
105	City Corporation/Paurashava	
106	Ward:	
107	Name of slum/low-income settlement:	
108	Matching ID for Urban Poor Settlement Mapping Database	
109	Household category	Treatment=1; Semi-Control=2; [If code= 2, skip Q. 112-116] Pure Control=3; [If code=3, skip Q. 112-116and Q. 1506]
110	How long have you been living in this Slum/low-income settlement? (in months)	
111	Mobile number	

For Treatment households, only

112	Name of Primary Group (PG):		
112a	Code of PG:		
113	Unique identification number of PG membership (12 digits)		
114	Recipient of specific NUPRP support (Multiple options are possible)	Business grant =1 Education grant for reducing dropout = 2 Education grant for reducing early child marriage = 3 Apprenticeship grant = 4 Counseling on nutrition = 5 Food support = 6	Financial support for housing 7 Construction of new housing = 8 Housing loan = 7 Savings and credit group = 10
115	Did your household or any household member participate in assessment activities on socio-economic/poverty and infrastructure (water, sanitation, drainage, housing and tenancy status of your community?	Yes= 1 No= 2	
116	Have you benefitted from the various supports of NUPRP in your community?	Water points (new construction and/or repair)	Yes= 1 No= 2
		Sanitary latrine (new construction and/or	Yes= 1 No= 2
		Drainage (new construction and/or repair)	Yes= 1 No= 2
		Road (new construction and/or repair)	Yes= 1 No= 2
		Tenure security	Yes= 1 No= 2
		Climate Resilient Municipal Infrastructure Fund (CRMIF)	Yes= 1 No= 2

Section 2: Household* Background Information

201	Please fill in the list **starting with the household head and then other household members by age in ascending order.**							
Sl.	Name	Relationship with respondent (Code)	Gender: Male=1 Female=2 Third Gender=3	Age (in completed year)	Marital status (current): Unmarried; never married=1; Married=2; Widow/widower=3; Divorced=4; Separated=5	Highest class passed	Occupation (Code)	
							Primary	Secondary
1	2	3	4	5	6	7	8	9
1			1 2 3		1 2 3 4 5			
2			1 2 3		1 2 3 4 5			
3			1 2 3		1 2 3 4 5			
4			1 2 3		1 2 3 4 5			
5			1 2 3		1 2 3 4 5			
6			1 2 3		1 2 3 4 5			
7			1 2 3		1 2 3 4 5			

***Household member**: Individuals who live under a common cooking arrangement and have spent at least one night under the same roof within the past 6 months. Guests are not included.

(Col. 3) Code for relationship: Husband/ wife=1, Father/ Mother=2, Sister/ brother=3, Son/ Daughter=4, Father-in-law/ Mother-in-law=5, Brother-in-law/ Sister-in-law=6, Son-in-law/ Daughter-in-law=7, Grandson/ grand-daughter=8, Niece/ Nephew=9, Relative=10, Permanent housemaid=11, Myself=12, Others (please specify……)=97

(Col. 7) Code for education: Highest completed class, in number; No formal education=00; Just started going to school=77; No formal education, but can read and write letter=91; Education without class=92

(Col. 8, 9) Code for occupation: Electrician = 1; Welder = 2; Plumber = 3; Carpenter = 4; Mason = 5; Blacksmith=6; Pottery=7; Cobbler = 8; Tailor/ Seamstress = 9; Barber/ Hair dressing = 10; Driving own rickshaw/ van = 11; Driving own CNG/ motorcycle = 12; Renting out rickshaw/ van = 13; Renting out CNG/ Motorcycle= 14; Clothes washer/ laundry= 15; Driving rented-in motorcycle/ car/ CNG (including Uber/ Pathao/ Obhai) = 16; Driving rented-in rickshaw/ van = 17; Motor cycle/ car mechanic = 18; Refrigerator-AC Mechanic = 19; Mobile servicing business = 20; Saloon business = 21; Small departmental store = 22; Tea stall (including betel leaf and cigarette) =23; Computer operator = 24; Flexi load/ bkash/ Rocket Agent = 25; Repairman (appliances) = 26; Private tutor = 27; Contractor = 28; Hotel/ café = 29; Handicrafts = 30; Beauty Parlour = 31; Block-Batik/ tie-dye = 32;Garment worker=33; Selling food items in van=34; Selling non-food items in van=35; Weighing machine provider=36; Selling food items in footpath or alike=37; Selling non-food item in or alike=38; Poultry birds and eggs= 39; Livestock (animals and dairy products)= 40; Crop agriculture =41; Horticulture = 42; Aquaculture =43; Religious leaders = 44; Teacher=45; Beggar=46; Sweeper/cleaner = 47; Construction labor = 48; Shopkeeper =49; Day-labour = 50; Private sector office service = 51; Government/semi-government office service=52; NGO worker =53; Housemaid =54; Transport worker=55; Security service=56; Student=57; Unemployed= 58; Physically/mentally not able to work= 59; Child= 60; Housewife=61, No Secondary Occupation=62, Others (please specify……)=97

201a	Has any member of the household completed five years of schooling or more?	Yes=1; No= 2
201b	Had the adult head of the family ever given birth to a son or daughter who was born alive but later died?	Yes =1; No = 2

202	Please tell us about difficulties you or any member of your household may have doing certain activities because of a HEALTH PROBLEM. (Use code)						
Use sl. no. from Q. 201	Name	Have difficulty in seeing, even if wearing glasses?	Have difficulty in hearing, even if using a hearing aid?	Have difficulty in walking or climbing steps?	Have difficulty in remembering or concentrating?	Have difficulty (with self-care) in washing all over or dressing?	Have difficulty in communicating, for example, understanding or being understood?
1	2	3	4	5	6	7	8
		1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
		1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
		1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
		1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
		1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
		1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Code for level of difficulty: No difficulty= 1; Some difficulty= 2; A lot of difficulty=3; Cannot do at all= 4							

203	In 2023, what was the **number of unemployed members** (who searched for work but did not get any) in your household? ***(Not student; and/or above 15 years to 65 years). (Those who are incapable of working because of old age, illness, or disability and those who are homemakers – are not included in this unemployment status)***	_____*No of member* *(If '0', skip to Q. 301)*

Use sl. no. from Q. 201	Name	Days of unemployment (In number)
1	2	

Section 3: Education and Training

Section 3a: Education (Primary and secondary level)

301	Does your household have any members currently enrolled in school?	Yes=1 No=2 (Skip to Q 303)
302	Please provide us with the education-related information of your household members who are currently enrolled in school.	

Use sl. no. from 201	Name	Class enrolled *(if enrolled in pre-primary school, then use code '77')*	Type of school: Govt.=1, Private=2, NGO=3, Madrassa=4	Regular attendance in school in 2023? Regular=1, Somewhat regular -=2, Irregular=3, Not Applicable=88	Performance in the last annual exam: Highly Satisfactory=1, Somewhat satisfactory=2, Not satisfactory= 3, No exam/Exam not held=88	Expenditure in 2023 (in Taka)							Current status of receiving stipend by source	
						Admission and tuition fees/ subscription in yearly functions	Uniform and shoes	Books	Stationary	Coaching/Private tuition fees	Tiffin	Conveyance and transportation	Government stipend= 1, Stipend/education support from private sector/NGOs=2; NUPRP= 3 No stipend received=9 (multiple stipends are possible)	Expected total amount of cash stipend received annually in 2024 (in Taka)
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
			1 2 3 4	1 2 3 88	1 2 3 88								1 2 3 9	
			1 2 3 4	1 2 3 88	1 2 3 88								1 2 3 9	
			1 2 3 4	1 2 3 88	1 2 3 88								1 2 3 9	

3b	Are there any children of school-going age (6-14 years) in your household?	Yes=1, No= 2 (Skip to 303)
3c	Are they ALL attending school?	Yes=1, No= 2

303	Does your household have any members who dropped out of school in the last three years (2021-2023)?		
a.	Is there any child in the household who did not attend school/madrassa?	Yes=1, No=2	

b.	Is there any child in the household who dropped out from school/madrassa?	Yes=1, No=2	**If in 303, a=2 and b=2, then skip to 305**

304 Please provide us with more information about the children who never attended or dropped out of school/madrassa.

Use sl. no. from 201	Name	Never admitted to any school/madrassa	Reasons for not getting admitted (Code; multiple responses possible)	Dropped out from any school/madrassa	Reasons for dropping out (Code; multiple responses possible)
		Yes=1, No=2		Yes=1, No=2	
1	2	3	4	**5**	**6**

(Col.4,6) Code for people who dropped out/never attended school: Unable to bear education expenses=1; Engaged in household work=2; Engaged in family business=3; Works outside the household for income=4; Failed in the previous class=5; Girls do not need to go to school=6; Got married, and stopped going to school=7; Female teachers should teach girls, and there is no female teacher in adjacent school=8; No school in the locality 'only for girls'=9; No separate latrine for girls in school=10; Unsafe school environment=11; Suffering from chronic illness/disability=12; Refused to attend school=13; Parents do not feel to send their children to school=14; No school in nearby area=15; Guardians thought that the person was not aged enough to go to school=16, The educational institutions did not let that person to be admitted=17, Others (Please specify).....=97

Only for children who received education grants: Source of Grants: NUPRP=1; Others=2; Not applicable =99 (Skip to Q 307)

(Write down the serial number from household roster, Q201_____)

305	**Information on commuting to school from home**	
A	Distance between school and home	Distance (in meters):
B	Mode of transport used to go to school	**Generally:** Walking=1; Rickshaw=2; Bicycle=3; School van=4; Tempo/Maxi=5; Bus=6; Boat=7; Others (specify……) **In rainy season:** Walking=1; Rickshaw=2; Bicycle=3; School van=4; Tempo/Maxi=5; Bus=6; Boat=7; Others (specify……)
C	The time needed for a round trip to go to school (in minutes)	Generally =……..…..Minutes In the rainy season = ……..Minutes

306	Profile of recipient's parents and siblings		
A	Education status of parents (Highest class passed)	Father:	Mother:
B	Occupation of parents (Use the occupation code from 201)	Father:	Mother:
C	Any sibling did not attend primary school	Yes=1	No= 2
D	Any sibling dropped out of primary school	Yes=1	No= 2

Only for girls attending class VIII-X: Yes=1, No=2 (Skip to Q311)

(Write down the serial number from household roster, Q201_____)

307	Participation in household decision-making	
Sl.	Issues	What is the extent of your participation in the decision-making? *I participate actively=1; I participate moderately=2;* *I participate rarely=3; No participation= 4, Not Applicable= 9*
1	Continuing education	1 2 3 4 9
2	Taking private tuition	1 2 3 4 9
3	Purchasing education-related materials	1 2 3 4 9
4	Participation in school-related programmes/functions held at school (e.g., observing national days/events, annual programme)	1 2 3 4 9
5	Participation in school-related programmes/functions held outside the school premises (e.g., picnic, study tour)	1 2 3 4 9
6	Participation in sports/games	1 2 3 4 9
7	Participate in any extracurricular activities (e.g., club/group activity, training) within the community	1 2 3 4 9
8	Participate in any extracurricular activities (e.g., club/group activity, training) outside the community	1 2 3 4 9
9	Getting married	1 2 3 4 9

308	**Mobility status of girls outside the slum/settlement**			
Sl.	Issues	Can you go? *Yes=1, No=2, Not applicable=99* *(If yes, go to column 3; and if 2 or 99, go to the next row)*	What is the extent of your mobility? *I can go always=1;* *I can go sometime=2;* *I can go rarely=3;* *I cannot go=4;* *Not applicable=99 (if 99, go to next row)*	State of mobility *Can go alone always =1;* *Can go alone sometimes and sometimes with accompanying =2;* *Can rarely go without being accompanied by someone =3;* *Cannot go without being accompanied by someone =4*
	1	2	3	4
1	Coaching centre/tutor's house	1 2 99	1 2 3 4 99	1 2 3 4
2	Shop/bazaar inside the community	1 2 99	1 2 3 4 99	1 2 3 4
3	Shop/bazaar outside the community	1 2 99	1 2 3 4 99	1 2 3 4
4	School-related programmes/functions held outside the school premises (e.g., picnic, study tour)	1 2 99	1 2 3 4 99	1 2 3 4
5	Club/group, training centre within the community	1 2 99	1 2 3 4 99	1 2 3 4
6	Club/group, training centre within the community	1 2 99	1 2 3 4 99	1 2 3 4
7	Relatives' home	1 2 99	1 2 3 4 99	1 2 3 4
8	Friends' home	1 2 99	1 2 3 4 99	1 2 3 4
9	Fair and cultural events (e.g., Pahela Baishakh, Baishakhi Mela, Observing national days)	1 2 99	1 2 3 4 99	1 2 3 4
10	Theatre/cinema	1 2 99	1 2 3 4 99	1 2 3 4
11	Park, lake	1 2 99	1 2 3 4 99	1 2 3 4

309	Do you think your parents can get you married before the age of 18?	Yes =1, No=2 (skip to Q311), Do not Know= 88 (skip to Q311)
310	If your parents attempt to get you married before age 18, what steps could you take? (*Multiple responses possible*)	Inform community leaders=1, Talk to teachers=2, Inform police= 3, Talk to Ward councilor office=4, Ask for help from NGO workers=4, Call to hotline number=6; Will not take any action=7, Others (please specify_____)=97

Section 3b: Skill Development Training

311	How many of your household members received skill development training in the last 3 years (2021-23)? [Interviewer: Please use extra rows if one member took more than one type of training]	_____number (If '0', skip to Section 4)

Use sl. no. from 201	Name	Types of training (Code)	Duration of training (day)	Training provider (Code)	Did you personally receive any financial support for the training? Yes=1; No=2 (skip to column 9)	What was the amount of support (Tk)	Who provided that support? (Code)	What were the results of the training? Multiple response is possible (Code)
1	2	3	4	5	6	7	8	9
					1 2			1 2 3
					1 2			1 2 3
					1 2			1 2 3

(Col. 3) Type of training:
Repair electrical machine=1;
Basic computer training=2;
Sewing/tailoring=3;
Embroidery=4;
Nokshi Kantha=5;
Block-Batik=6;
Mobile servicing=7;
Parlor=8;
Leather goods=9;
Poultry (Eggs)=10;
Poultry (Meat)=11
Dairy (Milk and Milk Products)=12;
Dairy (Fating)=13
Wood craft=14;
Bamboo/cane craft=15;
Food processing=16;
Packaging=17;
Others (Specify.....)=97

(Col. 5, 8) Training Provider:
Government =1;
Private sector=2;
NGO =3;
NUPRP=4
Local Samiti (not NGO-initiated)=5,
Individual philanthropic initiatives=6;
Others (Specify.....)=97

(Col. 9) Results of training:
Get employed=1, Increased salary/payment in the existing job=2, Opening new business franchise=3, No results=88, Others (specify_____)=97

Only for the person who received apprenticeship grants/enlisted for apprenticeship grants: Source of Grants: NUPRP=1, Others=2, Not Applicable=99 **(Skip to 401)**

(Write down the serial number from the household roster, 201_____)

312	**About the skill development training received**	
A	Starting date of training	Day_____/ Month_____/ Year_____
B	Duration of training	_____Days
C	Completion of training:	Yes=1 No=2
D	Quality assessment of training received	
	Content	Highly satisfactory= 1, Somewhat satisfactory= 2 Not satisfactory= 3
	Trainer	Highly satisfactory= 1, Somewhat satisfactory= 2 Not satisfactory= 3
	Training organization (logistics and arrangement)	Highly satisfactory= 1, Somewhat satisfactory= 2 Not satisfactory= 3
313	**Employment status**	
A	Are you currently employed?	Yes=1 No= 2
B	What do you want to do with the training?	Job=1 , Business =2, Not sure=3
314	Profile of recipient's parents	
A	Education status of parents (Highest class passed)	Father: Mother:
B	Occupation of parents (Use the occupation code from Q 201)	Father: Mother:

Section 4: Status of Tenancy, Housing, Water, Sanitation, Electricity and Cooking (Current Residence)

Tenancy			
401	Who is the owner of the land/place/room/house where your household is located?	Own homestead on government land = 1, Rented house/room on government land=2, Own house/room on land belonged to other individual= 3, Rented house/room on land belonged to other individual= 4, Own homestead on land belonged to themselves = 5	
402	If you live in a rented house (codes 2 & 4 in Q 401), the amount of rent paid per month.	Tk. _____	
403	How long do you live in this place?	Months_____	
404	Have you ever experienced any eviction from your dwelling?	Yes=1 No=2 (skip to 406)	
405	How many times did you face eviction from your dwelling?	_____ number	
406	Have you faced any eviction from the current slum/settlement?	Yes=1 No=2	
407	Could you please assess the level of threat of eviction?	High=3, Medium= 2, Low= 1, No Threat= 0	
Housing			
408	The main construction material of the main dwelling place		
	Roof	**Wall**	**Floor**
	Leaf/Straw/Jute stick= 1; Mud/Earth =2; Bamboo = 3; Tin/CI Sheet = 4; Cement Sheet = 5; Concrete/Brick = 6; Mud/Earth Tiles = 7; Soil Tail= 8; Wood = 9; Brick/Solid Foundation= 10; Others (please specify……...)=97	Leaves/Straw/Jute stick= 1; Mud/Earth =2; Bamboo = 3; Tin/CI Sheet = 4; Concrete Sheet =5 Concrete/Brick = 6; Mud/Earth Tiles = 7; Wood = 8; Brick/Solid Foundation = 9; Others (please specify.....)= 97	Cement=1, Palm/bamboo= 2, Wood Planks =3, Earthen= 4, Bricks= 5, Others (please specify……..)=97
409	Does rainwater drop from the roof of your homestead?	Yes=1; No=2, Don't know=99	
410	Does your homestead or room become submerged due to rainfall/flood/waterlogging or other reasons?	Yes=1; No=2, Don't know=99	
411	Do you need additional light in the daytime?	Yes, always =1; Most of the time = 2; Rarely = 3; No = 4	
412	Did you receive any financial support for the house's construction, renovations, or repair?	Yes= 1; No =2, (Skip to 417)	
413	What was the amount you received?	_____Tk.	
414	From where do you receive the support?	Government project=1; NGO=2; Benevolent individual/organization=3; CBOs=4; NUPRP= 5 Others (specify…….)=97	
415	Type of the support	Grant=1 ; Loan=2	
416	How did you use the support?	Renovate the outside so that water does not enter into the home=1; Separated they kitchen=2; Renovate the roof=3; Construct new room(s)=4 ; Others (Specify……..)=97	
Water			

417	What is the main source of drinking water? (The original source of water from where water came to the point of collection)	Piped into yard or plot=1, Public tap/standpipe=2, Tubewell/borehole=3, Protected well=4, Unprotected well=5, Protected spring=6, Unprotected spring=7, Rainwater=8, Tanker-truck=9, Cart with small tank/drum=10, Surface water (river, stream, dam, lake, pond, canal, irrigation channel)=11, Bottled Water=12, Others (please specify…….....)=97
418	If the source of drinking water is tube-well, are there any cracks in the cement platform? [ask and observe]	No cement platform = 1; Has crack = 2; No crack = 3; Not sure = 99; Not applicable=88
419	How much time is required to collect water for each turn? (in minutes) [Time=Going +Waiting+ Filling-up Water Time of Coming back]	_____ minutes
420	How many times in a day is drinking water collected from there?	_____ number
421	Is drinking water available at that source throughout the year?	Yes= 1, No= 2
422	Do you use any technique to make the drinking water safer?	Yes=1, No= 2 (Skip to 424)
423	Which technique you usually use to make the drinking water safer?	Boiling =1, Adding bleaching powder/Chlorine/Fitkari/Tablet =2, Filter using cloths =3, Using Water Filter/Deshi Filter (Ceramic/Biosand/Colloidal/Sono filter) =4, Solar disinfection=5, Tranquilize =6, Brick chips and sand= 7, Others (please specify.....)=97
424	Where do you store drinking water? [ask and observe]	Clean clay pot/jug/drum/water jar/other pot with lid =1, Stored water in either dirty clay pot/jug/drum/water jar/other pot or without lid = 2, Did not store drinking water =3
425	What is the main source of cooking water? (The original source of water from where water came to the point of collection)	Piped into yard or plot=1, Public tap/standpipe=2, Tubewell/borehole=3, Protected well=4, Unprotected well=5, Protected spring=6, Unprotected spring=7, Rainwater=8, Tanker-truck=9, Cart with small tank/drum=10, Surface water (river, stream, dam, lake, pond, canal, irrigation channel)=11, Bottled Water=12, Others (please specify…….....)=97

Sanitation		
426	What kind of toilet do you use? [ask and observe]	Pit latrine with ventilator =1, Pit latrine with slab =2, Composting toilet =3, Pit latrine without slab =4, Bucket toilet =5, Hanging latrine =6, Sanitary latrine with septic tank=7, No facility/Bush/Field/Open defecation =8 (Skip to 434), Others (please specify……..)=97
427	Where do excreta/faeces disposed-off?	Pond/ditch=1; Closed pit=2; Open pit=3; Sewer=4; Safety/septic tank=5; Don't know/not sure=99
428	Is the toilet used usable around the year?	Yes= 1, No= 2
429	How was the water seal of your latrine? [ask and observe]	There is a functional water seal =1; Water seal is broken =2; There is no water seal =3; Alternative method of water seal exists =4; Not sure = 5; Not applicable =88
430	Does your household share the latrine with other households?	Yes =1, No= 2 (Skip to 433)
431	How many households share that latrine, including your household?	_____number
432	How long do you need to wait to use the latrine in the morning? (in minutes)	_____ minutes
433	Do you have a handwashing facility (water and soap) in or near the latrine?	Yes =1, No= 2
Electricity		
434	Does your household have electricity?	Yes=1, No=2 (Skip to 436)
435	What is the main source of electricity?	National Grid=1, Solar Energy= 2, Others (please specify……)=97
Cooking fuel		
436	What type of fuel is used mainly in the household for cooking?	Electricity=1, Liquid Petroleum Gas (LPG)=2, Natural gas=3, Biogas=4, Kerosene=5, Coal / Lignite=6, Charcoal=7, Wood=8, Straw/shrubs/grass=9, Agricultural crop=10, Animal dung=11, No Food Cooked in Household=12, Others (please specify……)=97

Section 5: Household Assets

501. Please inform us about the status of the productive assets of your household

SI.	Asset	Ownership status Own in current location = 1; Own in place outside the current location =2 *(multiple responses possible in case of 1 and 2)* Do not own =3 *(Go to next row)*	Unit	Current market price/value at selling price (in taka; in total in case of more than one item; take only the share if joint ownership)
	1	2	3	4
Land (in decimal)				
1	Homestead land	1 2 3		
2	Land in other use	1 2 3		
3	Leased in land	1 2 3		
Furniture (in number)				
4	Bed/Khat/Chowki	1 2 3		
5	Almira/wardrobe	1 2 3		
6	Table	1 2 3		
7	Chair/Sofa	1 2 3		
8	Rack/Showcase/Shelf	1 2 3		
9	Dressing table	1 2 3		
Kitchen appliances (in number)				
10	Stove/Gas burner	1 2 3		
11	Pressure cooker	1 2 3		
12	Electric cooker	1 2 3		
13	Blender/Grinder	1 2 3		
14	Gas cylinder	1 2 3		
Electric and electronic (in number)				
15	Mobile phone-Feature	1 2 3		
16	Mobile phone-Smart	1 2 3		
17	Charger light/torch	1 2 3		
18	Electric Fan	1 2 3		
19	Electric iron	1 2 3		
20	Computer/Laptop	1 2 3		
21	Land phone	1 2 3		
22	Refrigerator	1 2 3		
23	Television-CRT	1 2 3		
24	Television-LED/Smart	1 2 3		

24a	Radio	1	2	3			
25	CD/DVD player	1	2	3			
26	Solar energy panel	1	2	3			
Transport/Carriage (in number)							
27	Car-Sedan	1	2	3			
28	Truck	1	2	3			
29	Motorcycle	1	2	3			
30	Bicycle	1	2	3			
31	Rickshaw	1	2	3			
32	Van (tricycle van)	1	2	3			
33	Push cart	1	2	3			
34	Country boat	1	2	3			
Work tools (in number)							
35	Water pump	1	2	3			
36	IPS/Generator	1	2	3			
37	Drill machine	1	2	3			
38	Motor	1	2	3			
39	Sewing machine	1	2	3			
40	Water filter	1	2	3			
41	Weight/Blood pressure machine	1	2	3			
Livestock/Animals (in number)							
42	Cow	1	2	3			
43	Goat	1	2	3			
44	Sheep	1	2	3			
45	Pig	1	2	3			
Poultry/Birds (in number)							
46	Chicken	1	2	3			
47	Duck	1	2	3			
48	Koel	1	2	3			
49	Pigeon	1	2	3			
50	Other birds	1	2	3			
Jewellery (in Anna)							
51	Gold	1	2	3			
52	Silver	1	2	3			
Others							
97	Others (specify.....)						
97	Others (specify.....)						

Section 6: Household Income

Section 6a: Information of Household Members Involved in Salaried/Wage Employment

601	What was the number of your household members who were involved in salaried and/or wage employment in the last year (2023)?	*(If '0', skip to Section 603)*
602	Please tell us about the members of your household who were engaged in salaried and/or wage employment (In the last year; 2023) **[Interviewer: Please use extra rows if one member was involved in more than one employment]**	

Use sl. nos. from Q. 201	Name	Type of salaried and/or wage employment involved (code)	Only for wage employees (non-salaried)		For salaried employees only
			Number of days involved in a year	Average daily wage (Taka) (including converting kind into cash	Average salary per month (Taka) (including convert kind into cash)
1	2	3	4	5	6

(Col. 3) Code for Salaried or wage employment: Garment worker=1; Sweeper/cleaner = 2; Construction labor = 3; Shopkeeper =4; Day-labour = 5; Private sector office service = 6; Government/semi-government office service=7; NGO worker =8; Housemaid =9; Transport worker=10; Security service=11; Others (please specify……)=97

Section 6b: Information of Business/Other Income Generating Activities

603	Does anyone in your household earn from business/other income-generating activities?									Yes = 1; No =2 (Skip to 605)	
604	Please tell us about the business/income-generating activities done by your household member(s) (In the last year, 2023)										
Type of activities (Code)	Source of financing (Code) *(Multiple responses possible)*			Average monthly gross revenue (Taka)	Average monthly expenditure (Taka)						
					Wage, salary (In Taka)		Raw materials (In Taka)		Rent, Tax, utilities (In Taka)		Others (In Taka)
1	2	3	4	5	6		7		8		9
					Purchased	Own	Purchased	Own	Purchased	Own	

(Col. 1) Code for business/income generating activity: Electrician = 1; Welder = 2; Plumber = 3; Carpenter = 4; Mason = 5; Blacksmith=6; Pottery=7; Cobbler = 8; Tailor/Seamstress = 9; Barber/Hair dressing = 10; Driving own rickshaw/van = 11; Driving own CNG/motorcycle = 12; Renting out rickshaw/van = 13; Renting out CNG/Motorcycle= 14; Clothes washer/laundry= 15; Driving rented-in motorcycle/car/CNG (including Uber/Pathao/Obhai) = 16; Driving rented-in rickshaw/van = 17; Motor cycle/car mechanic = 18; Refrigerator-AC Mechanic = 19; Mobile servicing business = 20; Saloon business = 21; Small departmental store = 22; Tea stall (including betel leaf and cigarette) =23; Computer operator = 24; Flexi load/bkash/Rocket Agent = 25; Repairman (appliances) = 26; Private tutor = 27; Contractor = 28; Hotel/café = 29; Handicrafts = 30; Beauty Parlour = 31; Block-Batik/tie-dye = 32;Garment worker=33; Selling food items in van=34; Selling non-food items in van=35; Weighing machine provider=36; Selling food items in footpath or alike=37; Selling non-food item in or alike=38; Poultry birds and eggs= 39; Livestock (animals and dairy products)= 40; Crop agriculture =41; Horticulture = 42; Aquaculture =43; Religious leaders = 44; Teacher=45; Beggar=46; Sweeper/cleaner = 47; Construction labor = 48; Shopkeeper =49; Day-labour = 50; Private sector office service = 51; Government/semi-government office service=52; NGO worker =53; Housemaid =54; Transport worker=55; Security service=56; Others (please specify……)=97

(Col. 2, 3, and 4) Code for source of finance: Inherited = 1; Money received from parents = 2**;** Money received from father/mother-in-law =3; Own savings = 4; Credit from friends/relatives =5; Credit from NGOs = 6; **Credit** from traditional money lender = 7; Savings and credit group of NUPRP= 8, NUPRP business grant= 9, Other project grant= 10; Sale of assets = 11; Loan from bank = 12; Remittance = 13; Retained profit = 14; No investment was done =15; Others (Please specify.....)=97

Only for Business grants recipient/enlisted for grants: Source of Grants= NUPRP=1, Others=2, Not Applicable=99 (Skip to 606)

(Write down the serial number from the household roster, 201_____)

605	Please provide us with the following information	
a.	When did you receive this business grant	Day_____ /Month_____/Year_____
b.	Amount of grants received	_____Tk.
c.	What did you do before receiving this grant? (Use the occupation code from 201)	
d.	What is your current occupation/business? (Use the occupation code from 201)	
e.	How long are you doing this business?	_____ months
f.	How many people apart from you are involved in your business?	Male: Female:
g.	Do you hire anyone from outside of your household?	Yes= 1 No=2
h.	How many customers do you have on a normal day?	Male: Female:
i.	Does your business entity have an electricity connection?	Yes= 1 No=2
j.	Did you have any training related to this business from NUPRP?	Yes= 1 No=2 (Skip to Q 606)
k.	Quality assessment of training received:	
	1. Contents	Highly satisfactory= 1, Somewhat satisfactory= 2 Not satisfactory= 3
	2. Trainer	Highly satisfactory= 1, Somewhat satisfactory= 2 Not satisfactory= 3
	3. Training organisation (logistics and arrangement)	Highly satisfactory= 1, Somewhat satisfactory= 2 Not satisfactory= 3
l.	Do you have any mentoring support for running this business for which grants are received?	Yes= 1 No=2
m.	Quality assessment of mentoring support received	Highly satisfactory= 1, Somewhat satisfactory= 2 Not satisfactory= 3

Section 6c: Information on Other Income

606	Please tell us about the income from other sources in your household **(in last year; 2023)**		
SI.	**Income source**	**Total yearly income (in taka)**	**Total expenditure for income generation (in taka)**
1	Renting house		
2	Leasing out land		
3	Selling land		
4	Selling furniture/valuable metal/electronic appliances		
5	Remittance		
6	Pension		
7	Social Safety Net (For example: old age allowance/ widow allowance/ destitute allowance/study scholarship/VGD/VGF, etc.).		
8	Zakat-Fitra/Charity or other help		
9	Gifts		
10	Others (please specify……...)=97		

Section 7: Selected Non-Food Household Expenditure

701	Please tell us about your household's following non-food expenditures.

Expense head		**In the last 30 days preceding the survey (Tk.)**	**In the previous year, 2023 (Tk.)**
Housing and living-related			
1	Rent		
2	Gas		
3	Electricity		
4	Water, sewerage		
5	Waste management		
6	Maintenance of homestead		
7	Cooking fuel		
Clothing			
8	For adults (18+ years)		
9	For children (0-17)		
10	Towel/Gamcha		
11	Shoe		

Expense head		In the last 30 days preceding the survey (Tk.)	In the previous year, 2023 (Tk.)
12	Bed-related bedding (Winter cover/quilts, Bed sheet, Foam/cushion/Zazim/Toshok/pillow, Mosquito net, etc.)		
Health and hygiene-related			
13	Toothpaste, toothbrush, tooth powder		
14	Soap, liquid hand wash, sanitiser		
15	Shampoo		
16	Toilet cleaning materials		
17	Sanitary napkin		
18	Snow, powder, cream		
19	Contraceptives		
Others			
20	Mobile, internet		
21	Cable tv charge		

Section 8: Access to Formal Financial Services

801	Do you have a bank account?	Yes=1, No=2 (Skip to 803)
802	Do you do transactions through the bank?	Yes=1, No=2
803	Do you have a mobile bank account?	Yes=1, No=2 (Skip to 805)
804	Do you do financial transactions through mobile banking?	Yes=1, No=2
805	Do you have any plans to open an account in future?	Yes=1, No=2 (Skip to Section 9)
806	Why do you want to open an account? *(multiple responses possible)*	Receiving of allowance becomes easy =1; Transaction becomes easy =2; Cash at hand gets spent =3; Money remains safe =4; Interest/Profit is available =5; Can apply for loan from bank =6; Others (please specify.....)
807	Which type of account are you planning to open? *(multiple responses possible)*	Bank =1; Mobile banking = 4; Others (please specify.....)=97

Section 9: Savings

901	How many of your household members have savings currently?			(If '0', skip to Q1001)
902	Please tell us about the savings of your household members who are saving currently **(use separate rows in case of different savings places for an individual)**			
Sl. numbers	Name	Place of depositing savings (Code)	Amount of savings (Tk.)	Types of savings deposit (Code)

from 201				
1	2	3	4	5

(Col. 3) Place of depositing saving: At home=1; Private commercial Bank=2; Government commercial Bank=3, Post office=4; NGO=5; Local samiti/cooperative (non-NGO)=6; Savings and Credit Group of NUPRP=7; Mobile accounts=8; Inter-group savings= 9;With relative/friend=10; Others (please specify……..)=97

(Col. 5) Frequency of deposit of savings: Daily=1; Weekly=2; Fortnightly=3; Monthly=4; Quarterly=5; Yearly=6; Not in a regular interval=7

Section 10: Credit

1001	How many of your household members currently have an outstanding loan?	_____ (If '0', skip to Q- 1101)
1002	Please tell us about the loans of your household members that are still outstanding **(use separate rows in case of different loans for an individual)**	

Sl. numbers from 201	Name	Source of the loan/ credit (Code)	Loan/ credit amount (Tk.)	Payment period (number of months)	Is the loan repayable as a whole after a certain period? Yes=1 No=2	Is the loan repayable in instalments? Yes=1 No=2	Use of the loaned amount (Code: multiple responses)		
1	2	3	4	5	6	7	8	9	10
					1 2	1 2			
					1 2	1 2			
					1 2	1 2			
					1 2	1 2			

(Col. 3) Code for source of loan/credit: Govt. bank =1; Private commercial bank =2; Other financial institute=3; NGO =4; Cooperatives/Samiti=5; Relatives/Friends=6; Employer = 7; Shop/Trader = 8; Money lender (Mahajan) =9; Inter-group loan=10; Savings and Credit group of NUPRP=11, Others (please specify……..)=97

(Col. 8, 9, 10) Code for use of loaned amount: To buy household goods = 1; To buy land/house = 2; To lease in land = 3; To bring back the leased in land=4; To construct house = 5; To renovate house=6;To start an income generating activity/business =7; To add in to the ongoing income generating activity/business = 8; To buy productive agricultural assets = 9; To buy cycle/motorcycle = 10; To have some training = 11; To meet education expenditure = 12; To meet medical expenditure = 13; To send someone

to abroad = 14; To lend out at higher rate of interest = 15; For repayment other loan/credit=16; To bear litigation expenditure=17; To manage the with losses due to disaster/shock= 18; Funeral= 19; For socio-cultural function (other than marriage-related)= 20; For son's/daughter's marriage=21; Dowry = 22;Others (please specify……)=97

Section 11: Food Security

		Rarely (once or twice in past 4 weeks) = 1; Sometimes (3-10 times in past 4 weeks) = 2; Often (more than 10 times in the past 4 weeks) =3; Never =4			
In the past 30 days					
1101	In the last 4 weeks, did you worry that your household would not have enough food?	1	2	3	4
1102	In the last 4 weeks, were you or any household member unable to eat the foods you preferred because of a lack of resources?	1	2	3	4
1103	In the last 4 weeks, did you or any household member have to eat a limited variety of foods due to a lack of resources	1	2	3	4
1104	In the last 4 weeks, did you or any household members have to eat some foods that you really did not want to eat because of a lack of resources to obtain other kinds of food?	1	2	3	4
1105	In the last 4 weeks, did you or any household member have to eat a smaller meal than you felt you needed because there was not enough food?	1	2	3	4
1106	In the last 4 weeks, did you or any household member have to eat fewer meals in a day because there was not enough food?	1	2	3	4
1107	In the last 4 weeks, has there ever been no food of any kind to eat because of a lack of resources to get food?	1	2	3	4
1108	In the last 4 weeks, did you or any household member go to sleep hungry because there was not enough food?	1	2	3	4
1109	In the last 4 weeks, did you or any household member go a whole day and night without eating anything because there was not enough food?	1	2	3	4

1110	Please tell us about the food expenditure of your household in the last 30 days.

Food item		**Household consumption expenditure in the last 30 days (in Taka)**
1	Rice	
2	Flour	
3	Potatoes	
4	Vegetable	
5	Fruits	

Food item		Household consumption expenditure in the last 30 days (in Taka)
6	Chicken/birds	
7	Meat (Beef, mutton, etc.)	
8	Egg	
9	Fish	
10	Bean, pulse	
11	Milk	
12	Edible oil	
13	Sugar	
14	Salt	
15	Ghee/butter oil	
16	Gur/Molasses	
17	Spice (onion, garlic, ginger, chilli)	
18	Tea, coffee	
19	Biryani, Tehari, Chicken Polao, Chinese Food, Kabab, Moghlai	
20	Snacks: Biscuits, cakes, sweetmeats, chips, fast food, Rice Flaked, Puffed Rice, Chotpoti, Fuchka, Nut, Ice-cream, Puri-Piaji, etc	
97	Others (specify.....)	
97	Others (specify.....)	

