



**Government of the People's Republic of Bangladesh  
and  
United Nations Development Programme  
Project for the Government of the  
People's Republic of Bangladesh**



**Project Document**

UNDAF Outcome(s)/Indicator(s): <i>(Link to UNDAF outcome., If no UNDAF, leave blank)</i>	UNDAF Outcome 3 - The most vulnerable groups have improved life conditions, skills, services and decent job opportunities. Indicators: Poverty Indices; Unemployment and underemployment rates; Percentage of ultra-poor with access to training on life skills, income earning; micro-credit services.
Expected Outcome(s) /Indicator (s): <i>(CPAP outcomes linked to the MYFF goal and service line)</i>	MYFF 1: Achieving MDGs and reducing human poverty  3.2 Expanded employment and poverty alleviation opportunities for poor and vulnerable in urban areas through effective local governance, community partnerships and basic services delivery. Indicators: Policy benefiting poor and vulnerable framed and guidelines established; Number of CDSs and UPDTFs in place.  <b>STRATEGIC PLAN 2008-11: Poverty Reduction and the MDGs:</b> <b>Key results:</b> Promoting inclusive growth; Supporting the preparation and implementation of MDG-based national development strategies. <b>Democratic Governance: Key results:</b> fostering inclusive participation: expanding equal opportunities for engagement by the poor, women, youth, indigenous people, and other marginalized groups excluded from power Strengthen responsive institutions: helping the state to reflect and serve the needs, concerns and interests of all people.
Expected Output(s) /Annual Targets: <i>(CPAP outputs linked to the above CPAP outcome)</i>	3.2.1 Basic services delivery capacities and participatory governance practices of local government enhanced to the benefit of the poor. 3.2.3 Improved capacity for effective local economic development planning at urban communities and elected local governments for urban poverty reduction.
Implementing partner:	Local Government Engineering Department, Local Government Division, Ministry of Local Government, Rural Development and Cooperatives;
Responsible parties:	LGED and UNDP

**Brief Description**

The Urban Partnerships for Poverty Reduction (UPPR) project builds on the experiences of the earlier UNDP funded Local Partnerships for Urban Poverty Reduction Project (LPUPAP) (2000-2007). The project will cover 30 towns including Dhaka City Corporation. The Project Outcome is "To improve the livelihoods and living conditions of 3 million urban poor and extremely poor people, especially women and girls". The project has three Outputs (1) Urban poor communities and groups are mobilised to create healthy and secure living environments, (2) Urban poor families acquire resources, knowledge and skills to increase their incomes and assets, (3) Pro poor urban policy environment delivering benefits to poor people. The Outcome level indicators are: (i) 3 m urban poor people, at least 50% are women and girls, have improved living conditions, assets or incomes; (ii) 2.5 m living in urban slums have improved access to basic services; (iii) 2 m urban poor people, 50% are women and girls, benefit from improved incomes; (iv) Models developed to improve the lives of the urban extremely poor with at least 10% extremely poor benefiting from programme inputs ; (v) Local government, urban poor community, civil society and private sector partnerships are established; (vi) Participatory economic development and poverty reduction strategies are developed and implemented ; (vii) Sustainable sources of finance for housing improvements and entrepreneurship development used in 50% of project towns.

Programme Period: UNDAF 2006-2010 Programme Component: Economic Growth and Poverty Alleviation Project Title: Urban Partnerships for Poverty Reduction Award ID: 00011492, Project ID: 00058224 Project Duration: 2007-2015 Management Arrangement: National Implementation	Total Budget US\$ 120.0 million Allocated resources: • Regular (TRAC) US\$ 3.0 million • Donor : DFID US\$ 117.0 million(*) (*):DFID will contribute UK£60 million. Exchange rate will be that prevailing at time of transfer of funds. The funds include GMS costs for UNDP (details in Annex-6).
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Agreed by  
*(Implementing Partner)*

Agreed by  
*(Government/ERD)*

Agreed by  
*(UNDP)*


  
 Date 05.03.2008  
 মন্ত্রণালয়  
 স্বাধীন সরকার বিভাগ  
 নবপ্রজাতন্ত্রী বাংলাদেশ সরকার  
 MD. AMINUL ISLAM AMIN  
 Secretary  
 Economic Relations Division  
 Ministry of Finance  
 Govt. of the People's Republic of Bangladesh  
 Date 05.03.08

**Manoj Basnyat  
Country Director  
UNDP-Bangladesh**

## SECTION 1

### Part 1.1: Situation Analysis

About 30 million people (23% of the total population of Bangladesh) lived in urban areas in 2001. More recent (2005) estimates put the total population at 140 million and the urban population at 35 million (25%), a growth of 5 million in four years. During the period 1991–2001, the urban population grew at an average rate of 3.7% per annum, while the natural growth rate of the population was only 1.5% per annum, making Bangladesh one of the fastest urbanising nations in Asia. By 2015 the urban population is estimated to reach at least 50 million. A 2005 survey of the six City Corporations estimated that 35% of the population live in slums. Dhaka City grew from 6.55 million in 2001 to 9.14 million in 2005 and its slum population is increasing by about 200,000 per year. Information on urban poverty is extremely limited, but available data indicate that 43% of urban households live in poverty and 23% in extreme poverty.

The urban poor and extremely poor lack access to potable water and hygienic sanitation, adequate shelter both in terms of protection from the elements and internal environmental conditions, and access to electricity and drainage. They often live in areas that seasonally flood and where tenure is insecure. Women and children, who spend most of their time in or near their homes, are most affected by these deprivations.

Low education and skill levels result in a lack of access to formal employment opportunities, low wages, unstable and seasonal incomes and engagement in enterprises that have low profit margins. Poor peoples' attempts to come out of poverty are made more difficult by their vulnerability to ill health, which is linked to poor environmental conditions, indebtedness, social problems, personal insecurity and lack of access to financial services at reasonable rates of interest. The majority of Bangladesh's micro-finance institutions operate only in rural areas.

The urban poor and extremely poor are also vulnerable to shocks, such as sudden illness, loss of employment or accidents, flooding and in some cases evictions. Even normal life cycle events such as births, marriages and deaths can force urban poor families into levels of indebtedness from which they find it hard to recover.

The children of urban poor families, especially girls, may have completed primary education but find it difficult to continue onto and complete secondary education due to the economic circumstances of their families and difficulties enrolling in nearby schools. In some cases social constraints, such as early marriage, prevent girls from continuing their education. They are therefore unable to enter the urban employment market except at the lowest levels.

The extremely poor, both within and outside slums, are often excluded from access to even the most basic services. These include the elderly, single persons, those who are mentally or physically disabled, the chronically sick and children and adults living and working on the street.

#### **Characteristics of the urban poor and extremely poor**

- Most urban poor and extremely poor live in single rooms built of temporary or semi-permanent materials in densely populated areas where the risk of fire is high, land may be subject to seasonal flooding, and levels of security of tenure may be low.
- Sanitation facilities are inadequate in number and are built of temporary materials.
- Water is mainly available through tube wells that seasonally run dry.
- Sanitation and environment related diseases are widespread, as are signs of malnourishment.
- Substantial numbers of extremely poor people, the elderly, the disabled, single persons and female headed households live in slums, on the streets, or in temporary overnight shelter.
- Many urban poor people have unstable or seasonal means of employment and own few physical assets.
- Women and girls are at a high risk of physical and sexual violence

- Levels of indebtedness are high, and illness is a prevailing reason for borrowing money.
- Everything has to be paid for in cash.
- The lack of personal documentation, such as birth certificates, limits access to government health and education facilities.
- Girl children tend to complete primary education at best and many marry and have children early.

## **Part 1.2: Strategy**

1.2.1 UPPR will build on the approach of the Local Partnerships for Poverty Alleviation Project (LPUPAP)(2000-2007), which has gained wide acceptance by communities and local government partners. This approach has, as its foundation, community action planning from which prioritised community contracts are developed for settlement improvements and socio-economic activities. Communities themselves execute the contracts and manage project funds.

1.2.2 The project will support local capacity for the development and implementation of poverty reduction strategies at town level. It will also make links to financial institutions, such as local banks and micro-finance bodies, to provide access to a wide range of financial services by community groups, including housing improvements and business development support. It will ensure that the implementation of pro-poor urban development and poverty reduction strategies at town level influence policy development at the national level.

### **1.2.3 Poverty reduction strategies will include:**

#### **a. Reaching the extremely poor and women and girls**

- Community leaders and local government identify and map all urban poor and extremely poor slum and non-slum groups
- Prioritise communities where extremely poor live in "danger zones" (areas with natural or man made hazards, threats of eviction, etc.)
- Communities develop strategies for project support to meet the needs of the extremely poor
- Family based packages of inputs for the provision of basic services, plus improved health, education and training opportunities
- Support for the extension of specialist civil society and government programmes for slum and non-slum extremely poor
- Prioritise project support to women for wage employment and business opportunities
- Community support for girls to remain in school and for reduction of early marriage
- Support for women's prominence in leadership roles and decision making processes

#### **b. Reducing vulnerability**

- Support for improvements in security of tenure through negotiations with government and private land owners
- Pursuit of pro-active solutions including land sharing, plot readjustment and voluntary relocation
- Formation of associations to meet special needs of renters
- Formation of community based mutual support groups to address social problems such as dowry, early marriage and drug abuse
- Linkages between communities and civil society groups and financial service providers
- Support for community policing
- Introduction of "debt swap" strategies for those with unmanageable unsecured debts,

#### **c. Policy advocacy**

- Community participation in Town Level Coordination Committees, with membership from local government, communities, civil society and private sector for development of town level poverty reduction strategies
- Town and national financial mechanisms established to support housing, community infrastructure and business development
- Town networks, associations and international links to exchange and promote best practices
- Strong project engagement establishes a coalition at national level amongst government departments, donors, civil society and community representatives that lobbies for and promotes policies and strategies in favour of the urban poor.



### Part 1.2.1 Methodology

UPPR will cover Bangladesh's six City Corporations and 24 of its Pourashavas. These are as follows:

#### LPUPAP Pourashavas and City Corporations to be continued under UPPR:

Narayanganj	Gopalganj	Khulna City Corp
Bogra	Kushtia	Barisal City Corp
Srirajganj	Hobiganj	Chittagong City Corp
Mymensingh	Rajshahi City Corp.	

#### New Pourashavas:

Tongi	Rangpur	Jessore
Comilla	Dinajpur	Nawabganj
Tangail	Savar	Gazipur
Naogaon	Pabna Sadar	Saidpur
Faridpur	Chandpur	Feni
Satkhira	Jhenaidaha	

#### New City Corporations:

Sylhet  
Dhaka (part)

UPPR will cover slum and non-slum extremely poor men, women and children. Over the first three years the project will start in an incremental manner in all the newly identified Pourashavas and City Corporations. In the four City Corporations (except Chittagong, which will remain in the project for the full period) and seven Pourashavas covered by the existing LPUPAP, UPPR will reach the urban poor not so far included in LPUPAP, with a phased withdrawal over the first three to four years.

UPPR will assist urban local governments to form partnerships with other donor, government and NGO programmes to improve their effectiveness in urban poverty reduction and to make links with urban education and health programmes that have a positive impact on poverty reduction. Through these partnerships urban poor families will have access to packages of benefits, enabling them to increase their incomes, graduate out of poverty and reduce the risks of returning to poverty.

The project will work with Town Level Coordination Committees (TLCCs) and local governments in the preparation of Town Poverty Reduction Action Plans and, where appropriate, Town Economic Development Strategies. In the towns and cities where TLCCs do not exist, the project will form them in a similar manner to that of other LGED projects and with similar terms of reference. The project will foster linkages to funding mechanisms that target urban poverty reduction so that partnerships among local government, urban poor communities and the private sector can continue to address urban poverty in the post-project period. At the national level the project will support the Government to develop and implement pro-poor urban policies and strategies.

The project's impact (goal) is "To reduce urban poverty in Bangladesh". Its output (purpose) is "To improve the livelihoods and living conditions of 3 million urban poor and extremely poor people, especially women and children". UPPR will contribute to urban poverty reduction by directly improving the living environment and social and economic conditions of urban poor families in 30 towns and by influencing national and local urban poverty reduction and economic development policies.

### **Project phasing**

The project will continue to work in the seven Pourashavas and four City Corporation areas that are covered under LPUPAP but with a phased withdrawal after three years from all LPUPAP towns except Chittagong City Corporation. In addition, the project will cover 17 new Pourashavas, the City Corporation of Sylhet and parts of Dhaka City Corporation area in a phased manner over the first four years.

### **Development of town sub-projects**

The identification of poor urban communities will be undertaken through a combination of physical inspection and where available the use of satellite map imagery. A small team of project staff and community leaders together with elected representatives and officials from the local government will conduct the initial slum location survey.

