ANNEXES

Annex 1-Terms of Reference (ToR)

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

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

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

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

1. Background

Background

The National Urban Poverty Reduction Programme (NUPRP) is Bangladesh's premier urban poverty reduction programme (2018-2023) which is being implemented by the Local Government Division (LGD) under the Ministry of LGRD&C, managed by the United Nations Development Programme (UNDP), and funded by the UK's Foreign, Commonwealth & Development Office (FCDO). The programme aims to support balanced, sustainable, and pro-poor development for up to 4 million poor people living in the slum and low-income settlements in urban areas. The programme will contribute to more effective and inclusive urbanisation by working across three different levels of interventions: (i) the community level, (ii) the municipal level, and (iii) the national level. The programme is being implemented in 19 Cities/Towns (12 City Corporations and 8 Poaurashava) across the country with a focus on the most marginalised populations, particularly women and people with disabilities. The programme addresses complex as well as interconnected issues under five broad Outputs, including:
2. Urban Governance and Planning (Output 1)
3. Citizen's Participation and Community Mobilisation (Output 2),
4. Economic Development and Livelihoods (Output 3)
5. Housing and Land Tenure (Output 4)
6. Infrastructure and Basic Services/Climate Resilient Infrastructure (Output 5)

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

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

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

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

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

Evaluation Purpose

Purpose

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

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

Timing:

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

Utilisation:

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

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

Objective of the Assignment

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

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

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

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

7. Duties and Responsibilities

Scope of Evaluation

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

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

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

Scope of Work and Timeline

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

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

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

Phase	Scope of Work of the Consultant	Number of Days	Planned Timeline
Inception Phase	- Conduct desk review of existing documents, including project document, strategies developed by the project, reports and documents developed by the project, and write-ups on the project initiatives; - Draft an inception report, including detailed evaluation methodology, evaluation matrix, timeline, and data collection tools; - Develop data collection tools;	05 days	28th February 2022

	• Organize an inception meeting to solicit feedback; • Revise and finalize the inception report and data collection tools		
Data Collection Phase	• Conduct data collection in the field and/or remotely; • Consult with relevant UNDP staff, including the management and stakeholders; • Collect data and information through document review; • Provide debriefing to the UNDP CO and the stakeholders on the key findings	14 days	30th March 2022
Reporting Phase	• Triangulate/ analyze findings from desk review, stakeholders' interviews, KIIs and FGDs; • Prepare a draft evaluation report; • Organize a meeting to share draft findings with UNDP and relevant stakeholders to solicit feedback; • Revise the draft evaluation report to incorporate comments and feedback; • Finalize and submit a finalized evaluation report • A brief on the future course of the project	8 days (Draft evaluation report) 3 days (Presentation and finalize evaluation report)	15th April 2022 (Draft evaluation report) 15th May 2022 (Presentation and finalize evaluation report)

Evaluation Questions

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

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

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

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

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

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

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

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

Impact: *Extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.*
- To what extent the annual milestones of programme outputs were achieved and contributed or expected to contribute to achieving the relevant outcome level results?

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

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

Methodology

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

Inception Phase

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

Data Collection

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

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

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

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

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

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

Gender and Human Rights-Based Approach

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

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

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

Expected Deliverables

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

Management Arrangements

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

Evaluation Team Composition

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

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

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

The National Consultant will be hired by UNDP

8. Competencies

Corporate Competencies

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

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

Functional Competencies

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

Skills

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

9. Required Skills and Experience

International Consultant- Mid Term Evaluation for NUPRP.
http://www.bd.undp.org/content/dam/bangladesh/docs/Jobs/Interest%20and%20Submission%20of%20Financial%20Proposal-Template%20for%20Confirmation.docx
Educational Qualification
At least Master's degree in political science, disaster management, development evaluation, development studies/management or any other relevant subjects;

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

Special Note

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

Price Proposal and Schedule of Payments

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

Deliverables/Outputs	Estimated Duration	Tentative Due Dates	Payment Schedules	Review and Approvals Required
Submission of Inception Report, including a detailed methodology note and evaluation matrix (based on meetings with the NUPRP, the desk review and preliminary analysis of the available information provided by NUPRP)	5 days	28th February 2022	20%	- ITA/Project Manager, NUPRP - M&E Specialist, NUPRP - Deputy Resident Representative, UNDP Bangladesh - Head of DG Cluster, UNDP Bangladesh - M&E Specialist, UNDP Bangladesh
Submission of Draft Evaluation Report	22 days	30th April 2022	45%	
Presentation of Report and Finalization A brief on the future course of the project	3 days	15th May 2022	35%	

Evaluation Method and Criteria

Individual consultants will be evaluated based on the following methodology:

Cumulative Analysis

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

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

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

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

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

Financial Evaluation (Total 30 marks)

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

$p = y (\mu/z)$

where:

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

DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS

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

 Proposal

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

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

Annex 1: Result Framework (Subject to Change)

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

CPD Outcome:
1. Increase opportunities, especially for women and disadvantaged groups to contribute to and benefit from economic progress;
3. Enhance effective management of the natural and man-made environment focusing on improved sustainability and increased resilience of vulnerable individuals and groups