Section 12: Dietary Diversity

1201	Please tell us what kind of food was consumed in your household in the last 7 days. (Information of the last 7 days before the day of the interview)						
		How many days have you taken in the last 7 days? (between 0 and 7)					
Food Group		By any household member	The RESPONDENT herself (any one column will be filled in)			Currently pregnant woman (other than respondent) Applicable=1 Not applicable =8	Currently lactating woman (other than respondent) Applicable=1 Not applicable =8
			Not pregnant or lactating currently Not applicable =8	Currently pregnant Not applicable =8	Currently lactating Not applicable =8		
1		2	3	4	5	6	7
1)	Maize, Bread, Rice, Ruti/Parata/Pitha, Muri, Khichuri, Noodles, Jaubhat, Bhater Mar, or any other food made from grains						
2)	Potatoes, Sweet Potatoes, ShakAloo, or any food made from roots and potatoes						
3)	Any coloured and green vegetables, such as - Carrots, Okra, Gourd, Squash, Bitter Gourd, Bottle Gourd, Mushrooms, Radish, Tomato, Cucumber, Cabbage, Cauliflower, Beans, Brinjals/Eggplants, Green Peas						
4)	Any leafy vegetables						
5)	Any fruits, such as – Banana, Guava, Mango, Pineapple, Berry, Watermelon, Jackfruit, Starfruit/Carambola, Jujube, Wood Apple, Sugar-apple, Apple, Orange						
6)	Any meat, such as Lamb, Goat, Chicken, Buffalo/Beef (*If it is a Hindu household, beef should NOT be mentioned*), Pig (*If it is a Muslim household, the pig should NOT be mentioned)*, Duck, Rabbit, other Birds, or the meat of their organs like Liver, Kidney and Heart						
7)	Any eggs from Chicken, Duck, or Quail						
8)	Any fresh or dried Fish, Crabs, Turtles						
9)	Beans, pulse-Kalai, pulse-orohor, Nut, Peanut, Cashew Nut, Soybean, Chickpea						
10)	Any Cheese, Yogurt, milk, Sour Milk, or other Dairy Products						

1201	Please tell us what kind of food was consumed in your household in the last 7 days. (Information of the last 7 days before the day of the interview)						
		How many days have you taken in the last 7 days? (between 0 and 7)					
Food Group		By any household member	The RESPONDENT herself (any one column will be filled in)			Currently pregnant woman (other than respondent) Applicable=1 Not applicable =8	Currently lactating woman (other than respondent) Applicable=1 Not applicable =8
			Not pregnant or lactating currently Not applicable =8	Currently pregnant Not applicable =8	Currently lactating Not applicable =8		
1		2	3	4	5	6	7
11) Oil/any food made using Oil, Fat, Butter, Clarified Butter, Soybean							
12) Any Sugar or Honey, Granular Sugar or Sugarcane, Jiggery, Molasses, Talmichri, Sweets, or other foods made using sugar							
13) Any other food, such as –Pickles, Spice, Coffee, or Tea							

Section 13: Knowledge and Practice on Hygiene-related Issues

1301	Please let us know if you have any knowledge and practice regarding the following issues. [*Do not prompt. Respondents will respond spontaneously. Verify, if required.*]	
Issue	Knowledge	Usual practice (Do not prompt)
1	2	3
1) What should be done regarding handwashing before taking food?	Wash hands with soap=1 Wash hands with water only=2 No need to wash hands/Do not know=77	Wash hands with soap=1 Wash hands with water only=2 Sometimes wash hands with soap, sometimes with water only=3 Sometimes wash hands, sometimes do not wash=4 Don't wash hands=5
2) What should be done regarding handwashing before feeding a baby?	Wash hands with soap=1 Wash hands with water only=2 No need to wash hands/Do not know=77	Wash hands with soap=1 Wash hands with water only=2 Sometimes wash hands with soap, sometimes with water only=3 Sometimes wash hands, sometimes do not wash=4 Don't wash hands=5

1301	Please let us know if you have any knowledge and practice regarding the following issues. [*Do not prompt. Respondents will respond spontaneously. Verify, if required.*]	
Issue	Knowledge	Usual practice (Do not prompt)
1	2	3
3) What should be done before preparing/ cooking food?	Wash hands with soap=1 Wash hands with water only=2 No need to wash hands/Do not know=77	Wash hands with soap=1 Wash hands with water only=2 Sometimes wash hands with soap, sometimes with water only=3 Sometimes wash hands, sometimes do not wash=4 Don't wash hands=5 Not applicable=99
4) What should be done regarding handwashing before serving food?	Wash hands with soap=1 Wash hands with water only=2 No need to wash hands/Do not know=77	Wash hands with soap=1 Wash hands with water only=2 Sometimes wash hands with soap, sometimes with water only=3 Sometimes wash hands, sometimes do not wash=4 Don't wash hands=5
5) What should be done regarding handwashing after defecation?	Wash hands with soap/ash/mud=1 Wash hands with water only =2	Wash hands with soap=1 Wash hands with ash/mud=2 Wash hands with water only=3 Sometimes wash hands with soap/ ash/mud, sometimes with water only=4 Don't wash hands=5
6) What should be done regarding handwashing after handling dirt?	Wash hands with soap=1 Wash hands with water only=2 No need to wash hands/Do not know=77	Wash hands with soap=1 Wash hands with ash/mud=2 Wash hands with water only=3 Sometimes wash hands with soap/ ash/mud, sometimes with water only=4 Don't wash hands=5

Section 14: Knowledge and Practice on Nutrition and Health Issues

1401	Please let us know your opinion about the following issues *[Do not prompt. Respondents will respond spontaneously. Probe, if required]*

Issue	Knowledge *(Please go to column 4 if the answer is 'Do not know')*	Source of knowledge *(multiple response possible)* (Code)	Usual practice (Do not prompt)
1	2	3	4
1) What is the use of colostrum *(breast milk within 1 hour of giving birth to a child)?*	It is important to feed colostrum to new-born=1 It is better not to feed colostrum to new-born=2 Don't know=88	1 2 3 4 5 6 7 8 9 10 11 97	**Last 3 Years (2021-2023)** Last born child in this household had colostrum =1 Last born child in this household did not have colostrum =2 Not applicable=99
2) What should be the age of continued breastfeeding?	_____ (specify the month) Don't know=88	1 2 3 4 5 6 7 8 9 10 11 97	_____ (specify the month for continuation of breastfeeding) Not applicable=99
3) When should the complementary feeding for children start?	_____ (specify the month) Don't know=88	1 2 3 4 5 6 7 8 9 10 11 97	_____ (specify the month for starting the complementary feeding for children) Not applicable=99
4) What are the foods for children under 6 months of age?	Exclusive breastfeeding=1 Breast milk, honey, and water=2 Breast milk and complementary food=3 Don't know=88	1 2 3 4 5 6 7 8 9 10 11 97	**Last 3 Years (2021-2023)** The last-born child had/is having exclusive breastfeeding =1 The last-born child had/is having breast milk, along with water and honey =2 The last-born child had/is having breast milk, along with other supplementary food=3 Not applicable=99
5) What medicines are required for pregnant	Iron tablet (including Folic acid) =1 Other tablet (Specify.....) =2 Don't know=88	1 2 3 4 5 6 7 8 9 10 11 97	**Last 3 Years (2021-2023)**

Issue	Knowledge *(Please go to column 4 if the answer is 'Do not know')*	Source of knowledge *(multiple response possible)* (Code)	Usual practice (Do not prompt)
1	2	3	4
women? *(Non-food supplement)*			The last pregnant woman took/is taking iron tablet=1 The last pregnant woman did not take/is not taking iron tablet=2 Not applicable=99
6) What appropriate amount of food a pregnant woman should take daily?	Taking food in as usual quantity =1 Taking additional food than usual quantity =2 Taking less food than usual quantity so that the child remains smaller size and birth becomes easier=3 Don't know=88	1 2 3 4 5 6 7 8 9 10 11 97	**Last 3 Years (2021-2023)** The last pregnant woman took/is taking an additional quantity of food than usual=1 The last pregnant woman did not take/is not taking an additional quantity of food than usual=2 The last pregnant woman took/is taking a lesser quantity of food than usual=3 Not applicable=99
7) What appropriate amount of food a lactating mother should take daily?	Taking food as usual quantity =1 Taking additional food than usual quantity =2 Taking less food than usual quantity=3 Don't know =88	1 2 3 4 5 6 7 8 9 10 11 97	**Last 3 Years (2021-2023)** The last lactating mother took/is taking an additional quantity of food than usual=1 The last lactating mother did not take/is not taking an additional quantity of food than usual=2 The last lactating mother took/is taking a lesser quantity of food than usual=3 Not applicable=99

Issue	Knowledge *(Please go to column 4 if the answer is 'Do not know')*	Source of knowledge *(multiple response possible)* (Code)	Usual practice (Do not prompt)
1	2	3	4
8) What is the required number of antenatal check-ups during pregnancy?	Number =_____(specify the number) Don't know=88	1 2 3 4 5 6 7 8 9 10 11 97	**Last 3 Years (2021-2023)** The last pregnant woman had any one antenatal check-up=1 The last pregnant woman had only one antenatal check-ups=2 The last pregnant woman had two antenatal check-ups=3 The last pregnant woman had three antenatal check-ups=4 The last pregnant woman had four antenatal check-up=5 The last pregnant woman had more than four antenatal check-ups=6 Do not do antenatal check-ups=7 Not applicable=99
9) What is the required number of postnatal check-ups after giving birth?	Number =_____(specify the number) Don't know=88	1 2 3 4 5 6 7 8 9 10 11 97	**Last 3 Years (2021-2023)** The last delivered woman had any one postnatal check-up=1 The last delivered woman had only one postnatal check-up=2 The last delivered woman had two postnatal check-ups=3 The last delivered woman had more than two postnatal check-ups=4 Do not do postnatal check-ups =5 Not applicable=99
10). When should vegetables be washed for cooking?	Wash before cutting =1 Wash after cutting =2 Don't know =88	1 2 3 4 5 6 7 8 9 10 11 97	Wash first, then cut=1 First cut, then wash=2 Sometimes wash first, then cut; sometimes first cut, then wash=3

Issue	Knowledge *(Please go to column 4 if the answer is 'Do not know')*	Source of knowledge *(multiple response possible)* (Code)	Usual practice (Do not prompt)
1	2	3	4
11) What kind of water should be used for washing and cleaning food items before cooking?	Treated/purified water=1 Water, not treated/purified=2	1 2 3 4 5 6 7 8 9 10 11 97	Treated/purified water=1 Water, not treated/purified=2
12) What kind of water should be used for washing and cleaning dishes/utensils?	Treated/purified water=1 Water, not treated/purified=2	1 2 3 4 5 6 7 8 9 10 11 97	Treated/purified water=1 Water, not treated/purified=2
(Col. 3) Code for Source of knowledge: Radio =1, TV =2, Newspaper=3, Feature phone=4; Smart phone/internet=5; Health worker =6, Text book/ school=7, Others member of household/relatives=8, Neighbors/friends=9, Poster/billboard/banner=10, NGO=11, NUPRP=12, Others (specify……)=97			

Applicable to RESPONDENT with a child of age less than 6 months		
1402	Do you have a child of age <6 months? (Exclusive Breastfeeding)	Yes = 1; No = 2 (Skip to 1411)
1403	If yes, what is the baby's age? (In months)	
1404	Did you give colostrum to your baby (Breast Milk within 1 HOUR)	Yes = 1; No = 2
1405	Did you give him/her anything before the first breast milk?	Yes = 1; No = 2 (Skip to 1407)
1406	If yes, what did you give? (multiple responses possible)	Plain water = 1; Sugar water = 2; Honey water =3; Infant formula = 4; Powder milk = 5; Other (please specify ……)=97
1407	Do you feed him/her anything other than breast milk?	Yes = 1; No = 2 (Skip to 1409)
1408	Did you give him/her anything after starting breastfeeding?	Milk (Goat/cow/Powder) = 1; Baby formula = 2; Water/Sugar water/honey = 3; Other (please specify ……)= 97
1409	Did the child have diarrhoea in the last 2 weeks? (Diarrhea: 3 or more watery or loose/liquid stools in last 24 hrs.)	Yes = 1; No = 2 (Skip to 1411)
1410	In case of diarrhoea in the last 2 weeks, what treatment s/he did receive?	ORS = 1; ORS and Zinc = 2; Rice saline = 3; Other (please specify ……); =97 No treatment =9
Applicable to RESPONDENT with a child of age between 6 and 23 months		
1411	Do you have a child aged 6-23 months	Yes = 1; No = 2 (Skip to 1417)

1412	What is the age of the child? (in months)	
1413	What types of food did your child eat in the last 24 hours? (multiple responses possible)	Breast milk =1; Baby formula =2; Powder milk = 3; Cereals (rice, noodles, bread) =4; Khichuri =5; Suji = 6; Dairy products (milk, yogurt, cheese) = 7; Protein related food (meat, fish, liver) = 8; Eggs = 9; Vitamin-A associated fruits and Vegetables = 10; Other fruits and Vegetables = 11; Other (please specify ……)=97
1414	How many times did you feed your child in the last 24 hours?	
1415	Did the child have diarrhoea in the last 2 weeks? (Diarrhea: 3 or more watery or loose/liquid stools in last 24 hours)	Yes = 1; No = 2 (Skip to 1417)
1416	In case of diarrhoea in the last 2 weeks, what treatment s/he did receive?	ORS = 1; ORS and Zinc = 2; Rice saline = 3; Other (please specify ……); No treatment =9
Applicable to the RESPONDENT, currently pregnant		
1417	Are you pregnant currently?	Yes = 1; No = 2 (Skip to 1422)
1418	What month of pregnancy are you on today?	
1419	What number of antenatal check-ups you have received during this pregnancy?	
1420	What are the *non-food supplements* you are taking now for your pregnant state? (ask and check)	Nothing =1; Iron tablet (including Folic acid)=2; Other supplements/tablets (specify.....)=97
1421	What amount of food did you take in the last 24 hours?	Taking an additional quantity of food than usual=1; Not taking an additional quantity of food than usual=2; Taking a lesser quantity of food than usual=3
1422	What is the number of children in this house between 12 to 23 months?	(If '0', skip to Q 1424)
1423	Please provide us with information related to the immunization of those children.	

Sl. numbers from 201	Name of child	Age in months	Sex: Male=1, Female= 2	Showed Immunization card? Yes=1 No= 2	Required numbers of dose					
					1st Dose Yes=1; No= 2	2nd Dose Yes=1; No= 2	3rd Dose Yes=1; No= 2	4th Dose Yes=1; No= 2	5th Dose Yes=1; No= 2	6th Dose Yes=1; No= 2
1	2	3	4	5	6	7	8	9	10	11
			1 2	1 2	1 2	1 2	1 2	1 2	1 2	1 2
			1 2	1 2	1 2	1 2	1 2	1 2	1 2	1 2

Incidence of death of children		
1424	Had any member of this household ever given birth to a son and/or daughter who was born alive but died later (between 0 and 5 years of age)?	Yes = 1 Total..... (Boy.....Girl.....) No = 2

Sickness and health-seeking behaviour		
1425	How many of your household members became sick in the last 90 days?	(If 0, skip to section 15)
1426	Please provide us with information about the sickness/illness of your household members in the last 90 days (*for multiple diseases of one person, use one row for each disease).*	

Sl. numbers from 201	Name	Disease (Code)	Did you receive any treatment? Yes=1, No=2 (skip to column 12)	From where did you receive treatment?	Cost (in taka)						Days lost due to disease *	Did illness affect reducing household income? Yes=1 No=2 (skip to 1501)	For how many days have household income been affected?
					Hospital's Fee	Doctor's Visit	Medicine	Transport and other costs	Diagnostic fee	Health aid (spectacles, walking support, wheelchair, etc.)			
1	2	3	4	5	6	7	8	9	10	11	12	13	14
			1 2									1 2	
			1 2									1 2	
			1 2									1 2	

(Col. 3) Code for sickness/disease: Anemia=1; Cold and Cough=2; Diarrhea=3; Dysentery (Bloody diarrhea)=4; Dental diseases=5; Eye Infection/Eye diseases=6; Female Diseases/Obs. and Gymea=7; Fever of unknown origin (PUO)=8; Traumatic Injury=9; Malnutrition=10; Skin diseases=11; Worm (Helminthiasis)=12; Gastric=13; Jaundice=14; Asthma=15; Diabetes=16; High blood pressure=17; Pneumonia=18; Sexually Transmitted Diseases (STDs)=19; Arthritis=20; Tuberculosis=21; Heart Disease=22, Swelling of hands and legs=23; Others (please specify...) =97

(Col. 5) Code for the place of receiving service: Self/family treatment=1; Local pharmacy=2; Local traditional healer (also Kabiraj/Hekim)=3; Homeopath/Ayurveda=4; NGO clinic=5; Private clinic=6; Government health centres/hospital=7; Chamber of MBBS doctor=8, Others (please specify.....)=97

*** Lost days due to sickness/illness:** Workdays for adults; school days for school-going students; suffering days for children not going to school and/or not involved in any IGA

Section 15: Access to Institutions

1501	Please tell us about your service-seeking status from City Corporation/Paurashava in the last 1 year (2023).								
Services	Did you go to get service? Yes=1; No=2 (If no, go to next row)		Did you get the services you need? Yes=1; No=2 (If no, go to next row)		Satisfaction with the service received: Highly satisfactory=1, Somewhat satisfactory=2 Not Satisfactory=3				
1	2		3		4				
1) Birth Registration Certificate	1	2	1	2	1	2	3		
2) Death Registration Certificate	1	2	1	2	1	2	3		
3) Warishan Certificate (Inheritance)	1	2	1	2	1	2	3		
4) Citizen and Character Certificate	1	2	1	2	1	2	3		
5) Trade License	1	2	1	2	1	2	3		
6) Paying House Tax/Rent/ Holding Tax	1	2	1	2	1	2	3		
7) Shalish/arbitration	1	2	1	2	1	2	3		

1502	Do you or your household members know the Counselor of your Ward?	Don't know=1; Heard about him/her; but never saw him /herself =2; Yes, saw him/herself =3; Yes, met him/her and interacted with=4 (if code '1' or '2', skip to Q. 1505)
1503	Do you or your household members have easy access to him/her?	Yes, have easy access to him/her=1; have some sort of access to him, but not easy=2; Do not have access to him/her=3 (if code '3', skip to Q. 1505)
1504	Did you or your household members meet your Ward Counselor in the last 12 months?	Yes=1 (number……..), No=2

1505	Please tell us about your trust and confidence in various institutions and community leadership for various services and times that meet your needs.								
Type of institutions and leadership	Did you approach for any help or service in the last 1 year (2023)? Yes=1; No=2 (If no, go to next row)		Did you get the services/help you need? Yes=1; No=2 (If no, go to next row)		Satisfaction with the service received: Highly satisfactory=1, Somewhat satisfactory=2 Not Satisfactory=3				
1	2		3		4				
a. Ward Councilor of City Corporation/Paurashava	1	2	1	2	1	2	3		

b. City Corporation/Paurashava Officials	1	2	1	2	1	2	3
c. Slum Development Officer	1	2	1	2	1	2	3
d. Police Stations and other law enforcing authority	1	2	1	2	1	2	3
e. WASA	1	2	1	2	1	2	3
f. City Development Authority (e.g., RAJUK, CDA)	1	2	1	2	1	2	3
g. NGOs	1	2	1	2	1	2	3
h. Religious institutions/leaders	1	2	1	2	1	2	3
i. Political party leader (at the local level)	1	2	1	2	1	2	3
j. Community leader (slum and neighbourhood)	1	2	1	2	1	2	3

1506	**[Only for those living in the NUPRP working area]** Please tell us your status regarding seeking support from NUPRP groups and leaders.						
NUPRP group/leader	Did you approach for help or service in the last 1 year (2023)? Yes=1; No=2 (If no, go to next row)		Did you get the services/help you need? Yes=1; No=2 (If no, go to next row)		Satisfaction with the service received: Highly satisfactory=1, Somewhat satisfactory=2 Not Satisfactory=3		
a. NUPRP supported savings and credit group	1	2	1	2	1	2	3
b. NUPRP supported CDC leader	1	2	1	2	1	2	3
c. NUPRP supported CDC cluster leader	1	2	1	2	1	2	3
d. NUPRP supported Town Federation leader	1	2	1	2	1	2	3

Section 16: Vulnerability and Coping Mechanism

1601	Please let us know about the crisis you faced in the last 3 years. (2021-2023)									
SI.	Type of Crisis	Faced? Yes=1; No=2 (If no, go to the next row)	Faced how many times? (number)	Consequence of crisis (multiple responses possible) (Code)			How do you cope with the crisis? (multiple responses possible) (Code)			How many days did it take to recover from the crisis
	1	2	3	4	5	6	7	8	9	
1	Heavy rainfall/	1 2								
2	Water logging	1 2								
3	Flooding	1 2								
4	Storm/Cycole/Tornado	1 2								
5	Earthquake	1 2								
6	Landslide	1 2								
7	Very hot and humid weather	1 2								
8	Crisis in drinking water	1 2								
9	Drug addiction	1 2								
10	Serious illness of household members	1 2								
11	Got into litigation	1 2								
12	Victim of violence/threats	1 2								
13	Arson (intentional and unintentional)	1 2								
14	Sudden business loss	1 2								
15	Theft	1 2								
16	Roberry	1 2								
17	Accident (physical)	1 2								
18	Complications related to pregnancy and delivery	1 2								
19	Dowry	1 2								
20	High expenditure on the occasion of marriage	1 2								
21	Eviction (illegal/forced land grabbing)	1 2								
22	Loss of job	1 2								
23	Split in Family (Divorce/Separation)	1 2								
24	Victim of financial fraud	1 2								
25	Price Hike	1 2								
97	Others…….. (Please specify)	1 2								

1601	Please let us know about the crisis you faced in the last 3 years. (2021-2023)									
SI.	Type of Crisis	Faced? Yes=1; No=2 (If no, go to the next row)	Faced how many times? (number)	Consequence of crisis (multiple responses possible) (Code)			How do you cope with the crisis? (multiple responses possible) (Code)			How many days did it take to recover from the crisis
	1	2	3	4	5	6	7	8	9	

(Col. 4, 5, 6) Code for consequences of crisis: Damage/loss to homestead=1; Damage/loss to household assets=2; Decrease/disruption in regular income=3; Workday lost=4; Physical disability=5; Death of main income earner=6; Death of household member other than main income earner=7; Loss of income=8; Loss of livestock=9; Compelled to leave the home=10; Had to go to jail without any valid reason=11; Huge expense for medical treatment/rehabilitation=12; Mental trauma=13; Others (Specify……) =97

(Col. 7, 8, 9) Code for how coped with crisis: Used the savings=1; Borrowed from local samiti in favourable condition=2; Had to borrow with high interest/unfavourable condition=3; Reduction in food consumption=4; Reduction of non-food expenditure=5; Selling household asset=6; Selling land=7; Mortgage ornaments/household assets=8; Begging=9; Household member(s) had to go outside of the area for earning livelihood=10; Dropped out from school=11; Girl(s) under the age of 18 had to be married to reduce regular household expense=12; Girl(s) under the age of 18 had to be married to reduce risks of violence/abuse=13; Got into another work with less income=14; Got to the chance for a better work=15; Did not take any action=16; Others (Specify……)=97

1602	Would you please let us know your status regarding disaster preparedness in 2023?

	Are you aware of the preparedness? Adequately aware=1; Somewhat aware=2; Not aware=3	Have you received any preparedness information? Yes, receive adequately=1; Receive somewhat=2; Do not receive =3 (if code 3, skip to column =3	How did you receive the information? (multiple responses possible) Mobile/internet=1; TV/Radio/Community Radio=2; Leaflet/banner/poster=3; Training/Orientation=4	Were you able to prepare as per the disseminated information? Yes, fully=1; Partially=2; Not at all=3 Not applicable=88	Did you get any early warning? Yes=1, No=2, Not applicable/ Did not occur =88 (if code 2 or 88, skip to next row)	Were you able to prepare as per the disseminated information? Yes, fully=1; Partially=2; Not at all=3 Not applicable=88
1	2	3	4	5	6	7
1. Flood	1 2 3	1 2 3	1 2 3 4	1 2 3 88	1 2 3	1 2 3 88
2. Cyclone/storm	1 2 3	1 2 3	1 2 3 4	1 2 3 88	1 2 3	1 2 3 88
3. Earthquake	1 2 3	1 2 3	1 2 3 4	1 2 3 88		1 2 3 88
4. Landslide	1 2 3	1 2 3	1 2 3 4	1 2 3 88	1 2 3	1 2 3 88
5. Heavy rainfall	1 2 3	1 2 3	1 2 3 4	1 2 3 88	1 2 3	1 2 3 88
6. Water logging	1 2 3	1 2 3	1 2 3 4	1 2 3 88		1 2 3 88
7. Cold wave	1 2 3	1 2 3	1 2 3 4	1 2 3 88	1 2 3	1 2 3 88
8. Heat wave	1 2 3	1 2 3	1 2 3 4	1 2 3 88	1 2 3	1 2 3 88
9. Arson	1 2 3	1 2 3	1 2 3 4	1 2 3 88		1 2 3 88

Section 17: Status of Women in Household and Decision-Making and Mobility

1701	Please mention the status of the female members of your household against the following indicators.			
Indicator		Yes = 1,	No = 2,	Not applicable = 99
1	Are the female members of your household free to choose their occupations by themselves?	1	2	99
2	Can the female members of your household sit on local arbitrations *(shalish)* or judgment?	1	2	99
3	Are the marriage issues discussed/consulted on with the women whose marriage will be held?	1	2	99
4	Can the female members of your household express their opinion in local arbitrations *(shalish)* or judgment?	1	2	99
5	Are the male household members supportive of household work?	1	2	99
6	Do the husband/male household members support women's income-generating activities or jobs?	1	2	99
7	Are girls in your households encouraged to go to school?	1	2	99
8	Do female members of this household have equal entitlement in food consumption as males?	1	2	99
9	Do female members of this household have equal entitlement to education as males?	1	2	99
10	Do female members of this household have equal entitlement in healthcare as males?	1	2	99

1702	As an adult female member of this household, do you have the right to decide on the following issues?

Indicator		Do you have the right to make decisions? *Yes=1, No=2, Not applicable=99 (If yes, go to column 3; and if no, go to the next row)*			Extent of making the decision *All the time=1; Most of the time=2; Sometime=3*		
1		2			3		
1	Daughter's education	1	2	99	1	2	3
2	Son's education	1	2	99	1	2	3
3	Saving money	1	2	99	1	2	3
4	Spending money from savings	1	2	99	1	2	3
5	Taking loan/borrow money	1	2	99	1	2	3
6	Use of the loaned/borrowed money	1	2	99	1	2	3

Indicator		Do you have the right to make decisions? *Yes=1, No=2, Not applicable=99* *(If yes, go to column 3; and if no, go to the next row)*	Extent of making the decision *All the time=1; Most of the time=2; Sometime=3*
1		2	3
7	Getting involved in any income-generating activity or job	1 2 99	1 2 3
8	Purchasing goods for the household	1 2 99	1 2 3
9	Selling household assets and products	1 2 99	1 2 3
10	Consulting a community leader	1 2 99	1 2 3
11	Marriage of daughter	1 2 99	1 2 3
12	Marriage of son	1 2 99	1 2 3
13	Medical treatment for any sick household member	1 2 99	1 2 3
14	Choice of family planning method	1 2 99	1 2 3
15	Getting involved with activities of City corporation/Paurashava	1 2 99	1 2 3
16	Getting involved with any organization/*samiti*/NGO	1 2 99	1 2 3
17	Voting decisions in local government/national level elections	1 2 99	1 2 3

1703	Please let me know your mobility status in the following places.	
	.Issues	State of mobility *Can go alone always=1;* *Can go alone sometimes and sometimes with accompany=2;* *Can rarely go without being accompanied by someone=3;* *Cannot go without being accompanied by someone=4*
1		2
1	Shopping mall/bazaar outside the community	1 2 3 4
2	Cultural functions (e.g., Pahela Baishakh, Baishakhi Mela, Observing national days)	1 2 3 4
3	Functions of any samiti/cooperative society/club	1 2 3 4
4	Health centre/hospital	1 2 3 4
5	Fair	1 2 3 4
6	Theatre/cinema	1 2 3 4
7	Park, lake	1 2 3 4

1704 (a)	What was the age of the last female member of your household at the time of her marriage? (in the last incidence)	_____Age (If 'Not applicable=99'; skip to section 18)
1704 (b)	How many months ago did she get married?	_____ Months
1705	Did this household need to provide dowry (cash and/or kind) for that marriage?	Yes=1, No=2

Section 18: Violence against Women and Girls

1801	Please let us know about the **women and girls in 10 households around your household** who have been a victim of abuse and violence. *(Enumerator: Please ensure that the respondent is comfortable and her privacy is ensured; use techniques learnt in the training session)*

Type of violence	**Occurrence** Occurred=1;Did not occur=2; Don't know/not sure=9 (If code '2' or '9', go to the next row)	**Occurred in how many households** (In number:1 to 10)	**Frequency of occurrence** Occurred almost daily=1; Occurred frequently=2; Occurred rarely=3; Occurred very rarely=4
1	2	3	4
In the last 7 days			
1) Verbal abuse	1 2 9		1 2 3 4
In last 15 days			
2) Battering	1 2 9		1 2 3 4
In the last 30 days			
3) Sexual harassment at home	1 2 9		1 2 3 4
4) Sexual harassment in the community	1 2 9		1 2 3 4
5) Sexual harassment at the workplace	1 2 9		1 2 3 4
In the last 3 years (2021—2023)			
6) Kidnapping/abduction	1 2 9		1 2 3 4
7) Rape	1 2 9		1 2 3 4
8) Acid throwing	1 2 9		1 2 3 4
9) Trafficking	1 2 9		1 2 3 4
10) Forced prostitution	1 2 9		1 2 3 4
11) Murder	1 2 9		1 2 3 4
12) Compelled to suicide	1 2 9		1 2 3 4
14) Physical abuse in *shalish*	1 2 9		1 2 3 4
15) Psychological abuse in *shalish*	1 2 9		1 2 3 4
16) Blackmail by threat of publishing photo/video/audio	1 2 9		1 2 3 4

1802	What is your assessment of the following group of people in reducing violence against women and girls in this slum/settlement?		
Group of people	**Assessment of role in reducing violence against women and girls in this slum/settlement** Very supportive=1;	Moderately supportive=2;	Not supportive=3
1) Elected local government representatives	1	2	3
2) Community leaders	1	2	3
3) Men and boys	1	2	3
4) Women and girls	1	2	3

Enumerator: Thank the respondent for her cooperation, hospitality, and her valuable time throughout the interview. Wish her and all the members of the household the best for their future life.

Endline Evaluation of
National Urban Poverty Reduction Programme (NUPRP)

Data Collection Tool # 2

Focus Group Discussion (FGD)

Informed Consent

Assalamu Alikum/Namasker/Adab. My name is..... I am from a Dhaka-based research organisation, the Human Development Research Centre (HDRC). You may know the National Urban Poverty Reduction Programme (NUPRP)/Livelihood Improvement of Urban Poor Communities Project (LIUPCP). The Local Government Division (LGD) implements the NUPRP/LIUPCP, and the United Nations Development Programme (UNDP) Bangladesh manages it. The Foreign, Commonwealth & Development Office (FCDO), United Kingdom, financially supports the programme. NUPRP/LIUPCP aims to support Bangladesh's balanced, sustainable and pro-poor urban development. The outcome of NUPRP is to facilitate/accelerate the sustainable improvement process in the livelihoods and living conditions of up to 4 million poor people – slum dwellers and inhabitants of poor settlements–in both City Corporations and Municipalities/Paurashavas. The programme is targeted towards sustainably improving the livelihoods and living conditions of the urban poor. UNDP-NUPRP has assigned HDRC and a university of the Netherlands- International Institute of Social Studies, University Erasmus University of Rotterdam (ISS-EUR) to carry out an Endline Evaluation Survey of the programme – to collect the data and information regarding the post-programme status. In this respect, today, we are here to discuss some issues on NUPRP interventions with all of you. We cordially request that you participate in this Focus Group Discussion (FGD). All information you provide will be confidential and not be used for any purpose other than this research study.

Would you like to know anything more about the programme and FGD?

Do you agree to participate in this FGD? Yes = 1; No = 2 ☐

Conducted for

Conducted by

April-May 2024

FGD Information					
FGD Number		Number of participants			
Place of FGD					
Mahalla Name		Municipality/Paurashava			
Ward No.		City Corporation			
Slum/ Low-Income Settlement Name					
PG Name (if any)					
CDC Name (if any)					
CDC Cluster Name (if any)					
FGD Moderator Name			Signature		
FGD Notetaker Name			Signature		
FGD Date (DD-MM-YYYY)					
FGD Start Time		FGD End Time			

Participants' Information					
Sl.	**Full Name and Nick Name (if any)**	**Age (year)**	**Education (Highest class passed)**	**CDC Membership Duration (Year)**	**Mobile number**
1					
2					
3					
4					
5					
6					
7					
8					
9					

General Instructions
➔ Find a private space large enough for all the participants to sit in a circle. ➔ Ensure well-articulated ventilation in the room and single-line entry and exit points (one person entry or exit at a time). ➔ Arrange water and perhaps some refreshments for everyone. Ensure that all the participants maintain hygiene while taking food. ➔ Arrive on the spot early and be prepared for the conversation. ➔ With permission from the respondents, set the recorders outside the circular arrangement. ➔ Ask everyone to turn off their mobile phones. ➔ Check on keeping track of time. ➔ After ice-breaking, take control of the discussion, keep eye contact with the participants, and discourage them from making noise by shutting doors, windows, or lighting.
Important points for the facilitation of FGDs
➔ Ask each participant the name they would like to be called in the group and a positive 'ice-breaker' question, e.g., what do you enjoy about living here?'. ➔ Do not speak too much or give away their own opinions/judgments. ➔ Request all the participants not to interrupt when someone is sharing something. ➔ Try not to interrupt unless it is unlistenable at any point of discussion. Gently request the participant to repeat that her statement is very important, and unfortunately, you missed it. ➔ Move gently between immediate experiences and more abstract generalizations. ➔ Make sure everyone speaks and does not get involved in one-on-one conversations. Use body language to shift the discussion toward people, showing signs they have something to say or carefully asking what people think about what has just been said. ➔ Keep body language open and hands neutral. Do not fold arms or point fingers. Share encouraging, gentle eye contact with everyone present to promote confidence. ➔ Mentally note that anyone who seems very shy needs to be encouraged to speak. ➔ Ensure there are joyous moments, especially at the end of the session, but make no 'promises' that cannot be delivered. ➔ Assure people that the session's duration will not be more than an hour and a half (or perhaps an hour) and stick to that time limit. ➔ Remember there are no correct answers (accept all responses without showing any surprise). The facilitator seeks to understand, not control. ➔ If reactions tend to be somewhat abstract and general, then ask about relevant experiences (be careful about over-personalising; most people are easier if talking about anonymous friends/acquaintances. If the responses tend to be very experiential, then gently move toward more general 'lessons' to be learned. ➔ There may be moments when a participant makes a statement that seems to summarise a consensus on a general position. It will then be worth pausing to record in writing a quote for possible use in the final report.

FGD Module 1: Nutrition Grant Beneficiaries

Relevance/Coherence

1. To what extent did the programme nutrition grant (voucher, package, training, counselling) you received address your needs?

2. How is the programme nutrition grant beneficial for you?

3. Did you receive additional support from the programme during the COVID-19 pandemic?

Effectiveness

4. What changes, positive or negative, small or large, does the programme nutrition grant bring to you personally and your family/household?

5. Due to what your mentioned changes happened?

Efficiency

6. Did you receive the programme nutrition grant on time/as committed?

7. To your knowledge, have there been any changes in your nutrition grant?

8. What did you receive under the nutrition grant? Do you think those are quality things?

9. Based on your experience and observation, did NUPRP/LIUPCP rightly target social groups and selected beneficiary groups? How?

10. From your experience and observation, did you notice any other nutrition grants from City Corporation/Municipality? What type of grants or support? Who received those grants?

Sustainability

11. Do you think the programme nutrition grant contributes to you and your child/children's health and well-being? How?

12. Do you think this contribution will continue positively affecting you and your child/children's health and well-being? How?

Impact

13. Does NUPRP/LIUPCP nutrition grant support positively contribute to the socio-economic development of your household and urban poor communities? How?

14. What differences did you find before and after you received nutrition grant support from NUPRP/LIUPCP?

15. What differences do you see between your and your children's health and well-being who received nutrition grants and those who did not?

Cross-Cuttings

16. From your experience and observation, NUPRP/LIUPCP considered and addressed the nutrition needs of Persons with Disabilities (PWDs), Households with PWDs, and marginalised households to what extent?

Conclusion	• Did we miss anything you deem necessary? • Are there any further recommendations/suggestions/comments about NUPRP/LIUPCP (need for such a programme in the future and what should be addressed by such a programme)? **Thank you all for your valuable time and very informative discussion.**

FGD Module 2: Education Grant Beneficiaries

Relevance/Coherence

1. To what extent did the programme education grant (children and adolescent girls) you received address your needs?

2. How is the programme education grant beneficial for you?

3. Did you receive additional support from the programme during the COVID-19 pandemic?

Effectiveness

4. What changes, positive or negative, small or large, does the programme education grant bring to you personally and your family/household?

5. Due to what your mentioned changes happened?

Efficiency

6. Did you receive the programme education grant on time/as committed?

7. To your knowledge, have there been any changes in your education grant?

8. What did you receive under the education grant? Do you think those are quality things?

9. Based on your experience and observation, did NUPRP/LIUPCP rightly target social groups and selected beneficiary groups? How?

10. From your experience and observation, did you notice any other education grants from City Corporation/Municipality? What type of grants or support? Who received those grants?

Sustainability

11. Do you think the programme nutrition grant contributes to the prevention of school discontinuation/drop-out and early marriage of adolescent girls? How?

12. Do you think this contribution will continue positively affecting your children's education and well-being? How?

Impact

13. Does the NUPRP/LIUPCP education grant support positively contribute to the socio-economic development of your household and poor urban communities? How?

14. What differences did you find before and after you received education grant support from NUPRP/LIUPCP?

15. What differences do you see between your and your children's education and well-being who received education grants and those who did not?

Cross-Cuttings

16. From your experience and observation, NUPRP/LIUPCP considered and addressed the education needs of Persons with Disabilities (PWDs), Households with PWDs, and marginalised households to what extent?

Conclusion	• Did we miss anything you deem necessary? • Are there any further recommendations/suggestions/comments about NUPRP/LIUPCP (need for such a programme in the future and what should be addressed by such a programme)? **Thank you all for your valuable time and very informative discussion.**

FGD Module 3: Business Grant Beneficiaries

Relevance/Coherence

1. To what extent did the programme business grant (seed fund, training, mentoring) you received address your needs?

2. How is the programme business grant beneficial for you?

3. Did you receive additional support from the programme during the COVID-19 pandemic?

Effectiveness

4. What changes, positive or negative, small or large, does the programme business grant bring to you personally and your family/household?

5. Due to what your mentioned changes happened?

Efficiency

6. Did you receive the programme business grant on time/as committed?

7. To your knowledge, have there been any changes in your business grant?

8. What did you receive under the business grant? Do you think those are quality things?

9. Based on your experience and observation, did NUPRP/LIUPCP rightly target social groups and selected beneficiary groups? How?

10. From your experience and observation, did you notice any other business grants/support from City Corporation/Municipality? What type of grants or support? Who received those grants?

Sustainability

11. Do you think the programme business grant contributes to your household's socio-economic development and well-being? How?

12. Do you think this contribution will continue positively affecting your household's socio-economic development and well-being? How?

Impact

13. Does NUPRP/LIUPCP business grant support positively contribute to the socio-economic development of your household and urban poor communities? How?