Once the slums have been physically identified, a preliminary population estimate will be made through discussions with key informants such as local leaders. A three year implementation programme will be developed by the local government officials, elected representatives, community leaders and project staff. Using per capita cost norms, an estimated budget for each of the three years will be prepared.

UPPR has three Outputs. Underpinning all three outputs is an approach that focuses on building the capacity of the urban poor to manage and improve their own lives.

### **Output 1: Urban poor communities and groups are mobilised to create healthy and secure living environments.**

#### **Mobilisation of urban poor communities and extremely poor groups**

The process of community mobilisation will be the same as that used in LPUPAP, with traditional community leaders helping to identify groups of 20 to 25 poor households that are in physical proximity to each other. These will be formed into Primary Groups.

The primary group leaders and secretaries will come together to form a Community Development Committee (CDC) representing the whole of the community. The CDC will normally represent 200 to 300 families. Clusters of CDCs will be formed, usually covering about three Wards and with 6-10 CDCs as members of the Cluster. At the town level Federations of CDCs will be encouraged. The project will support the formation of cross community associations that bring together groups of people or communities, on a need basis, with a common interest.

#### **Community action plans**

Project supported activities at the community level will be based on a Community Action Plan (CAP). This will be prepared using participatory research and analysis techniques and will identify and prioritise the needs of the community. The CAP will cover community demands for physical improvements, livelihood programmes and solutions to social problems faced by the community.

#### **Community participation in town poverty reduction action plans**

Each town will develop its own poverty reduction action plan and, where necessary, complementary economic development strategies. This will be done through the establishment of partnerships at the town level –Town Level Coordination Committees (TLCCs) - bringing together local government officials and elected representatives and representatives from urban poor communities and groups, civil society and the private sector.

#### **Access to healthy and secure living environments**



The provision of water supply, sanitation, drainage, waste management systems, community facilities and improved services will build on the experience of LPUPAP. In organised communities, the communities themselves will arrange for the construction of physical improvements through the well established community contracting system.

Each community contract will be limited to about Taka 700,000 (US\$10,000) and will include a provision for management of the contract by the CDC members. Family cost norms will be established, taking into account current costs of construction and building materials. These may be reviewed on an annual basis and may reflect changes in LGED's construction rate schedules.

### **Settlements improvement fund**

The physical improvements will be funded from the Settlements Improvement Fund. This is a grant fund of about US\$45 million. The Settlement Improvement Fund will be disbursed to organised communities using a community contracting system.

### **Security of tenure**

Communities will be prioritised as follows:

First priority: Communities facing an imminent threat of eviction for development or trunk infrastructure construction; communities living in "danger zones", such as on river banks, near railway tracks and main roads, near garbage dumps and other polluted areas (likely to be the poorest communities in the town); and communities with a predominance of rental accommodation.

Second priority: Communities where infrastructure improvements are not being permitted and there are not even short (up to five years) or medium (ten years) security of tenure arrangements from either the government or the private sector.

Third priority: Communities that wish to carry out substantial housing improvements or to construct new houses using permanent materials. In this case, higher levels of security of tenure will need to be verified or negotiated. These can be in the form of longer term leases to the communities or even outright ownership on a communal basis.

Security of tenure options to be negotiated may include community leasing or purchase of the land, voluntary relocation and land sharing. The project will support the communities, either individually or in groups to find negotiated solutions to their security of tenure problems.

### **Support to improvement of housing conditions**

The project will provide technical assistance to families who wish to improve their houses. It will proactively support communities to gain access to short and medium term funds that can be that used for incremental house improvements and if possible for the construction of new houses.

### **Support for access to affordable health facilities**

The project will not directly provide health care facilities itself. Its main function will be to link urban poor communities with health care service providers. These may include the central and local government, NGOs and other health-related initiatives supported by development partners.

### **Output 2: Urban poor families acquire resources, knowledge and skills to increase their incomes and assets.**

#### **Community saving and credit**

The organised communities will be supported to establish savings and credit groups at the Primary Group and CDC levels as part of the process of building trust among community



members and developing a sense of mutual support. The project will provide the savings and credit groups with technical assistance on operational guidelines and accounting methods. The project will not, however, provide the savings and credit groups with direct funding.

### **Reaching the extreme poor**

The project will provide support to non-slum extremely poor through measures to strengthen the ongoing activities of NGOs, donors, the Government or local governments, by encouraging those partners to expand their activities, and by encouraging the introduction of new providers on a town by town need basis. The strategy for reaching the in-slum extremely poor will involve a community led, step by step approach encouraging communities to support their very poorest members.

### **Addressing community social problems**

These included drug abuse, family violence, dowry, early marriage and divorce. The communities will be supported to develop their own strategies to address these issues and gained strength from working together as groups of communities. The project will provide technical support and funds for workshops and meetings for this community managed process. In addition, on a demand basis from the communities, the project will fund partnerships with NGOs that can provide specialist support such as legal advice.

### **Access to resources, knowledge and skills and participation in the local economy**

#### **(a) Access to local employment opportunities**

The project will use two approaches to support members of urban poor communities to gain access to local employment opportunities: support for direct employment in existing industries and businesses, in cases where community members already have suitable levels of education, skills and knowledge; and support for skill development through a combination of vocational training and apprenticeships.

#### **(b) Support to entrepreneurs**

The project will not provide direct finance but will support entrepreneurs to obtain finance from banks and micro finance institutions. Priority will be given to businesses whose expansion is likely to create employment opportunities for the poor and extreme poor.

The project will encourage entrepreneurship development through making links to, and sponsoring, business mentor programmes established by NGOs or the private sector. The programme will also provide technical support for market surveys.

### **Urban and peri urban food production**

UPPR will support urban and peri-urban food and meat producers by (a) improving methods of production so that they are more efficient and cost-effective, (b) adding value to what is being produced and (c) improving access to markets.

### **Improved educational opportunities for women and girls**

The project will adopt a multi-pronged approach to ensuring that girls have the best possible opportunity to reach the level of education for which they are capable. This will be through social influence at the community level, with families who are sending their girls to school encouraging others to do the same. Extremely poor families will be supported through a package of benefits that addresses their economic problems and at the same time provides financial support for girls to continue their education.

### **Socio-economic fund**

The Socio-Economic Fund of about US\$34 million will be established to support project activities described in the above sections on support for affordable health facilities,

community savings and credit, reaching the extreme poor, addressing community social problems, access to employment opportunities, support to entrepreneurs, urban and peri-urban food production and improved educational opportunities for women and girls. The Socio-Economic Fund will be administered on a community contract basis following similar procedures to those of the Settlements Improvement Fund. Communities will make proposals for support for socio-economic activities for their members with a limit of about US\$10,000 per contract.

### **Output 3: Pro-poor urban policy environment delivering benefits for the poor.**

#### **Town poverty reduction action plans and economic development strategies**

The project will engage the Town Level Coordination Committees (TLCCs)—which will have representation from local government, urban poor communities, civil society and the private sector—in supporting the development of town poverty reduction action plans. These action plans will address local priorities and localize the MDGs and the goals of current and future National Poverty Reduction Strategies. They will form the basis for the three year rolling plans and UPPR support to the town.

Where the economy of a town is weak, UPPR will provide technical support to the TLCC and the local government to prepare economic development strategies.

#### **Capacity building of local government for poverty reduction**

UPPR will develop capacity building programmes for local government officials and elected representatives to have a better understanding of the causes of urban poverty and strategies that can lead to poverty reduction. These will include town to town and international exchange programmes and the establishment of town networks.

#### **Sustainable funding for urban poverty reduction**

UPPR will explore models of sustainable funding for local poverty reduction, including those addressing housing problems, such as urban poor community trust funds. These are funds jointly managed by, and with contributions from, urban poor communities, local government, donors and NGOs.

#### **Supporting local and national level pro-poor urban policy development**

UPPR will enable lessons learned and priorities identified at the local level—along with regional and international best practices—to inform national policy dialogue. It will support the formation of partnerships for urban poverty reduction among the Government, the donor community, civil society, and national and international urban poverty experts.

### **Cross cutting issues**

#### **Capacity building**

UPPR will support all levels of exchange programmes including community to community, town to town and international study tours. Elected representatives and government officials will be included in the exchange visits. Funds will also be available to support a small number of incoming visitors from other poverty reduction programmes in the Asia-Pacific region. Capacity building programmes will be introduced to support a range of community based activities and for local government officials and elected representatives.

#### **Gender**

UPPR will provide strong support for the leadership role of women. They will hold 75% of the officer bearer positions in community organisations. Particular emphasis will be placed on supporting girls to enter and retain their places in secondary education and to undertake vocational training leading to employment opportunities in the mainstream of the urban economy.





### **Communications strategy**

UPPR will develop a communications strategy that will incorporate internal project technologies—by the poor and for the poor—as tools for poverty reduction.

## **SECTION 2: Annual Work Plan and Budget Sheet (Given in separate sheets)**

## **SECTION 3: Management arrangements**

### **Project Outcome Board**

2.2.2 A Project Outcome Board/Project Steering Committee, chaired by the Secretary of the Local Government Division (LGD), MLGRDC, will be the highest level committee for UPPR. It will provide policy guidelines, review progress against targeted results and ensure coordination with other projects. Its members will include representatives from ERD, IMED, Planning commission, the Chief Engineer, LGED, the National Project Director, Project Manager, and representatives from UNDP, UN-Habitat, DFID, elected members of the Pourashavas and City Corporations, and project partner communities. It will meet twice a year.

The main responsibilities of the Project Outcome Board are to:

1. Review progress against targeted results of UPPR
2. Review annual Objectively Verifiable Indicators (OVIs) as described in the logframe
3. Provide policy guidelines adjusted to meet changing management needs and OVI targets
4. Review Output to Purpose review recommendations
5. Review bi-annual independent evaluation findings and recommendations
6. Recommend actions to reflect new or changed policy directions in national planning documents (GoB Periodic Plans, ADP allocation, PRS, etc.)
7. Provide upstream policy direction, inter-ministerial coordination, and cross-sectoral coordination
8. Approve any substantive revisions of the UPPR work plan

### **Project Management Board**

UPPR will have a Project Management Board, chaired by the National Project Director, with the Project Manager and the UNDP Cluster Coordinator as its other two members. The Project Management Board will meet monthly with NPD as the Chair. The Project Management Board will report to the Project Outcome Board for the results stipulated in the project document/AWP.

The main responsibilities of the Project Management Board are to

- Review the annual work plan and budget
- Review quarterly work plan and quarterly expenditure estimates
- Approve quarterly financial reports
- Approve annual town work plans
- Approve towns' quarterly work plans and requests for fund advances to towns
- Review budget and annual work plan revisions and obtain approval for any substantive revisions

- Ensure compliance with implementation guidelines
- Ensure that project results are delivered and that objectives are achieved

The UPPR annual work plans and budgets will be prepared by the project and reviewed by the Project Board. The Annual Work Plan will be approved and signed by LGED as Implementing Partner and UNDP.

### **Management Arrangements at local government level**

A Town Outcome Board chaired by the Mayor or Pourashava Chairperson, will be established in each project town to guide the project at the town level. Its Members will be the City/Pourashava Senior Engineer, Chief Executive Officer, or other senior local government officer and the project's Town Manager. Other members will include, two representatives from the urban poor communities, two representatives from the Ward Commissioners, LGED's Executive Engineer, and the local government section heads for engineering, health and administration.

Each project town will also have a Town Project Board (Executive Group). Its members will be City/Pourashava Senior Engineer, Chief Executive Officer, or other senior local government officer and the project's Town Manager.

Each project town will have a budget allocation based on annual and quarterly work plans. The quarterly and annual town work plans and budgets will be approved by the Project The town budgets will cover community grants, project activities delivered at town/city level, and town level operational costs. They will be administered by the Pourashava/City with support from the UPPR Team. The community grants will be available from two project grant funds supporting Outputs 1 and 2 of the project: a Settlements Improvement Fund (SIF) and a Socio-Economic Fund (SEF). UPPR will support project towns in preparing three year indicative rolling work plans as a framework for the annual plans and to prioritise urban poor communities and groups for inclusion in the project.

The annual work plans and budgets will be administered by the Pourashavas/Cities through dedicated project accounts jointly operated by the Pourashava Chairman/Mayor and the Member Secretary of Town Project Board (Executive Group). Disbursements will be made only upon requests for payments by the project's Town Manager. These accounts will be open to independent audit and overseen on a day-to-day basis by the UPPR City/Town Project Board. The Community Development Committees will develop proposals for community contracts with support from project and local government staff. The community contracts will be approved by the Town Project Board in accordance with the headquarters approved town work plan and budget.