Applicable Output(s) from the
UNDP Strategic Plan:
Output 1.1.2 (Poverty) Marginalized groups, particularly the poor, women, people with disabilities and displaced are empowered to gain universal access to basic services and financial and non-financial assets to build productive capacities and benefit from sustainable livelihoods and jobs;
Output 3.3.1 (Resilience) Evidence-based assessment and planning tools and mechanisms applied to enable implementation of gender-sensitive and risk-informed prevention and preparedness to limit the impact of natural hazards and pandemics and promote peaceful, just and inclusive societies
CPD Outputs:
Output 1.1. The Government has knowledge and skills to better target remaining pockets of poverty and expand opportunities for women to contribute to and benefit from economic progress
Output 1.2: National and local government have the capacity to implement urban and rural poverty policies and programmes
Output 3.1.: Government institutions have improved capacities, and institutional and legal frameworks to respond to and ensure resilient recovery from earthquakes, weather extremes, and environmental emergencies

Project title and ID (ATLAS Award ID): National Urban Poverty Reduction Programme (NUPRP), ID 00084928

Expected Outcome and Outputs	Indicators	Baseline and Targets	Data Source
Outcome1: GoB and actors working in the urban space are more coordinated and strategic in their approach to inclusive, climate-smart urban development.	1.1 (i) Urban Chapter of the Eighth five Year Plan; (ii) Urban sector policy - influenced.	Baseline- N/A 2018 -N/A 2019 - ToR Develop 2020 - Stage 1- NUPRP provides inputs to inform the Urban Chapter of the 8th five-year plan of GoB- complete; Stage 2- Urban Social Protection issue is included in the common narrative of the Development Partners as priority agenda- complete; Stage 3-National level Consultation Workshop organised to advocate on the Urban Chapter in partnership with Bangladesh Institute of Planners (BIP) and Bangladesh Urban Forum (BUF)- initiated 2021- Stage 3-National level Consultation Workshop organised to advocate on the Urban Chapter in partnership with Bangladesh Institute of Planners (BIP) and Bangladesh Urban Forum (BUF) –	Minute Consultation Meeting and Background studies. Annual Outcome Monitoring (AOM) & Impact Evaluation Report

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

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

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

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

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

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

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

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

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

Annex 2: Theory of Change

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

NUPRP's Theory of Change states that –

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

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

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

through safe, violent free environment;

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

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

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

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

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

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

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

  Name of the Respondent   :

  Designation   :

  Date and Time of the KII Session   :

Relevance

- How relevant is the support from the NUPRP, and how has the support been applied in the tail work of engagement of urban poor in the decision-making and improvement of their livelihood, if at all?

- How have you experienced the NUPRP support in your working areas?

- Where are the most promising entry points of the project in the policy commitment of GoB?

- Does the project respond to the prioritised needs of the GoB in urban governance? Is it aligned with emerging initiatives?

- Where lies the missed opportunities and gaps in the present support?

Coherence

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

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

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

Results achievements/Effectiveness

- What is the project's best success, and where do you see a minor progress?

- To what extent does it contribute to the changes in the project priorities?

- What and who have triggered these changes?

- Were there any unintended results of the project-related support, and how did they affect service delivery?

Efficiency

- To what extent the project has carried out its planned activities well, successfully, and without weakening.

- Were management and oversight systems adequate, and did the project take prompt actions to solve implementation issues?

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

Impact

- The extent to which the targets are set in each of the five components of the project to be achieved during the midterm.

- How has the project strengthened pro-poor urban management, policy and planning?

- The extent to which the project has been able to promote citizens' participation and community mobilisation?

- How has the project facilitated improved economic and social well-being for the urban poor?

- The extent to which the project has secured tenure and housing finances for the urban poor?

- The extent to which the project has been able to facilitate the improvement in climate-resilient infrastructure for people living in low-income settlements?

- How do beneficiaries regard results, achievements, and the project's overall progress?

- To what extent was women's participation targeted and enhanced? Is it fed back into strategy development?

- Has the project effectively collaborated with government officials, ULBs, and NGOs to promote its objectives?

- Has the project become successful in helping local people cope with the challenges triggered by the COVID-19 pandemic?

- Which factors have facilitated and/or hindered the progress in achieving the outcomes both in terms of the external factors and internally linked to the project management: weakness in design, oversight, human resource skills and resources and COVID-19 pandemic?

- The extent to which the project has contributed to gender equality and/or economic empowerment of women
- The extent to which the project has addressed the issues related to persons with disabilities and LNOB

- The extent to which the government co-financing contributes to the achievement of the project outcomes;

Sustainability

- To what extent has the programme been anchored with the country's local political context to continue the project's implementation?

- To what extent the results of the NUPRP will continue or are likely to continue beyond the end of the external support?

- Assess how the project has nurtured ownership among the urban poor and urban service providers.

- What significant factors have influenced the achievement or non-achievement of sustainability?

- Assess the extent to which the programme contributes to SDG-1 on poverty, SDG-5 on gender; SDG 6 on water and sanitation, SDG 10 on reduced inequalities; SDG-11 on sustainable cities and communities, SDG-13 on climate action and; SDG 16 on good governance/ strong institutions?

- Is there any evidence of unanticipated sustainability threats emerging during implementation? What corrective measures were adopted, if any?

- What are the exit strategies in place?

Organisational Effectiveness

- To what extent does project implementation have a clear strategic direction, supported by processes and directives, geared toward realizing intended results and cross-cutting priorities?