14. What differences did you find before and after you received business grant support from NUPRP/LIUPCP?

15. What differences do you see between your household's socio-economic development and well-being who received business grants and those who did not?

Cross-Cuttings

16. From your experience and observation, NUPRP/LIUPCP considered and addressed the livelihood development/economic empowerment needs of Persons with Disabilities (PWDs), Households with PWDs, and marginalised households to what extent?

Conclusion	• Did we miss anything you deem necessary? • Are there any further recommendations/suggestions/comments about NUPRP/LIUPCP (need for such a programme in the future and what should be addressed by such a programme)? **Thank you all for your valuable time and very informative discussion.**

FGD Module 4: Group Business Grant Beneficiaries

Relevance/Coherence

1. To what extent did the programme group business grant (seed fund, training, mentoring) your group received address your needs?

2. How is the programme group business grant beneficial for your group?

3. Did you receive additional support from the programme during the COVID-19 pandemic?

Effectiveness

4. What changes, positive or negative, small or large, does the programme group business grant bring to you personally and your group?

5. Due to what your mentioned changes happened?

Efficiency

6. Did you receive the programme group business grant on time/as committed?

7. To your knowledge, have there been any changes in your group business grant?

8. What did you receive under the business grant? Do you think those are quality things?

9. Based on your experience and observation, did NUPRP/LIUPCP rightly target social groups and selected beneficiary groups? How?

10. From your experience and observation, did you notice any other business grants/support from City Corporation/Municipality? What type of grants or support? Who received those grants?

Sustainability

11. Do you think the programme group business grant contributes to your and group member households' socio-economic development and well-being? How?

12. Do you think this contribution will continue positively affecting your and group member households' socio-economic development and well-being? How?

Impact

13. Does NUPRP/LIUPCP group business grant support positively contribute to the socio-economic development of your group member households and urban poor communities? How?

14. What differences did you find before and after you received group business grant support from NUPRP/LIUPCP?

15. What differences do you see between the socio-economic development and well-being of your group member households who received group business grants and those who did not?

Cross-Cuttings

16. From your experience and observation, NUPRP/LIUPCP considered and addressed the livelihood development/economic empowerment needs of Persons with Disabilities (PWDs), Households with PWDs, and marginalised households to what extent?

Conclusion	• Did we miss anything you deem necessary? • Are there any further recommendations/suggestions/comments about NUPRP/LIUPCP (need for such a programme in the future and what should be addressed by such a programme)? **Thank you all for your valuable time and very informative discussion.**

FGD Module 5: Apprenticeship Grant Beneficiaries

Relevance/Coherence

1. To what extent did the programme skill development/apprenticeship grant (training, allowances, job placement) you received address your needs?

2. How is the programme skill development/apprenticeship grant beneficial for you and your household?

3. Did you receive additional support from the programme during the COVID-19 pandemic?

Effectiveness

4. What changes, positive or negative, small or large, does the programme skill development/apprenticeship grant bring to you personally and your group?

5. Due to what your mentioned changes happened?

Efficiency

6. Did you receive the programme skill development/apprenticeship grant on time/as committed?

7. To your knowledge, have there been any changes in your skill development/apprenticeship grant?

8. What did you receive under the skill development/apprenticeship grant? Do you think those are quality things?

9. Based on your experience and observation, did NUPRP/LIUPCP rightly target social groups and selected beneficiary groups? How?

10. From your experience and observation, did you notice any other skill development/apprenticeship grants/support from City Corporation/Municipality? What type of skill development/apprenticeship grants or support? Who received those grants?

Sustainability

11. Do you think the programme skill development/apprenticeship grant contributes to your household's socio-economic development and well-being? How?

12. Do you think this contribution will continue positively affecting your household's socio-economic development and well-being? How?

Impact

13. Does NUPRP/LIUPCP skill development/apprenticeship grant support positively contribute to the socio-economic development of your household and urban poor communities? How?

14. What differences did you find before and after you received skill development/apprenticeship grant support from NUPRP/LIUPCP?

15. What differences do you see between the socio-economic development and well-being of your household who received skill development/apprenticeship grants and those who did not?

Cross-Cuttings

16. From your experience and observation, NUPRP/LIUPCP considered and addressed the livelihood development/economic empowerment needs of Persons with Disabilities (PWDs), Households with PWDs, and marginalised households to what extent?

Conclusion	• Did we miss anything you deem necessary? • Are there any further recommendations/suggestions/comments about NUPRP/LIUPCP (need for such a programme in the future and what should be addressed by such a programme)? **Thank you all for your valuable time and very informative discussion.**

FGD Module 6: No-Direct Beneficiary PG Members

Relevance/Coherence

1. Do you think your participation in Primary Group (PG), Savings and Credit Group (SCG), and Community Development Committee (CDC) is beneficial for you? How?

2. Did you notice any infrastructure developments, including WASH (water-sanitation-hygiene), footpaths, roads, and drainage in your community? Are those beneficial for you? How?

3. Did you receive additional support from NUPRP/LIUPCP during the COVID-19 pandemic?

Effectiveness

4. What positive or negative changes, small or large, does the programme bring to your personal life and community?

5. Due to what your mentioned changes happened?

Efficiency

6. Do you think the mentioned infrastructures developed on time/as committed?

7. To your knowledge, have there been any changes in the process of development/construction?

8. Do you think those developed infrastructures are of high quality?

9. Based on your experience and observation, did NUPRP/LIUPCP rightly target social groups and selected beneficiary groups? How?

10. From your experience and observation, did you notice any other infrastructure development from City Corporation/Municipality targeting urban poor communities and low-income settlements? What types of infrastructures?

Sustainability

11. Do you think these infrastructures contribute to improved dwelling and well-being? How?

12. Are these infrastructures climate resilient?

13. Do you think this contribution will continue positively affecting your community-dwelling and well-being? How?

14. How will the Operations and Maintenance (O&M) of these infrastructures be ensured? Who will be responsible? How will the O&M fund be arranged?

Impact

15. Does NUPRP/LIUPCP-developed climate-resilient infrastructures positively contribute to the socio-economic development and climate resilience of urban poor communities? How?

16. What differences did you find before and after climate-resilient infrastructure developed by NUPRP/LIUPCP?

Cross-Cuttings

17. From your experience and observation, NUPRP/LIUPCP considered and addressed the livelihood development/economic empowerment needs of Persons with Disabilities (PWDs), Households with PWDs, and marginalised households to what extent?

Conclusion	• Did we miss anything you deem necessary? • Are there any further recommendations/suggestions/comments about NUPRP/LIUPCP (need for such a programme in the future and what should be addressed by such a programme)? **Thank you all for your valuable time and very informative discussion.**

Endline Evaluation of
National Urban Poverty Reduction Programme (NUPRP)

Data Collection Tool # 3

In-Depth Interview (IDI)

Informed Consent

Assalamu Alikum/Namasker/Adab. My name is..... I am from a Dhaka-based research organisation, the Human Development Research Centre (HDRC). You may know the National Urban Poverty Reduction Programme (NUPRP)/Livelihood Improvement of Urban Poor Communities Project (LIUPCP). The Local Government Division (LGD) implements the NUPRP/LIUPCP, and the United Nations Development Programme (UNDP) Bangladesh manages it. The Foreign, Commonwealth & Development Office (FCDO), United Kingdom, financially supports the programme. NUPRP/LIUPCP aims to support Bangladesh's balanced, sustainable and pro-poor urban development. The outcome of NUPRP is to facilitate/accelerate the sustainable improvement process in the livelihoods and living conditions of up to 4 million poor people – slum dwellers and inhabitants of poor settlements–in both City Corporations and Municipalities/Paurashavas. The programme is targeted towards sustainably improving the livelihoods and living conditions of the urban poor. UNDP-NUPRP has assigned HDRC and a university of the Netherlands- International Institute of Social Studies, University Erasmus University of Rotterdam (ISS-EUR) to carry out an Endline Evaluation Survey of the programme – to collect the data and information regarding the post-programme status. In this respect, today, we are here to discuss some issues on NUPRP interventions with you, who have significant experience in community mobilisation, engagement, and leadership development. We cordially request that you participate in this In-Depth Interview (IDI). All information you provide will be confidential and not be used for any purpose other than this research study.

Would you like to know anything more about the programme and IDI?

Do you agree to participate in this IDI? Yes = 1; No = 2 ☐

Conducted for

Conducted by

April-May 2024

Informant's Information				
A)	Name of the Informant:			
B)	Age (in years):			
C)	Education (Highest class passed):			
D)	Occupation:			
E)	Slum/Low-Income Settlement Name:			
F)	Mahalla		Paurashava	
G)	Ward		City Corporation	
H)	Name of PG:			
I)	Name of CDC:			
J)	Name of CDC Cluster:			
K)	Name of Town Federation:			
L)	Duration of membership in CDC (year):			
M)	Designation/position in CDC (if any):			
N)	Duration of membership in CDC Cluster (year):			
O)	Designation/position in CDC Cluster (if any):			
P)	Duration of membership in Town Federation (year):			
Q)	Designation/position in Town Federation (if any):			
R)	District:			
T)	Division:			
U)	Phone/Mobile No.:			
	0 1			
V)	Alternative Phone/Mobile No.:			
	0 1			

Interview Team Information			
IDI Date			
Start Time		End Time	
Name of the Interviewer		Signature	

IDI Module 1: CDC/CDC-Cluster/Town Federation Leader

Relevance

1. In what capacity are you involved in the programme?
2. Did your capacity improve as the programme progressed?
3. How will you assess your capacity development throughout the programme?
4. What and how are promoted by the programme:
    i) Climate resilience
    ii) Pro-poor development
    iii) Participatory urban governance (local and municipal)
    iv) Urban poor needs

Coherence

5. Are the programme interventions responsive to the priorities of urban poor and urban local bodies (ULBs)?

Effectiveness

6. The programme's achievements (outputs and outcomes):
    i) Achievement: what and how?
    ii) Non-Achievement: what and why?
    iii) Unintended Achievement: what, how and why?

7. Tell us about the positive and negative changes that have been brought about by the programme.
8. What changes does NUPRP/LIUPCP bring in urban poor inclusion in urban development and governance in your city/town?

Efficiency

9. Assessment of effective targeting and reaching intended social groups:
    i) Mechanisms
    ii) Accuracy
    iii) Gaps/Challenges
    iv) Extent of inclusion
    v) Inclusion and exclusion errors
10. How did the NUPRP/LIUPCP town office maintain communication, coordination, and liaison with your organization and other community organisations in the programme implementation process?

Sustainability

11. Are you aware of how the programme is going to wrap up? Has there been any discussion with community leaders about this?
12. Would your CDC/CDC-Cluster/Town Federation continue operating after the programme? How? If not, why?
13. Will your community's SCGs continue to operate after the programme ends? If not, why?

14. What are the challenges to the sustainability of NUPRP/LIUPCP outputs? How and by whom should those challenges be addressed?
15. What are the best practices developed and exercised under the programme? Will these best practices continue beyond the programme?

Impact

16. What are the programme's successes in terms of your experience and observation?
17. Do the developed infrastructures under the programme continue to contribute to the climate resilience of your community and city/town?

Cross Cuttings

18. How did the programme contribute to Leave No One Behind (LNOB):
    i) Women
    ii) Men
    iii) Children
    iv) Girls
    v) Persons with Disabilities
    vi) Marginalised Groups

Conclusion	• Did we miss anything you deem necessary? • Are there any further recommendations/suggestions/comments about NUPRP/LIUPCP (need for such a programme in the future and what should be addressed by such a programme)? **Thank you all for your valuable time and very informative discussion.**

Endline Evaluation of
National Urban Poverty Reduction Programme (NUPRP)

Data Collection Tool # 4

Key-Informant Interview (KII)

Informed Consent

Assalamu Alikum/Namasker/Adab. My name is..... I am from a Dhaka-based research organisation, the Human Development Research Centre (HDRC). You may know the National Urban Poverty Reduction Programme (NUPRP)/Livelihood Improvement of Urban Poor Communities Project (LIUPCP). The Local Government Division (LGD) implements the NUPRP/LIUPCP, and the United Nations Development Programme (UNDP) Bangladesh manages it. The Foreign, Commonwealth & Development Office (FCDO), United Kingdom, financially supports the programme. NUPRP/LIUPCP aims to support Bangladesh's balanced, sustainable and pro-poor urban development. The outcome of NUPRP is to facilitate/accelerate the sustainable improvement process in the livelihoods and living conditions of up to 4 million poor people – slum dwellers and inhabitants of poor settlements–in both City Corporations and Municipalities/Paurashavas. The programme is targeted towards sustainably improving the livelihoods and living conditions of the urban poor. UNDP-NUPRP has assigned HDRC and a university of the Netherlands- International Institute of Social Studies, University Erasmus University of Rotterdam (ISS-EUR) to carry out an Endline Evaluation Survey of the programme – to collect the data and information regarding the post-programme status. In this respect, today, we are here to discuss some issues on NUPRP interventions with you, who have significant experience with the programme objectives and interventions. We cordially request that you participate in this Key Informant Interview (KII). All information you provide will be confidential and not be used for any purpose other than this research study.

Would you like to know anything more about the programme and KII?

Do you agree to participate in this IDI? Yes = 1; No = 2 ☐

Conducted for

Conducted by

April-May 2024

Key-Informant's Information		
A)	Key-Informant Name:	
B)	Organisation Name:	
C)	Designation/Position:	
D)	Municipality/Paurashava	
E)	City Corporation	
F)	District:	
G)	Division:	
H)	Phone/Mobile No.:	
I)	Alternative Phone/Mobile No.:	
J)	Email Address:	

Interview Team Information			
KII Date			
Start Time		End Time	
Name of the Interviewer		Signature	

KII Module 1(A): Official of GED[9]

1. What is your overall assessment of the NUPRP/LIUPCP?
2. How is your office associated with NUPRP/LIUPCP?
3. What assistance did your office (General Economic Division) receive in developing an urban sector plan (policy) under the Eighth Five Year Plan (8FYP)?
4. What stage is the urban sector plan (policy) in now?
5. When is the urban sector plan (policy) supposed to be approved?
6. Do you have any suggestions for the exit strategy of NUPRP/LIUPCP because it will end by 2024?

[9] General Economic Division, Planning Commission, Ministry of Planning (MoP).

Conclusion	• Did we miss anything you deem necessary? • Are there any further recommendations/suggestions/comments about NUPRP/LIUPCP (need for such a programme in the future and what should be addressed by such a programme)? **Thank you all for your valuable time and very informative discussion.**

KII Module 1(B): Official of LGD[10]

Relevance/Coherence

1. How will you assess the NUPRP/LIUPCP design? Was it balanced, sustainable, climate-resilient and pro-poor?

2. Was the programme/project able to address urban poverty reduction, inclusive development and governance-related priorities outlined in the Eighth Five Year Plan (8FYP)? How?

3. How does the programme/project contribute to addressing national targets for 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?

4. Do you think all the strategies of the programme/project were successful?

5. How will you assess the adaptability of the programme/project? Was it effective?

6. Based on your experience, was the programme/project able to successfully establish synergies and interlinkages with other interventions of the GoB?

Effectiveness

7. Do you think the programme/project successfully achieved the objectives (targeted milestones within speculated time)?

8. Do you see any non-achievement of the programme/project? Why not able to achieve?

Efficiency

9. In your opinion, do you think the programme/project successfully delivered high-quality outputs?

10. How will you assess the cost-benefit of the programme/project?

Sustainability

11. What results (outputs and outcomes) will be sustained beyond the programme/project?

12. What institutional mechanisms and policies developed under the programme/project will ensure the sustainability of the NUPRP/LIUPCP impact?

[10] Local Government Division (LGD), Ministry of Local Government, Rural Development and Cooperatives (MoLGRD&C).

Impact

13. What changes are produced due to the NUPRP/LIUPCP in urban development and governance?

Cross-cuttings

14. How does the programme/project contribute to ensuring Leave No One Behind (LNOB)?

Conclusion	• Did we miss anything you deem necessary? • Are there any further recommendations/suggestions/comments about NUPRP/LIUPCP (need for such a programme in the future and what should be addressed by such a programme)? **Thank you all for your valuable time and very informative discussion.**

KII Module 1(C): Official of NHA[11]

1. What is your overall assessment of the NUPRP/LIUPCP?
2. How is your office associated with NUPRP/LIUPCP?
3. What assistance did your office (General Economic Division) receive from the programme/project to promote low-cost housing?
4. What housing for the urban poor project has your office implemented where NUPRP/LIUPCP is continuing?
5. What is your office's current and future sustainable urban poor housing plan?

Conclusion	• Did we miss anything you deem necessary? • Are there any further recommendations/suggestions/comments about NUPRP/LIUPCP (need for such a programme in the future and what should be addressed by such a programme)? **Thank you all for your valuable time and very informative discussion.**

KII Module 1(D): Official of MAB[12]

1. What is your overall assessment of the NUPRP/LIUPCP?
2. How is your organisation associated with NUPRP/LIUPCP?
3. What assistance did your office (Municipal Association Bangladesh) receive from the programme/project to promote low-cost housing?
4. What initiatives are your organisation taking/implementing under the MoU with NUPRP/LIUPCP?
5. How did NUPRP/LIUPCP contribute to developing the capacities of MAB?
6. How will MAB contribute or can contribute to sustaining the impacts of NUPRP/LIUPCP at the national and municipal level?

[11] National Housing Authority, Ministry of Housing and Public Works (MoH&PW).

[12] Municipal Association Bangladesh.

Conclusion	• Did we miss anything you deem necessary? • Are there any further recommendations/suggestions/comments about NUPRP/LIUPCP (need for such a programme in the future and what should be addressed by such a programme)? **Thank you all for your valuable time and very informative discussion.**

KII Module 2: Official of City Corporation/Municipality[13]

Relevance/Coherence

1. How does the NUPRP/LIUPCP design respond to your town's urbanisation, rapid population growth, multi-dimensional urban poverty, and urban governance needs?

Effectiveness

2. Do you think NUPRP/LIUPCP achieved its targeted results (outputs and outcomes) in your town? How?
3. What positive or negative changes happened due to the programme/project interventions?
4. What internal and external factors triggered the programme's result targets' achievement or non-achievement for your town?

Efficiency

5. Is there any case where the quality of the deliverable was improvised or compromised? If yes, why and how?
6. Is there any case of financial resources being redistributed/reallocated among the planned activities in your town? Please refer.
7. Does the programme/project effectively and accurately identify and reach its intended social groups? How?
8. How did your office ensure alignment with other similar activities/interventions from GoB, UNDP, or other development partners to avoid duplication?
9. What mechanisms did your office employ to ensure transparency and accountability of the programme/project?

Sustainability

10. What programme outputs in your town will continue or be discontinued after the programme closes?
11. What are the challenges for your town in making the programme outputs sustainable?
12. What best practices did the programme/project introduce in your town? Can these best practices be continued beyond the programme?

Impact

13. Do the programme interventions in your town produce any unexpected and unintended positive or negative changes? If yes, what are those?
14. How did the developed infrastructure under the programme contribute to climate resilience?
15. How and to what level do the programme interventions in your town contribute to strengthening social equality and inclusion? Has it reduced all forms of disparities which trigger marginalisation?

[13] Mayor, Chief Executive Officer (CEO), Secretary, Executive Engineer, Town Planner, Chief Health Officer (CHO), Town Planner, Slum Development Officer (SDO), Ward Councillor.

16. How does the programme's intervention influence the economic and livelihood development of the urban poor in your town?
17. How and to what level does the programme's intervention enhance environmental sustainability considering climate resilient infrastructure and governance in your town?

Cross-Cuttings

18. How did the programme adopt and promote gender equality in implementing all the programme activities?
19. How did the programme ensure Leave No One Behind (LNOB) by including all marginalised, deprived, and excluded ones?

Conclusion	• Did we miss anything you deem necessary? • Are there any further recommendations/suggestions/comments about NUPRP/LIUPCP (need for such a programme in the future and what should be addressed by such a programme)? **Thank you all for your valuable time and very informative discussion.**

KII Module 3: Member of Multi-Sectoral Committee[14]

1. What is the role of your committee?
2. How did NUPRP/LIUPCP support your committee?
3. How will your committee perform without support from the programme/project?
4. What support did you deem necessary to keep your committee functional? Who can support your committee?

Conclusion	• Did we miss anything you deem necessary? • Are there any further recommendations/suggestions/comments about NUPRP/LIUPCP (need for such a programme in the future and what should be addressed by such a programme)? **Thank you all for your valuable time and very informative discussion.**

[14] Town-level Coordination Committee, Disaster Management Committee, Multi-Sectoral Nutrition Coordination Committee, Ward-level Disaster Committee, etc.

KII Module 4: Official of UNDP/UNDP-NUPRP[15]

Relevance/Coherence

1. How does the programme design respond to urbanisation, rapid population growth, multi-dimensional urban poverty, and urban governance needs?
2. Do you think the programme design was balanced, sustainable, climate-resilient and pro-poor? If yes/no/somewhat, why and how?
3. What were the programme's goals to reduce national urban poverty and strengthen urban governance?
4. What is the programme's contribution 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?
5. What changes (revisions) have been made in the programme design and implementation scope since August 2018?

Effectiveness

6. Did the programme achieve its targeted results (outputs and outcomes)? How?
7. What tools have the programme applied to assess the achievement of targeted results (outputs and outcomes)?
8. What positive or negative changes happened due to the community, municipal and national programme interventions?
9. What internal and external factors triggered the programme's result targets' achievement or non-achievement?

Efficiency

10. To what extent the programme was efficient:
    i) Timely implementation
    ii) Adequate financial allocation
    iii) Cos-effective
    iv) Flexible: reallocation/redistribution of resources
    v) High-quality deliverable
19. Assessment of effective targeting and reaching intended social groups:
    vi) Mechanisms
    vii) Accuracy
    viii) Gaps/Challenges
    ix) Extent of inclusion
    x) Inclusion and exclusion errors
11. How does the programme influence the relevant government and non-government stakeholders to prioritise urban poor inclusive participation in local, municipal and national urban development planning and governance mechanisms?
12. How did the programme ensure alignment with other similar activities/interventions from GoB, UNDP, or other development partners to avoid duplication?

[15] The programme officials at the national level.

13. What initiatives have been taken to improve the capacity of the programme team? Were those initiatives successful, and how?
14. What mechanisms is the programme employed to identify fiduciary risks and safeguarding concerns?

Sustainability

15. The programme's results (outputs and outcomes) sustainability:
    i) Results will sustain
    ii) Results will not sustain
    iii) Best practices will sustain
    iv) Best practices will not sustain
16. What is the programme exit strategy? Are there any limitations in the existing exit strategy? What can be done to minimise those limitations in the existing exit strategy?

Impact

17. Effects of the programme:
    i) Positive changes
    ii) Negative changes
    iii) Environmental sustainability and climate-resilience
    iv) Social equality and inclusion
    v) Economic and livelihood development of urban poor
    vi) Environmental sustainability

Cross-Cuttings

18. How did the programme adopt and promote:
    i) Gender equality
    ii) Women empowerment
    iii) Inclusion of Persons with Disabilities (PWDs)
    iv) Leave No One Behind (LNOB)

Conclusion	• Did we miss anything you deem necessary? • Are there any further recommendations/suggestions/comments about NUPRP/LIUPCP (need for such a programme in the future and what should be addressed by such a programme)? **Thank you all for your valuable time and very informative discussion.**

Endline Evaluation of
National Urban Poverty Reduction Programme (NUPRP)

Data Collection Tool # 5

Consultation with NUPRP Town Officials

Informed Consent

Assalamu Alikum/Namasker/Adab. My name is..... I am from a Dhaka-based research organisation, the Human Development Research Centre (HDRC). You may know the National Urban Poverty Reduction Programme (NUPRP)/Livelihood Improvement of Urban Poor Communities Project (LIUPCP). The Local Government Division (LGD) implements the NUPRP/LIUPCP, and the United Nations Development Programme (UNDP) Bangladesh manages it. The Foreign, Commonwealth & Development Office (FCDO), United Kingdom, financially supports the programme. NUPRP/LIUPCP aims to support Bangladesh's balanced, sustainable and pro-poor urban development. The outcome of NUPRP is to facilitate/accelerate the sustainable improvement process in the livelihoods and living conditions of up to 4 million poor people – slum dwellers and inhabitants of poor settlements–in both City Corporations and Municipalities/Paurashavas. The programme is targeted towards sustainably improving the livelihoods and living conditions of the urban poor. UNDP-NUPRP has assigned HDRC and a university of the Netherlands- International Institute of Social Studies, University Erasmus University of Rotterdam (ISS-EUR) to carry out an Endline Evaluation Survey of the programme – to collect the data and information regarding the post-programme status. In this respect, today, we are here to discuss some issues on NUPRP interventions with all of you. We cordially request that you participate in this consultation. All information you provide will be confidential and not be used for any purpose other than this research study.

Would you like to know anything more about the consultation?

Do you agree to participate in this consultation? Yes = 1; No ☐

Conducted for

Conducted by

April-May 2024

Consultation Information					
Consultation Number		Number of participants			
Place of Consultation					
Municipality/Paurashava					
City Corporation					
Consultation Moderator Name			Signature		
Consultation Notetaker Name			Signature		
Consultation Date (DD-MM-YYYY)					
Start Time		End Time			

Participants' Information			
Sl.	**Full Name**	**Designation/Position**	**Mobile number**
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			

Consultation Agenda

Relevance/Coherence

1. How does the programme design respond to your town's urbanisation, rapid population growth, multi-dimensional urban poverty, and urban governance needs?
2. What were your town's goals to contribute to national urban poverty reduction and strengthening urban governance?
3. What is your town's contribution 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?
4. What strategies did your town apply to employ activities under all outputs?
5. How has your town ensured the program synergies and interlinkages with other interventions in the town?

Effectiveness

6. Has your town achieved its result targets (outputs and outcomes)? How?
7. What tools have your town applied to assess the achievement of intended result targets (outputs and outcomes)?
8. What positive or negative changes happened due to the programme interventions in your town?
9. Were there any interventions in your town that did not produce the intended result? If yes, what has your town done to address such non-responsiveness?
10. What internal and external factors triggered the programme's result targets' achievement or non-achievement for your town?

Efficiency

11. To what extent the programme was efficient:
    - i) Timely implementation
    - ii) Adequate financial allocation
    - iii) Cos-effective
    - iv) Flexible: reallocation/redistribution of resources
    - v) High-quality deliverable

12. Assessment of effective targeting and reaching intended social groups:
    - i) Mechanisms
    - ii) Accuracy
    - iii) Gaps/Challenges
    - iv) Extent of inclusion
    - v) Inclusion and exclusion errors

13. How does the programme influence the relevant government and non-government stakeholders to prioritise urban poor inclusive participation in local, municipal and national urban development planning and governance mechanisms?
14. How did the programme ensure alignment with similar activities/interventions from GoB, UNDP, or other development partners to avoid duplication?

15. What initiatives have been taken to improve the capacity of the programme team? Were those initiatives successful, and how?
16. What mechanisms is the programme employed to identify fiduciary risks and safeguarding concerns?

Sustainability

19. The programme's results (outputs and outcomes) sustainability:
    v) Results will sustain
    vi) Results will not sustain
    vii) Best practices will sustain
    viii) Best practices will not sustain
20. What is the programme exit strategy? Are there any limitations in the existing exit strategy? What can be done to minimise those limitations in the existing exit strategy?

Impact

21. Effects of the programme:
    vii) Positive changes
    viii) Negative changes
    ix) Environmental sustainability and climate-resilience
    x) Social equality and inclusion
    xi) Economic and livelihood development of urban poor
    xii) Environmental sustainability

Cross-Cuttings

22. How did the programme adopt and promote:
    v) Gender equality
    vi) Women empowerment
    vii) Inclusion of Persons with Disabilities (PWDs)
    viii) Leave No One Behind (LNOB)

Conclusion	• Did we miss anything you deem necessary? • Are there any further recommendations/suggestions/comments about NUPRP/LIUPCP (need for such a programme in the future and what should be addressed by such a programme)? **Thank you all for your valuable time and very informative discussion.**

Endline Evaluation of
National Urban Poverty Reduction Programme (NUPRP)

Data Collection Tool # 6

Case Study

Informed Consent
Assalamu Alikum/Namasker/Adab. My name is..... I am from a Dhaka-based research organisation, the Human Development Research Centre (HDRC). You may know the National Urban Poverty Reduction Programme (NUPRP)/Livelihood Improvement of Urban Poor Communities Project (LIUPCP). The Local Government Division (LGD) implements the NUPRP/LIUPCP, and the United Nations Development Programme (UNDP) Bangladesh manages it. The Foreign, Commonwealth & Development Office (FCDO), United Kingdom, financially supports the programme. NUPRP/LIUPCP aims to support Bangladesh's balanced, sustainable and pro-poor urban development. The outcome of NUPRP is to facilitate/accelerate the sustainable improvement process in the livelihoods and living conditions of up to 4 million poor people – slum dwellers and inhabitants of poor settlements–in both City Corporations and Municipalities/Paurashavas. The programme is targeted towards sustainably improving the livelihoods and living conditions of the urban poor. UNDP-NUPRP has assigned HDRC and a university of the Netherlands- International Institute of Social Studies, University Erasmus University of Rotterdam (ISS-EUR) to carry out an Endline Evaluation Survey of the programme – to collect the data and information regarding the post-programme status. In this respect, we are here to discuss your journey with the programme today. We want to learn from you how your or your household member's life or household socio-economic situation has been changed through programme intervention (grant, loan or any other contribution). We cordially request that you share your story of success/change. You have all rights to keep the information you provided confidential or withdrawn from the main script of the case study. We will not report any information you provided on which you have a reservation. We also like to have some photos of you and your household beneficiary. We will not publish those photos unless you permit us to do so. Would you like to know more about the purpose of the case study? Do you agree to participate in this case study documentation (take photos and record)? Yes = 1; No = 2 ☐

Conducted for

Conducted by

April-May 2024

Please check the following to confirm your release:

• I grant permission to the Human Development Research Centre to use my story and images provided by me or taken of me during the interview. Without further notification, the materials may be used for publication.	☐
This release includes use in internal and external publications, such as website feature articles, social media posts, donor letters, and general publicity.	☐
• I release the Human Development Research Centre from claims, damages, or liability.	☐
My parent/guardian (if younger than 18 years) or I have read and understood this release before signing and accepting the terms.*	☐

I (the storyteller) want to have my name on the story (*Select one option*) **Yes** ☐ **No** ☐

ACCEPTED AND AGREED:

_____
Name of storyteller
(If the storyteller wishes to remain anonymous,
Don't record their name or contact details –
Just write adolescent boy/adolescent girl/women, men/elderly)

** If the storyteller is a minor or incapacitated in any respect, have the parent or legal guardian sign also***:**

_____
Signature of storyteller

_____
Signature of legal guardian

_____
Relationship to storyteller

_____
Mobile Number

_____
Date

Case Study[16]

General Note:

Case Study will demonstrate what change has happened and how it happened. They help provide deeper insight into how various change trajectories and external/other factors have influenced the outcome/s.

The respondent should be encouraged to tell a whole story from his/ her perspective.

The interviewer must allow enough space for the story to flow naturally. However, the interviewer needs to ensure that the respondent is as specific as possible (e.g., by probing) and that all the key elements of a story are being covered.

No	Questions
1	**I want to start our meeting by asking about your experience participating in *NUPRP/LIUPCP.*** i) What *NUPRP/LIUPCP* activities did you participate in? ii) What motivated you to participate in these activities? iii) Could you tell me the specific problems/situations you and your family encountered that you wish to address by participating in *NUPRP/LIUPCP* activities? iv) How have these problems/situations affected your lives?
2	**Change you experienced:** i) How has your participation in *NUPRP/LIUPCP* activities helped you to address the problems that you mentioned above? ii) What has changed and when? iii) How is the situation now different from before? (Probe COVID 19) iv) How does this change relate to you, your family and your community? v) Do you think the change is positive/negative? And why? vi) Are there any changes that you did not expect at the outset? If so, could you please tell me?
3	**Your contribution to the change:** i) How did this change happen? ii) How have you contributed to this change? What did you do that you believe influenced the change you mentioned?
4	**The significance of the change:** i) Why is the change you mentioned above important for you?

[16] CDC Leader, Business Grantee, Apprenticeship Grantee, Nutrition Grantee, CHDF beneficiary.

Endline Evaluation of
National Urban Poverty Reduction Programme (NUPRP)

Data Collection Tool # 7

Observation Checklist

Informed Consent
Assalamu Alikum/Namasker/Adab. My name is..... I am from a Dhaka-based research organisation, the Human Development Research Centre (HDRC). You may know the National Urban Poverty Reduction Programme (NUPRP)/Livelihood Improvement of Urban Poor Communities Project (LIUPCP). The Local Government Division (LGD) implements the NUPRP/LIUPCP, and the United Nations Development Programme (UNDP) Bangladesh manages it. The Foreign, Commonwealth & Development Office (FCDO), United Kingdom, financially supports the programme. NUPRP/LIUPCP aims to support Bangladesh's balanced, sustainable and pro-poor urban development. The outcome of NUPRP is to facilitate/accelerate the sustainable improvement process in the livelihoods and living conditions of up to 4 million poor people – slum dwellers and inhabitants of poor settlements–in both City Corporations and Municipalities/Paurashavas. The programme is targeted towards sustainably improving the livelihoods and living conditions of the urban poor. UNDP-NUPRP has assigned HDRC and a university of the Netherlands- International Institute of Social Studies, University Erasmus University of Rotterdam (ISS-EUR) to carry out an Endline Evaluation Survey of the programme – to collect the data and information regarding the post-programme status. In this respect, we are here to observe specific infrastructures developed under the NUPRP/LIUPCP. We cordially request that you support us in our observation. Would you like to know anything more about the observation?

Conducted for

Conducted by

April-May 2024

Observation Information				
Type of Infrastructure				
Mahalla Name		Municipality/Paurashava		
Ward No.		City Corporation		
Slum/ Low-Income Settlement Name				
Observer 1 Name		Signature		
Observer 2 Name		Signature		
Observation Date				

CRMIF[17] and SIF[18] Climate-resilient Infrastructure

Identification

Infrastructure Type	☐ RCC Road ☐ RCC/Cross Drain ☐ CC Footpath ☐ Retaining wall ☐ Stair ☐ Low-Cost Foot Bridge ☐ Other .....
City corporation/Municipality	
Survey date	

Please describe the present status of the infrastructure.	
1. Are there any cracks/broken edges in the infrastructure?	☐ Yes = 1 ☐ No = 2
2. Are there any signs in the infrastructure specifying the contribution of NUPRP?	☐ Yes = 1 ☐ No = 2
3. Did city/municipal officials monitor the infrastructure building?	☐ Yes = 1 ☐ No = 2
4. What improvement did this contribute to community development?	Please use an extra sheet to record the response.
5. How many people are benefiting from this infrastructure?	

[17] Climate Resilient Municipal Infrastructure Fund.

[18] Settlement Improvement Fund.

	_____ People
6. Does it improve poor people's access to socioeconomic opportunities?	☐ Yes = 1 ☐ No = 2
7. Please describe how it improves people's access to socio-economic opportunities.	Please use an extra sheet to record the response.
8. Does the infrastructure submerge during flood/flash flood/heavy rain?	☐ Yes = 1 ☐ No = 2
9. Does this infrastructure reduce the suffering caused by floods/flash floods/heavy rain or other natural disasters?	☐ Yes = 1 ☐ No = 2
10. Please describe how this infrastructure reduces suffering caused by flood/flash flood/heavy rain or other natural disasters.	Please use an extra sheet to record the response.
11. Was this infrastructure a priority identified during CAP?	☐ Yes = 1 ☐ No = 2
12. How did the community contribute to building this infrastructure?	Please use an extra sheet to record the response.
13. Did the community receive training on the operation and maintenance of the infrastructure?	☐ Yes = 1 ☐ No = 2 ☐ Nor applicable = 3
14. Who is responsible for the infrastructure's operation and maintenance (O&M)?	☐ The community = 1 ☐ City corporation/Paurashava = 2 ☐ Other ..... ☐ Do not know = 99
15. Has there been any plan for the financial arrangement of O&M?	☐ Yes = 1 ☐ No = 2
16. Who is supposed to make financial arrangements for O&M?	☐ The community = 1 ☐ City corporation/Paurashava = 2 ☐ Other ..... ☐ Do not know = 99
17. Please let us know the financial arrangements.	Please use an extra sheet to record the response.
Take at least 6 pictures of the infrastructure from different angles and viewpoints.	

