2018

Urban Strategy

BRAC URBAN DEVELOPMENT PROGRAMME

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1. Executive Summary

More than half of the world's population today lives in urban areas. Of them, over a billion people live in urban poverty. BRAC, the world's number 1 NGO, has made pro-poor urban development one of its 8 programmatic priorities in its current five-year strategy (2016-2020). Aligned with this objective, BRAC started its urban development programme (UDP) in 2016, with a vision to ensure that the urban poor have access to affordable basic services, safe and productive livelihoods, affordable and safe housing and transportation, resilience to climate change and disasters, and also engagement with the government to realize their rights and entitlements.

In Bangladesh, people living in urban poverty are doubly marginalized as they have limited access to basic services, experience lack of housing security and have inadequate knowledge, skills and employment opportunities. In addition, Bangladesh lacks a comprehensive, national urban policy. This policy gap limits the scope for formulating and implementing long-term urban strategies and fostering collaboration among empowered citizens, municipal governments and development practitioners.

After an assessment of the country's rapid urbanization context and the targets set within the sustainable development goal 11, the new urban agenda, the Paris agreement, Five Year Plan of GoB, Sendai Framework, WUF9 declaration, and BRAC's five-year strategy, UDP has identified and outlined six programmatic priorities for the next five years which follows:

1. Ensuring access to affordable, adequate basic services for people living in urban poverty.
2. Ensuring livelihood, skills and entrepreneurship development for people living in urban poverty.
3. Ensuring urban poor's access to adequate, safe and affordable housing, land tenure security and overall slum upgradation
4. Cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, and resilience to disasters
5. Strengthening urban governance for inclusive, accountable and pro-poor urban management and planning
6. Strengthening commitment of relevant policy actors towards creating more livable cities ensuring sustainable pro-poor and inclusive urban growth through advocacy and partnership

Activities of the programme are structured around the above mentioned programmatic priorities. Besides, UDP will develop a comprehensive urban database of vulnerable groups in informal settlements, NGO-GO and private sector service providers, citywide vulnerability assessment etc. Moreover, UDP interventions will also involve organizing the urban poor, particularly slum dwellers, through strong community-based groups, which will enable them to raise voice, resist exploitation and take collective actions. UDP's advocacy initiatives will focus on engaging with the national and local level policy actors including policymakers, policy influencers and policy

implementers for promoting pro-poor and inclusive urban growth-focused policy development and implementation. A robust learning and innovation component will be cross-cutting in all the strategic priorities which will document and disseminate learning, innovations, good practices and results for replication and scale up. These learnings and evidence will then also enable developing UDP as an urban development knowledge hub.

Aside from the six programmatic priorities, cross-cutting issues such as gender equality, fostering innovation and knowledge management, building leadership capacity and leveraging smart data are also a feature of the strategy. In addition, special focus is given to women, children, the elderly and disabled populations.

2. Introduction

2.1 Vision
Make cities and human settlements safe resilient and sustainable.

2.2 Mission
Our mission is to empower people and communities living in cities in situations of poverty, illiteracy, disease and social injustice. Our interventions aim to achieve sustainable solutions at both small and large scale, through economic, social and environmental development that will enable women and men to realize their potential.

2.3 Goal
Improving wellbeing, resilience and realizing rights of two million urban poor by reducing multi-dimensional poverty and deprivation.

2.4 Situational Analysis
In 1960, the global urban population was 34% of the total; however, by 2014 the urban population accounted for 54% of the total and continues to grow. By 2050 the proportion living in urban areas is expected to reach 66%[1].

In the recent years, Bangladesh has been experiencing urbanization at an unprecedented speed and scale which is also accompanied by increasing poverty and inequality. Bangladesh is urbanising rapidly; 50% of its total population will be living in urban areas by 2050. 14,000 slums currently exist across the country, with approximately 7 million people living in them. Overcrowded and unhygienic living conditions, lack of access to safe drinking water and inadequate sanitation, livelihood insecurity, violence against women and children are all common realities. To tackle the increasing incidence of urban poverty BRAC has initiated an Urban Development Programme