- To what extent has NUPRP established and maintained strategic partnerships with stakeholders to ensure the relevance of its support and optimize sustainable results?

Annex 3-Checklist for Committee Members

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

Name of the Respondent   :

Designation   :

Date and Time of the KII Session   :

Relevance

- How relevant do you see the support from the NUPRP, and how has the support been applied in the tail work of engagement of urban poor in the decision-making and improvement of their livelihood, if at all?

- How have you experienced NUPRP support in your areas?

- Where are the most promising entry points of the project in the policy commitment of GoB?

- Does the project respond to the prioritised needs of the GoB in urban governance? Is it aligned with emerging initiatives?

- Where lies the missed opportunities and gaps in the present support?

Coherence

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

- To what extent the intervention strategies were systematically or logically connected?

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

Results achievements/Effectiveness

- What is the project's best success, and where do you see the minor progress?

- To what extent does it contribute to the changes in the project priorities?

- What and who triggered these changes?

- Did you enjoy enough freedom while working on the project?

- Were there any unintended results of the project-related support, and how did they affect service delivery?

Efficiency

- To what extent the project has carried out its planned activities well, successfully, and without weakening.

- Were management and oversight systems adequate, and did the project take prompt actions to solve implementation issues?

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

Impact

- How has the project strengthened pro-poor urban management, policy and planning?

- The extent to which the project has been able to promote citizens' participation and community mobilisation?

- How has the project facilitated improved economic and social well-being for the urban poor?

- The extent to which the project has secured tenure and housing finances for the urban poor?

- The extent to which the project has been able to facilitate the improvement in climate-resilient infrastructure for the people living in low-income settlements?

- How do beneficiaries regard results, achievements, and the project's overall progress?

- To what extent was women's participation targeted and enhanced? Is it fed back into strategy development?

- Has the project effectively collaborated with government officials, ULBs, and NGOs to promote its objectives?

- Has the project become successful in helping local people cope with the challenges triggered by the COVID-19 pandemic?

- Which factors have facilitated and/or hindered the progress in achieving the outcomes both in terms of the external factors and internally linked to the project management: weakness in design, oversight, human resource skills and resources and COVID-19 pandemic?

- The extent to which the project has contributed to gender equality and/or economic empowerment of women.
- The extent to which the project has addressed the issues related to persons with disabilities and LNOB.

- The extent to which the government co-financing contributes to the achievement of the project outcomes?

Sustainability

- To what extent has the programme been anchored with the country's local political context to continue the project's implementation?

- To what extent the results of the NUPRP will continue or are likely to continue beyond the end of the external support?

- Assess how the project has nurtured ownership among the urban poor and urban service providers.

- What significant factors have influenced the achievement or non-achievement of sustainability?

- Assess the extent to which the programme contributes to SDG-1 on poverty, SDG-5 on gender; SDG 6 on water and sanitation, SDG 10 on reduced inequalities, SDG-11 on

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

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

Organisational Effectiveness

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

Annex 4-List of People Met

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

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

Annex 5-Outcomes

Outcome Indicators and Achievements

Outcome Indicator	Inputs	Achievement & Review Questions	Status/Observations
Level National			
Outcome Indicator-1.1 National Policy on Urban Development (Urban Chapter and Urban Sector policy); (ii) National Level programmes influenced.	▪ Discussions with Bangladesh Institute of Planners (BIP) and in-progress policy on informal settlements`	▪ Policy recommendations to LGD ▪ Best practices documented ▪ BIP policy paper on municipal financial management (FM)	▪ The draft policy has been formulated and discussions reveal the interest of the line ministry. The current status is (Stage 6 and 7) in terms for development of Urban Sector Plan and finalise National Urban Sector Policy. ▪ Though a considerable amount of time has been passed since the Urban Sector Plan was drafted and an earlier attempt in 2016 was for approval but with limited progress. Based on comments the ministry has started working on this to take this issue forward. ▪ The documentation of best practices was published by the UNDP. ▪ Draft BIP Policy Paper on municipal finances has been presented to the NUPRP. ▪ While the Mainstreaming Urban Informal Settlements for Inclusive Cities in Bangladesh based on enabling constitutional provision and planning priorities focuses on a range of issues from inclusive planning, addressing social safety, and capacity building, the key issue is land tenure. The LVM carried out

Outcome Indicator	Inputs	Achievement & Review Questions	Status/Observations
			in 19 towns could be a base for the decision relating to tenure security and inclusive planning for the poor. Field observations reveal that the threat of eviction continues to be high in lower income settlements (as observed in Khulna and Chattogram). • Several key informants from the government, donor and the urban bodies have acknowledged that the government's political motive is important for the enactment of the urban development policy. Many KII mentioned that considering the power and status of the city corporation, the mayor, could act as a catalyst for creating pressure on the government. The mayors of corporations are not members of MAB • The draft urban policy proposes "for housing by encouraging neighborhoods/mahallas to form multi-purpose neighbourhood-based organisations (MMOs) to provide low-cost housing facilities". This option and other avenues need to be explored.
Outcome Indicator-1.2 Performance of Bangladesh Urban Forum & Municipal Association of Bangladesh is strengthened on an objective and	• A central convention of 200 Mayors • Emerging issues	• Policy recommendations to LGD • Best practices documented	Stage 3- Complet capacity assessment of MAB undertaken and areas identified for institutional strengthening and advocacy. **Tasks to be completed during the remaining period.**