CRMIF and SIF-supported WASH Infrastructure

Observation checklist for Water Point

SL	Questions and filters	Categories	Code
1.	What type of water point does the household have?	Piped water in the community	1
		Piped water within the house	2
		Protected well	3
		Unprotected well	4
		Water vendor	5
		Pump/tubewell in the community	6
		Tubewell within house	7
		Tubewell with a motor in the community	8
		Tubewell with motor within the house	9
		Other (specify)……..	
2.	Is the water point functional?	Yes	1
		No	2
3.	Is the platform of the water point in order?	Yes	1
		No	2
		There is no platform	3
		Not applicable	4
4.	Is the Water Point platform clean?	Yes	1
		No	2
5.	Is the base of the water point weak or loose?	Yes	1
		No	2
6.	Is the pipe of the water point exposed?	Yes	1
		No	2
		Not applicable	3
7.	Does the water point have a proper drainage system?	Yes	1
		No	2
8.	Is the drainage of the water point clogged?	Yes	1
		No	2
9.	Has any unclean environment/ condition or abode of flies and mosquitoes formed by water accumulation around the water point?	Yes	1
		No	2
10.	Has the water point been tested for Arsenic?	Yes	1
		No	2
11.	Is the water point arsenic contaminated?	Yes	1
		No	2
		Not tested for Arsenic	3
12.	Does NUPRP support the water point?	Yes	1
		No	2

Observation checklist for latrine

SL	Questions and filters	Categories	Code
3.	Type of latrine the household	Household's own toilet with sewer connection	1
		Household's own toilet (pour flush) with septic tank	2
		Neighbour's toilet with sewer connection	3
		Neighbour's toilet (pour flush) with septic tank	4
		Household's own pit latrine	5
		Neighbour's pit latrine	6
		Public pit latrine (community latrine)	7
		Common latrine installed for renter/tenant	8
		Open defecation	9
		Other (specify)……	
4.	Where do the faeces pass out?	Pit	1
		Septic tank	2
		Open space	3
		Pond/ditch nearby	4
		Drain	5
		Sewer	6
		Other (specify)……	
5.	The main material of the roof of the latrine	Cement/concrete	1
		Tin	2
		Thatch/palm leaf/Bamboo/Wood planks etc.	3
		No roof	4
6.	The main material of the walls of the primary dwelling	Cement/brick	1
		Tin	2
		Thatch/palm leaf/Bamboo/Wood planks etc.	3
		No solid wall (polyethene, sack, etc.)	4
7.	Is Latrine functional?	Yes	1
		No	2
8.	Is the latrine partly broken?	Yes	1
		No	2
9.	Why not functional/which part is broken? (multiple responses possible)	Clogged	1
		Broken door	2
		Broken roof	3
		Broken wall	4
		Broken pan	5
		Filled in septic tank	6
		Filled in pit	7
		Other (specify)……..	
0.	Cleanliness of latrine (multiple responses possible)	Excreta is visible and spread out	1
		Insects can enter into latrine pit	2
		Bad smell emits from latrine	3
		Not functional	4
1.		Suitable for children's use	1
		Suitable for Women's use	2

SL	Questions and filters	Categories	Code
	Usability of the latrine (multiple responses possible)	Suitable for physically challenged person's use	3
		Suitable for elderly person's use	4
2.	Is running water available in the latrine?	Yes	1
		No	2
3.	Water stored in the latrine for cleaning after defecation/urination?	Yes	1
		No	2
4.	Can soap/hand washing agents be arranged within the latrine?	Yes	1
		No	2
5.	Does NUPRP support the latrine?	Yes	1
		No	2

Observation checklist for handwashing point

SL	Questions and filters	Categories	Code
6.	Any specific place/ arrangement for Handwashing available?	Yes	1
		No	2
7.	What type?	Basin with tap	1
		With water from the bucket	2
		With water from a pitcher/pot, etc	3
8.	Is soap/detergent (any cleaning agent) available for hand washing?	Yes	1
		No	2

Observation checklist for drainage

SL	Questions and filters	Categories	Code
9.	Is a drainage system available?	Yes	1
		No	2
0.	What type?	Pucca	1
		Kancha	2
		Not available	3
1.	Lid available over the drainage?	Yes, properly	1
		Partly	2
		No	3
2.	Is the drainage system partly broken/needs repairing?	Yes	1
		No	2
3.	Water flows in the drainage (not clogged)	Yes	1
		No	2
4.	Solid waste, polythene, and plastic stuck in the drainage system?	Yes	1
		No	2
5.	Abode of flies and mosquitoes formed in the drainage system	Yes	1
		No	2
6.	Has the drainage system dried out?	Yes	1
		No	2
		Yes	1

SL	Questions and filters	Categories	Code
7.	Any kind of pipe exposed to the drainage system (water, gas, etc.)	No	2

Observation checklist for road/pavement/footpath

SL	Questions and filters	Categories	Code
8.	How is the walkway from the nearest road	Earthen	1
		Concrete	2
		Carpeted	3
9.	Can a rickshaw reach the doorstep of target HH?	Yes	1
		No	2
0.	Can a microbus (ambulance) reach the doorstep of target HH?	Yes	1
		No	2
1.	Is the walkway from the main road partly broken?	Yes	1
		No	2
2.	Is a footpath available on the walkway from the main road?	Yes	1
		No	2
3.	Is the footpath of the walkway from the main road usable?	Yes	
		Partly	
		No	
4.	Are there shops on the footpath of the walkway?	Yes	1
		No	2
5.	Is the footpath of the walkway broken and needs repairing?	Yes	1
		No	2
6.	Is there any water logging on the pathway?	Yes	1
		No	2
7.	If heavy rain takes place, can the water clear out immediately within a few hours?	Yes	1
		No	2
8.	Are there street lights on the walkway?	Yes	1
		No	2
9.	Are the street lights functional?	Yes, all are functional	1
		Nearly half are functional	2
		Very few are functional	3
		None of them are functional	4

Observational checklist for waste disposal/environmental hygiene

SL	Questions and filters	Categories	Code
0.	Is there any dustbin/waste disposal point nearby?	Yes	1
		No	2
1.	Are wastes lying around in the ground of the dustbin/waste disposal point	Yes	1
		No	2
2.	Is there a pond/ditch in/around this location	Yes	1
		No	2
3.	Can household waste/ polythene be seen floating in any of the pond/ditch	Yes	1
		No	2
4.	Flies, mosquitoes, etc., have been formed in the pond/ditch	Yes	1
		No	2
5.	Any faeces visible on the road/pavement/footpath	Yes	1
		No	2

Assessment Method and Data Collection Tools for Functionality of CDC, CDC Cluster, and Town Fedeation

Indicator 2.1 - Percentage of CDC Clusters are "fully effective " on an objective and agreed on the scale to assess institutional effectiveness as a result of capacity building.

Methodology Note: Assessing the Performance of CDC Clusters

Purpose of the assessment:	To provide a baseline and (annual) follow-up information related to the following log frame indicator: Percentage of CDC Clusters whose performance is judged "fully effective" on an objective and agreed upon on a scale to assess institutional effectiveness
Responsibility for completing the assessment:	Baseline: Output 2 Coordinator Technical Assistance: M4i Annual follow-up survey: Jointly
Frequency of assessment:	At baseline (by June 2019) and annually (September) after that.
Deadline for submission:	Baseline: by 30 September 2019 Annual follow-up survey: by 30 September
Report to be summited to:	Baseline: Output 2 Coordinator Annual follow-up survey: to be completed by the app

Brief about the key dimensions of Assessment

The Clusters Assessment will provide insights into how well each organization functions, its strengths and weaknesses, and identify any capacity gaps. The key dimensions of the cluster assessment are: 1) Organizational structures and functions; 2) Democracy and governance capacity; 3) Planning and implementation capacity; 4) Financial and Resource Management Capacity; 5) Capacity Building of Substructures and 6) Partnership and Collaboration Capacity. The Assessment has designed an *Assessment Scorecard* to diagnose the capacity of each CDC Cluster based on these six key dimensions, as well as associated indicators, and an ideal/acceptable standard.

Table 1: Key dimensions and a brief description

Key dimension	Brief description
Organizational Structures and Functions	Organizational Structures and Functions refer to the responsible, democratic and transparent way each cluster should be managed and organized. For example, all responsible positions are active in the committee, holding regular monthly, quarterly and annual meetings, and leaders and members know their roles and responsibilities.
Democracy and governance	Democracy and governance refer to the level of the inclusive and democratic manner in which Clusters' leadership is elected, exercises their functions, and manages the institution. For example, holding a regular election in the leadership position, meeting conduct with majority participation, and the decision taken through involvement.
Planning and implementation	Planning and implementation refer to organising, planning, implementing, and monitoring development activities for the urban poor. Clusters must have their vision, goals and organisational capacity development action plan. They will prepare a community development proposal and implement it successfully for the well-being of poor urban people. They should have the capacity to review and update these plans as well.

Financial and Resource Management	Financial and Resource Management refers to the ability of clusters to manage their resources, including bank accounts, books of records, and generating their funds from different sources. This capacity can help ensure organizational and operational sustainability.
Capacity building of sub-structures	One essential function of the Cluster is to provide their members, the CDCs and Primary Groups, with training and skills to support and develop them, further mobilising the collective strength of the urban poor. The cluster should be able to provide significant institutional support to CDCs, for example, by creating access to government services, planning and implementing development interventions, and conflict resolutions.
Coordination and Collaboration	**Coordination** and Collaboration refer to the capacity of Clusters to independently engage with local government bodies at the ward level, and **NGO service providers are working in their respective wards** to improve their access to essential services beyond the support of the project.

Table 2: Key Criteria, indicators and domain to assess the performance of CDC Clusters

Criteria[19]	Indicators	Domains
Independent organisation	A full CDC Clusters committee exists Accredited under respective City Corporation/Paurashava and registered under any of the following government departments (Cooperatives or Social Welfare, Women Affairs) The cluster has its own or rented office space Has developed partnerships, e.g. with GO, NGO and private sector	Organisation structure and functions Organisation structure and functions Organisation structure and functions Partnerships and collaboration
Capable of generating own revenue	Has generated its revenue Has developed partnerships	Financial and resource management capacity Partnerships and collaboration
Transparent and accountable to members	Has an annual general meeting Elections of Cluster committee at least every two years Annual income and expenditure report shared with members at least once per year Accounts audited externally at least once a year	Organisation structure and functions Democracy and governance capacity Democracy and governance capacity Democracy and governance capacity

[19] Criteria were developed based on the UPPR Federation Guideline developed in April 2012. The guidelines make reference to a workshop in which CDC leaders were asked to define what they expected from their Federations (page 2).

Criteria[19]	Indicators	Domains
Handling and advocating for education, health and social issues which affect the poor and extreme poor in town	Has developed partnerships, e.g. with GO, NGO and private sectors Has representation on town-level committees, e.g. slum development committee Has mobilized resources (GO, NGO, private sector) for education, health and social issues in poor urban settlements	Partnerships and collaboration Partnerships and collaboration Financial and resource management capacity
Help in the beneficiary selection and targeting	Clusters support the selection of beneficiaries by CDCs If problems with CDCs arise, the Clusters take the initiative to support/ solve them.	Capacity building of Sub-structures Capacity building of Sub-structures
Self-development plan	Clusters have their vision, targets and development action plan Prepare community development proposal and implement it successfully	Planning and implementation capacity Planning and implementation capacity
Participating and raising voice during the preparation of the annual municipal budget	Regularly sits with Town Federation and Local government officials Regularly participates in the ward-level coordination meeting	Partnerships and collaboration Partnerships and collaboration
Regular meetings and reviewing NUPRP activities in town	Has an annual general meeting Has regular meetings, i.e. monthly	Organisation structure and functions Organisation structure and functions
Help CDCs to implement their activities.	The cluster supports the selection of beneficiaries by CDCs If problems with project implementation (SIF and SEF) with CDCs arise, the Clusters take the initiative to support/ solve	Capacity building of sub-structures Capacity building of sub-structures
Not to control but to support CDCs to solve problems if they have.	If problems with CDCs arise about savings & Credit or PG member's relationship, then the Clusters takes the initiative to support/ solve	Capacity building of sub-structures
Communicating with other GOB, NGOs and private sectors to get support	Has developed partnerships Has mobilized resources (GO, NGO, private sector) for education, health and social issues in poor urban settlements	Partnerships and collaboration Financial and resource management capacity

Criteria[19]	Indicators	Domains
	CDC Clusters communicates with local councillors and key local government workers/assistants at the ward level (e.g., Health, Education & revenue).	Partnerships and collaboration
Maintaining liaison with the Municipality	Regularly sits on the WCC Regularly sits with Town Federation and Local Government officials CDC Clusters maintains communications with ward-level key local government officials (e.g., Health, Education and Revenue assistant/worker).	Partnerships and collaboration Partnerships and collaboration Partnerships and collaboration

CDC Clusters Performance: Indicators, Standards, thresholds and relative weights

The Clusters Assessment scorecard is composed of six key dimensions and Twenty indicators. Each indicator has an equal value, and dimensions have a relative weightage related to the number of indicators under each domain. The following are the critical criteria, indicators and dimensions to assess the capacity of Clusters:

Table 3: Criteria, indicators and dimensions of CDC Clusters assessment scorecard

Key Dimension	Indicators	Criteria for well-performing Federation	Relative weight
Organisation structure and functions	A complete management committee exists	All executive committee positions filled	**25%**
	Must be accredited under respective City Corporation/Municipality	Accredited by the respective city corporations/municipality	
	Registered with GoB (e.g. Cooperatives, Social Welfare, Women and Children's Affairs)	Registered with GoB institutions	
	Has an annual general meeting	Has an AGM within the last 12 months	
	Has regular meetings, i.e. monthly	At least 3 meetings during the last six months	
Democracy and governance capacity	Elections of Cluster committee at least every two years	Elections within the last 24 months	**15%**
	Annual income and expenditure report shared with members at least once per year	Report shared at least once/ year	
	Accounts audited externally at least once a year	Accounts audited externally at least once a year	
Planning and implementation capacity	Clusters developed their development action plan and reviewed it periodically to monitor the progress	Clusters prepared or reviewed their annual development action plan in the last 12 months	**15%**
	Prepares community proposals	At least 2 community proposals approved by the Local	

Key Dimension	Indicators	Criteria for well-performing Federation	Relative weight
		Government	
	Clusters implement community proposals successfully	Community contract implemented in at least 2 areas (Business, Employment, or Education)	
Financial and resource management capacity	Has generated its revenue	Cluster is capable of generating revenue	**10%**
	Has mobilised resources (GO, NGO, private sector) for education, health and social issues in poor urban settlements	Cluster is able to demonstrate it has been seeking partnerships and/or services with NGOs, GO, LG, Private sector within the last 12 months	
Capacity building of sub-structures	The cluster supports the selection of beneficiaries by CDCs	The cluster supports the selection of beneficiaries by CDCs and Cluster	**15%**
	If problems with project implementation (SIF/SEF) with CDCs arise, then the Clusters take the initiative to support/ solve	Cluster takes the initiative to support/ solve (if problems exist)	
	If problems with CDCs arise about savings & Credit or social or personal relationships, then the cluster takes the initiative to support/ solve	Cluster takes the initiative to support/ solve (if problems exist)	
Coordination and collaboration	Has maintained regular coordination with LG, NGO and other service providers	Has communicated/participated in any coordination meeting at the ward level during the last 12 months	**20%**
	Meeting with Ward Coordination Committee regularly	Cluster represented in at least one WCC meeting during the last six months	
	Meeting with Town Federation and Local Government Officials	The cluster members participated in at least 2 meetings (e.g. poverty, livelihood, education, health) organised by the local government during the last six months	
	CDC Cluster maintains communications with key local government officials at the ward level (e.g., Health, Education and others).	The cluster committee has met one or more key government officials during the last six months	
Total Score			**100.00**

Performance base classifications

We will classify each cluster into the following four categories:

Table 4: CDC Cluster's performance-based classification

Obtained Score	Performance Category	Description
75 to 100 %	Fully Effective (Mature CDC Cluster)	Fully effective clusters can operate as a sustainable community organisation. Capacity-building support from the programme would require minimal scale for these clusters.
50 to 74%	Moderately effective (Progressing towards maturity)	These Clusters have not yet achieved many of their performance indicators. They require a fair amount of capacity-building support to operate their activities sustainably.
26 to 49%	Weak	These Clusters did not achieve significant performance indicators. NUPRP will provide intensive capacity-building support.
0 to 25%	Very Weak	A score between **0 and 25** means that the Cluster is 'very weak'; this indicates that it did not achieve a high enough level for most performance indicators. These Clusters are probably inactive, and their organizational structure is likely not functional. They will receive intensive capacity-building support from NUPRP. Those Clusters unwilling to accept capacity building to achieve higher performance levels will be declared inactive or dead. A new phase of community mobilization will begin to start there, if necessary.

Table 5: Specific domain and Source of information

Key Dimension	Source of Information and Means of verification
Organization structures and Function	• Cluster meeting registers • Copy of City Corporation/Municipality accreditation • Copy of government registration (Cooperatives, Social Welfare & Women Affairs) • Meeting minutes/Reports from the Annual General Meeting • Meeting attendance of Cluster meetings for the last six months
Democracy and Governance capacity	• Cluster's election guideline • Cluster Meeting minutes and attendance register for the last six months • Copy of Annual Income & Expenditure report • Copy of Annual Audit report
Planning and implementation capacity	• Copy of capacity development action plan • Copy of community contracts • Copy of Books of Accounts
Financial and resource management capacity	• Bank accounts register • Cheque book • Bank statement of current months and last six months • Cash register • Reports of Savings & Credit profit distribution • Cluster meeting register
Capacity Building of Substructures	• Meeting resolution of clusters and CDCs • Attendance register/ participants list for meeting/training/workshop etc.

Key Dimension	Source of Information and Means of verification
Reporting and documentation capacity	• Copies of by-laws, policies, manuals • Cluster meeting register • Copy of all formative and narrative reports for last year
Partnership and Collaboration	• **Copy of meeting minutes/participant list** • **Cluster's meeting register** • **Copy of community contracts implemented by other sources of fund**

CDC Clusters Assessment Tool

A. Basic Information:

Municipality/City Corporation		
CDC Clusters name		
Accreditation number		
Formation date (dd/mm/yy)		
Date of assessment		
Name & Position of Assessors	I. (One from Federation)	II. (One CF) and III. One CO (Team Leader)

B. CDC Cluster's Present Capacity

Section 1: Organisation Structure and Function

1.1. **How many members are on the management committee?**

Total members	Male	Female	Person with Disability

1.2. **Currently, how many management committee positions are vacant?**
……(insert number)

1.3. **Is the Cluster registered with any GoB department?**
☐ Yes ☐ No (If yes, Please mention the Reg. No. ……)

1.4. **Is the Cluster accredited by the respective City Corporation or Paurashava?**
☐ Yes ☐ No (If yes, Please mention the Accreditation No:……)

1.5. **Has the Cluster met monthly during the last six months?**
☐ Yes ☐ No

1.6. **How many times has the Cluster met during the last six months**?

(insert number) .....

1.7. **How many AGMs has the Cluster had since its establishment?**

(insert number) .....

1.8. **Has the Cluster had its AGM within the last 12 months?**
☐ Yes ☐ No

1.9. **How many months ago did the cluster have its last AGM?**

----------months.

Section 2: Democracy and Governance capacity

2.1. What process was followed by the Cluster to select the management Committee during the last election?

☐ Confidential vote by all members ☐ Open vote in the presence of all members

☐ In Cluster's AGM ☐ Special meeting of Cluster ☐ LG officials/Councillors decided

☐ Project staff decided ☐ Management Committee members decided by themselves

☐ Other (Specify)…… ☐ Do not know

2.2. When was the last election held for the management Committee members?

……dd/……mm/……..yy

2.3. Did the Cluster share the annual Income and Expenditure report with the general members during the last AGM?

☐ Yes ☐ No

2.4. Have the Cluster's accounts ever been externally audited?

☐ Yes ☐ No

2.5. If 'yes', when were they last externally audited?

……dd/……mm/……..yy

Section 3: Planning and implementation capacity

3.1. Does the Cluster have its long-term goals/targets?

☐ Yes ☐ No

3.2. Do the Clusters have its development Action Plan?

☐ Yes ☐ No, if yes, ***when was it prepared/updated?*** ……Month……..Year

3.3. Does the Cluster have any experience in the preparation of community proposals with due approval from ULG?

☐ Yes ☐ No

3.4. If yes, in which areas?

☐ Infrastructures development ☐ Livelihood ☐ Employment ☐ Social awareness building

☐ Enterprise management ☐ Children Education ☐ Vocational ☐ Life skills development

☐ Health ☐ Nutrition ☐ Water & Sanitation ☐ Disaster response ☐ women empowerment

☐ Apprenticeship ☐ others (Specify)……..☐ Do not know

3.5. How many community proposals have been implemented successfully by Cluster over the last 12 Months?

☐ None ☐ 1 Community Proposal ☐ 2 Community Proposals ☐ 3 and more Community Proposals

Section 4: Financial and resource management capacity

4.1. How many bank accounts do the Clusters have?

…… nos.

4.2. Are the register books for all bank accounts available and up to date?

☐ Yes ☐ No

4.3. What is the current value of Cluster's fund (this includes cash in hand + money invested+ cash in the bank)? BDT……

4.4. Have the Clusters mobilized resources from non-NUPRP sources during the last 12 months?

☐ Yes ☐ No

4.5. If 'yes', please provide the following information:

Source (name of organization)	**GO/ NGO/ Private**	**Type of resources** (financial/ non-financial)	**Amount in Taka** (if financial)	**Area of services** (health, education, infrastructure, social issues)

Section 5: Capacity building of sub-structures

5.1. What support do the Clusters provide to the CDCs for their operations and capacity development?

☐ Selection of leaders ☐ Partnerships and linkage building

☐ Coordination with other NGOs and Service Providers ☐ Monitoring selection of beneficiaries

☐ Resolving conflict among members and/or leaders ☐ Organizing AGM

☐ Other (Specify)…… ☐ Don't know ☐ No support

5.2. What support do the Clusters provide to the Primary Groups (PGs) for their operations and capacity development?

☐ Selection of leaders ☐ Monitoring selection of beneficiaries

☐ Resolving conflict among members and/or leaders ☐ Participating in savings and credit group meetings for supervision ☐ Other (Specify)…… ☐ Don't know ☐ No support

Section 6: Partnerships and Collaboration

6.1. Do the Clusters maintain regular coordination with the Local Government (ward Level) and NGOs working in their locality?

6.2. Does the Cluster have informal[20] collaborations with government, NGOs and/or private Organisations?

☐ Yes ☐ No

6.3. If 'Yes', provide details:

Informal Collaboration with (name of organization)	Which type of organization is an informal collaboration? (GO/ NGO/ Private)	Area of informal Collaboration (health, education, infrastructure, social issues, skills training)	Number of beneficiaries	Value of Collaborative work (if available)	If it is the only service, then mention specific services

6.4. Can the Clusters demonstrate that it has been actively seeking any collaboration within the last 12 months?

☐ Yes ☐ No

C. Capacity needs of Clusters (Areas to be improved)

7.1. What is your opinion about the overall capacity of the Cluster?

☐ Fully capable ☐ Moderately capable ☐ Slightly capable ☐ Not capable at all

7.2. For each area in the table below, identify what support the Clusters feels it needs to improve its capacity. (Do not prompt the participants)

Key areas	Options **(Do not share the answering options with respondents first)** **Maximum of 3 options.**
☐ Organizational structure and functioning	☐ Leadership management ☐ Obtain registration from the government ☐ Establishment of own office ☐ Reformation of the organization ☐ Others (Specify)
☐ Democracy and governance	☐ Management capacity of committee members ☐ organizational democracy and governance ☐ Internal risk management ☐ People's participation ☐ Others (Specify)

[20] Informal partnership means verbal commitment or meeting decision or official correspondence happened between federation and any government, private and NGOs for services/supports.

☐ Planning and Implementation capacity	☐ Vision and Mission Development ☐ Action Plan Development ☐ Implementation Techniques ☐ Proposal development and Management ☐ Others (Specify)
☐ Financial and resource management	☐ Accounting and fund management ☐ Fund/capital generation ☐ Resources mobilization ☐ Others (Specify)
☐ Capacity building of substructures	☐ Conflict management ☐ Monitoring and supervision ☐ Relationship development ☐ Others (Specify)
☐ Partnership and collaboration	☐ Advocacy and Networking ☐ Negotiation and Communication ☐ Collaborative approach in development programme ☐Others (Specify)
☐ Others	☐ Life Skills Development ☐Data Base preparation & Management ☐ Awareness development on social issues ☐ Community level study/Survey ☐ Gender and development ☐ Creation of public opinion ☐Others (Specify)

☐ No support is required

Activities and Actions by CDC Cluster

1. Please let us know the key activities undertaken by the CDC Cluster regarding the development of the poor people in your target area.
2. Please share your involvement with different GO and NGO activities. How do you contribute?
3. What have been the challenges in continuing the desired activities of the CDC Cluster?
4. In your opinion, how can CDC clusters manage the challenges (if any)?

Corruption control mechanism

1. What actions do you take if there is any evidence of unfair practice under the UNDP-NUPRP program activities?
2. Why do you think such unfair practices are in place?
    - How can it be minimized?
    - What actions can UNDP-NUPRP undertake to minimize unfair practices?

D. Overall observation and recommendations of the assessors

Key Observations	Recommendations for future improvement

Chairperson of Cluster

Name:

Signature:

Date:

Secretary/Cashier of Cluster

Name:

Signature:

Date:

Thanks for your time

National Urban Poverty Reduction Programme (NUPRP)

Indicator 2.1 - Percentage of CDCs are "fully effective " on an objective and agreed on the scale to assess institutional effectiveness as a result of capacity building.

Table 1: Brief about the key dimension

Key dimension	Brief description
Organizational Structures and Functions	Organizational Structures and Functions refer to the responsible, democratic and transparent way each CDC should be managed and organized. For example, leaders and members know their roles and responsibilities by holding monthly, quarterly, and annual meetings.
Democracy and governance	Democracy and governance refer to the level of the inclusive and democratic manner in which CDC leadership is elected, exercises its functions, and manages the institution.
Planning and implementation	Planning and Implementation refer to the capacity of CDCs to undertake a participatory, representative, and effective Community Action Plan process. This process will seek to discuss community problems, identify community-based solutions, and prioritize them, resulting in a Community Action Plan. CDCs must ensure the process involves and represents poor people, those with disabilities, youth, women and local government representatives. CDC also should have the capacity to review and update these plans.
Financial and Resource Management	Financial and Resource Management refers to the ability of the CDC to manage its resources, including bank accounts, books of records, and generating funds from different sources. This capacity can help ensure organizational and operational sustainability.
Savings and Credit Management	Savings and Credit Management refers to the capacity of the CDC to manage the savings and credit groups that it represents, monitor and manage weekly savings by members, access loan facilities, and make timely repayments. Approximately 12 - 15 Savings and Credit groups are active under one CDC.
Reporting and Documentation	Reporting and Documentation refer to the CDC's capacity to prepare monthly, quarterly and annual formative and narrative reports. Meeting minutes and record-keeping should be maintained relating to savings credit, community contracting, and operations and maintenance funds.
Coordination and Collaboration	Coordination and Collaboration refer to the capacity of CDCs to coordinate with their upper-tier organizations, i.e. CDCs Clusters and Town Federation, to access the essential services of local government, Government and other development agencies beyond the support of the project.

Summary of the CDC's assessment scorecard:

There are seven key dimensions and twenty indicators in the scorecard. Each of the indicators under the key dimensions will carry equal value. Therefore, the relative weightage will be calculated based on the total number of indicators under each dimension divided by the total number of indicators under the scorecard multiplied by 100. The following table illustrates the CDC capacity assessment dimension, indicators, ideal standard and weights:

Table 2: Summary of CDC capacity assessment domains, indicators and relative weight

Key Dimension	Indicators	Ideal Standard	Relative weight
Organisation structure and functions	Frequency of CDC meetings	At least 6 times during the last six months	**20.00**
	The legal status of the CDC	Accredited by the municipality/City Corporation	
	Realization of the annual general meeting	AGM has happened within the last 12 months	
	Vacancy of key positions	No office bearer position is vacant	
Democracy and governance capacity	The process followed in selecting leaders	Confidential vote by 80% of members	**25.00**
	Frequency of election of office bearers	Elections every after two years	
	Participation of members in meeting	Participation of CDC general members in the meeting is at least 75%	
	The activity level of the Purchase Audit Committee	At least 3 meetings during the last six months	
	The activity level of the Social Audit Committee	At least 3 meetings during the last six months	
Planning and implementation capacity	CAP is up-to-date	CAP was developed within the last 12 months and approved by WLCC or Town Project Board	**10.00**
	Sound community contracting process	Community contract implemented in at least 3 areas	
Financial and resource management capacity	Up-to-date bank account	Register books for all 4 bank accounts are up-to-date	**10.00**
	Utilization of O&M fund	O&M fund utilized for at least 2 community infrastructure repair and maintenance purposes	
Savings & credit management capacity	Active savings and credit groups	At least 80% of savings and credit groups are active	**15.00**
	Up-to-date record-keeping of savings and credit	The savings and credit register is up-to-date as of the last month	
	% of PG members who have taken loans	At least 25% of PG members have taken a loan from CDC	
Reporting and documentation capacity	Minutes maintained	Minutes maintained for all meetings within the last 6 months	**10.00**
	Reports prepared	All required reports prepared within the last 6 months	
Coordination and collaboration	Maintain routine coordination with the CDC clusters, Town Federation and Local Government for implementing livelihoods and wellbeing related interventions	Maintain regular coordination with CDC Cluster, Town Federation and LG within the last 6 months	**10.00**
	Self-help activities organized	CDC has organized self-help activities for the	

Key Dimension	Indicators	Ideal Standard	Relative weight
		betterment of the community during the last 6 months	
Total Score			**100**

We will classify CDCs into the following four categories:

Table 2: CDC's performance-based classification

Obtained Score	Performance Category	Description
75 to 100 %	Fully Effective (Mature CDC)	CDCs with a score >75% will be '**fully Effective or mature**' CDCs. These CDCs achieved almost all performance indicators and can operate as sustainable community organisations without capacity-building support.
50 to 74%	Moderately effective (Progressing towards maturity)	CDCs with a 50-74% score will be '**moderately effective** or **progressing towards maturity level**'. These CDCs have not yet achieved most of their performance indicators. They require more capacity-building support to operate their activities sustainably.
25 to 49%	Weak	CDCs with a 25 - 49% score will be '**weak CDC**s', and they did not achieve specific performance indicators. NUPRP will not award community contracts to these CDCs until they reach the moderate or mature level. However, they will receive well capacity-building support from NUPRP.
0-24 %		A score between **0 and 25** means that the CDC is 'very weak'; they did not achieve significant performance indicators. NUPRP will not award community contracts to these CDCs until they reach the moderate or mature level. However, they will receive intensive capacity-building support from NUPRP.

Sources of information:

The primary sources of qualitative information are the office bearers and general members of each CDC, but there are other additional sources. Also, books of records, registers, and meeting minutes will be the source of information and evidence of CDC activities; interview information will also verify and validate. Below is a table that demonstrates what sources can help inform the different domains of the CDC assessment.

Table 3: Specific dimensions and Source of information

Key Dimension	Source of Information and Means of verification
Organization structures and Function	• CDC meeting registers • Copy of City Corporation/Municipality accreditation • Meeting minutes/Reports from the Annual General Meeting • Meeting attendance at CDC meetings for the last six months
Democracy and Governance capacity	• CDC's election guideline • CDC Meeting minutes and attendance register for the last six months • Meeting minutes of the Social Audit Committee (SAC) • Purchase Audit Committee (PAC) over the previous six months
Planning and implementation capacity	• Copy of last Community Action plan (CAP) • Copy of community contracts

	• Meeting register
Financial and resource management capacity	• Bank accounts register • Cheque book • Bank statement of current months and last six months • Cash register • Reports of Savings & Credit • Pieces of Operation & Maintenance fund • CDC meeting register
Savings and Credit management capacity	• Savings and credit register book • PG member's savings & credit book • Savings & Credit meeting register • Report on savings & credit • O&M fund
Reporting and documentation capacity	• Copies of by-laws, policies, manuals • CDC meeting register • Copy of all formative and narrative reports for last year
Coordination and Collaboration	• **Copy of meeting minutes/attendance list** • **CDC meeting register** • **Copy of community contracts implemented by their fund**

Community Development Committee (CDC) Assessment Tool

(Respondent must be a member of CDCs and PGs)

A. Basic Information:

Division			
Municipality/City Corporation			
Mahalla Name			Ward No
Name of CDC			
CDC Code			
Total no. of PGs		Total no. of PG Members	
Female:	Male:	Disabled:	
Total no. of Savings & Credit Groups		Total no. of Savings and Credit Group Members	
Female		Male	
The total amount of Savings	**BDT.**[21]		
The total amount of O&M Fund	**BDT.**		
Date of CDC Formation	dd/mm/yr	Date of Assessment	dd/mm/yr
Name & Position of Assessors	I.	II.	III.

B. CDC's Present Capacity?

Section 1: Organization structures and Function

1.1. **Has the municipality/City Corporation accredited the CDC?**
☐ Yes ☐ No

1.2. **Has the CDC met monthly during the last six months?**
☐ Yes ☐ No

1.3. **How many times has the CDC met during the last six months**? .....Nos

1.4. **Has the CDC had its AGM within the previous 12 months?**
☐ Yes ☐ No

1.5. **How many months ago did the CDC have its last AGM?** ----------months.

1.6. **Which of the following office bearer positions are currently vacant?**

[21] Total value should appear automatically in the screen

☐ No vacant position ☐ President ☐ Vice-President ☐ Secretary ☐ Cashier

Section 2: Democracy and Governance capacity

2.1. What process was followed by the CDC to select its leaders during the last election?

☐ Confidential vote by all members ☐ Open vote in the presence of all members

☐ Discussion during a special meeting of CDC ☐ LG officials/Councillors decided ☐ UPPR/NUPRP Project staffs decided ☐ CDC's office bearer decided by themselves ☐ Other (Specify)…… ☐ Do not know

2.2. When were the last elections held for the four CDC office bearers? ……mm…….. yy

2.3. For each of the last 3 meetings, has the attendance of general members been more than 75%

☐ Yes ☐ No

2.4. **Does the CDC have an active Purchase Audit Committee (PAC)** ☐ Yes ☐ No

2.5. **Does the CDC have an active Social Audit Committee (SAC)**? ☐ Yes ☐ No

Section 3: Planning and implementation capacity

3.1. Does the CDC have a Community Action Plan?

☐ Yes ☐ No,

3.2. If Yes, when was it prepared/updated? ……mm…….. yy

3.3. If Yes, does the Community Action Plan include any activities that aim to reduce violence against women and girls?

☐ Yes ☐ No

3.4. Does the Community Action Plan include any activities related to the following areas?

Answer option	Needs for climate-resilient infrastructure	Needs for housing	Needs of Peoples with disability	Problems of Adolescent girls	Needs of Children	Requirements of other socially marginalized	Solution of SVAWG	The resolution of Early Marriage
Yes								
No								

3.5. Does the CDC have any experience in community contracting?

☐ Yes ☐ No

3.6. If yes, in which areas?

☐ Infrastructures development ☐ Livelihood ☐ Employment ☐ Social awareness building

☐ Enterprise management ☐ Children Education ☐ Vocational ☐ Life skills development

☐ Health ☐ Nutrition ☐ Water & Sanitation ☐ Disaster response ☐ Women empowerment

☐ Apprenticeship ☐ others (Specify)……..☐ Do not know

Section-4: Financial and resource management capacity

4.1. How many bank accounts does the CDC have?

…… nos.

4.2. Are the register books for all four bank accounts available and up to date?

☐ Yes ☐ No

4.3. Has the CDC received any other support beyond NUPRP from any other development agencies or LG?

☐ Yes ☐ No

4.4. If yes, which sources?

☐ Member's contribution ☐ Management/Operation fees for development projects

☐ Donation from local elite's/community leaders ☐ Donation from government bodies

☐ Donation from private sectors ☐ Donation from NGO ☐ Interest of Savings & Credit activities

☐ Other sources (Specify……)

4.5. Has the CDC used the O&M fund for repair and maintenance work of any community-level infrastructure?

☐ Yes ☐ No

4.6. If yes, which community-level infrastructure?

☐ Community latrines ☐ Tubewell ☐ Street light ☐ Footpath ☐ Drainage ☐ Solid waste collection

☐ Trash collection ☐ CDC Cluster office ☐ Child care home ☐ Others (Specify)……

Section-5: Savings and Credit management capacity

5.1. What percentage of Savings & Credit Groups are currently active (meeting and saving weekly)?

----------%

5.2. Is the savings & credit register up to date as of last month?

☐ Yes ☐ No

5.3. How many members currently have loans from the CDC? Nos……

5.4. What is the total amount of current loans?

BDT…… (In Words……)

5.5. How many loans are currently overdue? ……..nos.

5.6 What is the total amount of all current overdue loans? BDT……

Section-6: Reporting and documentation capacity

3.1. Does the CDC have minutes for all meetings held during the last six months?

☐ Yes ☐ No

3.2. What other types of documents does the CDC preserve?

☐ Savings & Credit register ☐ Bank Statements ☐ CDC bi-laws

☐ Accounts ledger. ☐ Community Action Plan (CAP) ☐ Asset register

☐ Policies ☐ O&M fund register book ☐ Guidelines

☐ Cheque Register ☐ Others (Specify……)

3.3. Has the CDC prepared any reports during the last six months?

☐ Yes ☐ No

3.4. If yes, what are the reports?

☐ Monthly S&C report ☐ Training report ☐ Monthly narrative report ☐ O&M fund report

☐ Annual progress report ☐ AGM report ☐ CAP report ☐ Other (Specify)…….

Section-7: Partnership and Collaboration

7.1. Does CDC have maintained routine coordination with the CDCs Clusters, Town Federation and respective Municipality or City Corporation during the last six months?

☐ Yes ☐ No

7.2. Is the CDC demonstrating that it has actively sought collaboration with Ward Councillors and other service providers over the last six months?

☐ Yes ☐ No

7.3. Has the CDC organised any self-help activities for the betterment of communities during the last six months?

☐ Yes ☐ No

7.4 If yes, what have these activities been?

I.----------,II.----------,III.----------

C. Capacity needs of CDC (Areas to be improved)

8.1 What is your opinion about the overall capacity of the CDC?

☐ Fully capable ☐ Moderately capable ☐ Slightly capable ☐ Not capable at all

8.2 For each area in the table below, identify what support the CDC feels it needs to improve its capacity. (Do not prompt)

Key areas	**Options** **(Do not share the answering options with respondents first)** **Maximum of 3 options.**
☐ Organizational structure and functioning	☐ Leadership management ☐ Formation of PG, CDC and development ☐ Group management ☐ Reformation of the organization ☐ Others (Specify)
☐ Democracy and governance	☐ Management training for Social Audit Committee and Purchase Audit Committee ☐ Basic management

	☐ organizational democracy and governance ☐ people's participation ☐ Others (Specify)
☐ Planning and implementation	☐ Community Action Planning ☐ Contract management training ☐ Economic development and business management ☐ Skills training on construction work ☐ Apprenticeship management ☐ Others (Specify)
☐ Financial and resource management	☐ Accounting and fund management ☐ Management of Operations & Maintenance Fund ☐ Anti-corruption ☐ Fund Management ☐ Others (Specify)
☐ Savings and credit management	☐ Savings and Credit management ☐ Effective use of savings money ☐ Others (Specify)
☐ Reporting and documentation	☐ Reporting writing ☐ Recordkeeping & Documentation
☐ Partnership and collaboration	☐ Advocacy and Networking ☐ Effective Communication ☐ Others (Specify)
☐ Others	☐ Capacity building of PGs/SCGs ☐ Life Skills Development ☐ Data Base Preparation & Management ☐ Awareness development on social issues ☐ Community level study/Survey ☐ Gender and development ☐ Conflict resolution
☐ No support required	

Activities and Actions by CDC

1. Please let us know the key activities undertaken by the CDC regarding the development of the poor people in your target area?
2. How do you ensure participation by the community people in community development?
3. Please share your involvement with different GO, NGO activities? How do you contribute?
4. What has been the challenges in continuing the desired activities of the CDC?
5. In your opinion, how CDC clusters can manage the challenges (if any)?

Corruption control mechanism

1. What actions do you take if there is any evidence of unfair practice under the UNDP-NUPRP program activities?
2. Why do you think such unfair practices are in place?
    - How can it be minimized?
    - What actions can UNDP-NUPRP undertake to minimize unfair practices?

Overall observation and recommendations of the assessors

Key Observations	Recommendations for future improvement

Chairperson of Cluster

Name:

Signature:

Date:

Secretary/Cashier of Cluster

Name:

Signature:

Date:

Thanks for your time

Indicator 2.1 - Percentage of Town Federations are "fully effective " on an objective and agreed on the scale to assess institutional effectiveness as a result of capacity building.