### **Project Assurance:**

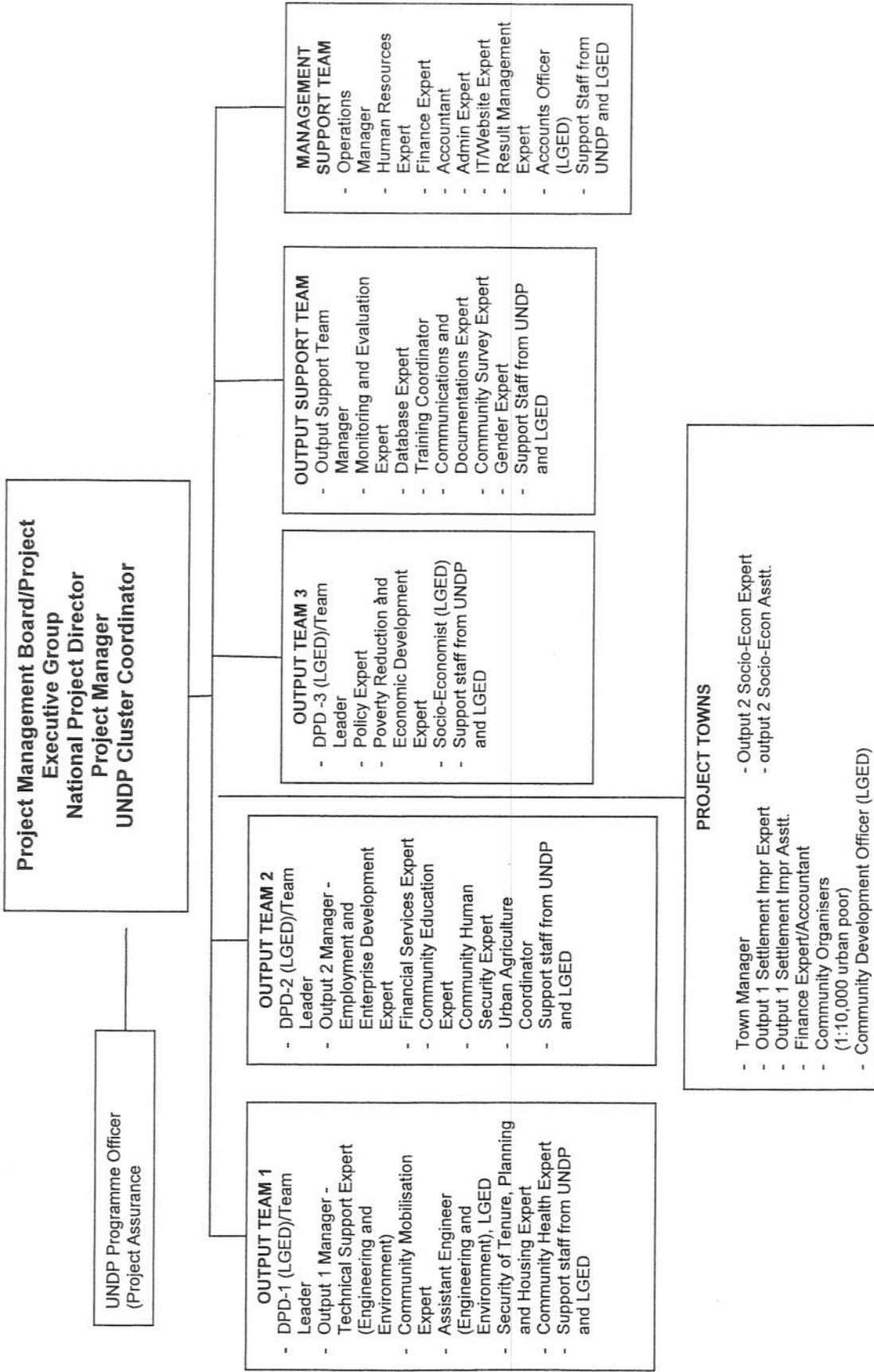
As per new programming manual of UNDP, project assurance role is vested upon the UNDP. The Project Assurance Team will ensure that the project management delivers the outputs based on approved work plans and that quarterly and annual progress reports are produced and verified. UNDP's Programme Officer will serve as the project assessor. Project assurance will also be provided through the annual UNDP/DFID Output to Purpose Reviews.

UNDP will conduct project assurance activities and will report to the Project Board with regard to:

1. Adherence of the project to the business case
2. Compliance with user needs and expectations
3. Supplier assurance carried out by spot-checks of deliverables and outputs
4. Review of deliverables via quality reviews.

UNDP will organise quarterly and annual reviews as part of its project assurance role.

# UPPR PROJECT STAFFING STRUCTURE



## **SECTION 4: Monitoring and Evaluation**

Regular project monitoring will be done on the basis of reviewing annual and quarterly work plans and budgets from each of the project towns as well as for the project as a whole. Following the ATLAS format these combined work plans and budgets are developed to show activities against each output and the inputs necessary to undertake each activity.

UNDP will, as part of its project assurance role, regularly share its findings with DFID and the Project Board. The project's town teams will report progress on a monthly, quarterly and annual basis to the Project Board. Quarterly progress reviews will be held at UNDP (project assurance role) and the half yearly reviews will be held with the Project Outcome Board/Project Steering Committee. The project will actively participate in the quarterly and annual review meetings arranged by the ERD.

Each project town will produce monthly progress reports to be reviewed by the Project Board. The Project Board will also review quarterly progress in each town against quarterly work plans and budgets and approve funding for the next quarter. Following reporting systems of UNDP, the project will provide monthly, quarterly, and annual progress reports to UNDP with copy to the LGED. Results Information System (RIS), a web-based information sharing and reporting mechanism, will be updated regularly by the project.

DFID Bangladesh is developing a set of indicators for monitoring progress across its extreme poverty portfolio. These address income and household expenditure, hunger and calorie intake, reduced vulnerability to environmental and health shocks and social factors, e.g. dowry. UPPR will carry out a baseline survey using project staff with the help of independent consultants and on the basis of this survey the Outcome Indicators in the logical framework will be reviewed within one year of inception. DFID will ensure that the refined indicators are relevant, quantifiable, time-bound and realistic. Clear roles, responsibilities and capacity for monitoring and evaluating performance against indicators will be established within the project.

The core monitoring activity will be annual Output to Outcome (Purpose) Reviews carried out jointly by UNDP, DFID and IMED. There will be a review of the management arrangements during year 2 of the project's implementation period.

The project will fund an outcome (relevant CPAP outcome) evaluation once in its life time, preferably in the last year of its implementation. A mid-term evaluation will be conducted in 2010, in consultation with all signatories of this project document.

## **SECTION 5: Legal Context**

This Project Document (Prodoc) shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement (SBBA) between the Government of Bangladesh (GoB) and the United Nations Development Programme (UNDP) signed by the parties on 26 November 1986. The Local Government Engineering Department (LGED) will be the National Implementing Partner (NIP) for this project. UNDP will act as a Responsible Party to implement activities as identified in the project document and relevant budget lines. This role is in line with the Letter of Agreement (LOA) on such services signed by UNDP and the Government on 5 December 1999 as well as the Country Programme Action Plan 2006-2010.

The following types of revision may be made to this Project Document with the signature of the UNDP Country Director only; provided that she/he is assured that the other signatories to the Project Document have no objection to the proposed changes:

- a) Revision in, or addition to, any of the annexes to the Project Document;
- b) Revisions, which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of the inputs already agreed to or by cost increases due to inflation;
- c) Mandatory annual revisions which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility; and

The Project Document is, for all purposes related to implementation, the legal document by which UNDP and GoB will be bound for achieving results. The GoB may prepare for its own internal planning and approval purposes a matching document such as Development Project Proposal (DPP). All efforts must be made to ensure that the relevant provisions of the concerned DPP prepared for the project are identical to those in the signed Project Document. However, in the event of any discrepancies between this Project Document and a related GoB document (including, but not limited to, discrepancies in terms of financial provisions) the provisions in the signed Project Document are to be upheld.

The national implementing partner designated on the cover page to this Project Document shall carry out this project and accordingly will follow the accounting, financial reporting and auditing procedures set forth in the UNDP programming guidelines. However, cash received by the Government Implementing Partner shall be used in accordance with established national rules, regulations, and procedures. The cash transfer modality will follow the HACT micro-assessment findings/recommendations for the IP. UNDP will sign a LOA with the Implementing Partner (LGED), and will act as a Responsible Party for the activities as mentioned in the project AWP, while UNDP may involve UNHABITAT and other UN agencies, as needed, through LOAs to carry out activities/services as identified in the UPPR Annual Work Plan Budget Sheet. All contracting and procurement procedures for UNDP implemented activities will follow UNDP rules and regulations.

### **Fund Flow**

Funding requests and the expenditure reports will follow the harmonised reporting tool – “FACE”. Upon certification from the Project Manager and the National Project Director (Executive of the Project Board) in the FACE format, UNDP will review the request and approve transfer of funds to dedicated bank accounts in the project towns, and to the dedicated project account in LGED. Government of Bangladesh’s contribution will cover GoB inputs, staff-time, port charges and local taxes for imported equipment, vehicles.



## ANNEX 1- PROJECT RESULTS AND RESOURCES FRAMEWORK

<p><b>Intended Outcome as stated in the Country/ Regional/ Global Programme Results and Resource Framework:</b>  <b>UNDAF Outcome 3 -</b> The most vulnerable groups have improved life conditions, skills, services and decent job opportunities.  <b>CPAP outcome: 3.2</b> Expanded employment and poverty alleviation opportunities for poor and vulnerable in urban areas through effective local governance, community partnerships and basic services delivery.</p> <p><b>Outcome indicators as stated in the Country/ Regional/ Global Programme Results and Resources Framework, including baseline and targets.</b>  <b>UNDAF Outcome 3 Indicator:</b> Poverty Indices; Unemployment and underemployment rates; Percentage of ultra-poor with access to training on life skills, income earning; micro-credit services.  <b>CPAP Indicators:</b> Policy benefiting poor and vulnerable framed and guidelines established; Number of CDSs and UPDTFs in place.  <b>Applicable MYFF Service Line: 1:</b> Achieving MDGs and reducing human poverty  <b>Partnership Strategy:</b> Partnership with Local Government Engineering Department, Government of Bangladesh. Funded by UK Department for International Development</p> <p><b>Project title and ID (ATLAS Award ID):</b> Award ID: 00011492 Project ID: 00058224</p>				
Intended Outputs	Output Targets for (years)	Indicative Activities	Responsible parties	Inputs
<p><b>Outcome</b>  To improve the livelihoods and living conditions of 3 million urban poor and extremely poor people, especially women and girls.</p> <p><b>Outcome Indicators</b></p> <ul style="list-style-type: none"> <li>• 3 million urban poor people, of whom at least 50% are women and girls, have improved living conditions, assets or incomes</li> <li>• 2.5 million people living in urban slums have improved access to basic services, as measured by proxy health indicators</li> <li>• 2 million urban poor people, of whom 50% are women and girls, benefit from improved incomes as measured by an increase in family assets</li> <li>• Models developed to improve the lives of the urban extremely poor and, by the end of the programme, at least 10% of those benefiting from programme inputs are extremely poor (according to baseline</li> </ul>	<p><b>Annual indicators will be developed by the end of Year 1 after baseline surveys completed.</b></p> <p><b>Output 1 Indicators</b></p> <ul style="list-style-type: none"> <li>• All urban poor communities in project towns/wards are mobilised and form Primary Groups and Community Development Committees (CDCs)</li> <li>• Clusters of CDCs and Federations of CDCs are formed in all project towns by end of Year 3 of project support to town</li> <li>• Community Action Plans that identify and prioritise physical, social and economic needs prepared and annually reviewed by all</li> </ul>	<p><b>Output 1 Activities</b></p> <p>1.1 Identify all urban poor settlements and slum and non-slum extremely poor groups in project towns and provide support for formation of community organizations and cross-community associations</p> <p>1.2 Provide capacity building and technical support for establishment of community savings groups and preparation of community action plans, databases and community proposals for physical, economic and social development</p> <p>1.3 Support communities to meet demands for water</p>	<p>Local Government Engineering Department (LGED), and UNDP</p>	<p><b>Output 1</b></p> <ul style="list-style-type: none"> <li>- Technical Assistance</li> <li>- Micro Grants</li> <li>- Capacity Building</li> </ul> <p><b>Cost: US\$ 54,685,185</b></p> <p><b>Output 2</b></p> <ul style="list-style-type: none"> <li>- Technical Assistance</li> <li>- Micro Grants</li> <li>- Capacity Building</li> </ul> <p><b>Cost: US\$ 41,478,515</b></p> <p><b>Output 3</b></p> <ul style="list-style-type: none"> <li>- Technical Assistance</li> <li>- Capacity Building</li> </ul> <p><b>Cost: US\$3,696,526</b></p> <p><b>Output 4 Management Support</b></p> <ul style="list-style-type: none"> <li>- Technical Assistance</li> <li>- Equipment</li> <li>- Miscellaneous</li> </ul> <p><b>Cost: US\$ 15,907,750</b></p>