Outcome Indicator	Inputs	Achievement & Review Questions	Status/Observations
agreed scale to assess institutional effectiveness due to capacity building.	▪ Planned three regional Mayors roundtable by the MAB	▪ Emerging issues to be addressed as part of 8FYP ▪ Status of MAB support in updating of Master Plans (clarify if it is the Statutory Master Plan as outlined by the Urban Development Directorate or a city-level infrastructure action plan)	Stage 4 - Consultations (at least four) with MAB affiliated municipalities organised to advocate on the best practices in Municipal Reform and inclusive urban development Stage 5 - Regional Urban Forum (at least two) organised and institutional development plan of BUF developed Stage 6 – NUPRP, in partnership with MAB advocates for National Slum Upgrading Policy (at least one high-level policy roundtable organised) and develop an inclusive urban development guideline based on NUPRP good practices. Stage 7 - Policy advocacy initiated for the adoption of Inclusive Urban Development Guideline by the GoB/LGD. While Master Plans exist, they have been gazetted (formally approved) and investment decisions are based on the draft. The Planning Department is responsible for defining the priorities and as of now the investment support depends primarily on ADP. This task is at discussion stage within the MAB.
Level-Municipal			
Outcome Indicator 2.1 Number of cities/towns with increased budget allocation/spending for poverty reduction interventions.	▪ Targeted inputs—NUPRP to support in preparing coordination	▪ Climate resilient strategy for Cox's Bazar	Amongst the sample towns, Chandpur has provided additional budget for NUPRP-type assistance, while Narayanganj has increased contribution to infrastructure and in general the city corporations have increased expenditure on

Outcome Indicator	Inputs	Achievement & Review Questions	Status/Observations
	plans to converge works	▪ Completion of poverty mapping in 20 cities ▪ Independent mapping of poverty in added areas by Local Governments	public health and primary health care as it is part of their mandate. he of the striking points is that the Chandpur Mayor has found the construction works carried out by the community members less costly and with quality. Therefore, his interest to allocate resources for initiates in such settlements.
Outcome Indicator-2.2 Percentage of people satisfied with the Urban Local Government (ULG) services	▪ Remarks—Post survey completion reports if available ▪ Will conduct FGDs in at least four project areas	▪ Citizen's engagement in decision-making and implementation ▪ Accountability and transparency in service delivery ▪ Level of satisfaction of the service recipients ▪ Enabling factors and hindering factors	▪ Focus group discussions reveal a high level of satisfaction with ULG services and the communities through the CDCs have access to the councillor to respond to service requests. ▪ Detailed assessment as part AOM 2023 and on completion. ▪ The community members have acknowledged that the people's representatives are accessible unlike the past. The people's representatives actively consider the low-income households. ▪ Use of CDC to obtain target beneficiaries for LG projects is common.
Outcome Indicator-2.3 Number of cities/towns in which the local government implements cost, climate-resilient infrastructure (as specified in the Infrastructure Development Plan). (ICF KPI 13).	▪ CRMIF Inputs: ▪ improved access ▪ Access to WATSAN (DEWATS)	▪ 21 CRMIF schemes in 12 climate-vulnerable cities ▪ Four completed in Chandpur, Khulna,	▪ ULGs committed to contribute for the pending CRMIF schemes as outlined in Khulna ▪ The review of IFCA indicates the need to strengthen revenue management system including upgrade of the web-based software.

Outcome Indicator	Inputs	Achievement & Review Questions	Status/Observations
	▪ Solid Waste Management (SWM) ▪ Afforestation ▪ Institutional and Financial Capacity Assessments (IFCA)	Chattogram and Cox's Bazar ▪ Review of three IFCAs and associated actions, if any.	
Outcome Indicator-2.4 Number of cities/towns implementing Multi-Sectoral Nutrition Plans as part of the Municipal Corporation AWP	▪ To check the status of sample local bodies	▪ Number of plans initiated ▪ Number of plans implemented ▪ Causes of failure to implement, if any?	▪ No response from sample cities on this component. ▪ Tasks of AOM 2022
Level- Community Level			
Outcome Indicator 3.1 Percentage of people perceive strong community leadership (CDC/Cluster/Federations) to influence the formal spaces for pro-poor climate-resilient urban development		▪ To be discussed for an update during fieldwork. ▪ Role of community leaders in influencing the pro-poor climate-resilient urban services delivery ▪ Has leadership encouraged the urban poor to	▪ Overall positive and relevance of community structures in local governance and in addressing community concerns. ▪ Periodic interactions with Ward Councillors as well Standing Committees at the Local Government level. ▪ The LG leaders feel that this is a group they cannot ignore as they are relevant to the local political environment and can influence decisions. Through the councillors, the mayors ensure that the communities do understand the realities of financial constraints.