Methodology Note: Assessing the Performance of Federations

Purpose of the assessment:	To provide a baseline and (annual) follow-up information related to the following log frame indicator: Percentage of Federations whose performance is judged "fully effective" on an objective and agreed on a scale to assess institutional effectiveness
Responsibility for completing the assessment:	Baseline: Output 2 Coordinator with RELU Annual follow-up survey: RMO & GME
Frequency of assessment:	At baseline (by June 2017) and annually (after September)
Deadline for submission:	Baseline: by 30 April 2017 Annual follow-up survey: by 30 September
Report to be summited to:	Baseline: Output 2 Coordinator Annual follow-up survey: to be completed by the app

Table 1: Criteria, Indicators and Domains to assess the performance of Federations

Criteria[22]	**Indicators**	**Domains**
Independent organisation	A federation management committee exists Federation Committee attempted government registration Federation has its own office space Has generated its own revenue/Income Has developed Collaboration or partnerships, e.g. with GO, NGO and private sector	Organisation structure and functions Organisation structure and functions Organisation structure and functions Financial and resource management capacity Partnerships and collaboration
Capable of generating own revenue	Has generated its revenue Has developed partnerships and Collaboration	Financial and resource management capacity Partnerships and collaboration

[22] Criteria were developed based on the UPPR Federation Guideline developed in April 2012. The guidelines make reference to a workshop in which CDC leaders were asked to define what they expected from their Federations (page 2).

Transparent and accountable to members	Has an annual general meeting Elections of the Federation committee at least every two years Annual income and expenditure report shared with members at least once a year Accounts audited externally at least once a year	Organisation structure and functions Democracy and governance capacity Democracy and governance capacity Democracy and governance capacity
Handling and advocating for education, health and social issues which affect the poor and extreme poor in town	Has developed partnerships, e.g. with GO, NGO and private sector Regularly sits with WC and TLCC Has representation on town-level committees, e.g. slum development committee Has mobilized resources (GO, NGO, private sector) for education, health and social issues in poor urban settlements	Partnerships and collaboration Partnerships and collaboration Partnerships and collaboration Financial and resource management capacity
Have own office at municipality	Federation has its own office space in any location	Organisation structure and functions
Participating and raising voice during the preparation of the annual municipal budget	Regularly sits with WC and TLCC	Partnerships and collaboration
Regular meetings and reviewing NUPRP activities in town	Has an annual general meeting Has regular meetings, i.e. monthly	Organisation structure and functions Organisation structure and functions
Town federations help Cluster and CDCs to implement their activities.	The Federation supports the selection of beneficiaries by CDCs and Clusters If problems with project implementation (SIF and SEF) with CDCs arise, the Federation takes the initiative to support/ solve	Capacity building of sub-structures Capacity building of sub-structures

Not to control but support CDCs and Clusters to solve problems if they have.	If problems with CDCs arise, the Federation takes the initiative to support/ solve	Capacity building of sub-structures
Communicating with other GOB and NGOs to get support	Has developed Collaboration or partnerships Has mobilized resources (GO, NGO, private sector) for education, health and social issues in poor urban settlements The town federation communicates with key local government officials (e.g. Slum Development Officer, Urban Planning Officer).	Partnerships and collaboration Financial and resource management capacity Partnerships and collaboration
Maintaining liaison with the Municipality	Regularly sits on the TLCC Regularly sits on standing committees The town federation communicates with key local government officials (e.g. Slum Development Officer, Urban Planning Officer).	Partnerships and collaboration Partnerships and collaboration Partnerships and collaboration

Table 2: Federations Performance: Indicators, Standards and Thresholds

Indicators	**Acceptable standard**	**Federation Performance**			
		Fully Effective (mature)	**Progressing towards maturity**	**Weak**	**Very Weak**
1. A federation management committee exists 2. Attempted for GoB registration (e.g. Ministry of Social Welfare, Ministry of Women and Children's Affairs) 3. Federation has its own office space 4. Has generated its own revenue/ Income	All executive committee positions filled Communicated with respective GoB departments for registration Federation has its own office space Federation has generated revenue	Federation must meet 75% or more of the indicators	Federation must meet between 50-74% of the indicators	Federation meets between **25-49%** of the indicators	Federation meets less than **24%** of the indicators

5. Has developed partnerships, e.g. with GO, NGO and private sector	Has developed collaboration or partnerships within the last 12 months				
6. Has an annual general meeting 7. Elections of the Federation committee at least every two years 8. Annual income and expenditure report shared with members at least once per year 9. Accounts externally/Internally audited at least once per year	Has an AGM within the last 12 months Elections within the last 24 months Report shared at least once/ year Accounts externally audited at least once per year				
10. Regularly sits with WC and the TLCC (if TLCC exists) 11. Has representation on town-level committees[23] (if standing committees exist) 12. Has mobilized resources (GO, NGO, private sector) for education, health and social issues in poor urban settlements	Federation represented in at least one WC or TLCC meeting during the last six months[24] Federation has been represented in at least 2 out of the 3 standing committees during the last six months[25] Federation able to demonstrate it has been				

[23] Disaster Management, Women and Children, Poverty Reduction and Slum Development
[24] If TLCC did not meeting during last six months, then drop this indicator from the analysis
[25] If Standing Committees did not meet during last six months, then drop this indicator from the analysis

	seeking partnerships and/or services with NGO, GO, LG, Private sector within the last 12 months				
13. Has regular meetings, i.e. monthly	At least 3 meetings during the last six months				
14. The Federation supports the selection of SEF beneficiaries by CDCs and Clusters 15. If problems with project implementation (SIF and SEF) with CDCs arise, the Federation takes the initiative to support/ solve	The Federation supports the selection of beneficiaries by CDCs and Cluster Federation takes the initiative to support/ solve (if problems exist)				
16. Town federations maintain communication with key local government officials.	The Federation committee has met one or more key government officials during the last six months				

Criteria, Indicators and Domains to assess the performance of Federations:

The Federation Assessment scorecard is composed of five key dimensions and seventeen indicators. Each indicator has an equal value, and dimensions have a relative weightage related to the number of indicators under each domain. The following are the critical criteria, indicators and dimensions to assess the capacity of federations:

Table 3: Criteria, indicators and dimensions of federation assessment scorecard

Key Dimension	Indicators	Criteria for well-performing Federation	Relative weight
Organisation structure and functions	A federation management committee exists	All executive committee positions filled	**25%**
	Attempted for GoB registration (e.g. Ministry of Social Welfare, Ministry of Women and Children's Affairs)	At least one time discussed the issue in their regular meeting during the last 12 months	
	Federation has its own office space	Federation has its own office space	
	Has an annual general meeting	Has an AGM within the last 12 months	
	Has regular meetings, i.e. monthly	At least 3 meetings during the last six months	
Democracy and governance capacity	Elections of the Federation committee at least every two years	Elections within the last 24 months	**20%**
	Annual income and expenditure report shared with members at least once per year	Report shared at least once/ year	
	Accounts externally/Internally audited at least once per year	Accounts externally audited at least once per year	
Financial and resource management capacity	Has generated its revenue or any source of income	Federation is capable of generating revenue	**15%**
	Has mobilised resources (GO, NGO, private sector) for education, health and social issues in poor urban settlements	Federation able to demonstrate it has been seeking partnerships and/or services with NGO, GO, LG, Private sector within the last 12 months	
Capacity building of sub-structures	The Federation supports the selection of beneficiaries by CDCs and Clusters	The Federation endorses the selection of beneficiaries by CDCs and Cluster	**25%**
	If problems with project implementation (SIF and SEF) with CDCs arise, the Federation takes the initiative to support/ solve	Federation takes the initiative to support/ solve (if problems exist)	
	If problems with CDCs arise, the Federation takes the initiative to support/ solve	Federation takes the initiative to support/ solve (if problems exist)	
Partnerships and collaboration	Has developed formal or informal Collaboration or partnerships, e.g. with GO, NGO and private sector	Has developed formal/informal Collaboration or partnerships within the last 12 months	**15%**
	Meeting with WC, TLCC/CSCC regularly (if it exists)	Federation represented in at least one WC, TLCC/CSCC meeting during the last 6 months	
	Town federation maintains communications with key local government officials	The Federation committee has met one or more key government officials during the	

Key Dimension	Indicators	Criteria for well-performing Federation	Relative weight
		last 6 months	
Total Score			**100.00**

Town Federation Assessment Tool

A. Basic Information:

Municipality/City Corporation			
Federation name			
Federation Accreditation number			
Federation formation date (mm/yy)			
Date of assessment			
Name & Position of Assessors	I.	II.	III.

B. Federation's Present Capacity

Section-1: Organisation Structure and Function

1.1. **How many members are on the executive committee?**

Total members	Male	Female	Person with Disability

1.2. **How are many executive committee positions currently vacant?**
……..(insert number)

1.3. **Is the Federation attempted their registration from any GoB department?**
☐ Yes ☐ No

1.4. **Does the Federation have its own office space anywhere?**
☐ Yes ☐ No

1.5. **Has the Federation met monthly during the last six months?**
☐ Yes ☐ No

1.6. **How many times has the Federation met during the last six months**?

…….(insert number)

1.7. **How many AGMs has the Federation had since its establishment?**

…….(insert number)

1.8. **Has the Federation had its AGM within the last 12 months?**
☐ Yes ☐ No ☐ N/A

1.9. **How many months ago did the Federation have its last AGM?**

----------months.

Section 2: Democracy and Governance capacity

2.6. What process was followed by the Federation to select the Executive Committee during the last election?

☐ Confidential vote by all members ☐ Open vote in the presence of all members

☐ In the Federation's AGM ☐ Special meeting of Federation ☐ LG officials/Councillors decided

☐ Project staff decided ☐ Executive Committee members agreed by themselves

☐ Other (Specify)…… ☐ Don't know

2.7. When was the last election held for the nine Executive Committee members?

…….dd/……mm/……. yy

2.8. During the last AGM, did the Federation share the annual financial report with the general members?
☐ Yes ☐ No ☐ Not Applicable

2.9. Have the Federation's accounts ever been externally or internally audited?
☐ Yes ☐ No

2.10. If 'Yes', when were they last externally audited?

…….dd/……mm/……..yy

Section 3: Financial and resource management capacity

3.1. How many bank accounts does the Federation have?
……. nos.

3.2. Are the register books for all bank accounts available and up to date?
☐ Yes ☐ No

3.3. How much is the federation's fund now (this includes cash in hand + money invested+ cash in the bank)? BDT……

3.4. Has the Federation mobilized any resources from non-NUPRP sources during the last 12 months?
☐ Yes ☐ No

3.5. If 'Yes', please provide the following information:

Source (name of organization)	**GO/ NGO/ Private**	**Type of resources**	**Amount in Taka** (if financial)	**Area of services** (health,

Section 3: Financial and resource management capacity

		(financial/ non-financial)		education, infrastructure, social issues)

Section-4: Capacity building of sub-structures

4.1 What support does the Federation provide to the CDC cluster(s) for their operations and capacity development?

☐ Selection of leaders ☐ Partnerships and linkage building

☐ Coordination with other NGOs and Service Providers ☐ Monitoring selection of beneficiaries

☐ Resolving conflict among members and/or leaders ☐ Organizing AGM

☐ Other (Specify)…… ☐ Don't know ☐ No support

4.2 What support does the Federation provide to the CDCs for their operations and capacity development?

☐ Selection of leaders ☐ Partnerships and linkage building

☐ Coordination with other NGOs and Service Providers ☐ Monitoring selection of beneficiaries

☐ Resolving conflict among members and/or leaders ☐ Organizing AGM

☐ Participating in savings and credit group meetings for supervision

☐ Monitoring SIF and SEF implementation

☐ Other (Specify)…… ☐ Don't know ☐ No support

Section-5: Partnerships and Collaboration

5.1 Does the Federation have formal or informal partnerships or Collaboration with any government, NGOs and/or private Organisations?

☐ Yes ☐ No

5.2 If 'Yes', provide details:

Partnership/ Collaboration with (name of organization)	**Which type of organization is the partnership/**	**Area of partnership/ Collaboration (health, education, infrastructure,**	**Number of beneficiaries**	**Value of partnership (if available)**

	Collaboration? (GO/ NGO/ Private)	social issues, skills training)		

5.3 Is the Federation able to demonstrate that it has been actively seeking partnerships within the last 12 months?

☐ Yes ☐ No

5.4. **Does the Federation communicate with Government, NGOs or any other service providers to get help from them during the last 12 months?**

☐ Yes ☐ No

C. Capacity needs of Federation (Areas to be improved)

8.3 What is your opinion about the overall capacity of the Federation?

☐ Fully capable ☐ Moderately capable ☐ Slightly capable ☐ Not capable at all

8.4 For each area in the table below, identify what support the Federation needs to improve its capacity. (Do not prompt)

Key areas	**Options** **(Do not share the answering options with respondents first)** **Maximum of 3 options.**
☐ Organizational structure and functioning	☐ Leadership management ☐ Obtain registration from the government ☐ Establishment of own office ☐ Reformation of the organization ☐ Others (Specify)
☐ Democracy and governance	☐ Management capacity of committee members ☐ organizational democracy and governance ☐ Internal risk management ☐ People's participation ☐ Others (Specify)
☐ Financial and resource management	☐ Accounting and fund management ☐ Fund/capital generation ☐ Resources mobilization ☐ Others (Specify)
☐ Capacity building of substructures	☐ Conflict management ☐ Monitoring and supervision ☐ Relationship development ☐ Others (Specify)
☐ Partnership and collaboration	☐ Advocacy and Networking ☐ Partnership development and management ☐ Collaborative approach in development programme ☐ Others (Specify)

	☐ Others	☐ Life Skills Development ☐ Data Base preparation & Management ☐ Awareness development on social issues ☐ Community level study/Survey ☐ Gender and development ☐ Creation of public opinion ☐ Others (Specify)

☐ No support is required

D. Open-Ended Questions

1. Please let us know the key activities undertaken by the Town federation regarding the development of the poor people in the target areas.
2. Please share your involvement with different GO and NGO activities. How do you contribute?
3. What have been the challenges in continuing the desired activities of the Town Federation?
4. In your opinion, how town federation could manage the challenges (if any)?

Corruption control mechanism

1. Please describe the quality control and reporting mechanism at your end.
2. Have you ever enquired about unfair practices under the UNDP-NUPRP programme (at the PG level, in SCGs, CDCs, and CDC clusters)?
    - If you inquired, what did you find? Please describe.
3. What actions do you take if there is any evidence of unfair practice under the UNDP-NUPRP program activities?
4. Why do you think such unfair practices are in place?
    - How can it be minimized?
    - What actions can UNDP-NUPRP undertake to minimize unfair practices?

E. Overall observation and recommendations of the assessors

Key Observations	Recommendations for future improvement

Chairperson of Federation

Name:

Signature:

Date:

Secretary/Cashier of Federation

Name:

Signature:

Date:

Thanks for your time

Annexe 8:
Data Tables and Case Stories

Data Tables

Annexe Table 1: Distribution of households by monthly income (%)

Household monthly income	Baseline			Endline		
	Treatment	Semi-control	Pure control	Treatment	Semi-control	Pure control
Up to BDT 5000	15.9	12.9	12.6	11.3	13.0	12.9
TBD 5001-10000	33.8	32.3	33.4	22.0	24.5	23.9
BDT 10001-15000	24.8	22.6	25.7	26.0	22.4	26.1
BDT 15001-20000	11.4	12.1	13.0	14.3	13.6	13.6
BDT above 20000	14.1	20.1	15.4	26.4	26.4	23.6
Average monthly income	12,393	13,916	12,910	22,019	19,630	18,056
Standard deviation	10,025	11,000	10,875	47,568	30942	28296
Median Income	8,637	9,652	8,424	12,730	12,258	11,926
Per capita monthly income	2,965	3,575	3,312	5,642	5,180	4,769
n	2986	522	900	2986	522	900

Annexe Table 2: Distribution of households by monthly expenditure (%)

Household monthly expenditure	Baseline			Endline		
	Treatment	Semi-control	Pure control	Treatment	Semi-control	Pure control
Up to BDT 5000	11.6	9.1	16.2	1.5	2.5	4.0
TBD 5001-10000	47.3	48.2	46.7	17.9	21.3	22.8
BDT 10001-15000	27.3	26.4	24.9	31.6	30.3	33.0
BDT 15001-20000	9.2	10.6	9.2	25.1	28.4	20.4
BDT above 20000	4.5	5.7	2.9	23.9	17.6	19.8
Average monthly expenditure	10,123	10,618	9,338	16,252	15,047	14,757
Standard deviation	6,032	5,942	4,707	8,008	6,897	7,671
Median expenditure	8,969	9,355	8,574	14,874	14,372	13,367
Per capita monthly expenditure	2,403	2,676	2,353	4,121	4,070	3,969
n	2986	522	900	2986	522	900

Annexe Table 3: Household monthly food and non-food expenditure

Household food and non-food expenditure per month	Baseline			Endline		
	Treatment	Semi-control	Pure control	Treatment	Semi-control	Pure control
Total expenditure (per household per month)	10,123	10,618	9338	16,252	15,047	14,757
Food expenditure	5,953	6,260	5,900	9,389	9,009	9,149
Non-food expenditure	4,169	4,358	3,437	6,863	6,037	5,608
Food expenditure share (%)	58.8	58.9	63.1	60.6	62.1	64.6
n	2986	522	900	2986	522	900

Annexe Table 4: Incidence, depth and severity of poverty using Cost of Basic Needs Method

Indicators	Baseline			Endline		
	Treatment	Semi-control	Pure control	Treatment	Semi-control	Pure control
% HHs below the poverty line	41.2	33.9	42.2	20.4	19.3	22.6
% HHs below the upper poverty line	65.8	56.7	64.3	42.1	42.0	47.4

Indicators	Baseline			Endline		
	Treatment	Semi-control	Pure control	Treatment	Semi-control	Pure control
HH income below USD 1.9 per capita per day	44.8	35.4	38.0	10.3	29.2	34.3
n	2986	522	900	2986	522	900
Poverty gap	20.53	16.52	20.81	9.9	9.3	11.5
Squared poverty gap	8.54	6.62	8.85	3.2	3.0	3.9
Poverty Head Count Ratio (HCR): Upper poverty line	69.5	61.2	65.5	46.7	47.6	51.7

Annexe Table 5: Distribution of households by food security (%)

Household food security	Baseline			Endline		
	Treatment	Semi-control	Pure control	Treatment	Semi-control	Pure control
Food secure	12.5	20.3	20.3	34.5	33.7	28.4
Mildly food insecure	17.1	17.0	13.6	10.7	10.7	11.2
Moderately food insecure	38.2	35.8	34.6	32.0	27.0	30.6
Severely food insecure	32.2	26.8	31.6	22.8	28.5	29.8
Total	100.0	100.0	100.0	100.0	100.0	100.0
HH dietary diversity score (HDDS)	6.1	6.1	6.2	7.2	6.3	6.2
n	2986	522	900	2986	522	900

Annexe Table 6: Distribution of households by unemployment (%)

Any unemployment at the household	Baseline			Endline		
	Treatment	Semi-control	Pure control	Treatment	Semi-control	Pure control
Yes	31.9	26.2	24.4	16.4	11.5	14.4
No	68.1	73.8	75.6	83.6	88.5	85.6
n	2986	522	900	2986	522	900

Annexe Table 7: Change in household MPI score from the baseline to endline (%)

Multidimensional Poverty Index, MPI	Endline		
	Treatment	Semi-control	Pure control
MPI Score decreased (improvement)	92.7	84.7	83.9
MPI Score increased (became poorer)	7.3	15.3	16.1
n	2986	522	900

Annexe Table 8: Households affected by disaster in the last 3 years

Type of crisis	Baseline			Endline		
	Treatment	Semi-control	Pure control	Treatment	Semi-control	Pure control
HH faced any disaster (%)	61.8	65.3	54.3	51.5	50.0	44.1
Average recovery time (in days)	33	31.2	28.7	21	20	25
	2986	522	900	2986	522	900

Annexe Table 9: Distribution of households according to savings and credit status

Indicators	Baseline			Endline		
	Treatment	Semi-control	Pure control	Treatment	Semi-control	Pure control
Have a bank or mobile bank account (%)	47.3	51.3	34.2	78.7	75.5	72.0
Households have savings (%)	68.1	71.1	42.9	93.5	91.4	54.2
Average savings amount (in BDT)	4,857	7,892	6,341	6,129	5,676	4,714
Households have credit/ loan (%)	44.8	45.8	44.8	41.8	35.8	42.7
Average amount of credit (in BDT)	24,777	23,443	22,573	17,895	14,726	20,190
n	2986	522	900	2986	522	900
Credit/loan among households have savings (%)	57.6	58.3	81.0	58.5	57.9	70.5
n	2321	410	494	1597	216	308

Annexe Table 10: Distribution of households according to services accessibility to the municipality

Requested for municipal services (City Corporation/Paurashava)	Baseline			Endline		
	Treatment	Semi-control	Pure control	Treatment	Semi-control	Pure control
Requested for services	25.2	24.7	20.1	17.0	17.6	18.4
n	2986	522	900	2986	522	900
Satisfaction with received municipal services (City Corporation/Paurashava)						
Highly satisfied	3.1	5.4	3.3	8.3	0.0	1.2
Somewhat satisfied	47.3	44.2	48.6	70.3	63.0	54.2
Not Satisfied	49.7	50.4	48.1	21.4	37.0	44.6
n	753	129	181	508	92	166

Annexe Table 11: Distribution of households according to access to safe drinking water (%)

Access to safe drinking water	Baseline			Endline		
	Treatment	Semi-control	Pure control	Treatment	Semi-control	Pure control
Have access	51.0	48.1	38.9	95.7	95.6	70.1
Do not have access	49.0	51.9	61.1	4.3	4.4	29.9
n	2986	522	900	2986	522	900

Annex Table 12: Distribution of households according to sanitation access (%)

Indicators	Baseline			Endline		
	Treatment	Semi-control	Pure control	Treatment	Semi-control	Pure control
Type of improved latrine						
Pit latrine with ventilator	9.3	11.3	6.7	33.6	13.2	12.4
Pit latrine with slab	64.8	66.3	68.0	56.2	66.3	64.7
Composting toilet	0.7		0.1	1.1	1.9	2.1
Sanitary latrine with septic tank	15.3	16.1	13.0	17.1	13.8	13.2
Improved latrine	90.1	93.7	87.8	98.0	95.2	92.4
Type of unimproved latrine						
Pit latrine without a slab	7.8	5.6	8.8	2.0	4.4	7.6
Bucket toilet	0.0	0.0	0.2			
Hanging latrine	1.3	0.6	1.9			
No facility/Open defecation	0.6	0.0	1.0		0.4	
Others	0.1	0.2	0.3			
Unimproved latrine	9.8	6.4	12.2	2.0	4.8	7.6
n	2986	522	900	2986	522	900

Annex Table 13: Distribution of currently pregnant or lactating women by protein intake (%)

Protein intake of the currently pregnant or lactating woman	Baseline			Endline		
	Treatment	Semi-control	Pure control	Treatment	Semi-control	Pure control
Yes	34.4	17.9	13.6	90.8	72.7	69.9
No	65.6	82.1	86.4	9.2	27.3	30.1
n	669	95	162	293	55	103

Annexe Table 14: Distribution of currently pregnant or lactating women by nutrition knowledge (%)

Have nutrition knowledge (ITCF practices, breastfeeding, complementary feeding)	Baseline			Endline		
	Treatment	Semi-control	Pure control	Treatment	Semi-control	Pure control
Yes	27.5	30.5	18.5	83.9	79.1	31.1
No	72.5	69.5	81.5	16.1	20.9	68.9
n	669	95	162	293	55	103

Annexe Table 15: Distribution of children aged 6-23 months by protein intake in the last 24 hours (%)

Protein intake of children aged 6-23 months in last 24 hours	Baseline			Endline		
	Treatment	Semi-control	Pure control	Treatment	Semi-control	Pure control
Yes	31.9	34.1	38.3	91.8	82.8	72.5
No	68.1	65.9	61.7	8.2	17.2	27.5
n	251	44	81	158	29	51

Annexe Table 16: Distribution of children aged 6-23 months by receiving complementary feeding (%)

Complementary feeding	Baseline			Endline		
	Treatment	Semi-control	Pure control	Treatment	Semi-control	Pure control
Yes	9.2	11.4	8.6	91.1	55.2	43.1
No	90.8	88.6	91.4	8.9	44.8	56.9
n	251	44	81	158	29	51

Annexe Table 17: Distribution of households by perceived level of eviction threat (%)

Assessment of the level of eviction threat	Baseline			Endline		
	Treatment	Semi-control	Pure control	Treatment	Semi-control	Pure control
At risk	24.3	23.6	24.0	12.0	14.9	16.9
Not at risk	75.6	76.4	76.4	88.0	85.1	83.1
n	2986	522	900	2986	522	900

Annexe Table 18: Distribution of household by incidence of abuse and/or violence on adolescent girls or women (%)

Incidence of abuse and/or violence	Baseline			Endline		
	Treatment	Semi-control	Pure control	Treatment	Semi-control	Pure control
Yes	46.3	48.5	43.4	34.7	43.5	41.2
No	53.7	51.5	56.6	65.3	56.5	58.8
n	2986	522	900	2986	522	900

Annexe Table 19: Distribution of households according to improved superstructure of home (%)

Condition of superstructure	Baseline			Endline		
	Treatment	Semi-control	Pure control	Treatment	Semi-control	Pure control
Poor superstructure	40.4	36.2	51.4	23.5	26.2	37.1
Moderate superstructure	33.1	31.8	27.8	36.8	33.9	34.2
Improved superstructure	26.5	32	20.8	39.6	39.8	28.6
n	2986	522	900	2986	522	900

Annexe Table 20: Distribution of households by women's participation (18 and above) in decision-making (%)

Decision	Baseline			Endline		
	Treatment	Semi-control	Pure control	Treatment	Semi-control	Pure control
Savings and Credit Activity (%)	88.1	87.9	80.0	94.9	90.5	83.6
Income Generating Activity (%)	55.4	57.5	44.3	89.3	79.3	58.4
Household Asset Rights (%)	80.3	81.4	76.9	90.9	79.3	81.9
Mobility to shops and bazaar (market) (%)	87.5	89.9	87.2	95.0	94.1	89.3
Purchasing goods for the HH (%)	48.9	48.5	41.9	89.3	86.5	79.3
n	2986	522	900	2986	522	900

Annexe Table 21: Distribution of adolescent girls' perception of parent's interest in marrying them before 18 (%)

Adolescent girls' perception of parent's interest in marrying them before 18	Baseline			Endline		
	Treatment	Semi-control	Pure control	Treatment	Semi-control	Pure control
Yes	5.2	0.0	0.0	3.5	2.9	3.4
No	75.1	89.4	84.8	74.4	88.6	84.7
Do not know	19.7	10.6	15.2	22.1	8.6	11.9
n	466	47	79	312	35	59

Annexe Table 22: Distribution of households by incidence of any household member dropping out from school during the programme period (%)

Incidence of dropout from school of an HH member	Baseline			Endline		
	Treatment	Semi-control	Pure control	Treatment	Semi-control	Pure control
Yes	11.5	14.4	12.2	3.7	6.5	7.4
No	88.1	85.1	87.8	93.4	93.5	92.6
n	2986	522	900	2986	522	900

Annexe Table 23: Distribution of households by incidence of early marriage during the programme period (%)

Incidence of early marriage	Baseline			Endline		
	Treatment	Semi-control	Pure control	Treatment	Semi-control	Pure control
Yes	10.9	12.3	11.1	2.9	6.7	9.4
No	89.1	87.7	88.9	97.1	93.3	90.6
n	2986	522	900	2986	522	900

Annexe Table 24: Distribution of 6-14 years children attending school (%)

Children attending school	Baseline									Endline								
	Treatment			Semi-control			Pure control			Treatment			Semi-control			Pure control		
	Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total
Yes	80.8	89.7	85.4	82.8	86.6	84.6	75.2	87.9	81.4	87.9	93.7	90.8	87.6	81.7	84.7	77.9	83.4	80.6
No	19.2	10.3	14.6	17.2	13.4	15.4	24.8	12.1	18.6	12.1	6.3	9.2	12.4	18.3	15.3	22.1	16.6	19.4
n	1336	1468	2804	250	224	474	475	448	923	1080	1065	2145	186	180	366	344	326	670

Annexe Table 25: Distribution of PG members by primary occupation (%)

Type of occupation	Baseline		Endline	
	Treatment	Semi-control	Treatment	Semi-control
Unskilled labour	16.0	17.0	16.7	15.9
Skilled labour	1.1	1.9	2.5	2.0
Business	8.9	7.0	12.2	8.6
Government or Private Service	2.5	2.6	3.7	2.9
Homemaker	66.3	67.7	59.8	63.5
Others	5.2	3.6	5.1	7
n	2874	510	2874	510

Annexe Table 26: Distribution of HHs by perception of community empowerment (%)

Perception type	Baseline		Endline	
	Treatment	Control	Treatment	Control
Perception of Strong Community Leadership	18.5	18.1	83.0	21.3
Community able to influence local government decision-making	18.0	19.1	79.2	23.7
Livelihood and living conditions improved	N/A	N/A	98.1	40.1
n	2874	900	2874	900

Annexe Table 27: Distribution of HHs by their perceived impact due to infrastructure improvement (%)

	Baseline			Endline		
	Treatment	Semi-control	Pure control	Treatment	Semi-control	Pure control
Waterlogging	26.8	27.3	20.7	6.9	6.9	18.2
Waste overflow from drains	84.5	82.7	82.0	61.3	62.0	73.0
Incidence of diarrhoea among U5 children	5.2	5.0	4.2	2.1	2.2	4.0
Incidence of disease episodes in 90 days preceding the survey	34.1	39.7	30.1	21.2	22.3	26.4
HHs benefiting from SIF infrastructure in the community	-	-	-	96.3	95.3	-
HHs benefiting from CRMIF infrastructure in the community	-	-	-	60.2	-	-
n	2986	522	900	2986	522	900

Annex Table 28: Women (18 and above) participation in decision-making in beneficiary (treatment) HHs (%)

Participation in decision-making	Baseline	Endline
Savings and Credit Activity	88.1	93.0
Income Generating activity	55.7	79.3
Household Asset Rights	80.4	90.6
Participation in decision-making on the healthcare of household members	87.7	92.9
Participation in choosing the family planning method	67.2	72.6
Participation in the making decisions of getting involved with activities of government and non-government organizations	72.0	89.2
n	3508	3508

Annex Table 29: Beneficiary (treatment) household's perception of adolescent participation and early marriage (%)

Household support in early marriage	Baseline	Endline
Household members do not support early marriage	88.9	96.6
Adolescent girls' perceived parents get them married before the age of 18	4.7	3.5
Adolescent girls can participate in their marriage-related decision-making	53.4	68.3
Pay dowry in cash or kind for girl's marriage	33.9	35.8
n	3508	3508

Annex Table 30: Beneficiary household according to incidence of abuse and violence on girls and women

Victims of abuse and violence	Baseline	Endline
Yes	46.7	36.0
No	53.3	64.0
Type of abuse and violence		
Verbal Abuse	43.3	31.7
Battering	26.7	22.3
Sexual harassment at home	8.9	4.8
Sexual harassment in the community	7.4	2.6
Sexual harassment at the workplace	2.1	0.5
n	3508	3508

Annex Table 31: Percentage distribution of households according to the socio-economic status of female household members

Indicators	Baseline	Endline
Female members of the household freely choose their occupations by themselves, and male household members are supportive of them in income-generating activities	64.8	78.6
Female members of the household can participate in local arbitrations (*shalish*) or judgment	32.5	40.5
Marriage issues of boy/girl discussed/consulted with the women of the household	43.4	54.3
Male household members supportive of household work	49.1	58.0
Female members of the household had equal entitlement in food, education and healthcare consumption as males	73.4	78.2
n	3508	3508

NUPRP's scoring for calculating the Multidimensional Poverty Index (MPI)

Indicator	Weight	Questions	Conditions
Education			
Any school-aged child is not attending school in years 1 to 8.	16.7	Are there any children of school-going age (6-14) in your H.H.? If yes, are they ALL attending school?	No = 16.7 Yes = 0
No household member has completed five years of schooling.	16.7	Has any member of the H.H. completed five years of schooling or more?	No = 16.7 Yes = 0
Health			
Any member of the H.H. is disabled.	16.7	Are any members of the H.H. disabled, including yourself?	Yes = 16.7 No = 0
The adult head of the family has given birth to a son or daughter who was born alive but later died.	16.7	Has the adult female head of the family ever given birth to a son or daughter who was born alive but later died?	Yes = 16.7 No = 0
Standard of Living			
The household has no electricity.	5.5	Does your H.H. have the following assets or facilities?	Electricity = 0 No Electricity = 5.5
The household's sanitation facility is not improved (according to MDG guidelines[26]), or it is improved but shared with other households.	5.5	What kind of toilet facility do members of your H.H. usually use? Do you share this toilet facility with other H.H.s?	'Pit latrine without slab /open pit', 'Bucket', 'Hanging toilet/hanging latrine', 'No facilities or bush or field', 'Other' = 5.5 If shared and the type of toilet facility is Pit latrine with slab, flush to a septic tank or piped sewer system or pit or drainage, VIP, composting toilet = 5.5
The household has a dirt, sand or dung floor.	5.5	What is the house floor made of?	Earth/sand or dung = 5.5
The household cooks with dung, wood or charcoal.	5.5	What type of fuel does your H.H. mainly use for cooking?	Animal dung, wood, charcoal = 5.5

[26] Sanitation is either of 'Pit latrine without slab / open pit', 'Bucket', 'Hanging toilet/hanging latrine', 'No facilities or bush or field', 'Other'.

The household does not own more than one radio, T.V., telephone, bike, motorbike or refrigerator and does not own a car or truck.	5.5	Does your H.H. have the following assets or facilities?	If only one asset and does not own a car or truck = 5.5 More than one asset = 0
The household does not have access to safe drinking water (according to MDG guidelines[27]), or safe drinking water is more than a 30-minute walk from home roundtrip.	5.5	What is the main source of drinking water for H.H. members? How long does it take to get to the water source, get water, and return, including waiting time (minutes?)	If it requires more than 30 minutes (irrespective of the type of water source) = 5.5 If the water source is 'Rainwater', 'Tanker-truck', 'Cart with small tank/drum', 'Surface water (river, stream, dam, lake, pond, canal, irrigation channel)', 'Unprotected spring', 'Unprotected well', 'Other' = 5.5

According to MPI, a household is considered poor if it is deprived in at least one-third of the weighted indicators. To compute the multidimensional headcount ratio (H), i.e., the incidence of poverty, the total number of members of poor households is divided by the total number of household members of all households. The MPI reflects the incidence of multidimensional deprivation (a headcount of those in multidimensional poverty) and its intensity (the average deprivation score experienced by poor people) and is computed by multiplying the headcount ratio with the intensity of deprivations. It can create a comprehensive picture of people living in poverty and permits comparisons across countries, regions, and the world and within countries by ethnic group, urban or rural location, and other key household and community characteristics. The MPI offers a valuable complement to income-based poverty measures (UNDP 2020).

[27] If drinking water source is either of 'Rainwater', 'Tanker-truck', 'Cart with small tank/drum', 'Surface water (river, stream, dam, lake, pond, canal, irrigation channel)', 'Unprotected spring', 'Unprotected well', 'Other'.

Difference-in-Difference Method

This method is based on assessing the average change in outcomes of interest for both the treatment (NUPRP beneficiaries) and the control group separately over time (to measure the differences within the groups over time) and then assessing differences between these differences (DiD).

Statistical Expression of Difference-in-Difference (DiD)
Simple DiD: Impact = $[(Y_{t1} - Y_{t0}) - (Y_{c1} - Y_{c0})]$ **Regression-based DiD:** $Y_{it} = \beta_0 + NUPRP_{it}\beta + X_{it}\varphi + T_t\delta + \theta_i + \varepsilon_{it}$ Y_{it} indicates the outcome of interest for household *i* at time *t* $NUPRP_{it}$ Indicates whether household (area) *i* is enrolled (included) in the scheme in year *t* X_{it} indicates time-varying observables *T* indicates the time period of the observation (baseline or endline) β is the average treatment effect on the treated; θ_i is a household fixed effect; ε_{it} is a time-variant error term

For the results of this method to be credible, the selection bias (especially pre-existing unobservable differences between the two groups) needs to be time-invariant so that it may be differenced out. To enhance comparability at baseline, the control group is selected in such a way that it mimics the manner in which the treated group is selected. Thus, provided that selection bias is time-invariant or if it may be assumed that in the absence of the intervention, the two groups would have continued to experience the same trends in outcomes, the application of the DiD approach is likely to yield estimates which may be attributed to the NUPRP.