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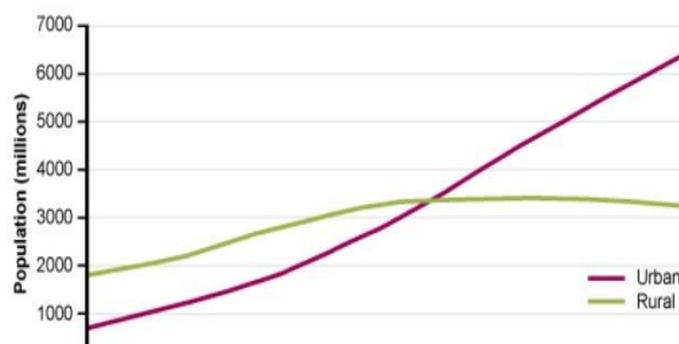
[1]UNDESA, 2014

(UDP) with a vision to ensure that the urban poor have access to affordable basic services, safe and productive livelihoods, affordable housing and transportation, and at the same time they are able to effectively engage with the government to realize their rights and entitlements.

UDP started its full-fledged operation in 20 cities in 2017 with all staffs onboard and functional field offices. BRAC UDP's most profound accomplishment in 2017 was reaching 1 million urban poor through EMPOWER project. In addition, another challenging sector for intervention was RMG, where UDP successfully reached and provided services to 50 thousand garment workers in 25 factories through ERMG project.

Moreover, partnership agreements are signed with different stakeholders including the City Corporations and Municipalities, Urban Development Directorate. These partnerships are crucial to achieving the programme objectives. UDP already took joint initiatives under these agreements. 36 MoU's have been signed with the city corporations and municipalities, academia with the aim to work together for the wellbeing of the vulnerable communities. Additionally, another 21 MoU's were signed with RMG garment factories and Maya Apa, an online application based service provider.

Housing and livelihoods support for the urban low-income communities was a major area of focus in 2017. Beside interventions in the communities, we have shared BRAC UDP housing concepts with wider audiences through national convention. UDP interventions were well accepted and appreciated by policymakers, city authorities, NGOs and community people.
During the year, UDP worked on adopting and implementing integrated policies and plans towards adaptation to climate change, resilience to disasters through 2142 CDO members in 300 CDO's provided with awareness training on regarding DRR, Climate change and fire prevention impact.

UDP also concentrated on engaging the youths in the urban issues and completed the Urban Innovation Challenge (UIC) to encourage innovative solutions addressing the city problems. The winners developed their prototypes and tested them in the field with full support from BRAC through mentoring, skills development and grant amount up to 5 lac with linkages to potential investors for scale-up in the future.

Furthermore, to strengthen urban governance and planning institutions for inclusive, adaptive and pro-poor urban governance, UDP organized training for Dhaka north, Chittagong, Satkhira, Khulna and Gaibandha city officials and LG representatives. Besides, policymakers and Mayors were sensitized through national mayors convention, national resilience conference and project inception events, which created eagerness among the participants to work and support UDP in their development interventions.

BRAC strategy 2016 – 2020 includes promoting pro-poor urban development through access to affordable basic services, citizen empowerment and capacity development of the local government. Besides, all other strategic priorities – eliminating extreme poverty, financial inclusion, skill development, building resilience to climate change, health and nutrition, improving quality of education includes directions to reach people living in both urban and rural areas. BRAC Urban Development Programme has drafted the new urban strategy (2018-2022) in line with the BRAC broader goal, government urban development priority and international obligations like Sustainable Development Goal (SDG) and New Urban Agenda declared by the UN-Habitat.

BRAC UDP's new strategic priorities laid out in this document will deal with both the new developmental challenges in the urban areas of Bangladesh as well as emerging organizational priorities. It lays out the strategic directions for UDP till 2022. The process of drafting this new urban strategy included conducting consultation workshops with field and HO staff members, incorporating their feedback into the policy document, and initiating discussions and exercises of these workshops.

In developing this strategy document, UDP has taken into consideration the country context, crucial gaps in existing development efforts as well as the strategic priorities of the government of Bangladesh, strategic and development partners and new sets of global development goals and directions. UDP has also made projections regarding needs in the immediate future and attempted to build in flexibility to cope with new and emerging challenges and take advantage of rising opportunities.