Outcome Indicator	Inputs	Achievement & Review Questions	Status/Observations
		raise their voice to realise their rights? ▪ Have collective actions of the citizens compelled the service providers to become accountable? ▪ People's perceptions of strong leadership influence service providers to ensure pro-poor climate-resilient services.	▪ A major contribution of the project is the development of women leaders. This empowerment has three dimensions. First, the level of awareness of the community leaders help place their demands to the urban bodies and has increased awareness about their rights. Second, the networks among the community leaders have offered them the strength to raise their voice collectively against any discrimination. Third, the oversight capacity of the community leaders has held the service providers accountable for their actions contributing to the strengthening of accountability in service delivery.
Outcome Indicator 3.2 Percentage of PG members who received benefits feel they have a voice in influencing local government decision-making (planning and management).		To be based on secondary information and discussions	The discussions reveal that they have access to local representatives and through the group influence decisions on aspects such as infrastructure and maintenance. Such claims have been substantiated by responses of the people's representatives and officials of urban bodies who mentioned that they often consult the community leaders while selecting the sites of construction of drains and roads. They often visit them and press their demands. Therefore, they consider the community people as an enabling factor in discharging their

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

Annex 6-Status of Performance-outputs

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

Indicator	Milestone 2022	Progress		Status
		Oct 2021 to Mar 2022	Cumulative as of Mar 2022	
Indicator 1.1: Level of engagement by municipalities and city corporations for inclusive climate-resilient urban development (mahallah and poor settlement mapping, community action planning, citywide plans and budgets). **Baseline**: 0	High - 19, Medium - 0, Low - 0	▪ The project achieved good progress in the last quarter of 2021 in climate-resilient urban development activities following-up mahalla and poor settlement mapping. ▪ 45 Ward Poverty Atlas was shared with the ward level stakeholders in four cities ▪ City Context Workshop conducted with stakeholders on Urban Poverty Profile (UPP) in two cities. ▪ 339 CAPs incorporated	<u>On Track</u> High: 12 Cities Medium: 7 Cities Low: 0 Cities (AOM 2021) ▪ Poor Settlement Mapping- 20 Cities/Towns. ▪ Poor Settlement Maps incorporated into 2284 CAPs across 19 Cities. ▪ Urban Poverty Profile (UPP)- 20 Cities/ Towns	Choice of settlement is based on overall poverty index. Details of select Towns. ▪ Narayanganj ▪ Around 1800 poverty pockets mapped – Prioritised 187 CDC and 163 CAP ▪ Chandpur 600 pockets;90 CAP, 78 implemented ▪ Chattogram: Mapped 1868 Pockets, CDC 409, CAP 210 ▪ Khulna Mapped 1910, Covered 310-CAP-205 Demonstrated update of Poverty information in Cartogram using Mobile App.

Indicator	Milestone 2022	Progress		Status
		Oct 2021 to Mar 2022	Cumulative as of Mar 2022	
		• findings of the Poor Settlement Map ▪ Five cities agreed to update poor settlements using internal capacity		Poverty mapping out of won funds especially for added areas in Narayangunj, Khulna.
Indicator 1.2: Number of Pourashava with functional decentralised committees (Disaster Management Committee/Town Level Coordination Committee/Ward Committee) represented by Town Federation/CDC Clusters/CDCs. **Baseline**: 0	8 Municipalities	• 8 Pourashava: TLCC (8) and Ward Committees (109), Ward Committees reformed (24) in 2 municipalities • 4 city corporations activated and functionalised the Standing Committees, including the Disaster Management Committees • 19 cities completed the review of the effectiveness of decentralised committees	On Track ▪ Functionalised decentralised committees in 8 municipalities (AOM 2021) ▪ TLCC- 8 Municipalities. ▪ Ward Committees Meeting—785 in 123 wards across eight municipalities. ▪ 10 Disaster Management Committees functioning in 10 towns/cities.	▪ Committees constituted in all towns covered as part of the MTE. ▪ However, the meeting with the committee members has provided an impression that though the committees have been activated and made functional, still there is lack of awareness and enthusiasm among the members to make these committees

Indicator	Milestone 2022	Progress		Status
		Oct 2021 to Mar 2022	Cumulative as of Mar 2022	
				effectively functional.
Indicator 1.3: Number of cities/towns with pro-poor and climate resilient urban strategy under implementation **Baseline**: 0	[12]Stage 1-3 [13]Stage 3 – 10 [14]Stage 4 - 6	▪ Three cities finalised the Climate Change Vulnerability Assessment (CCVA) report leading to total completion of 15 cities ▪ Another three cities completed the CCVA field works, and preparation of the report is under way ▪ Urban Resilience Strategy in Cox's Bazar is being implemented. CRMIF[15] strategy is under	On Track ▪ Stage 1 - completed in 15 cities/towns. Five CCVAs are ongoing in five towns and cities. ▪ Poverty mapping was completed in 20 cities/towns. ▪ Stage 2 - completed in one town (Cox's Bazar Strategy). ▪ Stage 3 - Process initiated for preparing a strategy for other cities. ▪ Stage 4 – Urban resilience	▪ Has increased awareness of climate risk. ▪ Need to convert assessment and strategies into implementation Plans-. Assessments will help potential development partners in possible support.

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[12] Stage 1: Participatory poverty mapping and Climate change vulnerability assessment completed, and findings shared.
Stage 2: Strategy developed and piloted in one city (Cox's Bazar) done in 2021
[13] Stage 3: Strategy developed for other cities
[14] Stage 4: Strategy implemented
[15] CRMIF - Climate Resilient Municipal Infrastructure Fund

Indicator	Milestone 2022	Progress		Status
		Oct 2021 to Mar 2022	Cumulative as of Mar 2022	
		implementation in eight cities and towns ▪ Engaging firms initiate the process to prepare urban resilience strategies for other towns and cities	strategy is under implementation in Cox's Bazar. ▪ One CRMIF strategy was developed for all cities, and the strategy is implemented in 12 cities/towns.	