<p>survey)</p> <ul style="list-style-type: none"> <li>• In all project towns local government, urban poor community, civil society and private sector partnerships are established</li> <li>• In all project towns, participatory economic development and poverty reduction strategies are developed and implemented by end of Year 2 of project support to town</li> <li>• Sustainable sources of finance for housing improvements and entrepreneurship development used in 50% of project towns</li> </ul> <p>Annual indicators will be developed by the end of Year 1 after baseline surveys completed.</p> <p><b>Output 1.</b> Urban poor communities and groups are mobilised to create healthy and secure living environments</p> <p><b>Output 2.</b> Urban poor families acquire resources, knowledge and skills to increase their incomes and assets</p>	<p>CDCs</p> <ul style="list-style-type: none"> <li>• 100% of in-community physical improvements undertaken through community contracting</li> <li>• 450,000 families in project CDCs have access to hygienic sanitation and potable water supplies</li> <li>• 2,000 communities in project CDCs undertake solid waste management and environmental sanitation practices</li> <li>• Increase in investment in "on plot" and house improvements (baseline survey conducted by end Year 1 and targets established by end Year 2 of project support to town)</li> <li>• Community and group health status improved</li> </ul> <p>(baseline survey conducted by end Year 1 and targets established by end Year 2 of project support to town)</p> <ul style="list-style-type: none"> <li>• At least 1,750 project communities have access to at least one new town level service, as prioritised by the community (e.g. electricity, water, drainage, solid waste collection, community policing) by end Year 3 of project support to town</li> <li>• Less than 5,000 project families are forcefully evicted during the life of the project</li> <li>• Extremely poor groups have access to sanitation and water supply services</li> </ul>	<p>supply, sanitation, drainage, electricity and public lighting, waste management, road access and community facilities through participatory processes including community contracting</p> <p>1.4 Support communities to have access to town level service networks and facilities</p> <p>1.5 Support communities to obtain improved security of tenure</p> <p>1.6 Support improvements in housing conditions. 1.7 Improve access to affordable and approved health service providers</p>		
<p><b>Output 3.</b> Pro poor urban policy environment delivering benefits to poor people</p>		<p><b>Output 2 Activities</b></p> <p>2.1. Improve access to wage employment opportunities through skills development and links to private sector</p> <p>2.2 Promote development of enterprises through access to finance, markets and technology</p> <p>2.3 Promote urban and peri-urban food production through improvements in technology, processing and marketing</p> <p>2.4 Support communities to overcome social and</p>		

<p>by end of Year 3 of project support to town</p> <p><b>Output 2 Indicators</b></p> <ul style="list-style-type: none"> <li>• 390,000 project-covered households have increased incomes and assets by end of project</li> <li>• 300,000 project-supported households use formal financial service providers by end of project</li> <li>• Surveys show 300,000 project-covered households remain out of poverty in previous two years</li> <li>• Reduction in social problems (e.g., drug abuse, family disputes, dowry, early marriage) as perceived by communities (baseline survey conducted by end Year 1 and targets established by end Year 2 of project support to town)</li> <li>• Average age of marriage increased by two years by end of project (baseline survey conducted by end Year 1 and targets established by end Year 2 of project support to town)</li> <li>• Increase by 50% of women in project communities who are gainfully employed by end of project (baseline survey conducted by end Year 1</li> </ul>	<p>economic problems and meet the needs of the extremely poor through formation of mutual support groups and links with civil society and local government</p> <p>2.5 Support provision of and access to all levels of formal and informal education, especially for women and girls, through partnerships with service providers</p> <p>2.6 Support access to financial services for productive and non-productive purposes including reducing unsecured indebtedness</p> <p><b>Output 3 Activities</b></p> <p>3.1 Support formation of town-level community, local government, private sector and civil society partnerships</p> <p>3.2 Support the development and implementation of town poverty reduction and economic development strategies</p> <p>3.3 Develop capacities of elected representatives, local government officials and project staff to respond to needs of urban poor</p> <p>3.4 Establish local or national funding</p>		





	<p>and targets established by end Year 2 of project support to town)</p> <ul style="list-style-type: none"> <li>• 50% increase in the percentage of girls attending secondary education by end of project (baseline survey conducted by end Year 1 and targets established by end Year 2 of project support to town)</li> </ul> <p><b>Output 3 Indicators</b></p> <ul style="list-style-type: none"> <li>• Representatives of urban poor communities are members of partnerships with local government, civil society and private sector organisations</li> <li>• Poverty reduction strategies are prepared with substantial participation of urban poor communities in all project towns by end of year 2 of project support to town</li> <li>• Mechanisms for project management established in each town including project funds as part of budget by end of Year 2 of project support to town</li> <li>• MDGs localized and monitored in 22 project towns by end of Year 2 of project support to town</li> <li>• Funds for long term support to communities, including finance for housing, available</li> </ul>	<p>mechanisms for sustainable support to urban poor communities including provision for housing finance</p> <p>3.5 Support experience sharing within towns, between towns and through international exchange visits</p> <p>3.6 Support local, national and regional urban poverty policy workshops and seminars for experience sharing</p> <p>3.7 Facilitate urban poor policy dialogue through networking of towns and associations of elected representatives, local government officials and community leaders</p>		
	<ul style="list-style-type: none"> <li>• Funds for long term support to communities, including finance for housing, available</li> </ul>	<p>3.8 Development and implementation of communications strategy for programme information sharing, advocacy and policy dialogue</p> <p>3.9 Support research and documentation of local and international best practices</p> <p>3.10 Support establishment of national Government/donor urban poverty partnership</p> <p>3.11 Establish links to international civil society and government urban poverty reduction groups</p>		



	<p>in 15 project towns by end of project</p> <ul style="list-style-type: none"> <li>• Town participates in national and international experience sharing networks by Year 2 of project support to town</li> <li>• Multi-media communications strategy with transparent horizontal and vertical information flows operational as measured by media reports, community and local government's awareness of project activities by end of Year 2</li> <li>• Government/donor partnerships on urban poverty reduction established and influencing national and local policy by end of Year 3</li> <li>• Increase in government and donor funds for pro-poor urban development projects and programmes</li> </ul>	<p>3.12 Inform and influence GoB to develop and implement pro-poor urban development strategies in collaboration with other development partners</p>		
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## Annex 2 - UPPR Risks Log

#	Description	Category	Impact & Probability	Countermeasures / Management response	Owner	Author	Date Identified	Last Update	Status
1	<ul style="list-style-type: none"> <li>Political instability continues, and deterioration in the political environment at national level constrains UPPR's ability to influence urban policies, and implement the programme.</li> </ul>	Political	<p>P = 3</p> <p>Although national level political instability is possible, it will not necessarily have a significant impact on the programme at local levels during the seven year time frame of the project.</p>	<p>The existing LPUPAP programme has been able to continue delivering throughout the recent Caretaker Government period. Implementation of programme activities in partnership with local government and communities will mitigate some of the national level political uncertainties. The current Caretaker Government is actually creating opportunities for pro-poor policy dialogue.</p>	Project Manager	Formulation mission	07.2007		
2	<ul style="list-style-type: none"> <li>The national government implementing partner the – Local Government Engineering Division (LGED), and its line ministry, the Ministry of Local Government, Rural Development and Cooperatives (MLGRDC) limits its support to the programme.</li> </ul>	Operational Political	<p>P = 2</p> <p>Given the high profile of the project and UNDP's existing relationship with LGED and the ministry, this is very low probability.</p>	<p>Support from LGED and the ministry will be important in achieving the policy influence that UPPR is aiming for. UNDP will put considerable effort into building a relationship of trust in which key lessons can be learnt and shared.</p>	Project Manager	Formulation mission	07.2007		

#	Description	Category	Impact & Probability	Countermeasures / Management response	Owner	Author	Date Identified	Last Update	Status
3	<ul style="list-style-type: none"> <li>City and Pourashava governments are unable to adopt pro-poor policies because they are constrained by national policies, or refuse to take forward the initiatives.</li> </ul>	Political	<p>P=2 Low probability as existing Local Partnerships for Urban Poverty Alleviation Project (LPUPAP) towns have strongly supported implementation and have seen social and political benefits. The existing LPUPAP programme has been popular, and there was a demand from other towns to be included in the programme.</p>	<p>Well established community based procedures in partnership will local government will mitigate the possible effects of this risk.  New towns will undergo an experience sharing programme with well established LPUPAP towns.</p>	Project Manager	Formulation mission	07.2007		
4	<ul style="list-style-type: none"> <li>The project is not able to recruit sufficient experienced staff to manage UPPR. Field staff with appropriate skills, behaviour and attitudes cannot be recruited to work with poor urban communities, particularly the extreme poor.</li> </ul>	Operational	<p>P = 2 Low probability, as there are experienced staff already working on LPUPAP who are available for recruitment to UPPR. New project will require managerial skills and some new professional skill areas for which both training of existing staff and recruitment of new staff will be required.</p>	<p>All posts will be advertised and recruited in accordance with UNDP's procedures. Qualified and experienced staff from LPUPAP will be encouraged to apply for posts in UPPR. Staff performance will be regularly monitored.</p>	Project Manager	Formulation mission	07.2007		

#	Description	Category	Impact & Probability	Countermeasures / Management response	Owner	Author	Date Identified	Last Update	Status
5	<ul style="list-style-type: none"> <li>• LGED, City and Town governments spend funds inappropriately.</li> </ul>	Organizational	<p>P = 2</p> <p>The fiduciary risk in the programme is limited and the risk is low. LPUPAP has demonstrated a transparent process of fund flow and utilisation which minimises risks.</p>	<p>The majority of funds are transferred to communities via dedicated accounts in the local government using auditable procedures well established under LPUPAP. Financial transparency is maintained at all levels. The Project Board (Project Executive Group) will closely monitor the monthly financial reports from each city and town. UPPR funds will be accounted for separately, and they will be regularly audited, as part of UNDP's project Assurance role. If any funds are misappropriated the agreement with the city/town will be terminated.</p>	Project Manager	Formulation mission	07.2007		
6	<ul style="list-style-type: none"> <li>• The project fails to engage effectively with those responsible for urban policy and has limited policy impact.</li> </ul>	Strategic	<p>P = 3</p> <p>This is of medium probability. It depends on both project staff and UNDP working together to establish trust and credibility with government and donors.</p>	<p>Under the current Caretaker Government, there is a significant opportunity to influence policy. Several other donors are becoming involved - including the World Bank and ADB. An important mitigation measure will be the recruitment of a Policy Adviser who will work with the town teams, civil society advocacy networks, and other stakeholders to maximise opportunities</p>	Project Manager	Formulation mission	07.2007		

#	Description	Category	Impact & Probability	Countermeasures / Management response	Owner	Author	Date Identified	Last Update	Status
7	<ul style="list-style-type: none"> <li>Local government does not have the capacity to manage the UPPR process or undertake future pro-poor programmes.</li> </ul>	Organisational	<p>P = 3 LPUPAP towns have already demonstrated a capacity to manage programmes similar to those under UPPR and the risk is low. There is a medium risk regarding local government's capacity to undertake future pro-poor programmes.</p>	<p>for policy dialogue and influence.</p> <p>The UPPR is designed to mitigate this risk by providing capacity building to local government. This is partly done through training, but mainly through on-the-job mentoring from UPPR staff during the project period. UPPR will also facilitate partnerships with NGOs and the private sector to provide services where appropriate.</p>	Project Manager	Formulation mission	07.2007		
8	<ul style="list-style-type: none"> <li>Implementation of the Settlement Improvement Fund – particularly infrastructure – is constrained by lack of security of tenure, especially in less established slums or in the city corporations, especially Dhaka.</li> </ul>	Operational	<p>P = 3 Medium risk. This was not a major problem under LPUPAP as the more insecure slums were not included in the programme and work was not undertaken in Dhaka.</p>	<p>High risk communities will be identified and empowered to address the issue of tenure in a strategic way in advance of carrying out infrastructure improvements to minimise risk of eviction with support from specialist project staff. The project will facilitate negotiations around tenure with government/land owners to find appropriate solutions should voluntary relocation be the only feasible option. Experience in Bangladesh and elsewhere suggests that relocation is only necessary in very few cases.</p>		Formulation mission	07.2007		