2.5 Guiding principles

- UDP will contribute to achieving the targets set in SDG goals, particularly SDG 11, HABITAT-III New Urban Agenda, SENDAI Framework, Kualalumpurdeclaration and 7th Five-year plan of Bangladesh.
- UDP will address the system-wide approach to improve quality of life of the people living in urban poverty.
- As challenges and opportunities vary with geographic locations and size and type of cities, cities from different geographic locations, context-specific interventions will be taken.
- Interventions of UDP will be in line with the priorities of the government and, City/Municipal Corporations.
- Gender and diversity issues will be cross-cutting to all the interventions.
- UDP will use and promote technology to improve efficiency and effectiveness
- All interventions will be participatory and human-centric and Community-led

2.6 Persisting problems

- High incidence of poverty.
- Lack of basic services and public service delivery system in the urban low-income settlements– Health, Education, WASH and Utilities.
- Urban poor's access to social safety nets and financial services are very limited.
- People living in urban poverty live in the areas susceptible to natural and human-made disasters.
- Poor living environment due to underdeveloped infrastructure.
- City Plans are not pro-poor, people living in informal settlements are not considered in master plans.
- The contribution of people living in urban poverty in urban economy and urban development are not recognized in urban governance system and development plan.
- Lack of knowledge and skill to tackle climate change.
- Inadequate knowledge and skills to negotiate.
- Due to long working hours and inaccessible green public spaces, people living in urban poverty cannot enjoy the urban greenery and left behind from its mental and physical health benefits.

3. Programmatic strategic priorities

3.1 Ensuring access to affordable, adequate basic services for people living in urban poverty

The objective of this strategic priority is- ***Promoting pro-poor urban development through access to affordable basic services in the areas of health & nutrition, education, resilience to climate change, WASH, waste management, social safety-net, financial inclusion and citizens' empowerment to raise voice for collective actions towards ensuring rights & entitlement of the urban poor including industrial workers.***

Access to affordable basic services will be ensured through a community-led approach

The community will identify and prioritize their socio-economic and infrastructure related problems and develop action plans. UDP will facilitate action plan implementation through service integration, where possible.

Targeting: Special attention will be given to Women, children, adolescents, youth, elderly, disable and RMG workers, other socially excluded people (transgender) and other vulnerable communities. There are two models for implementation of the interventions;

i. Service integration model:

Develop Strong referral system through partnership and collaboration with different service providers including BRAC, government, NGOs and the private sector.

BRAC-UDP will develop a coordinated approach to align all its urban interventions to BRAC other programme for designing urban products for the urban poor.

ii. Direct delivery model:

UDP will provide direct services if other organizations have no provision to provide services.

1. Grants support/philanthropic: Grants will be provided among the EP who are not able to get services by paying.

2. Cost sharing: Cost sharing will be introduced among LGI, Community and UDP. Fee's based services will be introduced for the health systems strengthening for urban poor.

3. Cost recovery: Cost recovery will be applied to large-scale interventions like land tenure security & housing, public space and urban heritage and enterprise development etc.

4. Loan: Linkage will be established with BRAC-Micro Finance, IPDC, DBH and other financial institutions for development of livelihoods (microenterprise, skills), housing, overseas migration and WASH activities etc.

To achieve this objective UDP will design its interventions to solve issues related to basic services. All of these issues are elaborated along with the intervention strategy below-

3.1.1 Health and Nutrition

Urbanization is one of the leading global trends of the 21st century that has a significant impact on health. Although most of the population remains rural, 23% of people now live in urban areas (GOB 2014). From 2001 to 2011, the country's urban population expanded by 35% -an annualized growth rate of 3%. By 2050, the urban population is projected to account for more than half of Bangladesh's total population (UN DESA 2015). Most of the average health and nutrition outcomes are poorer for slum residents than for no slum- residents. Average socioeconomic characteristics also are generally poorer for slum residents than for non-slum residents. Factors such as age, education attainment, and household economic status are quite consistently associated with nutrition and health outcomes.

In SDG-3, significant steps have been made in increasing life expectancy and reducing some of the common killers associated with child and maternal mortality. A related need is for reducing maternal mortality to less than 70 per 100,000 live births. But in Bangladesh 176 deaths/100,000 live births (2015 est.).