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

Indicator	Milestone 2022	Progress		Status
		Oct 2021- Mar 2022	**Cumulative as of Mar 2022**	
2.1: Percentage of community organisations (a) CDCs, (b) CDC Clusters, and (c) Federations whose performance is judged "moderately and fully effective" on an objective and agreed on scale to assess institutional effectiveness as a result of capacity-building. **Baseline:** CDC: 0.5% CDC Cluster: 0% Town Federation: 0%	CDC: Fully Effective - 50% Moderately Effective- 50% CDC Cluster: Fully Effective - 50% Moderately Effective- 50% Town Federation: Fully Effective - 50% Moderately Effective- 50%	The performance of community organisations assessed once a year. • 74% of CDCs are fully active, 22% are moderately active, 2% are weak & 2% of CDCs were evicted or dead after formation. • 100% of CDC Clusters and Town Federations are fully active across the 19 towns/cities	**On Track** The AOM 2021 report indicates that overall progress against the milestones is entirely on track. However, AOM 2022 will be conducted end of the year CDCs Fully Effective: 30.8% Moderately Effective: 51.9% CDC Clusters Fully Effective: 25.3% Moderately Effective: 49.3% Federations Fully Effective: 31% Moderately Effective: 53% and six Town Federations formed in December 2021, and all of them are fully active	• Play a major role in CAP, prioritisation, support in targeting beneficiaries, providing support to vulnerable members in the communities. • SCG supporting community and addressing vulnerable groups with grant and credit • Receive contribution from LG into O&M fund
2.2: Percentage of CDCs implementing CCAPs based on the Guidelines **Baseline:** 0	90% (2771)	• 83% (339/407) CDCs developed CAPs against target of 2022	**On Track** 82% (2284/2771) of CDCs implemented the CAPs to improve infrastructural,	• In sample towns majority (almost 95%) CDCs

Indicator	Milestone 2022	Progress		Status
		Oct 2021- Mar 2022	Cumulative as of Mar 2022	
			social, and economic priority problems as of March 2022	responsible for support/ implementation of project
2.3: Number of SCG members and effectiveness in addressing shocks and stresses **Baseline:** 12,864 (SCG-1072)	320,400 (SCG-26,700)	▪ 8,538 SCG members 1069 SCGs	**On Track** NUPRP mobilised **354,490 SCG members** under **23,447** SCGs, which is 100% of SCG members, against the annual milestone target	

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

Indicator	2022 Milestone	Progress		Status
		Oct 2021- Mar 2022	**Cumulative as of Mar 2022**	
3.1: Percentage of education grantees completing the academic year in which they receive the grant (which contributes to Early Marriage Prevention) **Baseline: 0**	90% EG: 1,600	▪ First tranche of Education Grants has been distributed among 1,648 grantees in 19 cities selected in 2022	<u>**Exceeded**</u> ▪ 100% of Grantees completed the academic year (AOM 2021) ▪ 1,648 Education Grantees received in 19 cities	
3.2: Number of (a) pregnant and lactating women up to 6 months (b) children (7-24 months) accessing Nutrition Cash Transfer Grants. **Baseline:0**	17,000 pregnant and lactating mothers 17,000 children (7-24 months)	▪ 1,995 pregnant and lactating mothers received nutrition grants ▪ 14,157 children aged 7-24 months received nutrition grant ▪ 6,972 adolescent girls received nutrition voucher support ▪ 6,319 pregnant and lactating mothers have been shortlisted for nutrition cash grants support from April 2022	<u>**Exceeded**</u> ▪ 19,000 pregnant and lactating mothers received nutrition grants ▪ 19,000 children aged 7-24 months received nutrition grants	▪ The city corporations – as discussed with Khulna indicated that they are working with Health and Family Welfare to continue support through primary clinics. ▪ The support is likely to be on the nutrition component than cash grants. ▪ Includes mechanisms to ensure periodic check. primary

Indicator	2022 Milestone	Progress		Status
		Oct 2021- Mar 2022	Cumulative as of Mar 2022	
				care is a responsibility in City Corporations unlike Porushavas.
3.3 Proportion of targeted pregnant and lactating mothers have improved knowledge and skill related to infant and young child feeding practices	70%	▪ 52,120 pregnant and lactating mothers received individual nutrition counselling to improve their knowledge, behaviour, and practices related to maternal and child nutrition. ▪ 222,734 Primary Group (PG) members received Nutrition Education Sessions which have been improving their knowledge and practices related to health and nutrition	**Partially On Track** 63.9% per cent of lactating mothers have improved knowledge and skill (AOM 2021). Expecting further improvement in knowledge and skill during the reporting period.	Members present in the FGD confirmed awareness of skills and practices. Members reported sharing knowledge within the community through informal mechanisms and some of the CDD leaders mentioned about monitoring actions relating to support for lactating mothers.
3.4: Number of Safe Community Committees (SCCs), a subset of CDC Cluster, working with social service providers to address VAWG and early marriage issues **Baseline:0**	206 Committees	▪ 214 SCCs have been formed, and functional	▪ Exceeded ▪ 214 SCCs have been formed and are functional. ▪ 146 cases were reported on Gender-Based	▪ FGDs reveal active SCCs. In Narayanganj, they have been active in non-project clusters in resolving GBV