#	Description	Category	Impact & Probability	Countermeasures / Management response	Owner	Author	Date Identified	Last Update	Status
9	<ul style="list-style-type: none"> <li>Two areas of UPPR are particularly new and innovative: enhancing livelihoods through increased incomes, and reaching the extreme poor. There is a risk that these components will not deliver as anticipated.</li> </ul>	Operational	<p>P = 3 This is a medium risk. LPUPAP has had some experience in enhancing livelihoods through its apprenticeship programme and had started to reach the extreme poor through some special initiatives.</p>	<p>As these aspects of the programme are new, much of the design effort has focused on addressing these issues. Lessons have been learnt from other programmes, and the programme has in-built facility to learn and adjust its activities as evidence emerges. There is also a budget for sub-contracting activities, such as working with particularly vulnerable groups of the urban poor should the mainstream UPPR mechanisms be inappropriate.</p>	Project Manager	Formulation mission	07.2007		
10	<ul style="list-style-type: none"> <li>Community mobilisation processes are dominated by the elite and exclude key target groups such as women, adolescents and the extreme poor.</li> </ul>	Operational	<p>P = 2 This is a low probability risk. Successful mobilisation of poor communities is the basis of the UPPR approach, building on the UNDP-funded programme experience with LPUPAP. Specific measures will be required to ensure that key targets groups are mainstreamed in the project processes.</p>	<p>Since the majority of funds are managed at community level it is vital that the community mobilisation process is inclusive. LPUPAP has an excellent track-record, particularly on empowerment of women. The on-going programme has already started work to address the need to include more of the extreme poor in the programme – looking at reducing barriers to entering groups such as mandatory savings requirements. The risk will be mitigated by ensuring all field staff are trained adequately and demonstrate</p>		Formulation mission	07.2007		





**ANNEX 3 - ANNUAL WORK PLAN (AWP) MONITORING TOOL**

**CP Component  
Implementing Partner**

EXPECTED OUTPUTS AND INDICATORS (Annual Indicators to be developed)	PLANNED ACTIVITIES	EXPENDITURES (Proposed)	RESULTS OF ACTIVITIES	PROGRESS TOWARDS ACHIEVING OUTPUTS
<p><b>OUTPUT 1: Urban poor communities and groups are mobilised to create healthy and secure living environments</b></p> <ul style="list-style-type: none"> <li>• All urban poor communities in project towns/wards are mobilised and form Primary Groups and Community Development Committees (CDCs)</li> </ul>				
<ul style="list-style-type: none"> <li>• Clusters of CDCs and Federations of CDCs are formed in all project towns by end of Year 3 of project support to town</li> <li>• Women elected or appointed to 70% of leadership positions in all levels of project-supported community organisations and cross-community associations</li> </ul>	<p>1.1 Identify all urban poor settlements and slum and non-slum extremely poor groups in project towns and provide support for formation of community organizations and cross-community associations (Initiate work in 16 towns plus preparatory work in Dhaka City Corporation)</p>	851,089		
<ul style="list-style-type: none"> <li>• Community Action Plans that identify and prioritise physical, social and economic needs prepared and annually reviewed by all CDCs</li> </ul>	<p>1.2 Provide capacity building and technical support for establishment of community savings groups and preparation of community action plans, databases and community proposals for physical, economic and social development (Work in 16 towns plus preparatory work in Dhaka City Corporation)</p>	1,718,269		

EXPECTED OUTPUTS AND INDICATORS (Annual Indicators to be developed)	PLANNED ACTIVITIES	EXPENDITURES (Proposed)	RESULTS OF ACTIVITIES	PROGRESS TOWARDS ACHIEVING OUTPUTS
<ul style="list-style-type: none"> <li>100% of in-community physical improvements undertaken through community contracting</li> <li>450,000 families in project CDCs have access to hygienic sanitation and potable water supplies</li> </ul>	1.3 Support communities to meet demands for water supply, sanitation, drainage, electricity and public lighting, waste management, road access and community facilities through participatory processes including community contracting	45,223,916		
<ul style="list-style-type: none"> <li>2,000 communities in project CDCs undertake solid waste management and environmental sanitation practices</li> <li>Extremely poor groups have access to sanitation and water supply services by end of Year 3 of project support to town</li> </ul>	1.4 Support communities to have access to town level service networks and facilities	0		
<ul style="list-style-type: none"> <li>At least 1,750 project communities have access to at least one new town level service, as prioritised by the community (e.g. electricity, water, drainage, solid waste collection, community policing) by end Year 3 of project support to town</li> </ul>	1.5 Support communities to obtain improved security of tenure	360,000		
<ul style="list-style-type: none"> <li>Less than 5,000 project families are forcefully evicted during the life of the project</li> <li>Increase in investment in "on plot" and house improvements (baseline survey conducted by end Year 1 and targets established by end Year 2 of project support to town)</li> </ul>	1.6 Support improvements in housing conditions.	189,697		
<ul style="list-style-type: none"> <li>Community and group health status improved (baseline survey conducted by end Year 1 and targets established by end Year 2 of project support to town)</li> </ul>	1.7 Improve access to affordable and approved health service providers	92,089		
<b>Output 1 Technical Assistance</b>		1,927,940		

EXPECTED OUTPUTS AND INDICATORS (Annual Indicators to be developed)	PLANNED ACTIVITIES	EXPENDITURES (Proposed)	RESULTS OF ACTIVITIES	PROGRESS TOWARDS ACHIEVING OUTPUTS
<p>OUTPUT 2. Urban poor families acquire resources, knowledge and skills to increase their incomes and assets</p> <ul style="list-style-type: none"> <li>390,000 project-covered households have increased incomes and assets by end of project</li> <li>Increase by 50% of women in project communities who are gainfully employed by end of project (baseline survey conducted by end Year 1 and targets established by end Year 2 of project support to town)</li> <li>Surveys show 300,000 project-covered households remain out of poverty in previous two years</li> </ul>	<p>2.1. Improve access to wage employment opportunities through skills development and links to private sector</p> <p>2.2 Promote development of enterprises through access to finance, markets and technology</p> <p>2.3 Promote urban and peri-urban food production through improvements in technology, processing and marketing</p>	<p>1,153,000</p> <p>1,706,000</p> <p>1,221,213</p>		
<ul style="list-style-type: none"> <li>Reduction in social problems (e.g., drug abuse, family disputes, dowry, early marriage) as perceived by communities (baseline survey conducted by end Year 1 and targets established by end Year 2 of project support to town)</li> </ul>	<p>2.4 Support communities to overcome social and economic problems and meet the needs of the extremely poor through formation of mutual support groups and links with civil society and local government</p>	<p>92,089</p>		
<ul style="list-style-type: none"> <li>Average age of marriage increased by two years by end of project (baseline survey conducted by end Year 1 and targets established by end Year 2 of project support to town)</li> <li>50% increase in the percentage of girls attending secondary education by end of project (baseline survey conducted by end Year 1 and targets established by end Year 2 of project support to town)</li> </ul>	<p>2.5 Support provision of and access to all levels of formal and informal education, especially for women and girls, through partnerships with service providers</p>	<p>442,089</p>		

EXPECTED OUTPUTS AND INDICATORS (Annual Indicators to be developed)	PLANNED ACTIVITIES	EXPENDITURES (Proposed)	RESULTS OF ACTIVITIES	PROGRESS TOWARDS ACHIEVING OUTPUTS
<ul style="list-style-type: none"> <li>300,000 project-supported households use formal financial service providers by end of project</li> </ul>	2.6 Support access to financial services for productive and non-productive purposes including reducing unsecured indebtedness	0		
OUTPUT 2 Technical Assistance		2,453,871		
OUTPUT 2 Micro Capital Grants		34,410,253		
OUTPUT 3: Pro poor urban policy environment delivering benefits to poor people				
<ul style="list-style-type: none"> <li>Representatives of urban poor communities are members of partnerships with local government, civil society and private sector organisations</li> </ul>	3.1 Support formation of town-level community, local government, private sector and civil society partnerships (Funded from Technical Assistance Output 3)	0		
<ul style="list-style-type: none"> <li>Poverty reduction strategies are prepared with substantial participation of urban poor communities in all project towns by end of year 2 of project support to town</li> </ul>	3.2 Support the development and implementation of town poverty reduction and economic development strategies	306,000		
<ul style="list-style-type: none"> <li>MDGs localized and monitored in 22 project towns by end of Year 2 of project support to town</li> </ul>	3.3 Develop capacities of elected representatives, local government officials and project staff to respond to needs of urban poor	146,500		
<ul style="list-style-type: none"> <li>Funds for long term support to communities, including finance for housing, available in 15 project towns by end of project</li> </ul>	3.4 Establish local or national funding mechanisms for sustainable support to urban poor communities including provision for housing finance	80,000		
<ul style="list-style-type: none"> <li>Town participates in national and international experience sharing networks by Year 2 of project support to town</li> </ul>	3.5 Support experience sharing within towns, between towns and through international exchange visits	687,800		
	3.6 Support local, national and regional urban poverty policy workshops and seminars for experience sharing	492,000		



EXPECTED OUTPUTS AND INDICATORS (Annual Indicators to be developed)	PLANNED ACTIVITIES	EXPENDITURES (Proposed)	RESULTS OF ACTIVITIES	PROGRESS TOWARDS ACHIEVING OUTPUTS
	3.7 Facilitate urban poor policy dialogue through networking of towns and associations of elected representatives, local government officials and community leaders (Funded from Technical Assistance Output 3)	0		
<ul style="list-style-type: none"> <li>Mechanisms for project management established in each town including project funds as part of budget by end of Year 2 of project support to town</li> </ul>	3.8 Development and implementation of communications strategy for programme information sharing, advocacy and policy dialogue	170,000		
<ul style="list-style-type: none"> <li>Multi-media communications strategy with transparent horizontal and vertical information flows operational as measured by media reports, community and local government's awareness of project activities by end of Year 2</li> </ul>	3.9 Support research and documentation of local and international best practices	900,000		
<ul style="list-style-type: none"> <li>Government/donor partnerships on urban poverty reduction established and influencing national and local policy by end of Year 3</li> </ul>	3.10 Support establishment of national Government/donor urban poverty partnership	35,000		
<ul style="list-style-type: none"> <li>Increase in government and donor funds for pro-poor urban development projects and programmes</li> </ul>	3.11 Establish links to international civil society and government urban poverty reduction groups 3.12 Inform and influence GoB to develop and implement pro-poor urban development strategies in collaboration with other development partners (Funded from Technical Assistance Output 3)	84,000		
OUTPUT 3 Technical Assistance		795,226		

EXPECTED OUTPUTS AND INDICATORS (Annual Indicators to be developed)	PLANNED ACTIVITIES	EXPENDITURES (Proposed)	RESULTS OF ACTIVITIES	PROGRESS TOWARDS ACHIEVING OUTPUTS
4.1 Technical Assistance		5,704,698		
4.2 Support Staff		1,423,469		
4.3 Managerial Staff		3,846,922		
4.4 Logistical Support		3,242,750		
4.5 Monitoring		1,160,911		
4.6 Capacity Building		529,000		
<b>TOTAL PROGRAMME COST</b>		<b>111,445,791</b>		

### ANNEX 4 : Logical Framework - Urban Partnerships for Poverty Reduction

Narrative Summary	OVI's	MOV's	Risks and Assumptions
<p><b>Goal</b></p> <p>To reduce urban poverty in Bangladesh</p>	<ul style="list-style-type: none"> <li>• Increase in rate of urban poverty reduction</li> <li>• Improved performance in reaching MDG and PRS targets</li> <li>• Increase in government and donor funds for urban development and poverty reduction programmes</li> <li>• Adoption by government and donors of project's approach to urban poverty reduction</li> </ul>	<ul style="list-style-type: none"> <li>• Household Income and Expenditure Surveys and reports from Bureau of Statistics</li> <li>• Government and donor reports on MDG and PRS progress</li> <li>• Government and donor reports on overseas development assistance</li> <li>• Government policy statements, legislation, and project reports and evaluations</li> </ul>	<ul style="list-style-type: none"> <li>• National economic growth does not decline significantly</li> <li>• GoB's economic policies become progressively pro-poor</li> <li>• Political instability does not disrupt the programme</li> </ul>
<p><b>Purpose</b></p> <p>To improve the livelihoods and living conditions of 3 million urban poor and extremely poor people, especially women and girls.</p> <p>* All OVI's will be reviewed at the end of first year in the light of baseline survey and priority indicators for final M &amp; E purposes identified</p>	<ul style="list-style-type: none"> <li>• 3 million urban poor people, of whom at least 50% are women and girls, have improved living conditions, assets or incomes</li> <li>• 2.5 million people living in urban slums have improved access to basic services, as measured by proxy health indicators</li> <li>• 2 million urban poor people, of whom 50% are women and girls, benefit from improved incomes as measured by an increase in family assets</li> <li>• Models developed to improve the lives of the urban extremely poor and, by the end of the programme, at least 10% of those benefiting from programme inputs are extremely poor (according to baseline survey)</li> <li>• In all project towns local government, urban poor community, civil society and private sector partnerships are established</li> <li>• In all project towns, participatory economic development and poverty reduction strategies are developed and implemented by end of Year 2 of project support to town</li> </ul>	<ul style="list-style-type: none"> <li>• Baseline and milestone surveys and impact assessments</li> <li>• Project implementation reports</li> <li>• Gender disaggregated survey data on community and group satisfaction</li> <li>• Survey data on health and hygiene practices</li> <li>• Survey data on household asset and investment</li> <li>• Town poverty reduction strategies and reports on their implementation</li> <li>• Reports on financial institutions lending for housing improvements and income generation</li> </ul>	<ul style="list-style-type: none"> <li>• Government and development partners prioritize urban poverty reduction in policies and programmes</li> <li>• Local and national labour demand meets supply generated by project</li> <li>• Gender discrimination and violence against women/girls do not prevent substantial participation of women and girls in the project</li> </ul>