The present health context in urban areas are; fast growing urbanization and urban poor, poor health status of the urban poor (inequalities), weak stewardship and coordination of urban health interventions, LGIs have limited fiscal and institutional capacities to deal with growing need and rapidly changing pattern for urban health.[2]

The bellows strategies will be taken to ensure the access to services among the urban poor.

- Establish a mechanism for strengthening local involvement to allow urban governance to take ownership of urban health services with financial support from central government.

- Create a cohesive partnership among MOHFW, MOLGRD &C other relevant ministries and NGOs and the private sectors by agreeing on a clear division of responsibilities, better coordination for financing resources and accountability, stronger development of capacity.

- Establishing a mechanism of service integration through a network of partners and referral systems

- Strengthening institutions by building the capacity of government including LGIs and non-government institutions involved in urban health planning and service provision.

- A referral system will be established with BRAC-HNPP through Community organizers and Shasthya Shebika/ Shasthya Kormi according to the community demands of urban poor.

- Activating the LGIs health standing committee and WHCC to increase the health services among the communities.

- Empowering the urban Community development organization (CDO) to work with local providers and authorities to ensure their health-related needs. Focal person will be selected from each CDO's to address the community health problems.

3.1.2 Quality Education

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all is the Goal 4 of SDG. The primary net attendance rate in slums in Bangladesh's cities averaged 65% compared to 81% nationally. Secondary attendance was only 18% in slums and

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[2]Health and nutrition in urban Bangladesh.(http///dx.doi.org/10.1596/978-1-4648-1199-9)

drop out and repletion rates were higher than elsewhere. Primary net enrolment rates in the slums were around 70%-65% for boys and 73% for girls. Unaffordable school expenses were the main reason given by parents for children dropping out (Source: UNICEF 2010).

In the urban slum areas, there is no scope for quality education for both primary and secondary level, technical education for dropout children, no pre-primary school and ECD center for working mother. The government, NGOs and donors in Bangladesh need to attend to the right to education for children living in slums. The strategies are;

- Education grants will be provided by UDP to the dropout extreme poor children especially girls
- BRAC-BEP and BRAC-IED will work for early child development (ECD cum day care center) and primary education
- A linkage will be developed with technical vocational institutions for technical education for the drop out children
- Partnership will be developed with nearest secondary education institutions (NGOs, Govt. and private) for the dropout children especially girls

3.1.3 Water and sanitation and small-scale infrastructure development

Water: Access to "improved" water source was universal in all three domains –slums, non-slum and other urban areas. Access to improved water source was universal in all three survey domains. In slums, sharing of a water source with other households was very high. 65% of slum households reported sharing of a water source with 10 or more households. Access to safe water is still a challenge in urban slums areas[3].

Sanitation: Access to adequate sanitation facilities is another determinant of health and environmental safety. There are disparities between slums and non-slum households in terms of access to adequate sanitation. Due to a high level of sharing of latrine facilities, access to improved sanitation was very low in slums. Only 13% of households in slums had access to improve sanitation, compared with over 50% in the non-slum and other urban areas. Most slum dwellers have no option but to dispose of in drains and open fields.[4]

Small-scale Infrastructure: In the urban slum areas the infernal drainage systems, approach roads, footpath, lighting systems and living conditions are very poor and thus the dwellers of the slum areas are facing various types of health and security problems. There is no legal water supply connection as there is no holding number of the slum dwellers. The strategies are;
- Arrange legal water supply connection in urban slum areas with linkage development & coordination with WASA (Dhaka, Chattogram, Khulna, Rajshahi and Narayuangonj) and municipal authority
- Referral systems establishment with BRAC-Micro Finance programme for WASH loan and BRAC-WASH programme
- Establish cost-sharing mechanism among the community and LGIs for water supply (piped water supply, submergible tube well), community latrine, sanitation block with bathing systems construction where elderly, disable, and child issues will be addressed.