Indicator	2022 Milestone	Progress		Status
		Oct 2021- Mar 2022	Cumulative as of Mar 2022	
			Violence by the SCC. About 50% of the cases have been referred to service providers for mitigation.	issues. The constraint being the pressure to withdraw. Chattogram groups through a member have access to District Legal Aid cell for support in this regard. Reflects the capacity of the network to reach out. ▪ Most education grantees have benefited from the grant but would like extended support for higher education.
3.5: Number of people who have utilized (a) Business Development Grant (b) Skill Building Grant. **Baseline:0**	Total 4,200 (business 4,500 & apprenticeship 0)	▪ 4,654 grantees have been supported for business grants in 19 cities ▪ 3,190 grantees were shortlisted for business support in 19 cities, and	**On Track** ▪ The indicator is still in progress, and the utilisation status will be assessed	▪ The CDC's play a role in defining beneficiaries (Vulnerable)

Indicator	2022 Milestone	Progress		Status
		Oct 2021- Mar 2022	Cumulative as of Mar 2022	
	Cumulative AG- 15,500 BG- 38,000	another 1,000 members were provided with business grants under group business ▪ 100% pre-verification of shortlisted grantees completed ▪ 90 community contracts were prepared and approved at different levels in 19 towns. ▪ The fund has been transferred from the city account to the respective cluster account for the 3,190 grantees in 19 cities	during AOM 2022 in October 2022. ▪ 15,994 grantees have been supported for Apprenticeship Grants in 19 Cities. Out of which 5,719 grantees, selected in 2020 from 19 cities/towns have received second trench in 2022 of Apprenticeship Grants. Due to COVID-19, the process has been delayed. ● 35,713 grantees have utilised the support of business grants in 19 cities/towns.	▪ While there have been set back during COVID-19. ▪ The business grants and apprentice grants have contributed significantly to uplift the livelihood of the residents. The FGD sessions and site visits have provided enough evidence to claims. The project has a noticed broad indicating the details and the assistance provided. ▪ With low income during COVID-19, the business grants helped the beneficiaries increase their earnings through small businesses

Indicator	2022 Milestone	Progress		Status
		Oct 2021- Mar 2022	Cumulative as of Mar 2022	
				like tea stall, tailoring shops, and laundry iron shops. ▪ These start-up grants have improved their image within the society.

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

Indicator	2022 Milestone	Progress		Response
		Oct 2021- Mar 2022	Cumulative as of Mar 2022	
4.1. Number of Community Housing Development Funds (CHDF) established as legal entities. **Baseline: 0**	6 (Stage 3)[16]	Stage 2 (CHDF Management Committee elected)-1 City (Cumilla) Capacity-building training was conducted for the CDCs processing CHDF loans (in Chattogram, Narayanganj and Rajshahi)	Partially On Track: - Stage 3 (CHDF registered as legal entities) in three cities (Chattogram, Narayanganj and Rajshahi) - Stage 2-CHDF Management Committee has been established through an election.	▪ Facilities registered ▪ Narayangunj CHDF started borrowing from O&M fund – Rs 25 lakhs BDT, has provided loans (56 lakhs to 37 primary members) and now has a fund of 56 lakh BDT. Tenor 6.75% repayable in 3-5 years. ▪ Non-encumbrance a requirement. ▪ Repayments are regular. ▪ Chattogram CHDF with a seed capital of Rs.3 crore BDT

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[16] Stage 1 - CHDF Strategy developed; Stage 2 - CHDF Committees formed; Stage 3 - CHDF registered as legal entities

Indicator	2022 Milestone	Progress		Response
		Oct 2021- Mar 2022	Cumulative as of Mar 2022	
				▪ Provide 90 loans with financing upto 80% and loan size from 0.50-2.5 lakh BDT at an interest rate of 6.7% repayable in 2-5 years.
4.2. Number of households using their CHDF loan for climate-resilient housing (ICF KPI 4) **Baseline: 215**	1,150	CHDF seed capital was provided to three CHDFs in Chattogram, Narayanganj and Rajshahi and these CHDFs disbursed housing loans to 286 households.	On Track: As of the reporting period, 697 households have received BDT 10.38 crore to improve their housing.	▪ Discussions with CHDF and select beneficiaries on the process and benefits ▪ Current status of work in towns
4.3 Number of households with climate-resilient housing (a) New housing; (b) upgraded housing **Baseline: 0**	750 (Stage 2[17])	Site development and driving test piles for the construction of 336 housing units at Gopalganj were completed, and the laying of foundation works started. The master plan, of Noakhali and Chandpur have been finalised.	On Track: ● Stage-1: Construction activities for 539 housing units in Gopalganj, Kushtia, and	▪ Not part of towns visited. ▪ Issue is of land, especially in Chandpur.