Narrative Summary	OVI's	MOV's	Risks and Assumptions
<p>• Sustainable sources of finance for housing improvements and entrepreneurship development used in 50% of project towns</p>			
<p><b>Outputs</b></p> <p>1. Urban poor communities and groups are mobilised to create healthy and secure living environments</p> <ul style="list-style-type: none"> <li>• All urban poor communities in project towns/wards are mobilised and form Primary Groups and Community Development Committees (CDCs)</li> <li>• Clusters of CDCs and Federations of CDCs are formed in all project towns by end of Year 3 of project support to town</li> <li>• Women elected or appointed to 70% of leadership positions in all levels of project-supported community organisations and cross-community associations</li> <li>• Community Action Plans that identify and prioritise physical, social and economic needs prepared and annually reviewed by all CDCs</li> <li>• 100% of in-community physical improvements undertaken through community contracting</li> <li>• 450,000 families in project CDCs have access to hygienic sanitation and potable water supplies</li> <li>• 2,000 communities in project CDCs undertake solid waste management and environmental sanitation practices</li> <li>house improvements (baseline survey conducted Year 2 of project support to town)</li> <li>• Community and group health status improved (baseline survey conducted by end Year 1 and targets established by end Year 2 of project support to town)</li> <li>• At least 1,750 project communities have access</li> </ul>		<ul style="list-style-type: none"> <li>• UPPR progress reports that consolidate information from town-level project reports on the establishment of community based organisations and the leadership composition of community organisations and cross-community associations</li> <li>• Minutes of meetings of project-supported community organisations and cross-community associations</li> <li>• Reports on implementation and monitoring of community action plans</li> <li>• Baseline and follow up community health, health expenditure and hygiene practice surveys</li> <li>• Town-level implementation and monitoring reports on community contracts successfully completed</li> <li>• Survey data on household investment in on-plot improvements</li> <li>• Project reports on security of tenure and threats of eviction</li> <li>• UPPR progress reports and impact assessments</li> </ul>	<ul style="list-style-type: none"> <li>• Male dominance of community organisations can be precluded</li> <li>• Community leaders do not capture project benefits to the exclusion of the extremely poor</li> <li>• Positive experience of LPUPAP can be adapted to include the extremely poor</li> <li>• Large-scale involuntary evictions are not undertaken</li> </ul>



Narrative Summary	OVI's	MOV's	Risks and Assumptions
	<ul style="list-style-type: none"> <li>to at least one new town level service, as prioritised by the community (e.g. electricity, water, drainage, solid waste collection, community policing) by end Year 3 of project support to town</li> <li>Less than 5,000 project families are forcefully evicted during the life of the project</li> <li>Extremely poor groups have access to sanitation and water supply services by end of Year 3 of project support to town</li> </ul>		
<p>2. Urban poor families acquire resources, knowledge and skills to increase their incomes and assets</p>	<ul style="list-style-type: none"> <li>390,000 project-covered households have increased incomes and assets by end of project</li> <li>300,000 project-supported households use formal financial service providers by end of project</li> <li>Surveys show 300,000 project-covered households remain out of poverty in previous two years</li> <li>Reduction in social problems (e.g., drug abuse, family disputes, dowry, early marriage) as perceived by communities (baseline survey conducted by end Year 1 and targets established by end Year 2 of project support to town)</li> <li>Average age of marriage increased by two years by end of project (baseline survey conducted by end Year 1 and targets established by end Year 2 of project support to town)</li> <li>Increase by 50% of women in project communities who are gainfully employed by end of project (baseline survey conducted by end Year 1 and targets established by end Year 2 of project support to town)</li> <li>50% increase in the percentage of girls attending secondary education by end of project (baseline survey conducted by end Year 1 and targets established by end Year 2 of project support to town)</li> </ul>	<ul style="list-style-type: none"> <li>Benchmark surveys in each community</li> <li>UPPR progress reports that consolidate information from town-level project reports on number of apprentices and trainees placed and percentage of retention after one year</li> <li>UPPR progress reports consolidating town-level project reports on number and source of loans received by community members</li> <li>Reports from towns on number of women engaged in income generation activities</li> <li>Community reports on overcoming social and economic insecurities</li> <li>Community satisfaction survey data</li> <li>Reports on focus group discussions with extremely poor and women</li> </ul>	<ul style="list-style-type: none"> <li>Town-level economic growth remains positive</li> <li>Wage employment opportunities are available in the town</li> <li>Families allow girls to remain in full time education</li> <li>Extremely poor can access formal financial markets</li> </ul>

Narrative Summary	OVI's	MOV's	Risks and Assumptions
	support to town)		

Narrative Summary	OVI's	MOV's	Risks and Assumptions
<p>3. Pro poor urban policy environment delivering benefits to poor people</p>	<ul style="list-style-type: none"> <li>• Representatives of urban poor communities are members of partnerships with local government, civil society and private sector organisations</li> <li>• Poverty reduction strategies are prepared with substantial participation of urban poor communities in all project towns by end of year 2 of project support to town</li> <li>• Mechanisms for project management established in each town including project funds as part of budget by end of Year 2 of project support to town</li> <li>• MDGs localized and monitored in 22 project towns by end of Year 2 of project support to town</li> <li>• Funds for long term support to communities, including finance for housing, available in 15 project towns by end of project</li> <li>• Town participates in national and international experience sharing networks by Year 2 of project support to town</li> <li>• Multi-media communications strategy with transparent horizontal and vertical information flows operational as measured by media reports, community and local government's awareness of project activities by end of Year 2</li> <li>• Government/donor partnerships on urban poverty reduction established and influencing national and local policy by end of Year 3</li> <li>• Increase in government and donor funds for pro-poor urban development projects and programmes</li> </ul>	<ul style="list-style-type: none"> <li>• UPPR progress reports that consolidate information from town-level project reports on development and implementation of poverty reduction strategies</li> <li>• Reports of partners (e.g., NGOs, donors) on partnership activities involving urban poor communities and groups</li> <li>• Government, donor, and town reports on MDG and PRS progress</li> <li>• UPPR progress reports that consolidate town-level project reports on community access to finance for housing and other community development requirements</li> <li>• UPPR progress reports that consolidate town-level project reports on policy changes and innovations inspired by exchange programmes</li> <li>• Government and donor reports on partnership meetings and resulting policy changes</li> <li>• Reports on focus group discussions with community members, local government elected representatives and GoB officials</li> </ul>	<ul style="list-style-type: none"> <li>• Local government commitment to urban poverty reduction and the implementation of pro-poor policies</li> <li>• Politicians and local elites can be prevented from capturing project processes and funding</li> <li>• Government gives priority to urban development and urban poverty reduction in its overall development framework</li> </ul>

Activities		
<p><b>1. Urban poor communities and groups are mobilised to create healthy and secure living environments</b></p> <p>1.1 Identify all urban poor settlements and slum and non-slum extremely poor groups in project towns and provide support for formation of community organizations and cross-community associations</p>	<p><b>2. Poor families acquire resources, knowledge and skills to improve their incomes</b></p> <p>2.1. Improve access to wage employment opportunities through skills development and links to private sector</p>	<p><b>3. Pro poor urban policy environment delivering benefits to poor people</b></p> <p>3.1 Support formation of town-level community, local government, private sector and civil society partnerships</p>
<p>1.2 Provide capacity building and technical support for establishment of community savings groups and preparation of community action plans, databases and community proposals for physical, economic and social development</p>	<p>2.2 Promote development of enterprises through access to finance, markets and technology</p>	<p>3.2 Support the development and implementation of town poverty reduction and economic development strategies</p>
<p>1.3 Support communities to meet demands for water supply, sanitation, drainage, electricity and public lighting, waste management, road access and community facilities through participatory processes including community contracting</p>	<p>2.3 Promote urban and peri-urban food production through improvements in technology, processing and marketing</p>	<p>3.3 Develop capacities of elected representatives, local government officials and project staff to respond to needs of urban poor</p>
<p>1.4 Support communities to have access to town level service networks and facilities</p>	<p>2.4 Support communities to overcome social and economic problems and meet the needs of the extremely poor through formation of mutual support groups and links with civil society and local government</p>	<p>3.4 Establish local or national funding mechanisms for sustainable support to urban poor communities including provision for housing finance</p>
<p>1.5 Support communities to obtain improved security of tenure</p>	<p>2.5 Support provision of and access to all levels of formal and informal education, especially for women and girls, through partnerships with service providers</p>	<p>3.5 Support experience sharing within towns, between towns and through international exchange visits</p>
<p>1.6 Support improvements in housing conditions.</p>	<p>2.6 Support access to financial services for productive and non-productive purposes including reducing unsecured indebtedness</p>	<p>3.6 Support local, national and regional urban poverty policy workshops and seminars for experience sharing</p>
<p>1.7 Improve access to affordable and approved health service providers</p>		<p>3.7 Facilitate urban poor policy dialogue through networking of towns and associations of elected representatives, local government officials and community leaders</p>

Activities		
1. Urban poor communities and groups are mobilised to create healthy and secure living environments	2. Poor families acquire resources, knowledge and skills to improve their incomes	3. Pro poor urban policy environment delivering benefits to poor people
		3.8 Development and implementation of communications strategy for programme information sharing, advocacy and policy dialogue
		3.9 Support research and documentation of local and international best practices
		3.10 Support establishment of national Government/donor urban poverty partnership
		3.11 Establish links to international civil society and government urban poverty reduction groups
		3.12 Inform and influence GoB to develop and implement pro-poor urban development strategies in collaboration with other development partners

**Urban Partnerships for Poverty Reduction  
Annual Work Plan Budget Sheet  
Version 1 dated 26 November 2007**

[Ref: Section 2]

**Year: 2007-2015**

Urban Partnerships for Poverty Reduction MYFF 1: Achieving MDGs and reducing human poverty CPAP 2006-2010 : Economic Growth and Poverty Alleviation Award ID in ATLAS: 00058224											
Success Indicators: Replicable local poverty initiative(s) linked to policy change undertaken											
Outcome (Project ID in ATLAS)	Outputs (Activities in ATLAS)	Activities (Detailed results to be produced for achievement of each output not to be inc. In ATLAS)	Timeframe	Responsible Party	Planned Budget			Amount (USD)			
					Source of Funds	Account Code	Description				
			2007	2008	2009	2010	2011	2012	2013	2014	2015
<b>Urban Partnerships for Poverty Reduction</b>  <b>Project ID-</b> To improve the livelihoods and living conditions of 3 million urban poor and extremely poor people, especially women and girls.  <b>Outcome Indicators</b> <ul style="list-style-type: none"> <li>• 3 million urban poor people, of whom at least 50% are women and girls, have improved living conditions, assets or incomes</li> <li>• 2.5 million people living in urban slums have improved access to basic services, as measured by proxy health indicators</li> </ul>	1. Urban poor communities and groups are mobilised to create healthy and secure living environments  <b>Output 1 Indicators</b> <ul style="list-style-type: none"> <li>• All urban poor towns/wards are mobilised and form Primary Groups and Community Development Committees (CDCs)</li> <li>• Clusters of CDCs and Federations of CDCs are formed in all project towns by end of Year 3 of project support to town</li> <li>• Community Action Plans that identify and</li> </ul>	1.1 Identify all urban poor settlements and slum and non-slum extremely poor groups in project towns and provide support for formation of community organizations and cross-community associations.  1.2 Provide capacity building and technical support for establishment of community savings groups and	X	X	X	X	X	X	X	X	
			30000 DFID	71300 PERLOC	Local Personnel Community Mobilisation Experts	92,089					
			X	X	X	X	X	X	X	X	
				UNDP	30000 DFID	71300 PERLOC	Local Personnel Community Mobilisation Experts	92,089			
			X	X	X	X	X	X	X	X	
				LGED	30000 DFID	63400 LRNING CST	Learning Training and support for socio-economic survey	153,000			
			X	X	X	X	X	X	X	X	
				LGED	30000 DFID	63400 LRNING CST	Learning Training for CDC Federations	153,000			
			X	X	X	X	X	X	X	X	
				LGED	30000 DFID	63400 LRNING CST	Learning Training for CDC Clusters	153,000			
			X	X	X	X	X	X	X	X	
				LGED	30000 DFID	63400 LRNING CST	Learning Support to community baseline and follow-up surveys	300,000			
							<b>Sub Total</b>	<b>851,089</b>			
					30000 DFID	75100 GMS	<b>General Management Support</b>	<b>59,576</b>			
			X	X	X	X	X	X	X	X	
				UNDP	30000 DFID	71300 PERLOG	Local Personnel Technical-Support-Expert - (Engineering and	112,269			