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[3] Bangladesh Urban Health Survey 2013 Final report

[4] Bangladesh Urban Health Survey 2013 Final report

- Implement the infrastructure (water supply interventions, drain, footpath, approach road, dustbin, lighting systems etc.) and it will be implemented through cost-sharing approach.
- All kinds of infrastructure will be implemented by addressing the climate resilience

3.1.4 Safety-net and protection

The Government of Bangladesh is strongly committed to reducing poverty, improving human development and reducing inequality. This commitment is reflected in Vision 2021, the Perspective Plan 2010-2021. The 6th plan sought to strengthen the Government's commitment to social protection by increasing of spending on social protection from 2.0% of GDP FY 2010 to 3.0% of GDP by 2015. A large proportion of the poor and vulnerable population is missed out of the safety net coverage. Another issue is the low coverage of urban poor.[5]

In 2010 the estimated number of Social Safety Net programme (SSNP) beneficiary household was 8.0 million which increased to 11.0 million in 2016. The percentage of beneficiaries was 28.7 national, 35.7% rural and 10.9% in urban areas in 2016. The Government is mindful of the need to bring more of the poor and vulnerable population living in urban areas under the umbrella of Social Security.[6]

BRAC aspires to eliminate extreme poverty completely from the country by 2020. BRAC TUP and UDP have been working for achieving elimination of extreme poverty. The strategies are;

- BRAC UDP will work closely with Department of Social Services, LGIs, Women affairs, Youth dept., Health dept., education, DAE, DLS HEU and other organization to meet the target with the government to implement the National Social Safety net Strategy.
- Establish relationship with government for jointly implementing the NSPP for the urban poor
- Identify the EP beneficiaries for safety net programme including widow, pregnant women, lactating mothers, disable, children's education grants
- Consultation meeting with GO and NGOs safety net actors regarding the beneficiaries for taking commitments and action plan
- Establish referral systems among the Safety net (GO, NGOs) actors
- Process documentation, monitoring and evaluation and knowledge management National level conference on social safety net programme for urban poor

3.1.5 Legal Aid and Social justice

In the Prevalence of violence against women and children is particularly high in urban slums where women live legally, economically and socially disenfranchised from the formal system.
According to a study on slum upgrading and safety in Bangladesh, violence against women is less visible but more deeply entrenched and more all-pervading than other serious threat to slum dwellers. According to another study, intimate partner violence is much higher in the slums (35%) than non-slums (20%) in Bangladesh. Women and children also experience sexual harassment, rape and violence outside of the home in the public spaces and even in public transportation.

Due to lack of government or NGO operated legal aid services, lack of police presence, absence of awareness on existing legal provisions, to protect women's rights and fear of retribution from perpetrators, the majority of the incidents of violence against women go

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[5] 7th Five Year Plan FY 216-FY200
[6] Household Income and Expenditure Surveys (HIES 2016)

unreported. Lack of awareness of citizens chartered among the community and stakeholders. The strategies are;

- • Strengthening the communities and government authorities to ensure other civil rights. Preventing unlawful slum eviction will be the major area of intervention.
- • BRAC UDP will develop strategy and initiative to ensure the legal aid support from Community Information center (CIRC) and mobile apps and establishing the citizens' rights through community mobilization.
- • Awareness building on gender-based violence, at the community level. Community local conflict will be solved by alternative dispute resolution (ADR) and CDO will take the lead role at the community level.
- • Awareness building on VAW, early marriage, dowry, polygamy, eligible divorce, land rights, citizens chartered, rights and entitlement etc.
- • UDP will provide referral services through victim support center, local legal aid committee, BRAC-HRLS and LGIs legal support. On the other hand, it would be ensured by advocating and partnership with the collaboration with GO (law enforcement dept.) and NGOs (BLAS, ASK) legal aid departments.

3.1.6 Waste management

Waste management is the most important function and takes up the major portion of resources of LGIs in Bangladesh. Waste management problem still remains in LGIs caused by improper infrastructure and drainage planning and local waste management system. About 50% of slum HHs disposed of their garbage in an open space outside; 33% of garbage was collected from the home and 15% was disposed of in a bin outside the house[7]. Still, there is a scope to work in urban slum areas for better waste management through community participation.