Annexe 9:
Value for Money (VfM) Indicators

<table>
<tr><th>Component</th><th>Category</th><th>Sl.</th><th>Indicator</th><th>Estimate</th></tr>
<tr><td rowspan="4">Whole Programme</td><td rowspan="4">Economy</td><td>1</td><td>Direct cost per component per year (USD and %)</td><td>
<table>
<tr><th>Component</th><th>Amount (USD)</th><th>% overall</th></tr>
<tr><td>OUTPUT- 1 (Piller 1)</td><td>3,516,085</td><td>4.6%</td></tr>
<tr><td>OUTPUT- 2 (Piller 2)</td><td>7,971,802</td><td>10.3%</td></tr>
<tr><td>OUTPUT- 3 (Piller 3)</td><td>18,773,079</td><td>24.3%</td></tr>
<tr><td>OUTPUT- 4 (Piller 4)</td><td>6,457,761</td><td>8.4%</td></tr>
<tr><td>OUTPUT- 5 (Piller 5)</td><td>21,325,815</td><td>27.6%</td></tr>
<tr><td>M&E, Comms</td><td>3,006,546</td><td>3.9%</td></tr>
<tr><td>Management</td><td>7,533,027</td><td>9.8%</td></tr>
<tr><td>COVID-19 response</td><td>3,332,359</td><td>4.3%</td></tr>
<tr><td>GMS</td><td>5,255,283</td><td>6.8%</td></tr>
<tr><td>Total</td><td>77,171,756</td><td>100.0%</td></tr>
</table>
</td></tr>
<tr><td>1A</td><td>Programme cost by year</td><td>
<table>
<tr><th>Year</th><th>Budget (USD)</th><th>Budget %</th></tr>
<tr><td>2016</td><td>1337829.61</td><td>1.5</td></tr>
<tr><td>2017</td><td>2076745.98</td><td>2.4</td></tr>
<tr><td>2018</td><td>5130372.6</td><td>5.9</td></tr>
<tr><td>2019</td><td>15060736.22</td><td>17.3</td></tr>
<tr><td>2020</td><td>16736266.41</td><td>19.2</td></tr>
<tr><td>2021</td><td>15219476.49</td><td>17.5</td></tr>
<tr><td>2022</td><td>12697404.78</td><td>14.6</td></tr>
<tr><td>2023</td><td>7428129.66</td><td>8.5</td></tr>
<tr><td>2024</td><td>11471627</td><td>13.2</td></tr>
<tr><td>Total</td><td>87158588.75</td><td>100.0</td></tr>
</table>
</td></tr>
<tr><td>2</td><td>Direct cost per development partner per year (USD and %)</td><td>
<table>
<tr><th>Source</th><th>Financing (million USD)</th></tr>
<tr><td>FCDO</td><td>72,668,963</td></tr>
<tr><td>UNDP</td><td>2,224,710</td></tr>
<tr><td>GoB</td><td>12,264,915</td></tr>
<tr><td>Total</td><td>87,158,588</td></tr>
</table>
</td></tr>
<tr><td>3</td><td>Procurement-positive independent audit report (yes or no)</td><td>Yes. NUPRP procurement adopted a mix of UNDP's corporate policies and GoB’s Public Procurement Rules 2008 to procure goods and services. The programme was audited annually under the UN System.</td></tr>
</table>

<table>
<tr><th>Component</th><th>Category</th><th>Sl.</th><th>Indicator</th><th>Estimate</th></tr>
<tr><td></td><td>Efficiency</td><td>4</td><td>Operational cost (incl. comm. management) v direct investment, by component (% share by year and cumulative)</td><td>
<table>
<tr><th>Component</th><th>Direct Investment</th><th>Operational cost</th><th>Total</th></tr>
<tr><td>OUTPUT- 1 (Piller 1)</td><td>47.1%</td><td>52.9%</td><td>100.0%</td></tr>
<tr><td>OUTPUT- 2 (Piller 2)</td><td>13.5%</td><td>86.5%</td><td>100.0%</td></tr>
<tr><td>OUTPUT- 3 (Piller 3)</td><td>64.4%</td><td>35.6%</td><td>100.0%</td></tr>
<tr><td>OUTPUT- 4 (Piller 4)</td><td>81.1%</td><td>18.9%</td><td>100.0%</td></tr>
<tr><td>OUTPUT- 5 (Piller 5)</td><td>81.3%</td><td>18.7%</td><td>100.0%</td></tr>
<tr><td>M&E, Comms</td><td>0.0%</td><td>100.0%</td><td>100.0%</td></tr>
<tr><td>Management</td><td>6.5%</td><td>93.5%</td><td>100.0%</td></tr>
<tr><td>COVID-19</td><td>90.5%</td><td>9.5%</td><td>100.0%</td></tr>
<tr><td>Overall</td><td>56.8%</td><td>43.2%</td><td>100.0%</td></tr>
</table>
</td></tr>
<tr><td rowspan="4">Component 1</td><td rowspan="2">Economy</td><td>5</td><td>Average cost/day of international TA and national programme staff (USD)</td><td>Data Not Available</td></tr>
<tr><td>5A</td><td>Average unit cost of service delivery</td><td>Training and capacity development cost per capita (trainee) per day = 3.4 USD</td></tr>
<tr><td>Effectiveness</td><td>6</td><td>Average proportion of the municipal budget targeted at the urban poor by year (%)</td><td>
<table>
<tr><th>Year</th><th>% of Urban poor budget (Aggregated)</th></tr>
<tr><td>2019</td><td>1.6%</td></tr>
<tr><td>2020</td><td>1.5%</td></tr>
<tr><td>2021</td><td>1.8%</td></tr>
<tr><td>2022</td><td>2.1%</td></tr>
<tr><td>2023</td><td>2.5%</td></tr>
</table>
</td></tr>
<tr><td>(component level)</td><td>7</td><td>Average increase in municipal budget spent on the urban poor by year (%)</td><td>
<table>
<tr><th>Year</th><th>% increase of Urban poor budget (Aggregated)</th></tr>
<tr><td>2019</td><td>-</td></tr>
<tr><td>2020</td><td>-6.3%</td></tr>
<tr><td>2021</td><td>20.0%</td></tr>
<tr><td>2022</td><td>16.7%</td></tr>
<tr><td>2023</td><td>28.6%</td></tr>
</table>
</td></tr>
<tr><td rowspan="2">Component 2</td><td>Economy</td><td>8</td><td>Average cost/day of community facilitators (USD)</td><td>Average cost per community facilitator per day = 3.4 USD
SCG capacity development = 326,400
Unit cost: $14.75 (total cost), $9.11 (direct cost)</td></tr>
<tr><td>Efficiency</td><td>9</td><td>Cost per person/primary group, CDC, Cluster and Federation created, annual average (USD)</td><td>Total CDCs = 3239
Unit cost: $ 1,133 (total cost), $ 694.7 (direct cost)
Note: Considering all costs for the CDC. Breakdown by PG, CDC, Cluster and Town federation is not available.</td></tr>
</table>

Component	Category	Sl.	Indicator	Estimate
		10	Targeting efficiency-inclusion and exclusion error (cumulative %)	87% accurate targeting based on the NUPRP beneficiary selection criteria.
	Effectiveness	11	Number of Primary Group members receiving loans from Savings and Credit Groups (number and % of all members)	45% of SCGs have refunded either partial or full savings with dividends
	(component level)	12	People with disabilities in decision-making positions in community structures (number and % of total, cumulative	1.5% combining CDC, Cluster, and TF
		13	Women from poor HH in decision-making positions in community structures (number and % of total, cumulative)	NUPRP CDC, Cluster, and TF leaders are female
Component 3	Economy	14	Average cost of training per trainee (USD, annual and cumulative average)	Apprenticeship trainees = 15,994 Unit cost: $ 195.46 (total cost), $ 141.30 (direct cost)
	Efficiency	15	Operational cost and direct investment cost for SEF business grants (% share by year and cumulative)	Operational cost: 24.4% Direct investment cost: 72.3%
		16	Operational cost and direct investment cost for SEF education grants (% share by year and cumulative)	Operational cost: 24.4% Direct investment cost: 70.4%
		17	People with disabilities benefiting from skills and employment support (number and % share, by year and cumul.)	371 HHs with PWDs received credit support 1,011 HHs with PWDs received livelihoods, education, and nutrition grant support from NUPRP Total: 1,382 (2.44% of combined business and apprenticeship grant beneficiaries)
		18	Women from poor HH benefiting from skills and employment support (number and % share, by year and cumul)	100% of the business grant receivers are Women from poor HHs 80% of the apprenticeship grant receivers are Women from poor HHs
	Effectiveness	19	Average increase in income six months after completing skills training (USD and %, cumulative average)	Overall increase at Endline: 40.6%
	(component level)	20	Cost per percentage point increase in income for trainees (USD)	Unit cost per beneficiary: $ 195.46 (total cost), $ 147.73 (direct cost); less than the assumed cost in the business case (≈202.5 USD). Cost per percentage point increase for each beneficiary: $4.8 (total cost), $ 3.5 (direct cost)

<table>
<tr><th>Component</th><th>Category</th><th>Sl.</th><th>Indicator</th><th>Estimate</th></tr>
<tr><td></td><td></td><td>21</td><td>Average increase in income six months after receiving business grant (USD and %, cumulative average)</td><td>Overall increase at Endline: 51.6%</td></tr>
<tr><td></td><td></td><td>22</td><td>Cost per percentage point increase in income for business grant recipients (USD)</td><td>Unit cost per beneficiary: $ 171.42 (total cost), $ 129.56 (direct cost)
Cost per percentage point increase for each beneficiary: $4.2 (total cost), $ 3.1 (direct cost)</td></tr>
<tr><td></td><td></td><td>23</td><td>BCR (benefit to cost ratio)-increased earnings as a result of skills training (ratio)</td><td>BCR=4.2, assuming that the skill development benefit will last 5 years.</td></tr>
<tr><td></td><td></td><td>24</td><td>BCR (benefit to cost ratio) - increased earnings as a result of business grant (ratio)</td><td>BCR=4.3, assuming a benefit span of 5 years.</td></tr>
<tr><td>Component 4</td><td>Economy</td><td>25</td><td>Average admin. cost of establishing Community Housing Development Funds (USD, annual average and cumulative)</td><td>18.9% of the total CHDF cost is administrative cost
Total loan recipients: 1405
Average cost as of 2024: $1036</td></tr>
<tr><td></td><td>Effectiveness</td><td>26</td><td>Proportion of local population with improved housing quality (moving above quality threshold) (%)</td><td>CHDF loan recipient: 1405 HHs
Low-cost housing: 646 units = 646 HHs
Total: 1,405+646 = 2051 HHs = 8,614 people benefited
Unit cost: $3225.69 (total cost), $2402.58 (direct cost)</td></tr>
<tr><td></td><td>(component level)</td><td>27</td><td>Proportion of local population with security of tenure threshold (as a result of the programme) (%)</td><td>The risk of eviction reduced to 12% from 24.3% at the baseline.</td></tr>
<tr><td>Component 5</td><td>Economy</td><td>28</td><td>Procurement of infrastructure receives positive independent audit report (yes or no)</td><td>Yes. NUPRP procurement adopted a mix of UNDP's corporate policies and GoB’s Public Procurement Rules 2008 to procure goods and services. The programme was audited annually under the UN System.</td></tr>
<tr><td></td><td>Efficiency</td><td>29</td><td>Operation and maintenance cost as a proportion of direct investment in infrastructure (cumulative%)</td><td>8%</td></tr>
<tr><td></td><td></td><td>30</td><td>% of projects above quality threshold according to prog, engineers, by type of infr. (% by year and cumul.)</td><td>
<table>
<tr><th>Year</th><th># Infrastructure</th><th>%</th></tr>
<tr><td>2018</td><td>1335</td><td>5.6%</td></tr>
<tr><td>2019</td><td>9679</td><td>40.5%</td></tr>
<tr><td>2020</td><td>5636</td><td>23.6%</td></tr>
<tr><td>2021</td><td>2876</td><td>12.0%</td></tr>
<tr><td>2022</td><td>3966</td><td>16.6%</td></tr>
<tr><td>2023</td><td>405</td><td>1.7%</td></tr>
</table>
</td></tr>
</table>

Component	Category	Sl.	Indicator	Estimate
				Total 23897 100.0%
	Effectiveness	31	Increase in poor people with access to infrastructure/by infrastructure type (number, % of local population)	1.8 million (43%)
	(component level)	32	% of poor saying greater security has significantly increased access to services and economic activity (cumulative %)	78% (baseline: 55%)
		33	BCR (benefit to cost ratio)-improved community and municipality infrastructure (ratio)	4.09

In absence of the component and activity specific annualized data, the evaluation team adopted the following table (Table 9.1) for cost breakdowns. The Net Present Value analysis adjusted for a 10% discount rate (as stated in the Business Case f NUPRP) and Inflation rates between 2016 to 2024 (Source: Bangladesh Bank data).

Table 9.1: NUPRP costs (million USD) *(Source: NUPRP Value for Money Strategy Document 2016)*

	2016	2017	2018	2019	2020	2021	2022	Total	%
Component 1: Strengthening pro-poor urban management, policy and planning	0.081	0.975	1.800	2.100	2.250	1.200	0.240	8.644	7%
Component 2: Strong community organisations and an effective voice for the urban poor	0.078	1.288	2.134	2.489	2.667	1.423	0.285	10.363	8%
Component 3: Improved economic and social well-being for the urban poor	0.057	3.888	6.993	8.258	8.741	4.662	0.932	33.531	26%
Component 4: More secure tenure and housing finance for the poor	0.023	2.046	2.674	3.119	3.042	1.782	0.356	13.043	10%
Component 5: Improved resilient infrastructure in, and serving, low-income settlements	0.084	4.888	8.805	10.532	10.999	5.870	1.180	42.359	33%
Research, Evaluation and Learning Unit/M and E	0.049	0.368	0.591	0.690	0.739	0.394	0.079	2.911	2%
Programme management	0.071	1.257	2.057	2.399	2.571	1.371	0.274	10.001	8%
UNDP Grant Management System (GMS)	0.036	0.766	1.285	1.500	1.533	0.857	0.171	6.148	5%
Total	0.479	15.476	26.339	31.087	32.542	17.559	3.518	127.000	100%
%	0%	12%	21%	24%	26%	14%	3%	100%	-

Table 9.2: Estimated Net Present Value of NUPRP investment (USD)

NUPRP Output	Type	Year									Total
		2016	2017	2018	2019	2020	2021	2022	2023	2024	
Output 1: Improving urban governance and planning	Actual	3,357	3,637	45,814	520,870	934,798	1,090,755	1,164,462	623,217	124,665	4,511,576
	Present Value	13,283	11,874	131,606	1,275,227	1,976,037	1,982,124	1,936,202	910,463	150,475	8,387,291
Output 2: Enhancing citizen participation and community mobilisation	Actual	7,287	7,880	87,727	1,241,670	2,049,200	2,390,543	2,554,930	1,366,418	273,657	9,979,312
	Present Value	28,831	25,729	252,004	3,039,939	4,331,733	4,344,105	4,248,192	1,996,210	330,313	18,597,055
Output 3: Enhancing economic development and livelihoods	Actual	17,425	18,856	98,406	2,793,092	4,917,899	5,794,045	6,130,250	3,278,678	655,654	23,704,305
	Present Value	68,944	61,562	282,681	6,838,233	10,395,778	10,528,961	10,193,031	4,789,845	791,394	43,950,430
Output 4: Enhancing housing and land tenure	Actual	5,549	5,985	32,264	1,182,566	1,597,633	1,863,800	1,846,472	1,064,767	212,827	7,811,863
	Present Value	21,955	19,541	92,680	2,895,237	3,377,182	3,386,906	3,070,209	1,555,526	256,888	14,676,124
Output 5: Improving access to climate-resilient infrastructure and basic services.	Actual	19,834	21,465	118,004	3,164,837	5,578,422	6,639,708	6,949,721	3,719,039	746,988	26,958,018
	Present Value	78,476	70,079	338,978	7,748,364	11,792,034	12,065,704	11,555,601	5,433,171	901,637	49,984,045
Total	Actual	53,451	57,823	382,216	8,903,035	15,077,951	17,778,851	18,645,835	10,052,119	2,013,792	72,965,074
	Present Value	211,490	188,785	1,097,949	21,797,001	31,872,763	32,307,800	31,003,235	14,685,215	2,430,707	135,594,945

Table 9.3: Beneficiary/benefit coverage by NUPRP output

NUPRP Output	Type	Year						Total
		2018	2019	2020	2021	2022	2023	
Output 1: Improving urban governance and planning	Share of Urban poor budget	-	1.6%	1.5%	1.8%	2.1%	2.5%	-
Output 2: Enhancing citizen participation and community mobilisation	CDCs revived/formed	1620	640	530	255	61	-	3106
	SCG group formed	1535	16769	795	3579	1952	332	24962
	SCG group members	18420	153033	114278	60221	23360	1001	370313
Output 3: Enhancing economic development and livelihoods	Business grant benefit distributed	13631	8927	8501	4654	4836	-	40549
	Skill building grant distributed	5349	4926	5719	-	-	-	15994
	Nutrition grant distributed	-	7534	9062	2404	6756	2768	28524
	Education grant distributed	13490	2552	3084	-	1648	-	20774
Output 4: Enhancing housing and land tenure	Low-cost housing pilot (units)	-	-	-	-	-	646	646
	CHDF loan	Total Loan Disbursement = 71.5 million BDT (2023-2024) Outstanding: 73.65 million BDT (2023-2024)						
Output 5: Improving access to climate-resilient infrastructure and basic services.	Sanitation facilities (SIF)	672	3803	1996	815	974	74	8334
	Sanitation beneficiary (SIF)	11282	94633	44260	22034	45541	10465	228215
	Water facilities (SIF)	44	759	699	324	626	134	2586
	Water beneficiaries (SIF)	2375	66505	61216	33124	109599	25594	298413
	Other infrastructure (SIF)	619	5117	2941	1737	2366	197	12977
	Other infrastructure beneficiaries (SIF)	27410	359641	299793	367668	372011	43423	1469946
	CRMIF Infrastructure	-	-	2	4	6	9	21
	CRMIF Infrastructure beneficiary	-	-	6185	22088	14722	46253	89248

Table 9.4: Estimated Benefit Value of NUPRP

NUPRP Output	Type	Amount (USD)	Parameters of benefit estimation
Output 1: Improving urban governance and planning	Actual	5,252,953	Assumed that the share of increased budget spent for pro-poor development is around 20%.
	Present Value	9,229,722	
Output 2: Enhancing citizen participation and community mobilisation	Actual	11,070,347	The gain from the benefits gathered from savings and credit group (service charges + admission fees + interests earned from bank).
	Present Value	19,451,198	
Output 3: Enhancing economic development and livelihoods	Actual	107,135,210	The business and skill building grant beneficiaries had net income increase of BDT 4,878 and BDT 4,652 respectively. The benefit is estimated for 5 years and distributed by the number of beneficiaries by year. Added the cost averted for malnutrition of under 5 children.
	Present Value	188,242,352	
Output 4: Enhancing housing and land tenure	Actual	22,052,007	The potential rent averted due to living into the housing units using present value annuity method.
	Present Value	38,746,567	
Output 5: Improving access to climate-resilient infrastructure and basic services.	Actual	116,361,555	Around 10% of the average gross income increase is attributed to SIF and CRMIF beneficiary HHs. The beneficiary HHs round up to around 370,000. The benefit is distributed by the number of beneficiaries by year. Added health benefits due to CRMIF.
	Present Value	204,453,539	
Total	Actual	261,872,071	
	Present Value	460,123,378	

Table 9.5: Benefit Cost Ratio (BCR)

NUPRP Output	**BCR**
Output 1: Improving urban governance and planning	1.10
Output 2: Enhancing citizen participation and community mobilisation	1.05
Output 3: Enhancing economic development and livelihoods	4.28
Output 4: Enhancing housing and land tenure	2.64
Output 5: Improving access to climate-resilient infrastructure and basic services.	4.09
Total	3.39

Annexe 10A:
Risk Assessment for Phase 1 of NUPRP

Risk Assessment for Phase 1 of NUPRP

Risk (Category and Type)	Probability L = Low M = ModerateH = High	Impact L = Low M = ModerateH = High	Mitigation	Risk Owner
Strategic				
An urban sector is crowded. Otherdonor supported interventions in the urban sector duplicate, compete and/or undermine the planned delivery of NUPRP.	M	M	• NUPRP has built-in flexibility for local implementation, especially in regards to Component 1 activities, which are being implemented by other DPs. • NUPRP will seek out and build strong relationships with other DPs through LCG- Urban sector working group and other forumssuch as Bangladesh Urban Forum (BUF). • Detailed and locally tailored city/town implementation plans will ensure a complementary approach with other DP interventions.	• National Project Director, NUPRP • International Project Manager • Urban Programme Specialist • City Liaison Coordinator (s)
The programme fails to engage effectively with those responsiblefor urban policy, which results in limited policy impact	M	M	• Component 1A specifically addresses nationalurban policy development, with strong M&E systems to support the collection of strong evidence to feed policy frameworks. • NUPRP specifically targets policy frameworksthat are scheduled to be developed/approved at national level. • Escalating institutional home from LGED to Ministry/LGD will enable NUPRP more leverage in influencing policy directly.	• National Project Director • International Project Manager • Urban Programme Specialist
Rapid urban growth in peri-urban areas beyond municipal administrative boundaries	H	M	• This risk is more significant to the largest urban areas, such as Dhaka City and Chittagong City. NUPRP will work with otherdonors to craft responses that address the needs outside the framework of urban local government. • Support enhancement of municipal capacity in planning	• International • Project Manager

Risk (Category and Type)	Probability L = Low M = ModerateH = High	Impact L = Low M = ModerateH = High	Mitigation	Risk Owner
			and management to response thenew service-demand in peri-urban areas	
Political				
GoB commitment to a 'national programme' is tepid after earlysigns of commitment	M	H	• Previous UPPR experience demonstrates thatGoB commitment can be developed and strengthened. • NUPRP will support the development of policy frameworks, and strengthen networksthat can influence policy decision makers. The Steering Committee will take an active role in engaging government effectively. • Established organizational relationships fromUPPR will be strengthened further. • A phased approach to programme implementation will establish performanceincentives for GoB. They also offer opportunities to scale back; focus on areas where progress is seen; and even exit. • The flexible approach allows for redirectingresources on interventions that work.	• NUPRP Project Steering Committee • National Project Director • International Project Manager
Lack of coordination, or important differences, within or betweenLGD, other Ministries and LGIs	M	H	• As above • As National Programme Steering Committee will bring together the main institutional stakeholders. It will maintain momentum andactively engage all stakeholders to ensure coordination and to solve any disputes. • Programme will support leadership and coordination within Municipalities as a fundamental part of the approach. • The principles of decentralization and ownership at the local level are embedded inthe design of local level implementation.	Programme Steering Committee • NUPRP Project Steering Committee • National Project Director • International Project Manager

Risk (Category and Type)	Probability L = Low M = ModerateH = High	Impact L = Low M = ModerateH = High	Mitigation	Risk Owner
			• The Bangladesh Urban Forum (BUF) Inter- Ministerial Committee will further support acollaborative approach to urban sector workings.	
Political instability and deterioration in the political environment constrains both the ability of NUPRP to influence national urban policy and operationally the implementationof the programme at city/town level	H	H	• NUPRP will follow strategies deployed duringUPPR that will retain satisfactory delivery during times of political unrest (Hartals). A review of these strategies will be conducted during the Inception Phase. • The decentralized delivery at the city/town and community levels and supported at thedivisional level will ensure continuity in implementation.	• National Project Director • International Project Manager • Town Manager
LGIs are unable to adopt pro-poor policies because they are constrained by national policies,they refuse, or they lack the capacity to take forward the initiatives	L	M	• LPUPAP, UPPR and other DP urban sector interventions have demonstrated thatprogress is possible and desired. • The Local Government Acts (2009) have paved the way for building the ability of city corporations/Paurashavas to manage their affairs. • The well-established community based procedures in partnerships with local government will mitigate the likelihood of therisk of non-participation. • A community-to-community mentoringapproach will ensure that know-how is readily available and will encourage momentum at city • corporations/Paurashavas.	• National Project Director • International Project Manager • City Liaison Coordinator • Town Manager
Newly elected municipal officialslack orientation and capacity to responds to the specific needs ofNUPRP	M	H	• The City Liaison Coordinators and Town Managers will take an active role in engagingwith newly elected municipal officials. • Orientation plan will be developed for thenewly elected officials.	• Town Manager • City Liaison Coordinator
Financial				
Fraud, corruption and	M	H	• Approaches tested during UPPR will be improved and	• National Project

Risk (Category and Type)	Probability L = Low M = ModerateH = High	Impact L = Low M = ModerateH = High	Mitigation	Risk Owner
misuse/misdirection of funds at community, LGI and/or ministry through NIM modality from NPD Office			used in the first instance. Lessons learned from UPPR will also informstrategies to mitigate financial risks.	Director • Internal Audit Coordinator

			• As with UPPR, a Mutual Accountability Unit (MAU) will provide an additional oversight mechanism. MAU will monitor constructionactivities.
			• Strong financial systems and internal audit will be established (through monthly financialreporting). Project expenditure will be audited by FAPAD and OIA periodically.
			• Financial training will be built into programme for staff.
			
			• At community level:
			  • Purchase Committee and Social Audit Committee at the community level areestablished to ensure transparency and accountability.
			  • Spot check by MAU and Town Teamwill occur.
			  • Regular monitoring by field staff (community organizer and technical expert) to verify appropriate beneficiaries are selected according tothe guidelines.
			• Grants distribution through electronic transfer (Mobile Banking) is introducedto ensure disbursement of grants to appropriate recipients.
			• Federation will oversee the activities ofthe CDC Cluster, while CDC Cluster will oversee the activities of CDC.
			• <u>At LGI Level:</u>
			  • Project expenditure is checked by UNDP appointed Finance Officer and Town Manager, is
				• Operations Coordinator
				• International Project Manager
				• Town Manager
				• Town Finance Expert

Risk (Category and Type)	Probability L = Low M = ModerateH = High	Impact L = Low M = ModerateH = High	Mitigation	Risk Owner
			verified by MemberSecretary and approved by the Mayorto ensure the proper use of funds. • Bank transactions are authorized jointly by Member Secretary and the Mayor to ensure sound internal controlsystem. • MAU provides compliance monitoringthrough frequent field visits and periodic audit. • Financial Reporting system / Town Project Board/Project ImplementationCommittee to review and approve periodically. • <u>At NPD Office through NIM Modality:</u> • Project expenditure is certified/verifiedby UNDP appointed Operations Manager, Programme Manager. GoB- assigned Deputy Programme Director and finally approved by the National • Programme Director to ensure properuse of funds. • Bank transactions are authorized jointly by National Programme Directorand Programme Manager to ensure sound internal control system. • Spot check by UNDP Country OfficeTeam (Cluster, Finance and Senior Management). • Financial Reporting system to ProjectBoard/Project Steering Committee to • review and approve periodically.	
Slow growth in LGI revenues and/or LGIs fail to allocate fundsto pro-poor/poverty reducing activities	M	M	• Best options for raising revenue will be identified at the LGI level with central government buy-in. • Specific survey on urban legislation to be conducted during inception phase will inform the development of risks and best options. • Support will be provided for systems strengthening.	• International Project Manager • Output-1 Coordinator • City Liaison Coordinator

Risk (Category and Type)	Probability L = Low M = ModerateH = High	Impact L = Low M = ModerateH = High	Mitigation	Risk Owner
			• Evidence from UGIIP-1 and 2 and from successive diagnostic and scoping studies clearly indicate there is considerable scope to enhance own-source revenue. • A mechanism for sustaining the targeting of funds to the urban poor by LGI will be developed during implementation and will be based on matching funds from GoB through ADP allocations. • Incentives to perform will inform continued inclusion in the programme. • Access to SIF funding will be contingent on a contribution from LGI.	• Town Manager
Resource allocation to climate change resilience funding interventions are insufficient against the needs and incrementalcosts of adaption	M	M	• The focus will be on strategic infrastructure within, or serving low-income communities and therefore are oriented away from majortrunk infrastructure. • Additional funds will be targeted from otherDPs or through the Bangladesh Municipal Development Fund, when insufficient. • Active engagement with local governmentson the important of climate resilience funding will be conducted.	• International Project Manager
International exchange markets lead to a continual devaluation ofthe British Pound when exchanged into United States Dollar, which impacts planned annual budget.	M	M	• Each month, NUPRP finance team will reviewcurrent exchange rate sent by UNDP and willreport to NUPRP management on potential impact on budget due changes of value between UK Pound to US dollar. • UNDP will flag to DFID the potential impacton programme delivery. • NUPRP will seek out other donors for generating funds.	• UNDP Senior Management.

Risk (Category and Type)	Probability L = Low M = ModerateH = High	Impact L = Low M = ModerateH = High	Mitigation	Risk Owner
			• Adjustment of annual work plan based on exchange rate.	
Organisation/ Institutional				
Political interference aroundmeasures to secure tenure	M	M	• Verification of land records for settlementsdeemed eligible under the project will be conducted. • Component 4 is well supported through TA atthe PMU and RSF. • Frequent engagement and monitoring of communities securing land tenure will beconducted. • Land Tenure Action Plans will provide detailed and pragmatic foundation to agree • with viable options.	• Output 4 Coordinator • International Project Manager • Mayor of City/ Municipality
LGIs do not have the capacity tomanage the NUPRP process or undertake future pro-poor programmes	L	M	• UPPR experience has demonstrated theability of LGIs to deliver. • NUPRP is built on targeted capacity development and will systematically targetthree core areas: governance, financial management and planning. • The programme organization provides for ajudicious mix of training and mentoring support through TA, RSF and through community-to-community mentoring.	• Town Manager • City Liaison Coordinator
Social				
Slum populations grow faster thancities can cope	M	M	• Government will be lobbied to increase itsbudget for slum improvement. • NUPRP is focused on building a durable and financially sustainable approach to poverty reduction nationally. This will include a policyand	• International Project Manager • UNDP Senior Management • National

Risk (Category and Type)	Probability L = Low M = ModerateH = High	Impact L = Low M = ModerateH = High	Mitigation	Risk Owner
			implementation approach (through NUPRP's programme) that, in principle, can be applied to addressing the increasingpopulation living in slums. • Discussions are held with bilateral and multilateral donors to increase support forpoverty focused urban development programming. • Engagement with other DPs and NGOs working on urban development will solidify acommon front to maintain urban development as a top priority for • government.	ProjectDirector
Powerful city-level stakeholdersoppose the programme	M	M	• Provisions will be made for tackling suchinterests, based on UPPR experience. • Programme is designed to be flexible torespond to local dynamics. • NUPRP will measure performance throughregular monitoring. • City selection may have political economy criteria to help manage this (patterned) risk. • Town Level Coordination Committee (TLCC)shall be strengthened and mobilized to manage and engage city/town level stakeholders	• Output 1 Coordinator • Town Manager
Gender inequality and social exclusion restrict women and girlsfrom accessing the programme	L	L	• Promotion of gender equality is written throughout NUPRP and is supported bytarget indicators, which will be closely monitored. • Previous UPPR actions demonstrated the level of progress that can be achieved in the	• Town Manager • All Output Coordinators

Risk (Category and Type)	Probability L = Low M = ModerateH = High	Impact L = Low M = ModerateH = High	Mitigation	Risk Owner
			empowerment of women and girls, and will be followed and enhanced.	
Environmental				
Impact of flooding and othernatural hazards	H	H	• NUPRP will focus on identifying risk and vulnerability and will implement adaptationand risk reductions measures. • In the short term, a 'crisis modifier' (contingency fund) will be built into theprogramme. - In the longer term, the programme aims to strengthen the capability of cities to cope with such crises.	• Output 5 Coordinator • Town Manager • City Liaison Coordinator
Climate change localized data is unavailable or uncertain, which makes planning climate resilience measures difficult	H	M	• Climate scenarios will need to be pragmaticand based on available data. Programme plans and designs should treat the scenario ○ as a mid-point and plan for a margin of error.	• Output-5 Coordinator
Programmatic				
Quality of community infrastructure and housinginterventions may not be satisfactory	L	M	• NUPRP will engage Municipal Engineering and Planning Units to ensure supervision ofquality of infrastructure and houses. • NUPRP will ensure that building codes are strictly enforced and environmental checklistand climate sensitive approaches are followed. • Training of the community people on quality construction and maintenance for houses and infrastructure will be provided. • Community participation will be ensured during	• Output 4 and Output 5 Coordinators • City Liaison Coordinator • Town Manager

Risk (Category and Type)	Probability L = Low M = ModerateH = High	Impact L = Low M = ModerateH = High	Mitigation	Risk Owner
			designing and implementation of community infrastructures and houses to ensure functional specification. • Community based monitoring of infrastructures and houses will be ensuredthrough CDCs and Project ImplementationCommittee.	
Potential exclusion of extreme poor or vulnerable beneficiaries ormisidentification of appropriate beneficiaries.	M	M	• Baseline survey to identify all communitymembers at identification • Ensure third party monitoring by civil society. • Establish a grievance mechanism at urbanresource centres within each slum to helpseek redress. • Regular monitoring by field staff (communityorganizer and technical expert) to verify appropriate beneficiaries are selected according to the guidelines. • Grants distribution through electronic transfer (Mobile Banking) is introduced to ensure disbursement of grants to appropriaterecipients. • Federation will oversee the activities of the ○ CDC Cluster, while CDC Cluster will overseethe activities of CDC.	• Output 2 Coordinator • Towson Managers
Gender parity at programme management level cannot be achieved and NUPRP HQ and Field Office facilities are not gender sensitive.	M	M	○ Special preference will be given to female ○ candidates in short-listing and interviewprocesses for NUPRP jobs. ○ Family arrangements are taken into accountfor Field-based postings. ○ More investment and attention to women-friendly office space/facilities at both headquarters and field	• International Project Manager • Town Manager • Operations Coordinator

Risk (Category and Type)	Probability L = Low M = ModerateH = High	Impact L = Low M = ModerateH = High	Mitigation	Risk Owner
			○ offices will be prioritized.	

Annexe 10B:
Social and Environmental Screening

Annex 1 : Social and Environmental Screening

The completed template, which constitutes the Social and Environmental Screening Report, must be included as an annex to the Project Document. Please refer to the Social and Environmental Screening Procedure *and* Toolkit *for guidance on how to answer the 6 questions.*

Project Information

Project Information	
1. Project Title	National Urban Poverty Reduction Programme (NUPRP)
2. Project Number	00084928 (Covid-19 Output ID – 00121481)
3. Location (Global/Region/Country)	Bangladesh

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

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

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

The NUPRP aims to develop a genuinely national approach to urban poverty reduction, based on the Urban Partnerships for Poverty Reduction (UPPR) dividends, having aligned with the human right centric activities. Based on the successful elements of the UPPR, the programme will take up activities for capacity building of the community people in changing their lot through ensured participation in decision making, training and building capacity, institutionalising community organisations, attending peer learning experiences and sessions would able to influence the 'duty bearers' to serve for the rights holders of the community irrespective of age, gender, religion. Throughout a concentrated effort aligned in 5 interrelated objectives of the programme, NUPRP would contribute to wider urban development, governance and service delivery that will have an indirect impact on poor people at the city and municipal level. Recognizing the distinct exacerbated disadvantage encountered by people with disabilities that cut across vulnerable groups, the programme will ensure that the needs of people with disabilities are also addressed. It will also take account of the needs of women, men, children, youth, and the elderly in developing policy responses and implementation.
High prevalence of diseases, chronic malnutrition coupled with inadequate access to health services makes the urban poor more vulnerable to various health hazards especially epidemic like COVID-19. NUPRP is primarily focusing on implementing the nCOVID-19 emergency response activities towards the urban poor in the NUPRP cities and towns. The response includes providing public awareness, soap distribution, installing handwash facilities in the community and food basket for the urban poor in the programme cities and towns. In addition, capacity of urban local government will be strengthened on disaster and epidemic preparedness planning and management during crises situations.

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

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

NUPRP will reinforce safeguard issues to prevent violence against women and girls; because women and girls faces greater risks of violence during and post nCOVID lockdown and job-loss syndromes;

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

Considering the inter-linkages among Poverty and Environment, NUPRP planned to enhance social and environmental sustainability through application of UNDP and government Social and Environmental Standards and related Accountability Mechanism. The project has already identified key entry points for mainstreaming environmental and climate change issues including Municipal Master Plans, micro infrastructure rehabilitation and capacity building of government and non-government stakeholders, and local community. The project will review and update Municipal

Master Plans for addressing the needs of the poor, and Community Climate Change Resilience Strategies (CCCRS). Furthermore, community infrastructures and housing interventions will consider environmental sustainability and climate change adaptation and mitigation measures. For institutionalization of climate change in the local urban development process, the project will also emphasize on improvement of municipal budgeting for adaptation and mitigation.

In addition, Climate-resilient infrastructure and SIF activities will be implemented with priority where it is more connected to restoring the livelihoods and public services and enhancing local economy due to nCOVID impact.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? *Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any "Yes" responses). If no risks have been identified in Attachment 1 then note "No Risks Identified" and skip to Question 4 and Select "Low Risk". Questions 5 and 6 not required for Low Risk Projects.*	**QUESTION 3: What is the level of significance of the potential social and environmental risks?** *Note: Respond to Questions 4 and 5 below before proceeding to Question 6*			**QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?**
Risk Description	***Impact and Probability (1-5)***	***Significance (Low, Moderate, High)***	***Comments***	***Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.***
Risk 1: There are minority/indigenous people/ families including Bihari and Dalits community, live in the project area and it might be challenging for the project to give special focus to them, rather encourage them to be involved/mainstreamed within the regular programme.	I = 1 P =1	Low	A very small number of indigenous people/ families are living in the project area; it might be less than 1% as per assumption.	

Risk 2: In coastal cities, tidal surge may happen or other natural disaster that might hamper the regular life of the urban poor.	I = 1 P = 1	Low	Weather forecast, along with early warning is possible and Standing Order of Bangladesh (SOB) has detailed ToR for disaster management.	
Risk 3: …..	I = P =			
Risk 4: ….	I = P =			
[add additional rows as needed]				

	QUESTION 4: What is the overall Project risk categorization?		
	Select one (see SESP for guidance)		**Comments**
	Low Risk	☑	
	Moderate Risk	☐	
	High Risk	☐	

	QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?		
	Check all that apply		**Comments**
	Principle 1: Human Rights	☐	
	Principle 2: Gender Equality and Women's Empowerment	☐	
	1. Biodiversity Conservation and Natural Resource Management	☐	
	2. Climate Change Mitigation and Adaptation	☐	
	3. Community Health, Safety and Working Conditions	☐	
	4. Cultural Heritage	☐	
	5. Displacement and Resettlement	☐	
	6. Indigenous Peoples	☐	

	7. Pollution Prevention and Resource Efficiency	☐	

Final Sign Off

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

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks	
Principles 1: Human Rights	**Answer (Yes/No)**
1. Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2. Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? [28]	No
3. Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4. Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6. Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7. Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8. Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment	
1. Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2. Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No

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

3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? *For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being*	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? *For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes*	No
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? *For example, construction of dams, reservoirs, river basin developments, groundwater extraction*	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No

1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? *For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.*	No
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant[29] greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? *For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding*	No
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No

[29] In regards to CO_2, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions?[30]	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		

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

6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	Yes
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? *If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.*	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs?	No

	For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol	
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

Annexe 11:
Qualitative Findings Summary and Case Stories

QUALITATIVE FINDINGS

1. METHODOLOGY

1.1. Method

In the endline evaluation of the National Urban Poverty Reduction Programme (NUPRP), the qualitative data collection method employed a comprehensive approach to gather detailed insights from various stakeholders. The qualitative component complemented the quantitative survey by focusing on individual and group narratives at a specific point in time, providing deeper context and understanding of the programme's outcomes. The qualitative findings were derived from an extensive qualitative survey conducted as part of the NUPRP endline evaluation.

This qualitative research was designed to complement the quantitative survey and offer deeper insights into the programme's impact by capturing individual narratives and experiences at a specific moment. Data were collected using various qualitative techniques, including In-Depth Interviews (IDIs), Focus Group Discussions (FGDs), Key Informant Interviews (KIIs), and Observation Checklists. These methods were strategically chosen to gather rich, contextual information from various stakeholders, including community beneficiaries, Community-Based Organization (CBO) leaders, and representatives from relevant national, municipal, and community agencies.

The qualitative data collection was grounded in purposeful sampling, particularly criterion sampling, which involved selecting participants who were especially knowledgeable or experienced with the program's interventions. This approach ensured that the study captured significant and relevant experiences essential for contextualising and enriching the quantitative findings. By integrating these diverse qualitative methods, the study was able to provide a nuanced understanding of the programme's outcomes, challenges, and best practices, thereby offering a comprehensive assessment of its endline impact.