<ul style="list-style-type: none"> <li>Less than 5,000 project families are forcefully evicted during the life of the project</li> <li>Extremely poor groups have access to sanitation and water supply services by end of Year 3 of project support to town</li> </ul> <p>Annual indicators will be developed by the end of Year 1 after baseline surveys completed.</p>	1.6 Support improvements in housing conditions.										Local Personnel Security of Tenure, Housing and Community Planning Expert	189,697
	1.7 Improve access to affordable and approved health service providers										General Management Support	13,279
	Technical Assistance Output 1										Local Personnel Output 1 Manager	142,957
	2. Urban poor families acquire resources, knowledge and skills to increase their incomes and assets										Local Personnel Town Output 1 Settlements Improvement Fund Expert	987,830
	Output 2 Indicators										Local Personnel Settlements Improvement Assistant	797,153
	<ul style="list-style-type: none"> <li>390,000 project-covered households have increased incomes and assets by end of project</li> <li>300,000 project-supported households use formal financial service providers by end of project</li> </ul>										Local Personnel Sub Total	1,927,940
	2.1. Improve access to wage employment opportunities through skills development and links to private sector										General Management Support	134,956
	2.2 Promote development of enterprises through access to finance, markets and technology (Access to funds from micro capital grants under Activity 2.1)										Service Contracts Support for Employment of Women and Youth	1,000,000
											Learning Community skills training	153,000
											General Management Support	80,710
										Service Contracts Entrepreneur mentoring	153,000	
										Learning Business market surveys	153,000	
										Service Contracts Employment and	1,400,000	



be developed by the end of Year 1 after baseline surveys completed.	grants under Activity 2.1)	Technical Assistance Output 2										270,000																																																																																																															
		International Personnel Financial Services Adviser	30000 DFID	UNDP	X	X	X	X	X	X	X		X	71200 PERINT	142,957																																																																																																												
														Local Personnel Output 2 Manager - Employment and Enterprise Development		30000 DFID	UNDP	X	X	X	X	X	X	X	X	71300 PERLOC	158,726																																																																																																
																										Local Personnel Employment and Enterprise Development Experts		30000 DFID	UNDP	X	X	X	X	X	X	X	X	71300 PERLOC	158,726																																																																																				
																																						Local Personnel Financial Services Experts		30000 DFID	UNDP	X	X	X	X	X	X	X	X	71300 PERLOC	987,831																																																																								
																																																		Local Personnel Town Output 2- Socio-Economic Fund Experts		30000 DFID	UNDP	X	X	X	X	X	X	X	X	71300 PERLOC	582,631																																																												
																																																														Local Personnel Socio-Economic Fund Assistants		30000 DFID	UNDP	X	X	X	X	X	X	X	X	63400 LRNING CST	153,000																																																
																																																																										Learning Support for community workshops		30000 DFID	LGED	X	X	X	X	X	X	X	X	Sub Total	2,453,871																																				
																																																																																						General Management Support		30000 DFID	UNDP	X	X	X	X	X	X	X	X	75100 GMS	171,771																								
																																																																																																		Micro Capital Grants (OT) Socio-Economic Fund		30000 DFID	UNDP	X	X	X	X	X	X	X	X	72600 MCGOT	32,310,253												
																																																																																																														Micro Capital Grants (OT) Socio-Economic Fund		04000 UNDP	UNDP	X	X	X	X	X	X	X	X	72600 MCGOT	3,000,000



including finance for housing, available in 15 project towns by end of project	<ul style="list-style-type: none"> <li>Town participates in national and international experience sharing networks by Year 2 of project support to town</li> <li>Multi-media communications strategy with transparent horizontal and vertical information flows operational as measured by media reports, community and local government's awareness of project activities by end of Year 2</li> <li>Government/donor partnerships on urban poverty reduction established and influencing national and local policy by end of Year 3</li> <li>Increase in government and donor funds for pro-poor urban development projects and programmes</li> <li>Annual indicators will be developed by the end of Year 1 after baseline surveys completed.</li> </ul>	<p>3.5 Support experience sharing within towns, between towns and through international exchange visits</p> <p>3.6 Support local, national and regional urban poverty policy workshops and seminars for experience sharing</p> <p>3.7 Facilitate urban poor policy dialogue through networking of towns and associations of elected representatives, local government officials and community leaders (Funded from Technical Assistance budget for Output 3)</p> <p>3.8 Development and implementation of communications strategy for programme information sharing, advocacy and policy</p>	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<p>UNDP</p> <p>LGED</p> <p>LGED</p> <p>UNDP</p> <p>UNDP</p> <p>UNDP</p> <p>UNDP</p> <p>UNDP</p>	<p>30000 DFID</p> <p>30000 DFID</p> <p>30000 DFID</p> <p>30000 DFID</p> <p>30000 DFID</p> <p>30000 DFID</p> <p>30000 DFID</p> <p>30000 DFID</p> <p>30000 DFID</p> <p>30000 DFID</p> <p>30000 DFID</p>	<p>75100 GMS</p> <p>63400 LRNING CST</p> <p>63400 LRNING CST</p> <p>63400 LRNING CST</p> <p>75100 GMS</p> <p>63400 LRNING CST</p> <p>63400 LRNING CST</p> <p>63400 LRNING CST</p> <p>63400 LRNING CST</p> <p>75100 GMS</p> <p>72100 SERCT</p>	<p>General Management Support</p> <p>Learning International study tours</p> <p>Learning Community to community exchange programme</p> <p>Learning Town to town exchange programme</p> <p>Sub Total</p> <p>General Management Support</p> <p>Learning International Policy Conferences</p> <p>Learning Participants International Conferences</p> <p>Learning National policy workshops</p> <p>Learning Local policy workshops</p> <p>Sub Total</p> <p>General Management Support</p> <p>Service Contracts Communications and media</p>	<p>5,600</p> <p>350,000</p> <p>184,800</p> <p>153,000</p> <p>687,800</p> <p>48,146</p> <p>100,000</p> <p>112,000</p> <p>140,000</p> <p>140,000</p> <p>492,000</p> <p>34,440</p> <p>70,000</p>
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		dialogue	X X X X X X X X X X X X X	X X X X X X X X X X X X X	X X X X X X X X X X X X X	X X X X X X X X X X X X X	X X X X X X X X X X X X X	X X X X X X X X X X X X X X									100,000
							170,000								170,000		
							11,900								11,900		
		3.9 Support research and documentation of local and international best practices					200,000								200,000		
							700,000								700,000		
							900,000								900,000		
							63,000								63,000		
		3.10 Support establishment of national Government/donor urban poverty partnership					35,000								35,000		
							2,450								2,450		
							84,000								84,000		
							84,000								84,000		
							5,880								5,880		
		3.12 Inform and influence GoB to develop and implement pro-poor urban development strategies in collaboration with other development partners (Funded from Technical Assistance budget for Output 3)	X X X X X X X X X X X X X	X X X X X X X X X X X X X	X X X X X X X X X X X X X	X X X X X X X X X X X X X											
		Technical Assistance Output 3	X X X X X X X X X X X X X	X X X X X X X X X X X X X	X X X X X X X X X X X X X	X X X X X X X X X X X X X	540,000								540,000		

	4. Technical assistance	4.1 Technical Assistance	X	X	X	X	X	X	X	X	UNDP	30000 DFID	71200 PERINT	International Personnel Project Manager	1,335,000
			X	X							UNDP	30000 DFID	71200 PERINT	International Personnel Monitoring and Evaluation Consultant	180,000
			X	X	X	X	X	X	X	X	UNDP	30000 DFID	71200 PERINT	International Personnel Unspecified short-term consultants	135,000
			X	X	X	X	X	X	X	X	UNDP	30000 FID	71300 PERLOC	Local Personnel Output Support Team Monitoring and Evaluation Expert	92,089
			X	X	X	X	X	X	X	X	UNDP	30000 DFID	71300 PERLOC	Local personnel Database Expert	49,911
			X	X	X	X	X	X	X	X	UNDP	30000 DFID	71300 PERLOC	Local Personnel Output Support Team Training Expert	92,089
			X	X	X	X	X	X	X	X	UNDP	30000 DFID	71300 PERLOC	Local Personnel Output Support Team Communications and Documentation Expert	92,089
			X	X	X	X	X	X	X	X	UNDP	30000 DFID	71300 PERLOC	Local Personnel Output Support Team Community Survey Expert	92,089
			X	X	X	X	X	X	X	X	UNDP	30000 DFID	71300 PERLOC	Local Personnel Community Organisers	2,995,376
			X	X	X	X	X	X	X	X	UNDP	30000 DFID	71300 PERLOC	Local Personnel Output Support Team Gender Expert	92,089
			X	X	X	X	X	X	X	X	UNDP	30000 DFID	71300 PERLOC	Local Personnel IT/Website Expert	49,911
			X	X	X	X	X	X	X	X	UNDP	30000 DFID	71300 PERLOC	Local Personnel Unspecified Consultants	276,055
			X	X	X	X	X	X	X	X	UNDP	30000 DFID	72100 SERCT	Service Contracts Legal services	35,000
			X	X	X	X	X	X	X	X	UNDP	30000 DFID	72100 SERCT	Service Contracts Gender impact assessment	35,000
			X	X	X	X	X	X	X	X	UNDP	30000 DFID	72100 SERCT	Service Contracts Other sub contracts	153,000
														Sub Total	5,704,698

															Local Personnel	71300	30000								142,957			
															Output 3 Manager- Policy Expert	PERLOC	DFID											
															Local Personnel	71300	30000								112,269			
															Poverty Reduction and Economic Development Strategy Expert	PERLOC	DFID											
															Sub Total									795,226				
															General Management Support	75100	30000								55,666			
																GMS	DFID											











## ANNEX 6 – UPPR BUDGET BY OUTPUT

OUTPUT/ACTIVITY	ATLAS BL	RESPON SIBLE PARTY	DESCRIPTION	AMOUNT (US\$)
<b>Output 1 (Atlas Activity-1).</b>				
Urban poor communities and groups are mobilised to create healthy and secure living environments				
<b>Activities</b> 1.1 Identify all urban poor settlements and slum and non-slum extremely poor groups in project towns and provide support for formation of community organizations and cross-community associations	71300 PERLOC	UNDP /UNHAB	Community Mobilisation Experts	92,089
	63400 LRNING CST	LGED	Training and support for socio-economic survey	153,000
	63400 LRNING CST	LGED	Training for CDC Federations	153,000
	63400 LRNING CST	LGED	Training for CDC Clusters	153,000
	63400 LRNING CST	LGED	Support com baseline and follow-up surveys	300,000
	<b>Sub total</b>			<b>851,089</b>
1.2 Provide capacity building and technical support for establishment of community savings groups and preparation of community action plans, databases and community proposals for physical, economic and social development	71300 PERLOC	UNDP /UNHAB	Tec Support Expert (Engineering & Environment)	112,269
	72100 SERCT	UNDP	Support to extremely poor (UN Agency)	600,000
	63400 LRNING CST	LGED	Savings and credit management training	153,000
	72100 SERCT	UNDP	Social Protection and Empowerment of Vulnerable Groups (UN Agency)	700,000
	63400 LRNING CST	LGED	Com Action Plan workshops	153,000
	<b>Sub Total</b>			<b>1,718,269</b>
1.3 Support communities to meet demands for water supply, sanitation, drainage, electricity and public lighting, waste management, road access and community facilities through participatory processes including community contracting	63400 LRNING CST	LGED	Environmental management and health training	153,000
	72600 MCGOT	UNDP /UNHAB	Settlements Improvement Fund	45,070,916
	<b>Sub Total</b>			<b>45,223,916</b>
1.4 Support communities to have access to town level service networks and facilities			Funded from activity 1.2 cost	
1.5 Support communities to obtain improved security of tenure	71200 PERINT	UNDP /UNHAB	International Security of Tenure, Housing and Community Planning Adviser	360,000
	<b>Sub Total</b>			<b>360,000</b>
1.6 Support improvements in housing conditions.	71300 PERLOC	UNDP / UNHAB	Security of Tenure, Housing and Community Planning Expert	189,697
	<b>Sub total</b>			<b>189,697</b>
1.7 Improve access to affordable and approved health service providers	71300 PERLOC	UNDP/ UNHAB	Community Health Expert	92,089
	<b>Sub Total</b>			<b>92,089</b>
Technical Assistance	71300 PERLOC	UNDP/ UNHAB	Output 1 Manager: Settlement Improvement	142,957
	71300 PERLOC	UNDP/ UNHAB	Settlement Improvement Experts	987,830
	71300 PERLOC	UNDP/ UNHAB	Settlement Improvement Assistants	797,153
	<b>Sub Total</b>			<b>1,927,940</b>
<b>Total Output 1</b>				<b>54,685,185</b>
<b>Output 2 (Atlas Activity-2).</b>				
Urban poor families acquire resources, knowledge and skills to increase their incomes and assets				
2.1. Improve access to wage employment opportunities	72100 SERCT	UNDP	Support for Employment of Women and Youth	1,000,000