Solid waste and faecal sludge management in situations of rapid mass displacement are important to public health and providing for a better environment. Despite this, both have been neglected in WASH programmes, which tend to have a focus on water. However increasing efforts are being made to find solutions to challenges in solid waste, clinical/medical waste and faecal sludge management (FSM) in difficult circumstances in humanitarian emergencies. The situation of the waste management in low-income areas are very poor. The strategies are;
- • A mechanism will establish to collect waste from slums and transport to secondary dumping sites by providing waste collection van and a business model will establish by taking fees for waste collection from the community.
- • Pilot initiative will be taken with the involvement of community participation, local partner and LGIs involvement on waste recycling, waste to energy and waste to compost and finally business model will be established for the sustainable waste management.

3.2 Ensuring livelihood, skills and entrepreneurship development for people living in urban poverty

The objective of this strategic priority is- ***Promoting pro-poor urban development through access to livelihood (skills, employment and entrepreneurship development) for the***

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[7]BUHS (2013)

urban poor on special preference for extreme poor, underprivileged youth and climate migrants, industrial workers (especially focused on RMG).

2 millions of young people are entering the workforce every year (LFS, 2013). 30% Women participation in Labor Force. 10.2% Youth Unemployment Rate (World Bank, 2017). 89.6% Workers untrained while only 10.4% trained workers (BIDS). 75% Business leaders claim: "skilled workers are scarce"[8].

The Labor Force Survey data show that some progress has been made in upgrading labour skills through improvements in education and training, but there is a long way to go. Indeed, the 88 percent informal labor force requires a long-term massive enhancement effort in education and skills training to be converted into quality labor for manufacturing and formal services. This is a huge challenge and requires a long-term strategy for public investment in human development and improvement in service delivery.[9]

The changing structure of Bangladesh's society from rural to urban, coupled with the demands of an industrializing nation has also led to a discrepancy in the skills required from the youth for employment. Demographically Bangladesh faces the challenge of a "youth bulge", with a dearth of quality employment for those just about to enter the job market. A large section (estimated at 24% by GoB) of the labour force is engaged in low-skills, low-income and low-productivity jobs, while access to secondary and tertiary education is limited, and the quality of education at all levels requires strengthening. The informal sector provides employment for up to 87.4% of the total employed persons aged 15 and above, with only 12.6 percent informal employment[10]. The informal sector accounted for more than 40% of the total gross value added of Bangladesh in 2010[11]. The least visible informal workers, the majority of them women (15.2% women across the country have informal employment), sell or produce goods from their homes: garment makers; embroiderers; incense–stick rollers; paper bag makers; hair band makers; food processors, shoemakers etc. Some of these home-based workers work on their own account, while others work on a piece-rate basis for a contractor or a firm[12].

Migration is one of the main reasons for the growth of the informal sector in Dhaka city. Dhaka is a highly dynamic city that attracts some 300,000 – 400,000 new migrants each year, a rate that would result in a population of almost 23 million by 2025; currently, it is the home for 16 million inhabitants. Every year thousands of climate refugees migrate to Dhaka due to the multiplying impacts of climate change – increasing floods, cyclones, and drought[13].

According to the survey, there are 3,596 active RMG factories in Bangladesh with 3.5 million workers, of which 60.8% are female and 39.2% are male. In the previous survey in 2015, the workers were 36% male and 64% female[14].

In broadly UDP will provide 2 types of support for the development of livelihoods and entrepreneurship for urban poor. The first one will be grants/assets support and the second one will be training and job placement

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[8]World Bank (2016)
[9] 7th 5 Years Plan (2016-2020)
[10]World Bank (2013)
[11]ADB (2012)
[12]World Bank (2013)
[13]Abdullah (2016)
[14]Dhaka Tribune: Published March 03, 2018

For the development of livelihoods or entrepreneurship of the urban poor BRAC-UDP will provide livelihood supports like- small grants or assets through cost sharing, cost recovery, access to finance (loan), access to the market (market linkage).

1. **Grants support/philanthropy**: Grants as a form of livelihoods/income generating assets will be provided among the EP.
2. **Cost sharing:** Cost sharing method will be introduced between beneficiaries and BRAC. UDP will assess the demand of the poor entrepreneur and will prepare a business plan. After that, the entrepreneurs share the contribution amount and the UDP will provide the rest amount and start up the business
3. **Cost recovery:** Cost recovery will be applied to large-scale schemes /interventions like established the production center or group enterprise development.
4. **Loan:** Linkage development will be established with BRAC Microfinance and other financial institutions for development of livelihoods (microenterprise, skills)

BRAC UDP will provide entrepreneurship development training among the urban poor people especially women and disadvantaged group of people with the private sector involvement and create an opportunity for job placement with the partnership with private sectors. UDP will provide the support for the development of market linkage and value chain and also the support for access to market and access to finance.