1.1.1. In-Depth Interview (IDI)

In-depth interviews (IDIs) were conducted to gather insights from members of the Community Development Committees (CDCs), CDC Clusters, and Town Federations. The IDIs aimed to explore community experiences related to social inclusion, functional autonomy, resilience in crises, livelihood situations, and decision-making at the household level. A total of 35 IDIs were conducted, with the respondents including 15 CDC members, 10 CDC Cluster members, and 10 Town Federation members. A semi-structured guideline was used, and data collectors were trained to handle interviews with individuals with disabilities. Responses from caregivers were used when necessary. Interviews were conducted face-to-face, adhering to COVID-19 safety protocols, with sessions lasting approximately 60 minutes.

Table 1: Distribution of IDIs

Target Respondent	Sample Size
Members of CDCs	15
Members of CDC Clusters	10
Members of Town Federations	10
Total IDIs	**35**

1.1.2. Focus Group Discussion (FGD)

Focus Group Discussions (FGDs) were conducted to document collective perspectives and opinions from community members. The FGDs involved 30 sessions, focusing on beneficiaries of Nutrition grants, Education grants, Business grants (including MSEF), Apprenticeship grants, Group Business,

and Primary Group (PG) members who did not receive direct support. Each FGD consisted of 5-8 participants, ensuring diverse representation across disability types, age, and gender. The sessions were conducted by trained facilitators, with discussions recorded after obtaining informed consent. The FGDs lasted approximately 90 minutes and were conducted face-to-face with COVID-19 safety measures in place.

Table 2: Focus Group Discussions (FGDs)

Target Respondent	Sample Size
Beneficiaries of Nutrition grant	5
Beneficiaries of Education grant	5
Beneficiaries of Business grant (including direct beneficiaries of MSEF)	5
Beneficiaries of Apprenticeship grant	5
Beneficiaries of Group Business	5
PG members not receiving direct support	5
Total FGDs	**30**

1.1.3. Key Informant Interview (KII)

Key Informant Interviews (KIIs) were conducted with stakeholders at both the national and municipal levels. The national-level interviews involved ten officials, including those from the General Economic Division, Local Government Division, National Housing Authority, IMED, Municipal Association of Bangladesh, and Bangladesh Urban Forum. At the municipal level, 15 KIIs were conducted with key Local Government Institution (LGI) officials and members of multi-sectoral committees. Additionally, 10 KIIs were conducted with UNDP and NUPRP officials at the programme headquarters. These interviews focused on the programme's implementation, outcomes, and the informants' understanding of the relationship between disability and poverty.

Table 3: Key Informant Interviews (KIIs)

Target Respondent	Sample Size
National Level: Officials of GED, LGD, NHA, IMED, MAB, BUF	10
Municipal Level: Key LGI officials, Multi-sectoral Committee members	15
Programme HQ: UNDP and NUPRP officials	10
Total KIIs	**35**

1.1.4. Consultation Meetings

A total of 19 consultation meetings were held with NUPRP Town Office officials. These meetings aimed to gather insights from those directly involved in the programme's implementation at the local level, discussing progress, challenges, and best practices.

Table 4: Consultation Meetings

Target Respondent	Sample Size
NUPRP Town Office Officials	19
Total Consultation Meetings	**19**

1.1.5. Case Studies

A total of 05 case studies were documented, highlighting success stories and the experiences of NUPRP community champions. These case studies aimed to illustrate the programme's impact on individuals and communities, focusing on how the NUPRP programme contributed to positive changes in their daily lives.

Table 5: Case Studies

Target Respondent	Sample Size
Success Stories/NUPRP community champions	5
Total Case Studies	**5**

1.2. Data Management and Analysis

Qualitative data analysis was a continuous and iterative process. It involved repeated movement back and forth between the raw data (narrative text), codes, categories, and plausible explanations that emerged. The process concluded with a reasonable Discussion. The analysis encompassed data management, sorting, and synthesising the data. This enabled the analyst to progress to more interpretative work and make sense of the findings by producing descriptive and explanatory accounts.

Below is the outline of approaches to qualitative data analysis:

- Documentation of the data and the process of data collection
- Organisation/categorisation of the data into concepts
- Connection of the data to show how one concept may influence another
- Corroboration/legitimisation, by evaluating alternative explanations, disconfirming evidence, and searching for negative cases
- Representing the account (reporting the findings)

Once the analysis was completed, triangulation was undertaken using various methods (consultation meetings, KIIs, IDIs, FGDs, case studies, and observations) and perspectives with multiple data sources. This involved checking the consistency of participants' statements on the same topic over time, comparing individuals' perspectives to cross-check the results, and verifying interview and FGD data against programme documentation and other written evidence. To analyse the qualitative data, HDRC employed thematic analysis to examine the NUPRP programme's outputs, while narrative analysis was utilised to interpret the respondents' quotes.

Table 6: Broad Thematic Mapping for Qualitative Analysis

Programme objectives[31]	Objective-wise outcome	Theme
To facilitate climate-resilient housing and essential services for low-income households	**Output 4:** Housing and land tenure (Main)	• Tenure Security • Low-Cost Community Housing
	Output 3: Economic development and livelihoods (Partly)	• Income • Food Security • Education • Resilience • Community Infrastructure (Basic Services-WASH)
To build community organisation, skills and enterprise development for women and girls	**Output 2:** Citizen participation and community mobilisation	• Community Cohesion • Capacity Development, • Participation And LGI Decision-Making

[31] Based on Project documents

Programme objectives[31]	Objective-wise outcome	Theme
To enhance the climate adaptive capacity of the low-income community through resilient infrastructure	**Output 5:** Infrastructure and the basic services/climate-resilient infrastructure (Main)	• CRMIF • CHDF {funding for community housing}
	Output 3: Economic development and livelihoods (Partly)	• Income • Food Security • Education • Resilience • Community Infrastructure (Basic Services-WASH)
To strengthen municipal capacity for improved urban management, policy and planning.	**Output 1:** Urban governance and planning (Main)	• Capacity Development • Budget allocation and implementation — Poverty reduction — Inclusive, climate-smart urban development (Municipal Level) — Functional decentralised committees
	Output 2: Citizen participation and community mobilisation (Party)	• Community Cohesion • Capacity Development, • Participation And LGI Decision-Making

The programme objectives were aligned with specific outcomes and themes to achieve the intended impact. One of the primary objectives was to facilitate climate-resilient housing and essential services for low-income households. This was principally addressed through Output 4, which focused on housing and land tenure, with key themes including tenure security and low-cost community housing. Additionally, Output 3, which concentrated on economic development and livelihoods, partially contributed to this objective by addressing themes such as income, food security, education, resilience, and basic community infrastructure, including WASH services. Another objective aimed to build community organisation, skills, and enterprise development, particularly for women and girls. This was achieved through Output 2, which centred on citizen participation and community mobilisation. The main themes under this objective included community cohesion, capacity development, and active participation in local government institution (LGI) decision-making.

The programme focused on resilient infrastructure to enhance the climate adaptive capacity of low-income communities. Output 5 was the primary outcome supporting this objective, with themes such as the Climate Resilient Municipal Infrastructure Fund (CRMIF) and the Community Housing Development Fund (CHDF). Additionally, Output 3 partially supported this objective by contributing to themes related to income, food security, education, resilience, and community infrastructure. Finally, the programme sought to strengthen municipal capacity for improved urban management, policy, and planning. This was mainly addressed through Output 1, which focused on urban governance and planning. Key themes included capacity development, budget allocation and implementation, poverty reduction, inclusive and climate-smart urban development at the municipal level, and the functionality of decentralised committees. Output 2 also played a partial role in this objective by fostering community cohesion, capacity development, and participation in LGI decision-making.

2. FINDINGS

2.1. Tenure Security

The National Urban Poverty Reduction Programme (NUPRP) was instrumental in addressing the tenure security needs of urban poor communities across 19 towns and cities in Bangladesh. The programme aimed to facilitate climate-resilient housing and essential services, ensuring that low-income households could secure tenure and access affordable housing. This objective was pursued through various initiatives, including the Community Housing Development Fund (CHDF) and low-cost housing projects. However, despite these efforts, the analysis of qualitative data reveals significant challenges and mixed outcomes in achieving long-term tenure security for the targeted populations.

Key Informant Interviews (KIIs) Findings

The NUPRP's efforts to secure land tenure and provide low-cost housing were met with both success and significant barriers. Government officials highlighted the programme's limitations in fully addressing tenure security due to budget cuts and the repurposing of interventions. One official from Narayanganj City Corporation noted, ***"The decision to drop secured land tenure-related interventions due to budget reductions and programme repurposing is a significant drawback as these interventions could have provided long-term security and stability for marginalised communities***". This points to the missed opportunities resulting from financial constraints and the lack of sustained engagement with key government bodies, such as the Ministry of Housing and Public Works (MoH&PW) and the National Housing Authority (NHA).

Another official from Gazipur City Corporation emphasized the need for continued collaboration with these agencies, stating, ***"If NUPRP and similar programmes are to reach their goals of enabling access to low-cost housing and supporting tenure security, then such engagement is necessary and recommended***. This underscores the importance of integrating tenure security into national urban policies and the challenges posed by the limited scope of the CHDF, which, despite its achievements, faced sustainability issues post-programme. The KII noted that while the infrastructure developments were well-received and met immediate needs, the lack of secured land tenure posed a significant risk to their sustainability. One KII report from Rajshahi stated, ***"The housing units are well-constructed, but without secured tenure, the long-term benefit to the community is uncertain".***

Focus Group Discussions (FGDs) Findings:

Participants in FGDs expressed concerns about the uncertainty surrounding land tenure despite the benefits received from the NUPRP's housing initiatives. One community leader from Khulna City Corporation shared, ***"CHDF loan helped marginalised people to improve their housing. These people have no access to banks because they require many documents they do not have"***. This statement highlights the significant role that CHDF played in providing financial support for housing, particularly for those excluded from traditional banking services. However, the discussions also revealed anxiety about the long-term viability of these housing improvements, particularly in the absence of secured land tenure.

Tenure security has been a significant concern among the urban poor. The support from NUPRP played a crucial role in helping communities resist eviction attempts, which has been vital for maintaining the stability and security of these vulnerable populations.

"Our relationship with the mayor and councillors and the strength of CBO Network helped us to resist eviction attempts."

— CDC Cluster Leaders, Gazipur CC, Rajshahi CC

In-Depth Interviews (IDIs) Findings:

During IDIs with members of Community Development Committees (CDCs) and Town Federations, respondents echoed similar concerns regarding tenure security. One CDC leader from Patuakhali stated***, "The NUPRP provided us with improved housing, but without secured tenure, we are still vulnerable. The fear of eviction looms over us".*** This reflects the precariousness of their situation despite the physical improvements in their living conditions. Another respondent from Gopalganj added, ***"NUPRP's efforts in promoting low-cost housing are commendable, but without proper tenure security, the sustainability of these efforts is in question"***. This indicates that while the programme made strides in housing provision, the lack of secured tenure remains a critical gap that undermines the long-term impact of these initiatives.

Discussion

The NUPRP's efforts to enhance tenure security through low-cost housing and financial support mechanisms like the CHDF were met with both successes and significant challenges. While the programme made substantial progress in improving housing conditions for the urban poor, the lack of secured tenure due to budgetary constraints and limited government engagement emerged as a critical weakness. This gap poses a significant risk to the long-term sustainability of the programme's achievements, leaving many beneficiaries uncertain about their future housing security. The analysis underscores the importance of integrating tenure security more robustly into future programmes and ensuring sustained government engagement to address this issue comprehensively. As one municipal official from Cox's Bazar aptly put it, ***"NUPRP taught us a lot in the past few years. We are now starting to practice the learnings in our lives. A longer presence of NUPRP would have made the socio-economic and infrastructure-related changes more sustainable"***. This highlights the need for continued efforts to secure land tenure as an integral part of urban poverty alleviation initiatives.

2.2. Low-Cost Community Housing

The National Urban Poverty Reduction Programme (NUPRP) aimed to address the acute housing needs of low-income households by piloting low-cost, climate-resilient housing in several towns across Bangladesh. Despite the ambitious goals and some successes, the programme encountered significant challenges in achieving long-term sustainability and broad impact. This analysis consolidates findings from various qualitative methods to provide a detailed understanding of the programme's outcomes related to low-cost community housing.

Key Informant Interviews (KIIs) Findings:

Officials involved in the NUPRP highlighted both the achievements and the challenges faced by the low-cost housing initiatives. The programme piloted environment-friendly and low-cost housing using innovative materials such as ferrocement hollow bricks in four towns: **Chandpur, Gopalganj, Kushtia, and Noakhali**. However, these efforts were hampered by resource constraints and the lack of sustained government support. One official remarked, **"*The NUPRP's efforts in promoting low-cost housing are commendable, but without proper tenure security, the sustainability of these efforts is in question*"** (Chittagong). This sentiment underscores the interconnectedness of tenure security and housing sustainability, pointing to the broader systemic issues that need to be addressed.

Another key insight from the KIIs was the concern about the adequacy of the loan amounts provided by the Community Housing Development Fund (CHDF). An official stated, **"*The CHDF loan amounts required to be increased considering the price hike in construction materials*"**. This reflects the rising costs that outpaced the financial support available to beneficiaries, highlighting the need for more

robust financial planning and support mechanisms to ensure that housing projects can be completed as intended.

Focus Group Discussions (FGDs) Findings:

Participants from FGDs, particularly from towns like **Chattogram and Rajshahi**, expressed appreciation for the CHDF loans, which enabled marginalized communities to improve their housing. However, concerns were also raised about the long-term viability of these improvements. A community leader from Rajshahi shared, **"*Socially and economically marginalised households are benefited from CHDF. They now could have improved the house. However, the loan amount required to be increased considering construction materials price hike*"** (Location: Rajshahi). This statement reflects the financial difficulties beneficiaries face in completing their housing projects due to insufficient loan amounts.

The FGDs also revealed the anxiety among beneficiaries regarding the future of these housing improvements, particularly in the absence of secured tenure. The rising costs and the limited scope of the CHDF created uncertainty about the sustainability of the housing projects, with participants expressing a need for increased financial support and better planning.

In-Depth Interviews (IDIs) Findings:

IDIs with members of Community Development Committees (CDCs) and Town Federations provided further insights into the challenges faced by the low-cost housing initiatives. One respondent from **Kushtia** highlighted the ongoing low-cost housing pilot projects, stating, **"*Four local governments started building affordable housing units in June 2021. Despite progress, beneficiary selection is yet to be completed*"** (Location: Kushtia). This comment reflects the implementation challenges and delays that affected the timely delivery of housing units to the intended beneficiaries.

Another interviewee from **Gopalganj** remarked, **"*The NUPRP's efforts in promoting low-cost housing are commendable, but without proper tenure security, the sustainability of these efforts is in question*"** (Location: Gopalganj). This underscores the critical importance of integrating tenure security into housing initiatives to ensure that the benefits of such projects can be sustained over the long term.

NUPRP's interventions in low-cost community housing have provided critical support to some of the most marginalized groups, such as waste management workers, ensuring they have access to improved living conditions. This initiative is especially important in areas like Kushtia, where housing conditions were previously dire.

"The low-cost housing project is a must one for the Kushtia. This project will ensure our pit-emptier/waste management workers community access to improved housing for those in horrible conditions." — A CDC Leader, Kushtia

Consultation Meeting Findings:

During consultation meetings with town officials, the issue of resource constraints and the sustainability of the CHDF was frequently discussed. An official from **Noakhali** emphasized, **"*NUPRP's low-cost housing model is a good start, but without continuous support and adequate funding, it is hard to see how these houses will remain affordable for the urban poor*"** (Location: Noakhali). This highlights the need for ongoing financial and technical support to maintain the affordability and sustainability of the housing provided under the NUPRP.

Discussion:

The NUPRP's low-cost community housing initiatives provided valuable insights into the challenges and opportunities associated with affordable housing for the urban poor. While the programme made significant strides in piloting innovative housing solutions, the sustainability of these efforts was undermined by financial constraints, rising costs, and the lack of secured tenure. The findings suggest that for future programmes to succeed, there must be a stronger focus on securing long-term financial support, addressing systemic issues related to tenure security, and ensuring continuous government engagement. As one Town Federation Member aptly stated, **"*A longer presence of NUPRP would have made the socio-economic and infrastructure-related changes more sustainable*"** (Location not specified). It underscores the need for sustained efforts and support to build on the NUPRP's foundations and ensure lasting benefits for the urban poor.

2.3. Income

The National Urban Poverty Reduction Programme (NUPRP) made significant strides in enhancing the income levels of urban poor households across 19 cities and towns in Bangladesh. The programme aimed to improve economic development and livelihoods, particularly through business development grants, skill apprenticeship grants, and other related interventions. These efforts have led to substantial increases in household income and have positively impacted food security, savings, and overall living standards.

Key Informant Interviews (KIIs) Findings:

Officials involved in the NUPRP highlighted the programme's success in fostering income growth among the targeted communities. One official from Narayanganj noted, "***NUPRP's business and skill apprenticeship grants played a crucial role in influencing household income and food security. The programme's collective approach, rather than focusing on individual grants, is what truly made a difference.*"** This statement underscores the comprehensive strategy of NUPRP in addressing multi-dimensional poverty by providing various forms of support to enhance income. Another key informant from Chattogram mentioned the impact of infrastructure development on income, stating, **"*Infrastructure development under NUPRP, such as road improvements and market access, significantly lowered business costs and enhanced access to markets and services, leading to increased sales and revenue for grant recipients*"**. This highlights the indirect yet substantial impact of infrastructure improvements on household income.

Focus Group Discussions (FGDs) Findings:

Participants in FGDs from different towns shared their experiences with the income-generating activities supported by NUPRP. One business grant beneficiary in Chattogram City Corporation expressed, **"*Since I started the business with grant support from NUPRP, I have had a say and importance in my family and community. Even my neighbours seek my advice*"**. This quote reflects not only the financial empowerment provided by the grants but also the social upliftment that came with increased income. Another FGD participant from Rangpur discussed the broader impact on household income, stating, **"*The NUPRP's skill apprenticeship training allowed a new income-earning member to contribute to our household within six months of completing the training, which has significantly improved our financial situation*"** . This indicates the rapid and tangible benefits of the skill development initiatives under the programme.

In-Depth Interviews (IDIs) Findings:

In IDIs with grant recipients, respondents echoed the positive impact of NUPRP on their income levels. One participant from Barishal mentioned, **"*Our monthly income has increased due to the NUPRP***

grants, which have allowed us to save more and improve our living conditions." This reflects the significant financial gains that were directly attributable to the programme's interventions.

Another respondent from Sylhet highlighted the role of the programme in reducing unemployment, stating, ***"The skill development grants from NUPRP reduced unemployment in our household, and now we are more financially stable"***. This statement demonstrates the programme's effectiveness in addressing one of the critical aspects of urban poverty—unemployment—through skill enhancement and job creation.

The economic empowerment of individuals, particularly women, through business grants provided by NUPRP has significantly transformed lives. Women who previously had no voice in their communities are now key contributors to their families and communities, both financially and socially. NUPRP's support also helped entire households to increase their income and improve their socio-economic conditions, which included being able to afford educational expenses for their children.

"We are now self-dependent by establishing my business with grant support from NUPRP. Our households' income increased, and the socio-economic condition of households also improved. With our earnings, we could bear the educational expenses of my daughters."

— Business Grant Beneficiaries, Cumilla CC

"As a woman, I had no voice in my home and community in the past. Since I started the business with grant support from NUPRP, I have had a say and importance to my family and community. Even my neighbours seek my advice."

— A Business Grant Beneficiary, Chattogram CC

Discussion:

The NUPRP's initiatives to enhance household income through business development and skill apprenticeship grants were met with considerable success. The programme's comprehensive approach, including infrastructure improvements and community engagement, played a vital role in these outcomes. While the direct financial support from grants was crucial, the broader impact on market access, cost reductions, and employment also significantly contributed to increased income levels. The analysis underscores the importance of continued support for such multi-faceted programmes to sustain and further enhance the economic well-being of urban poor communities in Bangladesh. As one FGD participant from Rangpur aptly put it, ***"NUPRP has not only improved our income but has also given us the confidence and skills to sustain this improvement in the long run"***. This highlights the programme's lasting impact on the beneficiaries' economic resilience and self-sufficiency.

2.4. Food Security

The NUPRP's impact on food security among urban poor households was one of its most crucial achievements. The programme implemented various forms of support, including nutrition grants, food basket distributions, and skill development initiatives, which significantly improved access to nutritious food across 19 cities and towns in Bangladesh.

Key Informant Interviews (KIIs) Findings:

Officials involved in the NUPRP highlighted the programme's success in improving food security among vulnerable populations. One official noted, ***"NUPRP's nutrition grants provided critical support to households, particularly those with pregnant and lactating women, ensuring they had access to essential food supplies and improved their overall nutritional status"***. This approach was vital in addressing immediate nutritional needs while also contributing to long-term food security.

Another KII respondent emphasized, **"*By improving household incomes through various grants, NUPRP indirectly enhanced food security as families could afford better and more nutritious food*"**. This underscores the importance of integrating income-generating activities with food security interventions to achieve sustainable outcomes.

Focus Group Discussions (FGDs) Findings:

Participants in FGDs echoed similar sentiments, expressing how the nutritional support from NUPRP had transformed their lives. One participant from **Rangpur City Corporation** mentioned, **"*The food basket support from NUPRP during my pregnancy helped me maintain a healthy diet, which I could not have afforded otherwise*"**. This quote illustrates the direct impact of the programme's nutrition-focused interventions on the well-being of pregnant women and their families.

In **Gopalganj**, group business grant beneficiaries shared, **"*The income we earned through NUPRP's grants allowed us to buy more food and improve our diet, leading to better health for our children*"**. These FGDs highlight the broader impact of NUPRP on household food security and overall health.

In-Depth Interviews (IDIs) Findings:

During IDIs, beneficiaries provided detailed accounts of how NUPRP grants had improved their food security. A respondent from **Dhaka North City Corporation**, who received business development support, stated, **"*The financial support we received from NUPRP helped us overcome food shortages during the lean season, ensuring that our family had enough to eat*"**. This reflects how the programme's financial interventions directly contributed to alleviating food insecurity.

Another IDI respondent from **Gopalganj** mentioned, **"*The skills we learned through NUPRP training have allowed us to continue earning a steady income, which has sustained our ability to provide food for our family*"**. This demonstrates the programme's long-term impact on food security through skill development and income generation.

Food security, especially for vulnerable populations such as pregnant women, has been significantly enhanced through NUPRP's nutrition counselling and food basket support. These interventions ensured families could maintain a nutritious diet even during challenging times.

"We are thankful to NUPRP for their nutrition counselling and food basket support. This support helped ensure our nutrition during pregnancy." — Nutrition Grant Beneficiaries, Rangpur CC.

Moreover, the financial support provided by NUPRP helped families overcome food shortages during lean seasons, highlighting the importance of sustained economic aid.

"The financial support we received from NUPRP helped us overcome food shortages during the lean season, ensuring that our family had enough to eat." — A Beneficiary.

Discussion:

The NUPRP's efforts to enhance food security through targeted nutritional support, financial assistance, and skill development were successfully met. The programme's comprehensive approach, including direct food aid and income-generating activities, played a vital role in these outcomes. The qualitative data collected through KIIs, FGDs, and IDIs provide a comprehensive picture of the programme's impact on food security across various regions, including Rangpur, Gopalganj, and Dhaka North. These findings underscore the importance of continued support for such multi-faceted programmes to sustain and further enhance the food security of urban poor communities in Bangladesh.

2.5. Education

The National Urban Poverty Reduction Programme (NUPRP) made notable strides in enhancing educational outcomes for children in urban poor communities across 19 cities and towns in Bangladesh. The programme focused on reducing financial barriers to education by providing education grants, school supplies, and uniforms. These efforts were crucial in increasing school enrolment and reducing dropout rates, particularly for girls and children from marginalized families.

Key Informant Interviews (KIIs) Findings:

Officials involved in NUPRP emphasized the programme's success in improving educational access and retention. One Dhaka North City Corporation official noted, **"The education grants provided by NUPRP have significantly reduced dropout rates among school-aged children by covering tuition fees and other educational expenses. This support has been crucial in ensuring that children from low-income families continue their education" .** This highlights the programme's effectiveness in addressing the financial barriers often preventing children from attending school.

Another official from Chattogram City Corporation commented on the programme's impact on girls' education, stating***, "NUPRP's focus on educational support for girls has empowered many families to keep their daughters in school, which is essential for their future opportunities and gender equity".*** This reflects the programme's commitment to promoting gender equality through education.

Focus Group Discussions (FGDs) Findings:

Participants in FGDs reported that NUPRP's educational support had a profound effect on their children's schooling. One parent from Cumilla City Corporation shared, ***"The grants we received from NUPRP allowed us to cover school fees and buy uniforms for our children. This financial support has made it possible for them to attend school regularly"*** . This quote highlights the direct financial relief provided by the programme, which enabled continued school attendance.

In Rajshahi, another FGD participant noted, **"The school supplies and uniforms provided by NUPRP have motivated my children to attend school regularly and have improved their academic performance"**. This underscores the programme's broader impact on educational engagement and academic success.

In-Depth Interviews (IDIs) Findings:

IDIs with beneficiaries further underscored the importance of NUPRP's educational support. A respondent from Khulna City Corporation remarked**, "Thanks to the educational support from NUPRP, my children can now attend school without worrying about fees or supplies. This support has been a lifeline for our family"**. This reflects how the programme alleviated financial burdens, allowing children to continue their education. Another IDI respondent from Barishal highlighted the long-term benefits of educational support, stating, **"The grants from NUPRP have not only helped my children stay in school but have also given them the confidence to pursue higher education"**. This illustrates the programme's role in breaking the cycle of poverty and providing long-term educational opportunities. Education has been a key area of focus for NUPRP, with significant efforts made to prevent school dropouts during the COVID-19 pandemic. The programme's support ensured that children could continue their education uninterrupted, securing their futures.

"Our children would be dropped out of school if they did not receive support from NUPRP during COVID-19."

— Education Grant Beneficiaries, Faridpur

Additionally, the programme has empowered young girls to contribute to their households after completing their education, which has profoundly impacted the community.
"After passing the SSC exam, our daughters are now working as community volunteers and contributing to the household income."
— Education Grant Beneficiaries, Khulna CC

Discussion

NUPRP's educational interventions significantly contributed to improving school enrolment and retention rates among urban poor children. The programme enhanced educational access and outcomes by addressing financial barriers to education and providing essential supplies. The qualitative data from KIIs, FGDs, and IDIs highlight the programme's success in supporting both boys and girls, with a notable emphasis on promoting gender equity. However, ongoing support and monitoring are necessary to sustain these achievements and address emerging challenges in the education sector. As one municipal official from Dhaka North aptly put it, **"NUPRP's educational grants have been transformative for many families. Continued investment in education is crucial to ensure that these gains are not lost and that every child has the opportunity to succeed."**

2.6. Resilience

The National Urban Poverty Reduction Programme (NUPRP) significantly contributed to building resilience among urban poor communities across 19 towns and cities in Bangladesh. By implementing a range of initiatives, including infrastructure development, skill enhancement, and community mobilization, the programme aimed to strengthen the capacity of communities to withstand and recover from economic, social, and environmental shocks.

Key Informant Interviews (KIIs) Findings:

Officials involved in NUPRP highlighted the programme's role in enhancing community resilience. One official from Cox's Bazar noted, **"NUPRP's infrastructure projects, such as flood-resistant roads and improved drainage systems, have significantly reduced the vulnerability of our communities to climate-related disasters"**. This statement emphasizes the programme's focus on building resilience through environmental and infrastructure improvements.

Another KII respondent from Gazipur City Corporation remarked, **"The skill development initiatives under NUPRP have equipped individuals with the tools they need to adapt to economic changes and maintain their livelihoods. This has been crucial in building long-term resilience"**. This underscores the importance of skill enhancement in fostering economic resilience and stability.

The construction of flood-resilient infrastructure has been a cornerstone of NUPRP's efforts to enhance community resilience. These improvements have ensured safe mobility for community members, even during adverse weather conditions.

"We constructed flood-resilient RCC roads and drainages to ensure safe community mobility."
— A CDC Cluster Leader, Faridpur and Narayanganj CC

In coastal areas prone to flooding and waterlogging, the construction of climate-resilient water points and sanitation chambers has been essential for maintaining access to basic services during disasters.

"We constructed a climate-resilient higher water point and sanitation chamber, considering flooding and waterlogging very common in our coastal area. Now women and persons with disabilities could access water and sanitation even in disaster-time."
— A CDC Leader, Patuakhali

Focus Group Discussions (FGDs) Findings:

Participants in FGDs reported how NUPRP's interventions contributed to their community's resilience. One participant from Sylhet City Corporation mentioned, **"The training we received through NUPRP has taught us how to diversify our income sources, which has made our community more resilient to economic downturns"**. This quote highlights the programme's success in promoting economic resilience through income diversification.

In Khulna, another participant noted, **"The disaster preparedness workshops conducted by NUPRP have increased our awareness of risks and how to mitigate them. This has improved our community's overall resilience"**. This reflects the programme's role in enhancing community disaster preparedness and response capabilities.

In-Depth Interviews (IDIs) Findings:

IDIs with beneficiaries provided further insights into the impact of NUPRP on resilience. A respondent from Barishal stated, **"The infrastructure improvements funded by NUPRP have protected our homes from flooding, which has made our community more resilient to climate change"**. This illustrates how infrastructure development contributed to reducing environmental vulnerabilities and enhancing community resilience.

Another IDI respondent from Narayanganj highlighted the significance of community engagement in resilience-building, saying, **"NUPRP's focus on community organization has brought us together to address common challenges, which has strengthened our resilience as a community"**. This statement underscores the collective aspect of resilience fostered by the programme.

Discussion

NUPRP's comprehensive approach to building resilience through infrastructure development, skill enhancement, and community mobilization has had a substantial impact on urban poor communities. The qualitative data from KIIs, FGDs, and IDIs illustrate the programme's effectiveness in improving communities' capacity to handle economic, social, and environmental shocks. Focusing on physical and social resilience has created more adaptable and robust communities. Continued efforts and support are essential to sustain these gains and further enhance resilience in the face of ongoing and emerging challenges.

2.7. Community Infrastructure (Basic Services-WASH)

The National Urban Poverty Reduction Programme (NUPRP) made significant contributions to improving community infrastructure, particularly in the areas of water, sanitation, and hygiene (WASH). The programme's efforts focused on enhancing access to clean water and sanitation facilities, which were crucial in improving the overall health and living conditions of urban poor communities across 19 cities and towns in Bangladesh.

Key Informant Interviews (KIIs) Findings:

Officials involved in NUPRP highlighted the programme's impact on community infrastructure and WASH services. One official noted, **"NUPRP's investments in water and sanitation infrastructure have significantly improved the access to clean water and proper sanitation facilities, reducing the incidence of waterborne diseases in our communities"**. This statement underscores the programme's success in addressing critical infrastructure needs and its positive effects on public health.

Another KII respondent emphasized the broader benefits of these infrastructure improvements, stating, **"The enhanced WASH facilities provided by NUPRP have not only improved health outcomes but also contributed to a higher quality of life for residents. Clean water and better sanitation have**

led to a noticeable reduction in disease prevalence and improved community well-being". This reflects the programme's comprehensive approach to improving living conditions through infrastructure development.

The programme has addressed challenges posed by seasonal flooding by providing safe drinking water points, ensuring that communities have access to clean water even during extreme weather conditions.

"We received a safe drinking water point from NUPRP. Earlier, we could not access safe drinking water during the rainy season due to flooding and long waterlogging."
— A CDC Leader, Patuakhali

Focus Group Discussions (FGDs) Findings:

Participants in FGDs reported substantial improvements in their living conditions due to the WASH infrastructure developed by NUPRP. One participant from Chattogram City Corporation shared, **"Before NUPRP, we struggled with inadequate access to clean water. The new water supply systems have transformed our lives, providing us with a reliable source of safe drinking water"**. This quote highlights the transformative impact of the programme's water infrastructure projects.

In Gazipur, another FGD participant noted, **"The sanitation facilities provided by NUPRP have greatly improved hygiene in our community, reducing the spread of diseases and making our environment cleaner"**. This statement illustrates the positive effects of improved sanitation infrastructure on community health and hygiene.

In-Depth Interviews (IDIs) Findings:

IDIs with beneficiaries further emphasized the benefits of NUPRP's infrastructure improvements. A respondent from Barishal stated, **"The improved drainage systems funded by NUPRP have alleviated the frequent flooding we used to experience. This has made our environment much cleaner and safer"**. This reflects the programme's impact on reducing environmental hazards and improving living conditions.

Another IDI respondent from Narayanganj highlighted the sustainability of these improvements, saying, **"The infrastructure built by NUPRP is well-maintained, and we have been trained on how to keep it that way, ensuring that these benefits will last"**. This underscores the importance of community involvement in maintaining and sustaining WASH infrastructure.

NUPRP's investments in improving access to safe drinking water have directly impacted public health. Communities previously dependent on contaminated water sources have seen significant reductions in waterborne diseases.

"We now have access to safe drinking water with support from NUPRP. Earlier, we depended on Padma River water, which caused diarrhoea and skin diseases."
— Non-Grant Beneficiaries, Rajshahi CC

Discussion

NUPRP's investments in community infrastructure, particularly in WASH services, had a transformative impact on the living conditions of urban poor communities. The programme's focus on improving access to clean water and sanitation facilities contributed to better health outcomes and enhanced quality of life. The qualitative findings from KIIs, FGDs, and IDIs illustrate the programme's success in addressing critical infrastructure needs and highlight the importance of continued support for maintaining these improvements. One municipal official observed, **"The infrastructure improvements provided by NUPRP have made a significant difference in our communities. Ongoing investment and maintenance are crucial to ensure these benefits continue"**. This highlights the need

for sustained efforts to maintain and build upon the programme's achievements in community infrastructure.

2.8. Climate Resilient Municipal Infrastructure Fund (CRMIF)

The Climate Resilient Municipal Infrastructure Fund (CRMIF) was a pivotal component of the National Urban Poverty Reduction Programme (NUPRP), aimed at enhancing the climate resilience of urban infrastructure in low-income communities. The CRMIF focused on developing infrastructure that could withstand climate-related challenges, such as flooding and extreme weather events, thereby improving the overall resilience of urban areas.

Key Informant Interviews (KIIs) Findings:

Officials highlighted the programme's success in improving climate resilience through CRMIF. One official from Rangpur City Corporation remarked, **"The investments made through CRMIF in flood-resistant roads and improved drainage systems have significantly reduced the vulnerability of our communities to climate-related disasters. These improvements have made our infrastructure more resilient to extreme weather conditions."** This underscores the programme's effectiveness in addressing climate vulnerabilities and enhancing infrastructure resilience.

Another KII respondent from Sylhet City Corporation noted, **"CRMIF's focus on developing climate-resilient infrastructure has provided our communities with much-needed protection against flooding and other climate risks. This has not only safeguarded our physical assets but also ensured the safety and well-being of residents."** This highlights the broader benefits of CRMIF in enhancing community safety and infrastructure durability.

The Climate Resilient Municipal Infrastructure Fund (CRMIF) has been instrumental in revitalizing and reorganizing multi-sectoral platforms, such as disaster management committees, which are crucial for addressing the complex challenges posed by climate change.

"With the support of NUPRP, we revived and reorganised our multi-sectoral platforms, such as the nutrition committee and the disaster management committee."
— A City Corporation Official, Rajshahi CC

Focus Group Discussions (FGDs) Findings:

Participants in FGDs reported significant improvements in their community's resilience due to CRMIF-funded projects. One participant from Khulna City Corporation shared, **"The new flood-resistant infrastructure funded by CRMIF has greatly reduced the impact of seasonal flooding on our community. We no longer face the same level of disruption and damage to our homes and businesses."** This quote reflects the tangible benefits of CRMIF in mitigating the effects of climate-related hazards.

In Chattogram, another FGD participant mentioned, **"The improvements to our drainage systems have prevented frequent flooding and ensured that our community remains safe during heavy rains. This has been a huge relief and has improved our quality of life."** This illustrates the programme's impact on improving living conditions through enhanced climate resilience.

In-Depth Interviews (IDIs) Findings:

IDIs with beneficiaries further emphasised the benefits of CRMIF-funded projects. A respondent from Barishal stated, **"The CRMIF projects have provided us with upgraded infrastructure that can better handle heavy rains and flooding. This has not only protected our homes but also reduced the risk of waterborne diseases."** This reflects the programme's impact on both infrastructure and public health.

Another IDI respondent from Dhaka North City Corporation highlighted the importance of these interventions, saying, **"The climate-resilient infrastructure funded by CRMIF has been crucial in adapting to climate change. It has enhanced our community's ability to cope with extreme weather and has provided long-term benefits."** This underscores the programme's role in supporting climate adaptation and resilience.

Discussion:

The qualitative findings from KIIs, FGDs, and IDIs indicate that CRMIF was effective in enhancing the climate resilience of urban infrastructure. The focus on developing flood-resistant and climate-adapted infrastructure contributed significantly to reducing vulnerability and improving community safety. The positive feedback from various stakeholders highlights the programme's success in addressing critical climate-related challenges. However, maintaining and building upon these improvements will require ongoing investment and adaptation to future climate risks. As noted, **"CRMIF has laid a strong foundation for climate-resilient infrastructure, but continued efforts are essential to ensure that these benefits are sustained and further enhanced."**

2.9. Community Housing Development Fund (CHDF)

The Community Housing Development Fund (CHDF) was a key initiative within the National Urban Poverty Reduction Programme (NUPRP), aimed at providing financial support for community housing projects. The CHDF focused on improving housing conditions for low-income urban communities by funding the construction and enhancement of affordable, climate-resilient housing. This initiative was designed to address housing shortages and improve living standards in urban poor areas.

Key Informant Interviews (KIIs) Findings:

Officials highlighted the positive impact of CHDF on community housing. One official from **Narayanganj City Corporation** stated, **"CHDF has played a crucial role in improving housing conditions for low-income families. The fund provided essential support for constructing and upgrading homes, which has significantly enhanced the living conditions of our urban poor residents."** This reflects the programme's success in addressing housing needs through targeted financial support.

Another KII respondent from **Rajshahi** emphasized the broader impact of the CHDF, noting, **"The funding provided by CHDF has enabled us to develop low-cost, durable housing solutions that are also climate-resilient. This has not only improved the quality of housing but also contributed to better community stability and safety."** This underscores the programme's effectiveness in combining affordability with resilience.

The Community Housing Development Fund (CHDF) has enabled marginalized households to improve their housing conditions. However, challenges remain regarding the adequacy of loan amounts, given the rising costs of construction materials.