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[17] *Stage 2 - Selection of beneficiary completed against ongoing construction housing units*

Indicator	2022 Milestone	Progress		Response
		Oct 2021- Mar 2022	Cumulative as of Mar 2022	
		MoU signed for constructing 88 housing units in Chandpur, and the e-GP (electronic government procurement) registration process is completed.	Chandpur have begun. ● Stage 2: 264 beneficiaries have been preliminarily selected at Kushtia, Noakhali and Chandpur low-cost housing sites.	
4.4: Number of cities/towns with Land Tenure Action Plan (LTAP) implemented (based on VLM for pro-poor housing) **Baseline: 0**	5 (Stage 3) *Stage 1 - VLM completed* *Stage 2 - LTAP developed* *Stage 3 - LTAP implemented*	Field work for VLM in Khustia and Noakhali in has been completed. Expecting the final report by June 2022. However, the city-level consultative workshop for developing the LTAP did not occur due to COVID-19-related restrictions affecting field movements.	Partially On Track Stage 1: VLM completed in Gopalganj, Chandpur and Narayanganj.	▪ VLM completed in all towns. Decision on next stepped linked to policy measures and decision of GoB.

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

Indicator	2022 Milestone	Progress		Observations
		Oct 2021- Mar 2022	**Cumulative as of Mar 2022**	
5.1: Number of people with access to climate-resilient (i) safely managed drinking water and (ii) sanitation facilities which are hygienic, gender & disability friendly. **Baseline: 14,004**	Water: 137,078 Sanitation: 202,075	Water: 33,261 Sanitation: 27,697 During this reporting period, 33,261 beneficiaries got access to safe drinking water; as of now, a total of 132,960 persons got access to safe drinking water supply across 19 cities/towns. 27,697 beneficiaries got access to safe sanitation facilities and 198,327 persons got safe sanitation options across 19 cities/towns.	**On Track** Water: 132,960 Sanitation: 198,327	▪ Inputs from Local Governments on the process of identifying works, design, procurement and implementation ▪ Role of CDC in O&M and status of O&M funds ▪ Revenue/ user fee collection levels ▪ DEWATS status, including (O&M) and sustainability
5.2: Number of people supported to cope with the effects of climate change through SIF and CRMIF (ICF KPI 1) **Baseline:0**	397,326 people	Good progress was achieved against this indicator. 738 SIF and two CRMIF infrastructure completed, ensuring an additional 185,661 people to cope better against climate change/hazards	**Partially On Track** 366,992 people.	▪ Overview of project identification, prioritisation, implementation process and benefits
5.3: Number of cities/towns with an improved capacity of municipalities to manage	19 cities/towns	**19 Cities/Towns** LIUPCP strengthened the capacity of city/municipality officials by training	**On Track** Local authorities have provided	▪ A review of training programmes and

Indicator	2022 Milestone	Progress		Observations
		Oct 2021- Mar 2022	**Cumulative as of Mar 2022**	
climate resilient infrastructure programmes. **Baseline:0**		them in the planning, design and implementation of SIF and CRMIF infrastructures with a specific climate resilience lens. The officials also monitored activities during construction to learn about the project's quality control and standards.	training courses in all 19 towns/cities.	discussions with beneficiaries on content, relevance and extent of application of knowledge/skills acquired
5.4: The number of Climate Resilient Infrastructure Programmes in cities/towns (Climate Resilient Municipality Infrastructure Fund). **Baseline:0**	12 CRMIF Schemes	Backlog from 2019: 02 CRMIF schemes under 2019 (one each in Khulna and Chandpur) are already completed 100%. Under 2020, four CRMIF schemes are in implementation stage in Khulna, Chandpur, Cox Bazar and Chattogram City Corporation, with a progress rate of 95%, 75%, 95% and 100% respectively. The average progress for the four CRMIF scheme is 90%. Under 2021, six6 CRMIF schemes are in implementation in six targeted cities/towns— Narayanganj, Noakhali, Patuakhali, Sylhet, Cox Bazar and Chattogram City Corporation. The average rate of progress is 5%, as the contracts were approved in December 2021. Moreover, the progress is delayed	**Partially On Track** Out of 12 schemes, two schemes in Chandpur and Khulna have achieved completion, with work on a further 10 schemes under way at Chandpur, Khulna, Cox's Bazar and Chattogram.	▪ Status and sustainability of CRMIF ▪ Discussions with beneficiaries on utility and impact of projects ▪ Mechanisms adopted to minimise implementation risks, cost and time overruns ▪ Procurement issues, if any.

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

Annex 7-Risk Matrix

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

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

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

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

L=Low, M= Moderate, H=High

Annex 8-Informed Consent Form

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

The research will involve interviews with the key stakeholders and FGD in June-July 2022. We will ask you about your experience with the implementation of the projects and their outcomes. Your participation will involve an online discussion for approximately 60 minutes.
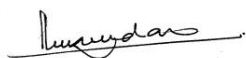
You are free to withdraw from participation at any time during the discussion without providing a reason.

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

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

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

Mukundan Krishnamachary

Annex 9-Pledge of Ethical Conduct in Evaluation

ETHICAL GUIDELINES FOR EVALUATION

PLEDGE OF ETHICAL CONDUCT IN EVALUATION

UNEG
United Nations Evaluation Group

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

INTEGRITY

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

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

ACCOUNTABILITY

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

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

RESPECT

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

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

BENEFICENCE

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

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

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

_____   _____15 Oct 2022_____   (Signature and Date)