Promoting urban agriculture for ensuring the nutritional status of child and mother (pregnant and lactating). The urban agriculture will contribute to reducing the carbon that emitted from urban industries. This will also contribute to building the green city.

UDP will provide formal (TVET) & NTVQF (level-1) and non-formation skill-based training for employment generation and entrepreneurship development training among the urban poor people especially women and disadvantaged group of people with the private sector involvement and created an opportunity for job placement with the partnership with private sectors.

Strong referral system will be established with SDP, UCEP and other government and non-government institutions, who have been providing skill-based training.

Apprenticeship support will provide by UDP in informal sector for skills development and job placement. Recognition of Prior Learning (RPL) services, compliment the government to create assessors and other professionals which the sector lacks, offer training courses for in country and overseas employment, conduct R&D interventions and carry out fundraising.

Regularly follow up and enterprise/livelihoods graduation pathway will be established for the entrepreneurs and also for skill training receiver. UDP will evaluate them by using enterprise graduation set criteria and phase out them. If found or fail to graduate then UDP will analyze the root cause of failure and will re-support them.

3.3 Ensuring urban poor's access to adequate, safe and affordable housing and overall slum upgrading

Rapid urbanization in Bangladesh is resulting in poor housing, infrastructure, water and sanitation, drainage, pollution and vulnerability to disaster and climate change. BBS slum survey

in 2014 reveals that people living in slums or informal settlements increased by 60% in last 17 years. These urban low-income communities are generally not entitled to civic facilities and are facing high tenure insecurity due to eviction. On the other hand, 2010 HIES shows there are 4.6 million units of urban housing deficit for 43.43 million urban population which will be 8.5 million units deficit for 60 million urban population in 2021 (projected). The situation will worsen with time in the slums and low-income communities of the major urban centers in Bangladesh.

There is a direct relation between tenure security/housing and poverty reduction. Therefore, BRAC urban development programme (UDP) has been considering and extends programmatic intervention in the area of secure tenure and low-cost affordable housing for the people living in urban poverty.

Housing improvement is not only making or constructing only new houses but also repairing and extending the existing dwellings including installing basic facilities like toilet, bathing, safe drinking, cooking and so on. Hence, housing and slum upgrading refer to housing improvement as well as improvement of basic infrastructures within the community like- access road, footpaths, drains, community latrine, street lights, community space, recreation centers and also reduction of climate-induced risks and vulnerabilities.

Ensuring poor's access to resources and basic services, especially for urban poverty reduction through security of land tenure and affordable housing upgrading is highly prioritized in the New Urban Agenda and the SDG-11 of United Nations and the BRAC's urban strategic priority directives. Women access to land and resources and their direct engagement in the process has to be given emphasis to bring an innovative and sustainable community-driven slum upgrading process. Once urban poor communities are secured with respect to their existing tenure and hold rights to use their resources, they will be able to change their wellbeing and living condition.

The objective of this strategic priority is- ***Making urban low-income communities safe, resilient and sustainable by ensuring the security of land tenure, access to affordable housing, climate-smart infrastructure and community-driven slum upgrading***.

The process of community-driven secure tenure and slum upgrading will bring multi-stakeholder involvement from national Government, local government, development partners, NGOs to community development organizations and their beneficiaries. There will be a requirement of research for the development of operational guidelines and exchange of experiences among the municipalities and community organizations to learn from each other for making good evidence. Involvement of community housing professionals, community architects and planners, scholars (university) and institutional supports for educating local government institutions and community development organizations need to be ensured. UDP has to be open to providing technical assistance to build successful low-cost affordable housing models as well as initiate enterprise resource planning for design and development of new product in the housing market.