"Socially and economically marginalised households are benefited from CHDF. They now could have improved the house. However, the loan amount required to be increased considering construction materials price hike."
— A CDC Leader, Rajshahi CC

"CHDF loan helped marginalised people to improve their housing. These people have no access to banks because banks require many documents which they do not have."
— CDC Cluster Leaders, Chattogram CC, Rajshahi CC

Focus Group Discussions (FGDs) Findings:

Participants in FGDs reported significant improvements in their housing conditions due to CHDF funding. One participant from **Khulna City Corporation** shared, **"The support from the Housing loan allowed us to improve our housing with better materials and construction techniques. This has made our homes more durable and comfortable."** This statement highlights the tangible benefits of CHDF in enhancing housing quality and living conditions.

In-Depth Interviews (IDIs) Findings:

Another IDI respondent from **Dhaka North City Corporation** noted, **"The financial assistance from CHDF helped us upgrade our existing homes, making them safer and more comfortable. This has had a significant positive impact on our daily lives."** This highlights the fund's role in improving both the safety and comfort of housing.

Discussion:

The qualitative findings from KIIs, FGDs, and IDIs indicate that the Community Housing Development Fund (CHDF) was highly effective in addressing housing needs and improving living conditions for urban poor communities. The programme successfully provided financial support for constructing and upgrading homes, contributing to better housing quality and resilience. The positive feedback from various stakeholders underscores the programme's impact on enhancing community stability and safety. However, ensuring the sustainability of these improvements will require ongoing support and potentially scaling up the fund to reach more underserved areas.

2.10. Community Cohesion

The National Urban Poverty Reduction Programme (NUPRP) made substantial contributions to fostering community cohesion within urban poor populations. The programme's emphasis on community mobilisation through the establishment of Community-based Organisations (CBOs) such as Community Development Committees (CDCs), CDC Clusters, and Town Federations (TFs) played a crucial role in enhancing social bonds and collective action.

Key Informant Interviews (KIIs) Findings:

Officials noted the programme's significant success in building community cohesion. One official from Chattogram City Corporation remarked, **"NUPRP's emphasis on community mobilisation through CDCs and TFs has strengthened social ties and improved collective problem-solving among residents. This has led to more cohesive communities that work together to address common issues."** This statement highlights the programme's effectiveness in fostering social capital and unity through structured community organisations.

Another KII respondent from Rajshahi emphasized the impact of these initiatives, stating, **"The formation and support of community groups under NUPRP have created platforms for residents to voice their concerns and collaborate on local development projects, fostering a stronger sense of community."** This underscores the importance of providing residents with tools and platforms for active engagement and collective action.

Through the formation and support of Community Development Committees (CDCs), NUPRP has significantly strengthened social bonds within communities. This support has enabled communities to work together more effectively to address local issues.

"The establishment of CDCs has brought us together to work on local issues. We now feel more connected and empowered to make changes in our community."
— A CDC Leader

Moreover, the programme has fostered stronger relationships among neighbours, contributing to a greater sense of community and mutual support.

"NUPRP's support for community groups has helped us build stronger relationships with our neighbours and work together on shared goals, which has improved our overall sense of community."
— A CDC Leader

Focus Group Discussions (FGDs) Findings:

Participants in FGDs shared their experiences of improved community cohesion as a result of NUPRP's interventions. One participant from Rangpur City Corporation noted, **"The establishment of CDCs has brought us together to work on local issues. We now feel more connected and empowered to make changes in our community."** This quote illustrates the programme's success in enhancing social ties and empowering residents to take collective action.

In Khulna, another FGD participant mentioned, **"NUPRP's support for community groups has helped us build stronger relationships with our neighbours and work together on shared goals, which has improved our overall sense of community."** This highlights the programme's role in fostering a sense of belonging and mutual support.

In-Depth Interviews (IDIs) Findings:

IDIs with beneficiaries further emphasized the programme's impact on community cohesion. A respondent from Barishal stated, **"Through NUPRP, we have formed local committees that meet regularly to discuss and address community issues. This has strengthened our sense of belonging and cooperation."** This reflects the practical benefits of community engagement and regular meetings facilitated by the programme.

Another respondent from Narayanganj highlighted the programme's role in strengthening collective efforts: "**NUPRP's focus on community organization has brought us together to address common challenges, which has strengthened our resilience as a community."** It underscores the programme's success in enhancing social cohesion and collaborative problem-solving.

Discussion:

The data from KIIs, FGDs, and IDIs indicate that NUPRP successfully fostered community cohesion through its support for CBOs and community mobilisation. The structured approach of forming CDCs and TFs provided collective action and problem-solving platforms, leading to stronger social ties and a more engaged community. However, maintaining this cohesion will require ongoing support and active engagement to ensure that the benefits of these initiatives are sustained over time.

2.11. Capacity Development

NUPRP's focus on capacity development was crucial in enhancing the skills and capabilities of both local government institutions (LGIs) and community-based organisations (CBOs). The programme aimed to build local capacity to support sustainable urban development and effective governance, leading to improved management and implementation of development projects.

Key Informant Interviews (KIIs) Findings:

Officials highlighted the programme's success in strengthening local capacities. One official from Gazipur City Corporation noted, **"NUPRP's training and support have greatly improved the capabilities of local government officials and community leaders, enabling them to better manage and implement development projects."** This emphasizes the programme's role in enhancing institutional and organisational effectiveness.

Another KII respondent from Cox's Bazar stated, **"The capacity-building workshops provided by NUPRP have equipped our community leaders with the skills needed to address local challenges and lead development efforts effectively."** This reflects the practical benefits of the programme's capacity-building initiatives in empowering local actors to drive positive change.

The training and workshops organized by NUPRP have enhanced the skills and capabilities of both officials and community leaders, leading to better governance and decision-making processes.

"Our officials and community leaders benefitted from transparency, good governance, training and workshops organised and supported by NUPRP."
— A Municipal Official, Chandpur

Focus Group Discussions (FGDs) Findings:

FGD participants reported significant improvements in their skills and knowledge due to NUPRP's capacity development efforts. One participant from Sylhet City Corporation shared, **"The training we received from NUPRP has improved our ability to manage community projects and engage with local authorities more effectively."** This highlights the practical impacts of the programme's training on project management and community engagement.

In Rangpur, another FGD participant noted, **"NUPRP's support has helped us develop better organisational skills and project management capabilities, which has made a big difference in our community's development efforts."** This underscores the programme's success in enhancing the effectiveness of local organisations.

In-Depth Interviews (IDIs) Findings:

IDIs with beneficiaries further emphasized the impact of NUPRP on capacity development. A respondent from Khulna stated, **"The skills and knowledge we gained through NUPRP's training have empowered us to take on leadership roles in our community and implement successful development projects."** This demonstrates the programme's role in building individual and organisational capacity.

Another IDI respondent from Dhaka North City Corporation noted, **"NUPRP's capacity-building initiatives have significantly improved our ability to plan and execute community development projects, leading to more effective and sustainable outcomes."** This reflects the programme's success in strengthening local governance and project management.

These capacity-building initiatives have empowered individuals within the community to take on leadership roles and effectively implement development projects.

"The skills and knowledge gained through NUPRP's training have empowered us to take on leadership roles in our community and implement successful development projects."
— A Beneficiary

Discussion:

The qualitative data from KIIs, FGDs, and IDIs show that NUPRP's capacity development initiatives were effective in enhancing the skills and abilities of both LGIs and CBOs. The training and support provided by the programme led to improved project management and governance, contributing to more successful and sustainable development efforts. Ensuring continued investment in capacity development is essential for maintaining and building on these gains.

2.12. Participation and LGI Decision-Making

NUPRP significantly improved community participation and local government institution (LGI) decision-making processes. The programme facilitated greater involvement of urban poor communities in governance and development planning, promoting more inclusive and participatory decision-making at the municipal level.

Key Informant Interviews (KIIs) Findings:

Officials noted the programme's impact on enhancing participation and decision-making. One official from Narayanganj stated, **"NUPRP's emphasis on community engagement and participatory governance has led to more inclusive decision-making processes. Residents now have a greater say in the planning and implementing local development projects."** This highlights the programme's role in promoting participatory governance.

Another KII respondent from Rajshahi remarked, **"The involvement of CBOs in decision-making has empowered communities to actively participate in local governance, resulting in more responsive and effective urban development."** This underscores the positive impact of increased community participation on local governance and development.

The programme has facilitated greater participation from community members in local governance, ensuring their voices are heard, and municipal authorities address their concerns.

"We could raise our concerns with the mayor through our CDC leaders."
— Non-Grant Beneficiaries, Khulna CC

"We had no access to City Corporation before NUPRP. Now, the mayor and councillors take our opinion about beneficiary selection and grant distribution."
— A CDC Leader, Khulna CC

By training community members to assess and rank their priorities, NUPRP has ensured that local needs are systematically addressed, contributing to more effective governance.

"We learned how to assess and rank our priorities through CAP. We also could raise our voices in front of the mayor and councillors. Our representatives in the different committees of Paurashava ensure our rights and demands are acknowledged and addressed by municipal officials."
— A CDC Leader, Gopalganj

Focus Group Discussions (FGDs) Findings:

FGD participants shared their experiences of increased participation and decision-making opportunities. One participant from Gopalganj noted, **"The community meetings facilitated by NUPRP have allowed us to voice our concerns and contribute to decision-making processes, which has made us feel more involved in local governance."** This illustrates the programme's success in fostering greater community engagement.

In Chattogram, another FGD participant mentioned, **"NUPRP's support for community-based organisations has enabled us to actively participate in planning and decision-making, leading to more relevant and effective development projects."** This reflects the programme's impact on improving the quality of local development through enhanced participation.

In-Depth Interviews (IDIs) Findings:

IDIs with beneficiaries further highlighted the importance of NUPRP's efforts in promoting participation and decision-making. A respondent from Sylhet stated, **"NUPRP has strengthened our community's role in local governance. We now have regular opportunities to participate in decision-**

making and influence the direction of development projects." This reflects the programme's role in enhancing community voice and influence.

Another IDI respondent from Barishal added, **"The increased participation in local decision-making processes has led to more effective and community-driven development initiatives, which has greatly benefited our area."** This underscores the programme's success in fostering inclusive and participatory governance.

Discussion:
The qualitative findings from KIIs, FGDs, and IDIs demonstrate that NUPRP made significant strides in improving community participation and LGI decision-making. The programme successfully engaged urban poor communities in governance processes, leading to more inclusive and effective development outcomes. Continued support for participatory governance is essential for sustaining these achievements and ensuring community voices remain integral to local development efforts.

2.13. Budget Allocation and Implementation

The National Urban Poverty Reduction Programme (NUPRP) focused on effective budget allocation and implementation as a means to achieve its objectives. Ensuring that resources were allocated appropriately and used efficiently was crucial for the success of the programme's various initiatives, including infrastructure development, community support, and capacity building.

Key Informant Interviews (KIIs) Findings:
Officials highlighted the programme's efforts in managing budget allocation and ensuring effective implementation. One Dhaka North City Corporation official remarked, **"NUPRP's careful budget allocation and management were instrumental in delivering on its promises. The programme's focus on transparent and accountable spending helped ensure that resources were used effectively to support urban development projects."** This statement reflects the programme's commitment to efficient financial management.

Another KII respondent from Chattogram City Corporation noted, **"The implementation of NUPRP's projects was closely monitored to ensure that budget allocations were aligned with the programme's goals. This approach helped prevent mismanagement and ensured that funds were directed towards impactful activities."** This underscores the importance of rigorous oversight in achieving programme objectives.

NUPRP's well-planned interventions have been instrumental in guiding municipal budgets towards addressing critical issues such as poverty, gender-based violence, and malnutrition. These targeted efforts have had a significant impact on improving the well-being of marginalized communities.

"Well-planned interventions of NUPRP are beneficial for my Paurashava to address poverty, gender-based violence and malnutrition."
— A Municipal Official, Cox's Bazar

Focus Group Discussions (FGDs) Findings:
Participants in FGDs expressed satisfaction with how the budget was allocated and implemented. One participant from Rangpur City Corporation shared, **"The funding for local development projects was well-managed and used for projects that directly benefited our community, such as road improvements and sanitation facilities."** This highlights the direct benefits of effective budget implementation at the community level.

In Khulna, another FGD participant mentioned, **"The transparent allocation of funds allowed us to see tangible improvements in our neighbourhood, which reinforced our confidence in the**

programme's management." This reflects the positive impact of effective budget allocation on community trust and engagement.

In-Depth Interviews (IDIs) Findings:

IDIs with beneficiaries provided additional insights into budget allocation and implementation. A respondent from Barishal stated, **"NUPRP's efficient handling of budget allocations meant that we saw real progress in our infrastructure projects, such as improved drainage systems, which were essential for our community."** This demonstrates how effective financial management contributed to meaningful improvements.

Another IDI respondent from Dhaka North City Corporation noted, **"The programme's implementation was well-coordinated, ensuring that funds were allocated to where they were most needed. This has been crucial in achieving the desired outcomes of the programme."** This highlights the role of effective implementation in achieving programme success.

Discussion:

The qualitative findings from KIIs, FGDs, and IDIs indicate that NUPRP's approach to budget allocation and implementation was crucial in achieving its goals. Effective financial management and transparent allocation of resources contributed to the programme's success in delivering impactful projects and services. Continued focus on these areas is essential for sustaining programme achievements and ensuring that future initiatives are equally successful.

2.15.1 Poverty Reduction

NUPRP's focus on poverty reduction was central to its mission of improving the lives of urban poor communities. The programme implemented various strategies to address multidimensional poverty, including financial support, skill development, and infrastructure improvements.

Key Informant Interviews (KIIs) Findings:

Officials discussed the programme's effectiveness in reducing poverty. One official from Gazipur City Corporation remarked, **"NUPRP's integrated approach to poverty reduction, including financial assistance and community support, has significantly impacted the lives of the urban poor. The programme's efforts have led to measurable improvements in income levels and overall well-being."** This underscores the programme's comprehensive approach to addressing poverty.

Another KII respondent from Rajshahi highlighted the programme's success in targeting poverty: "**The targeted support provided by NUPRP has helped lift many families out of poverty by providing them with the resources and opportunities needed to improve their economic conditions."** This reflects the programme's role in facilitating upward economic mobility for vulnerable populations.

Focus Group Discussions (FGDs) Findings:

Participants in FGDs reported improvements in their economic conditions due to NUPRP's poverty reduction initiatives. One participant from Sylhet City Corporation shared, **"The financial grants and skill development programmes provided by NUPRP have helped us start small businesses and improve our income, which has been crucial in reducing poverty in our household."** This highlights the programme's direct impact on enhancing economic opportunities.

In Gopalganj, another FGD participant noted, **"The support we received through NUPRP has made a significant difference in our lives. We now have better access to basic services and increased income, which has improved our overall quality of life."** This illustrates the broader benefits of the programme's poverty reduction efforts.

In-Depth Interviews (IDIs) Findings:

IDIs with beneficiaries further emphasized the impact of NUPRP on poverty reduction. A respondent from Barishal stated, **"NUPRP's support has allowed us to improve our living conditions and increase our income, which has been essential in lifting us out of poverty."** This demonstrates the programme's effectiveness in addressing the root causes of poverty.

Another IDI respondent from Dhaka North City Corporation noted, **"The combined efforts of financial aid and skill development have been instrumental in reducing poverty levels in our community, providing long-term benefits for many families."** This highlights the programme's comprehensive approach to poverty alleviation.

Discussion:

The qualitative data from KIIs, FGDs, and IDIs indicate that NUPRP made significant progress in reducing poverty through a multifaceted approach. The programme's combination of financial support, skill development, and infrastructure improvements had a substantial impact on the economic well-being of urban poor communities. Continued focus on these strategies is essential for sustaining and furthering the gains made in poverty reduction.

2.15.2 Inclusive, Climate-Smart Urban Development (Municipal Level)

The National Urban Poverty Reduction Programme (NUPRP) strongly emphasised inclusive and climate-smart urban development at the municipal level. This approach aimed to ensure that urban growth was sustainable and equitable, integrating climate resilience into municipal planning and development processes to address the challenges of rapid urbanisation and climate change.

Key Informant Interviews (KIIs) Findings:

Officials highlighted the programme's success in promoting climate-smart urban development. One official from Cox's Bazar noted, **"NUPRP's emphasis on integrating climate resilience into urban planning has led to the development of infrastructure that can withstand climate-related stresses. This approach has been essential in managing the impacts of rapid urbanisation."** This statement reflects the programme's effectiveness in incorporating climate considerations into municipal development and planning.

Another KII respondent from Sylhet City Corporation remarked, **"The focus on inclusive urban development under NUPRP has ensured that vulnerable populations are not left behind. The programme's climate-smart initiatives have improved infrastructure while addressing the needs of all community members."** It underscores the importance of inclusivity in urban development, ensuring that the benefits of climate-smart initiatives are shared across all population segments.

Focus Group Discussions (FGDs) Findings:

FGD participants reported positive outcomes from NUPRP's climate-smart urban development initiatives. One participant from Rangpur City Corporation shared, **"The climate-resilient infrastructure developed through NUPRP has significantly improved our ability to cope with extreme weather events, making our community safer and more sustainable."** This quote highlights the practical benefits of the programme's climate-smart approach to enhancing community resilience.

In Khulna, another FGD participant noted, **"The integration of climate resilience into our municipal planning has led to more effective management of urban growth and reduced environmental impacts."** This reflects the programme's success in balancing development with environmental sustainability, demonstrating its commitment to long-term climate resilience.

In-Depth Interviews (IDIs) Findings:

IDIs with beneficiaries further emphasized the benefits of climate-smart urban development. A Dhaka North City Corporation respondent stated, **"NUPRP's focus on climate-smart infrastructure has helped our community adapt to climate change and manage urbanisation challenges more effectively."** This demonstrates the programme's impact on improving urban resilience through thoughtful infrastructure planning.

Another IDI respondent from Barishal noted, **"The inclusive approach of NUPRP has ensured that all residents benefit from climate-resilient infrastructure, contributing to more equitable and sustainable urban development."** This highlights the programme's commitment to inclusivity, ensuring that climate-smart initiatives support the needs of all community members.

Discussion:

The qualitative data from KIIs, FGDs, and IDIs indicate that NUPRP's focus on inclusive, climate-smart urban development was successful in promoting sustainable and equitable growth. The integration of climate resilience into municipal planning contributed to improved infrastructure and better management of urbanisation challenges. The programme's efforts to ensure that vulnerable populations benefit from these initiatives highlight its commitment to inclusivity and long-term sustainability. Continued emphasis on these principles is crucial for achieving lasting urban development and resilience improvements. As one municipal official aptly stated, **"NUPRP's climate-smart approach has laid the groundwork for more sustainable and inclusive urban development. Ongoing commitment to these principles will be key to addressing future challenges."**

2.15.3 Functional Decentralised Committees

The National Urban Poverty Reduction Programme (NUPRP) prioritised establishing and strengthening functional decentralised committees as a critical component of its approach to improving local governance and community participation. By empowering local committees to manage development projects and participate in decision-making processes, the programme aimed to enhance the effectiveness and responsiveness of urban governance.

Key Informant Interviews (KIIs) Findings:

Officials discussed the programme's success in supporting functional decentralised committees. One official from Rajshahi stated, **"NUPRP's focus on decentralising decision-making has empowered local committees to manage development projects more effectively. This has improved the responsiveness of local governance and ensured that community needs are addressed."** This statement reflects the programme's role in enhancing local governance through decentralisation and community empowerment.

Another KII respondent from Narayanganj noted, **"The functional decentralised committees supported by NUPRP have been instrumental in involving community members in local decision-making, leading to more effective and community-driven development."** This underscores the benefits of decentralisation in promoting community engagement and improving the outcomes of development initiatives.

Focus Group Discussions (FGDs) Findings:

Participants in FGDs reported positive outcomes from the establishment of decentralised committees. One participant from Gopalganj shared, **"The decentralised committees created by NUPRP have given us a voice in local decision-making, allowing us to influence the direction of development projects and ensure they meet our needs."** This highlights the programme's success in enhancing community participation and ensuring local development projects align with residents' needs.

In Sylhet, another FGD participant mentioned, **"The support for decentralised committees has enabled us to take a more active role in managing our community's development. This has led to more relevant and effective projects benefiting our area."** This reflects the positive impact of increased community involvement on the effectiveness of local development efforts.

In-Depth Interviews (IDIs) Findings:

IDIs with beneficiaries further highlighted the importance of functional decentralised committees. A respondent from Khulna stated, **"NUPRP has strengthened our local committees, allowing us to manage community projects better and address local issues. This has greatly improved our governance and project outcomes."** This demonstrates how the programme's support for decentralised committees has enhanced local governance capabilities.

Another IDI respondent from Barishal noted, **"The decentralised committees facilitated by NUPRP have played a crucial role in involving community members in decision-making. This has led to more effective and community-driven development initiatives."** This underscores the programme's success in promoting participatory governance and improving local development processes.

Discussion:

The qualitative data from KIIs, FGDs, and IDIs indicate that NUPRP's support for functional decentralised committees significantly enhanced local governance and community participation. By empowering local committees to take an active role in managing development projects and participating in decision-making, the programme improved the responsiveness and effectiveness of local governance. Continued focus on supporting and strengthening decentralised committees is essential for sustaining these improvements and ensuring that community needs are effectively addressed. As the findings highlight, **"The establishment of functional decentralised committees under NUPRP has been transformative for local governance. Ongoing support is crucial to maintain and build on these gains."**

Case Story-01: From Slum Struggles to Entrepreneurial Success: Polash Karim's *(pseudo-name)* Remarkable Transition

The story of Polash Karim, who came from the backstreets of Mohakhali's Sattola slum to become a successful entrepreneur, refers to the strength of opportunity and the power of determination. Polash, 24, grew up in an adverse setting and experienced extreme poverty and few chances to shine. In the quest for a better life, his father, Fazlur Karim, had relocated the family from their ancestral home in the isolated village of Shahrashti Upazila, Chandpur district, to the busy but destitute Sattola slum. He tried his best, but the family's problems persisted. Polash was the youngest of four brothers and two sisters. With little money, his elder brothers sold them for tea and vegetables, and the family was barely scraping by. Polash had to drop out of school after the fifth grade because of severe financial challenges. Their primary focus was on surviving, with education—which they could not afford—remaining a distant goal. Slum life was difficult since there was little chance to escape the cycle of poverty. After Polash 's father died, things became worse. Polash worked in a tea store to help support the family while his middle brother sold vegetables to shoulder the load. Polash looked doomed to work in low-wage, precarious employment like everyone else. However, destiny had other ideas.

Bosra Begum, Polash's mother, was involved in a UNDP initiative that enhanced the lives of those in a highly adverse situation four years ago. The NURPR program's initiative offered various support services for improving the livelihood of the low-income settlement people, including vocational training, to give families in need a sustainable means of survival. Polash was chosen for skills development training by the NUPRP Program due to its acknowledgement of his ability. When NUPRP officials and field staff questioned him about his interests in where he can work under the Apprenticeship Grant, Polash said he wanted to become a mobile service technician because he thought it would enable him to earn a consistent salary. The project paid for all the expenses regarding setting him up for a three-month apprenticeship training at a mobile maintenance facility in Wireless Gate. Polash finished the program ahead of time as he picked up the information and abilities fast. He had a feeling of power over his destiny for the first time.

Fortified by his acquired knowledge, Polash made an uncertain choice. He decided to launch his own business after talking to his family. In the middle of his neighbourhood, Polash rented "Polash Telecom," a modest store, with a loan of 20,000–25,000 BDT. It was not an easy journey; he had to pay the shop owner to establish the business 5,000 BDT in advance and use the remaining money to buy necessities. He had to pay 3,000 BDT in monthly rent, a substantial sum for a struggling family. Despite the problems, Polash's perseverance paid off. In less than a year "Samrat Telecom" flourished as a profitable business. The business began profiting by providing bKash services, mobile servicing, recharging, and spare component sales. Polash's monthly earnings grew to 15,000-20,000 BDT, dramatically improving from barely making 4,000 BDT. The impact of this success extended beyond Polash's own life. His shop, now a well-known establishment in the area, symbolized hope and possibility. With the financial stability he achieved, Polash could move his family into a better living situation by renting a more comfortable home. His elderly mother now receives proper medical care, and Polash can also support his siblings.

Moreover, Polash's journey has inspired others in the slum. Many unemployed youths who once saw no way out have followed his example, seeking vocational training and starting small businesses. Polash's story underscores the importance of skill development programs in transforming lives and breaking the cycle of poverty. Looking forward, Polash dreams of expanding his business and providing employment opportunities to others in his community. He aims to sustain his success and uplift those still trapped in the conditions he once knew too well. Polash's transformation from a slum dweller to a respected entrepreneur is a powerful reminder of what can be achieved when determination meets opportunity.

Case Story-02: Empowering Dreams: Laila Khatun's *(pseudo-name)* Journey from Poverty to Educational Aspiration with NUPRP

Laila Khatun, 17, illustrates how resiliency and prompt assistance in education can transform a life. Laila was raised in a home where obtaining an education was subordinated to merely surviving as the youngest of eight children. Her father worked in the meat shop, her mother had a small grocery store, and the Red Crescent employed her brother. Her family consisted of three males and five females. The family worked hard, but their income was insufficient to meet their necessities. For Laila's parents, education was an extravagance in a household when basic needs were few. While her brother had succeeded in finishing his HSC, Laila and her sisters were in danger of giving up on their education because of financial difficulties. Laila's mother was left to take up the responsibility of supporting the family after her remarried father stopped making financial contributions to the home, which made the situation even more difficult. Laila's life significantly changed while she was in the eighth grade. Her mother had to make the tough choice to stop her schooling since she could not pay the registration costs. It was a devastating time for Laila, who had always desired to further her education. When it appeared that there was no chance left, Laila's mother discovered the educational support offered by the NUPRP Program.

In February 2021, Laila was awarded an education grant from the NUPRP program, totalling 9,000 BDT, disbursed in two instalments of 4,500 BDT each. This financial assistance was nothing short of a lifeline for Laila. Before receiving the grant, the costs associated with her education—private tuition, school fees, notebooks, pens, school uniforms, and guidebooks—were beyond the family's means. The absence of money for her 8th-grade registration fee had nearly ended her academic journey. The grant allowed Laila to continue her studies, reigniting the hope that had almost been extinguished. With renewed determination, she returned to school and completed her SSC exams. The support from the NUPRP program not only covered the immediate costs of her education but also empowered Laila with the confidence and motivation she needed to pursue her dreams. Laila's story, however, does not end with her completing the SSC exams. Buoyed by her support, Laila is now determined to continue her education. She has plans to start tutoring other students as a way to earn money and fund her studies. Despite the many hardships, her mother is committed to supporting Laila's educational journey as far as she wishes. Laila, in turn, is driven by a strong desire to secure a future job to take on her family's financial responsibility.

The NUPRP program's educational grant has enabled Laila to resume her studies and instilled confidence and self-worth. Laila now dreams of breaking the cycle of poverty that has plagued her family for generations. She envisions a future where she can provide for her family, ensuring that her siblings and future generations have access to the education that was once out of reach for her. Laila Khatun’s journey from the brink of dropping out to becoming an empowered and motivated young woman is a powerful reminder of the transformative power of education and support. Programs like NUPRP play a crucial role in encouraging education, increasing literacy rates, and preventing early marriages by keeping girls in school. Laila's story is a testament to the importance of such programs in helping girls like her continue their education and aspire to a brighter future. With continued support, Laila and many others like her can break free from the chains of poverty and build a better life for themselves and their families.

Case Story-03: Transforming Lives: Sonia Begum's *(pseudo-name)* Journey to a Better Home with NUPRP

Sonia Begum’s life showed determination in the face of challenges. Sonia, 27, and her five-member family encountered significant challenges as residents of Rajshahi Ward No. 2. The household consisted of three daughters, the eldest ten years old and the youngest just two months old. Their primary sources of income were modest: Sonia's husband operated a small betel leaf and cigarette shop, while Sonia herself worked at a private kindergarten. In addition to these roles, Sonia was her ward's vice-president of the Lal Golap Cluster, reflecting her commitment to community service despite her struggles. Before receiving assistance, Sonia's family lived in a dilapidated tin shed with only one bathroom. The harsh conditions and the extreme summer heat made the space unbearable, and the lack of proper accommodation often left Sonia feeling inadequate, particularly when hosting relatives. The small, cramped living quarters provided little comfort, and the family's financial constraints made improving their situation seem like a distant dream.

The turning point came in 2023 when Sonia became aware of the housing loan assistance offered by the NUPRP program. This program was designed to support families like hers by providing financial assistance for housing improvements. With the funds from the loan, Sonia embarked on a significant home improvement project. She constructed two solid, brick-built rooms, a substantial upgrade from the old tin shed. The new rooms provided a much-needed respite from the oppressive heat and offered her and her daughters a more comfortable and secure living environment. Additionally, Sonia created a small dining area and made necessary repairs to the remaining tin shed, which was converted into a more usable space.

The impact of the NUPRP loan on Sonia's life was profound. The assistance transformed her physical living conditions and revitalized her sense of dignity and hope. Before receiving the loan, Sonia had struggled to secure financial support for housing, facing numerous rejections from other institutions. The NUPRP program's approach—offering accessible loans with manageable repayment terms—proved to be a game-changer for her family. Sonia's improved home represents more than just physical space; it symbolizes a new beginning and a brighter future. She now enjoys a better quality of life, with a comfortable home that allows her to entertain relatives and provide a safer environment for her children. Her experience with the NUPRP program has reinforced her belief in the power of targeted support to drive meaningful change. Sonia Begum's story highlights the critical role of initiatives like NUPRP in supporting low-income families. By providing accessible housing loans, the program addresses a fundamental need, enabling families to overcome significant barriers and build a more secure and prosperous future. Sonia's journey from struggling in a tin shed to thriving in a new home exemplifies the transformative impact of such programs, offering hope and opportunity to those who need it most.

Case Story-04: Taslima Khatun's *(pseudo-name)* Journey to Health: The Transformative Impact of NUPRP Nutrition Grant

Taslima Khatun's experience with the NUPRP's nutrition grant is a testament to how targeted support can profoundly impact a family's health and well-being. Taslima Khatun, 31, Living with her husband, two adolescents, and a young child, Taslima's family of six faced significant nutritional challenges before receiving the grant in 2022 in Sylhet. Before the grant, Taslima had limited knowledge about nutrition and its importance. Her husband, the sole breadwinner, operated a small business that barely met the family's daily needs, leaving little room for nutritious food. The family struggled to afford essential items like eggs and protein sources, and Taslima often had to skip meals to stretch their limited resources. During her first pregnancy, the situation was particularly dire. Financial difficulties led to frequent shortages, and Taslima sometimes went without food, lacking awareness of the crucial role of a balanced diet during pregnancy. Her understanding of nutrition and its impact on health was minimal before receiving the program's support.

The NUPRP nutrition grant was a game-changer for Taslima's family. The program provided monthly essential food items: 30 eggs, one kilogram of lentils, and one kilogram of oil. This regular assistance enabled Taslima to provide her family with nutritious food that was previously out of reach. The results were immediate and positive. With improved access to nutritious food, Taslima's children experienced better health, showing fewer signs of physical illness and requiring fewer doctor visits. The availability of regular, nutritious meals significantly contributed to their growth and overall well-being. Taslima now understands and values the importance of proper nutrition. She observes that many impoverished families still lack basic knowledge about nutrition and care, especially during pregnancy and early childhood. She believes that timely nutritional support is crucial for preventing health issues and ensuring the well-being of children.

The NUPRP program did more than provide food. It helped Taslima understand and prioritize nutrition, which is crucial for maintaining a healthy lifestyle. She now realizes that many low-income families lack basic knowledge about nutrition and proper care during pregnancy and early childhood. Taslima appreciates how the grant alleviated immediate food shortages and increased her awareness of nutritional needs. She believes similar programs are essential for helping other impoverished families avoid health issues and improve their quality of life. Taslima Khatun's story highlights the transformative effect of the NUPRP nutrition grant. Providing essential food and raising awareness about nutrition, the program has significantly improved her family's health and well-being. Taslima's experience is a powerful example of how targeted assistance can make a real difference in the lives of those in need.

Case Story-5: Monowara Begum's *(pseudo-name)* Journey from Adversity to Prosperity with NUPRP Business Grant

Monowara Begum, a 25-year-old woman with only up to ninth-grade education, faced immense hardships when her husband returned home from abroad with a severe injury. His accident, which involved a fractured arm and the insertion of a metal rod, left him unable to work. This sudden change put immense pressure on Monowara, who had previously managed a small shop to support her family, which includes her husband, two young daughters, and her mother-in-law. Before the accident, Monowara's small shop struggled due to limited stock and insufficient capital. The lack of resources meant she could not expand her inventory or attract more customers. With her husband unable to contribute financially, Monowara found it increasingly difficult to manage household expenses and provide for her family.

In 2021, Monowara received a significant boost from the NUPRP program, which awarded her a business grant. This grant was a turning point for her. With financial assistance, Monowara could make substantial improvements to her shop. She expanded the store's size, increased her inventory, and upgraded the shop's facilities to meet customer needs better. The impact of the grant was profound. Monowara's enhanced shop attracted more customers, leading to a notable increase in sales. The growth in her business allowed her to generate a steady income, which significantly improved her family's financial situation. Not only was she able to support her family more effectively, but she also gained economic independence.

Monowara's success story underscores the NUPRP program's crucial role in transforming marginalized individuals' lives. The business grant allowed her to overcome the challenges posed by her husband's injury and economic hardships. It enabled her to build a stable and prosperous future for her family, improving their quality of life and restoring financial stability. Monowara is deeply thankful for the support she received. She acknowledges that the NUPRP program has been instrumental in helping her achieve economic stability, enhance her family's well-being, and contribute positively to her community. Her story is a testament to the program's effectiveness in empowering women and fostering economic resilience.

Annexe 12:
Evaluation Team

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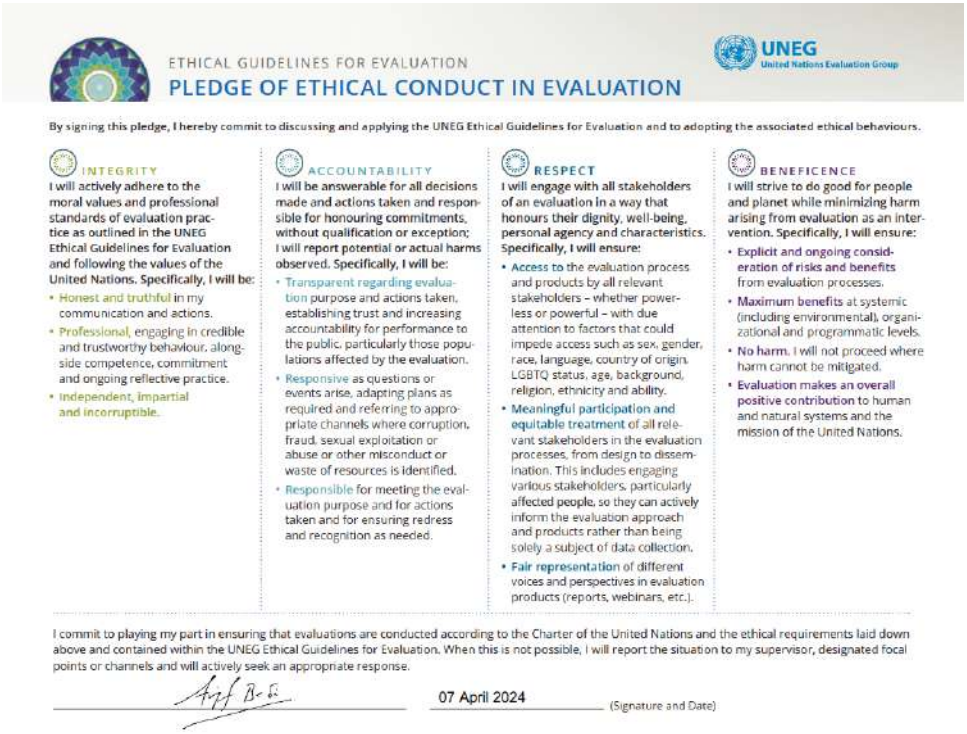
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Sonjoy Kumar
Mani Akter
Mst. Anjumanara
Md. Shahinour Islam
Romana Akter
Suborna Akter

Annexe 13:
Pledge of Ethical Conduct in Evaluation of the United Nations System



ETHICAL GUIDELINES FOR EVALUATION

PLEDGE OF ETHICAL CONDUCT IN EVALUATION

UNEG
United Nations Evaluation Group

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.).

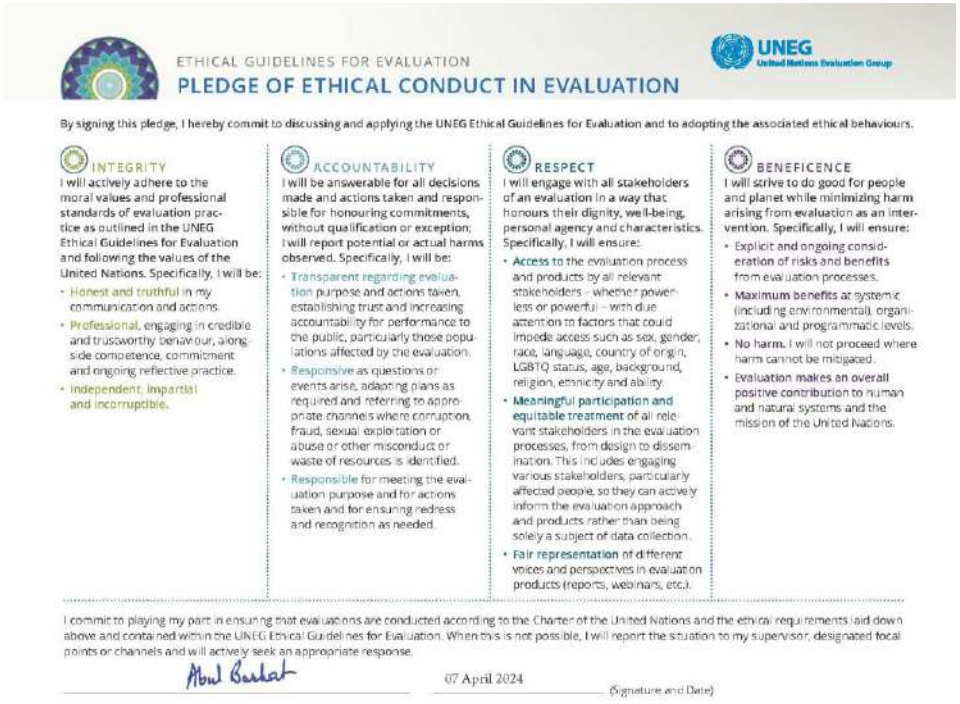
BENEFICENCE

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.

07 April 2024 (Signature and Date)



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