through skills development and links to private sector	63400 LRNING CST	LGED	Community skills training	153,000
	<b>Sub Total</b>			<b>1,153,000</b>
2.2 Promote development of enterprises through access to finance, markets and technology	72100 SERCT	UNDP	Entrepreneur mentoring	153,000
	63400 LRNING CST	LGED	Business market surveys	153,000
	72100 SERCT	UNDP	Employment and entrepreneur programme support (CARE)	1,400,000
	<b>Sub Total</b>			<b>1,706,000</b>
2.3 Promote urban and peri-urban food production through improvements in technology, processing and marketing	72100 SERCT	UNDP	Urban Agriculture Support (FAO)	500,000
	71300 PERLOC	UNDP	Urban Agriculture Coordinator	114,850
	71300 PERLOC	UNDP	Urban Agriculture Expert	606,363
	<b>Sub Total</b>			<b>1,221,213</b>
2.4 Support communities to overcome social and economic problems and meet the needs of the extremely poor through formation of mutual support groups and links with civil society and local government	71300 PERLOC	UNDP	Community Security Expert	92,089
	<b>Sub Total</b>			<b>92,089</b>
2.5 Support provision of and access to all levels of formal and informal education, especially for women and girls, through partnerships with service providers	71300 PERLOC	UNDP	Community Education Expert	92,089
	72100 SERCT	UNDP	Under-privileged children education and training (UCEP)	350,000
	<b>Sub Total</b>			<b>442,089</b>
2.6 Support access to financial services for productive and non-productive purposes including reducing unsecured indebtedness			Access to Micro Capital Grants under Activity 2.1	
Technical Assistance Output 2	71200 PERINT	UNDP	International Financial Services Adviser	270,000
	71300 PERLOC	UNDP	Output 2 Manager - Employment and Enterprise Development	142,957
	71300 PERLOC	UNDP	Employment and Enterprise Development Experts	158,726
	71300 PERLOC	UNDP	Financial Services Experts	158,726
	71300 PERLOC	UNDP	Town Output 2- Socio-Economic Fund Experts	987,831
	71300 PERLOC	UNDP	Socio-Economic Fund Assistants	582,631
	63400 LRNING CST	LGED	Support for community workshops	153,000
	<b>Sub Total</b>			<b>2,453,871</b>
Micro Capital Grants output 2	72600 MCGOT	UNDP	Socio-Economic Fund	34,410,253
<b>Sub Total</b>			<b>34,410,253</b>	
<b>Total Output 2</b>				<b>41,478,515</b>
<b>Output-3 (Atlas Activity-3). Pro poor urban policy environment delivering benefits to poor people</b>				
3.1 Support formation of town-level community, local government, private sector and civil society partnerships			Funded from Technical Assistance Budget for Output 3	
3.2 Support the development and implementation of town poverty reduction and economic development strategies	63400 LRNING CST	LGED	Support to preparation of town poverty reduction strategies	153,000
	63400 LRNING CST	LGED	Support to preparation of town economic development strategies	153,000
	<b>Sub Total</b>			<b>306,000</b>

3.3 Develop capacities of elected representatives, local government officials and project staff to respond to needs of urban poor	63400 LRNING CST	LGED	Town level GoB counterpart staff training	70,000
	63400 LRNING CST	LGED	Training of elected representatives	76,500
	<b>Sub Total</b>			<b>146,500</b>
3.4 Establish local or national funding mechanisms for sustainable support to urban poor communities including provision for housing finance	71600 TRAV	UNDP/U NHAB	SUF Mission	80,000
	<b>Sub Total</b>			<b>80,000</b>
3.5 Support experience sharing within towns, between towns and through international exchange visits	63400 LRNING CST	UNDP	International study tours	350,000
	63400 LRNING CST	LGED	Community to community exchange programme	184,800
	63400 LRNING CST	LGED	Town to town exchange programme	153,000
	<b>Sub Total</b>			<b>687,800</b>
3.6 Support local, national and regional urban poverty policy workshops and seminars for experience sharing	63400 LRNING CST	UNDP	International Policy Conferences	100,000
	63400 LRNING CST	UNDP	Participation International Conferences	112,000
	63400 LRNING CST	UNDP	National policy workshops	140,000
	63400 LRNING CST	UNDP	Local policy workshops	140,000
	<b>Sub Total</b>			<b>492,000</b>
3.7 Facilitate urban poor policy dialogue through networking of towns and associations of elected representatives, local government officials and community leaders			Funded from Technical Assistance Budget for Output 3	
3.8 Development and implementation of communications strategy for programme information sharing, advocacy and policy dialogue	72100 SERCT	UNDP	Communications and media	70,000
	72100 SERCT	UNDP	Communications and media (Policy)	100,000
	<b>Sub Total</b>			<b>170,000</b>
3.9 Support research and documentation of local and international best practices	72100 SERCT	UNDP	Policy research and documentation	200,000
	72100 SERCT	UNDP	Project best practices research	700,000
	<b>Sub Total</b>			<b>900,000</b>
3.10 Support establishment of national Government/donor urban poverty partnership	63400 LRNING CST	UNDP	Support to Government and donor urban poverty partnership	35,000
	<b>Sub Total</b>			<b>35,000</b>
3.11 Establish links to international civil society and government urban poverty reduction groups	63400 LRNING CST	UNDP	Incoming visitors exchange programme	84,000
	<b>Sub Total</b>			<b>84,000</b>
3.12 Inform and influence GoB to develop and implement pro-poor urban development strategies in collaboration with other development partners			Funded from Technical Assistance Budget for Output 3	
Technical Assistance Output 3	71200 PERINT	UNDP	International Policy, Poverty Reduction and Economic Development Adviser	540,000
	71300 PERLOC	UNDP	Output 3 Manager-Policy Expert	142,957
	71300 PERLOC	UNDP	Poverty Reduction and Economic Development Strategy Expert	112,269
	<b>Sub Total</b>			<b>795,226</b>
<b>Total Output 3</b>				<b>3,696,526</b>
Management Support (Atlas Activity-4) 4.1 Technical Assistance	71200 PERINT	UNDP	International Project Manager	1,335,000
	71200	UNDP	International Monitoring	180,000

	PERINT		and Evaluation Consultant	
	71200 PERINT	UNDP	International Unspecified short-term consultants	135,000
	71300 PERLOC	UNDP	Output Support Team Monitoring and Evaluation Expert	92,089
	71300 PERLOC	UNDP	Data base expert	49,911
	71300 PERLOC	UNDP	Output Support Team Training Expert	92,089
	71300 PERLOC	UNDP	Output Support Team Communications and Documentation Expert	92,089
	71300 PERLOC	UNDP	Output Support Team Community Survey Expert	92,089
	71300 PERLOC	UNDP	Community Organisers	2,995,376
	71300 PERLOC	UNDP	Output Support Team Gender Expert	92,089
	71300 PERLOC	UNDP	IT/Web site Expert	49,911
	71300 PERLOC	UNDP	Unspecified consultants	276,055
	72100 SERCT	UNDP	Legal services	35,000
	72100 SERCT	UNDP	Gender impact assessment	35,000
	72100 SERCT	UNDP	Other sub contracts	153,000
	<b>Sub Total</b>			<b>5,704,698</b>
4.2 Support Staff	71400 PERADM	UNDP	Messengers	446,900
	71400 PERADM	UNDP	Secretaries/Office Assistants	118,829
	71400 PERADM	UNDP	Secretaries	601,731
	71400 PERADM	UNDP	Drivers	256,009
	<b>Sub Total</b>			<b>1,423,469</b>
4.3 Managerial Staff	71300 PERLOC	UNDP	Manager Output Support Teams	201,716
	71200 PERINT	UNDP	Operations Manager	201,716
	71300 PERLOC	UNDP	Management Support Team - Procure and H R Expert	71,409
	71300 PERLOC	UNDP	Management Support Team - Finance Expert	71,409
	71300 PERLOC	UNDP	Management Support Team - Admin Expert	71,409
	71300 PERLOC	UNDP	Town Managers	2,030,196
	71300 PERLOC	UNDP	Accounts/ Finance Expert	977,867
	71300 PERLOC	UNDP	Accountants	221,200
	<b>Sub Total</b>			<b>3,846,922</b>
4.4 Logistical Support	71600 TRAV	UNDP	Project staff travel	370,000
	71600 TRAV	UNDP	Local Travel support	370,000
	72100 SERCT	LGED	Report and document printing	35,000
	72100 SERCT	LGED	Video production	140,000
	71300 PERLOC	UNDP	Staff Insurance	230,000
	72200 EQUIP	LGED	Office Stationary and Supplies	165,700
	72200 EQUIP	LGED	Computer Software	63,000
	72200 EQUIP	LGED	Computers and Accessories	150,000
	72200 EQUIP	LGED	Other Office Equipment	132,000

	72200 EQUIP	LGED	Office Furniture	99,000
	72200 EQUIP	UNDP	Project Vehicles	360,000
	72200 EQUIP	UNDP	Motorcycles and 3 wheelers	195,000
	72200 EQUIP	LGED	O & M Vehicles and Motorcycles	400,000
	72200 EQUIP	LGED	O & M Office Equipment	165,700
	74500 MISC	LGED	Printing	77,600
	74500 MISC	UNDP	Reporting Costs	35,000
	74500 MISC	UNDP	International Communications Costs	21,750
	74500 MISC	LGED	Sundries	233,000
	<b>Sub Total</b>			<b>3,242,750</b>
4.5 Monitoring	71600 TRAV	UNDP/ UNHAB	UN-Habitat Mission costs	75,000
	71600 TRAV	UNDP	Evaluation missions	210,000
	71300 PERLOC	UNDP	Result Based Management expert	49,915
	72100 SERCT	UNDP	Technical Audit	63,000
	72100 SERCT	UNDP	Financial Audit	63,000
	72100 SERCT	UNDP	Baseline and follow-up monitoring surveys	700,000
	<b>Sub Total</b>			<b>1,160,915</b>
	63400 LRNING CST	LGED	Community facilitators programme	459,000
	63400 LRNING CST	LGED	Project staff training	70,000
	<b>Sub Total</b>			<b>529,000</b>
<b>Total Management Support (Atlas Activity-4)</b>				<b>15,907,754</b>
			DFID supported Activities	109,345,794
			UNDP supported Activities	3,000,000
			Total Programme Funds	112,345,794
			Total GMS (7% of the DFID programme resources)	7,654,206
			Total Funds	120,000,000

Note: "UNDP/UNHAB" denotes implementation responsibility of UNHABITAT under a LOA signed between UNHABITAT and UNDP



### ANNEX 5 - UPPR TOWN PHASING PLAN

	TOWN	2001 POPN.	07 Q4	2008	2009	2010	2011	2012	2013	2014	15 Q1
1	Bogra (+)	254,067									
2	Srirajganj (+)	133,007									
3	Hobiganj (+)	80,000									
4	Kushtia (+)	120,000									
5	Gopalganj (+)	104,003									
6	Mymensingh (+)	375,312									
7	Barisal (+)	365,059									
8	Rajshahi (+)	489,514									
9	Narayanganj (+)	230,294									
10	Khulna (+)	966,837									
11	Chittagong (+)	4,133,014									
12	Jessore	178,000									
13	Dinajpur	157,000									
14	Dhaka (*)	7,200,000									
15	Tongi	282,000									
16	Rangpur	251,000									
17	Comilla	168,000									
18	Sylhet	356,440									
19	Nawabganj	153,000									
20	Tangail	128,000									
21	Savar	125,000									
22	Gazipur	124,000									
23	Naogaon	123,000									
24	Pabna Sadar	116,000									
25	Saidpur	110,000									
30	Faridpur	99,000									
27	Chandpur	95,000									
26	Feni	90,000									
28	Satkhira	86,000									
29	Jhenaidaha	86,000									
	<b>Operational towns</b>		<b>11</b>	<b>17</b>	<b>23</b>	<b>30</b>	<b>23</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>

(\*) Preparatory work would start in Dhaka in 2008 with full operations starting in 2009

(+) LPUPAP towns