- *Mobilize cities and communities*
  UDP will mobilize Local Government Institutions and local communities for improvement of low-income settlements through adequate, safe and climate resilient infrastructure provision and affordable housing. This will be a community lead process and UDP has to facilitate community organizations and their members to assess and determine status of tenure security and low-cost housing demand; mobilize and sensitize communities on community-driven low-cost housing and community managed housing financing (housing loan is to available to members of primary groups); forming city-level community organization and establish fund for financing low-cost housing; initiate community savings activities; and preparation of city-wide tenure and housing action plan.

- *Capacity building and stakeholder integration*
  Building capacity of community leaders through training and exchange visit will be provided. UDP will support governance of city-level community housing organizations by assisting setting-up internal controlling mechanism and institutionalization. Assistance will also be ensured for integration of city and municipal authorities and other local stakeholders in the process of community-driven tenure security and climate-smart slum upgrading.

- *Community planning, house design and fund mobilization*
  The programmatic intervention will have specific activities on participatory community planning exercise alongside participatory house design. Technical supports, initially for a period of time (1 to 2 years), have to be provided to community organizations for climate-smart infrastructure planning, design and development of low-cost housing materials and cost estimation for free of charge. Climate migrants' communities need to get priority and community projects have to consider climate vulnerability and local adaptation in planning and designing. Community savings will be encouraged and introduced at primary groups that will be a local source of housing fund. UDP may support establishing city development fund with seed money to run housing revolving fund but in long run, this will help communities access to finance for improving livelihood, health care and other emergencies. Housing finance (loan) and loan recovery process will be governed by the community. UDP will facilitate CDFs setting-up the financial mechanism and strongly monitor the process regularly along with local advisors including municipal representative.

- *House construction and process monitoring*
  Construction of houses with the direct participation of beneficiary households will reduce the cost and faster the process. Community development organizations will facilitate PGs and beneficiaries for procurement of good materials, monitor progress and reporting. UDP and municipalities are to ensure quality and guide community and local builders. Different sub-committees would be introduced by community leadership and capacitated them to ensure quality materials, the timely progress of financial and physical, internal auditing and reporting.

- *Documentation and new product development*
  The process will be well documented, shared and showcased in national and international programmes. Based on field learning, developed mechanism, failure (if any) and evidence, specific programme efforts may need to be in place for designing and developing new housing product in the market.

3.4 Cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, and resilience to disasters.

Rapid urbanization combined with the impacts of climate change is increasing human vulnerability in many cities in low and middle-income nations and Bangladesh is no exception. The risks are increasing, as climate change brings rising temperatures and more intense and often erratic rainfall, as well as sea level rise in coastal cities. Climate change can create or exacerbate risks for urban areas, and adaptation and mitigation to climate change need to address the risks faced by low-income groups in general and mostly the extreme poor.

Moreover, there are migratory movements in the urban areas due to impact of environmental challenges due to climate change[15]. CUS (2007) in its census of urban low-income settlements found that migrants from the coastal belt and the northern Monga-effected districts account for large proportion of slum dwellers within Dhaka (coastal areas 31.9 % and Monga-effected 4.6%). Yet it also has to be recalled that Bangladesh has long been environmentally challenged and that seasonal patterns of migration are well-established.

In addition, there are a number of reasons for which the cities in Bangladesh are particularly at risk: high-density population; the large scale of the population living in slums or informal settlements; concentrations of solid and liquid wastes; unplanned growth of cities that disrupt natural drainage and urban expansion on, particularly risky sites. The urban poor are the most vulnerable to the risks from climate change, exacerbated by the multiple deprivations that they face living in the urban environment. However, the urban extreme poor are the most susceptible as they persist on the border of urban society, which makes them the least capable to adapt to a changing climate, lacking the assets, social networks, mobility, and political power, which are critical for adaptation.

Understanding disaster risk requires us to not only consider the hazard, our exposure and vulnerability but also society's capacity to protect itself from disasters. Thus it is necessary for the communities, societies and systems to have the ability to resist, absorb, accommodate, recover from disasters, and whilst at the same time improve their wellbeing

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[15]Walsham (2009)

Keeping these issues in consideration the objective of this strategic priority is- ***Cities and human settlements will build resilience to climate change and natural and man-made disasters through integrated policy adoption and implementation, resource efficiency, the inclusion of renewable energy with a focus on protecting the extreme poor and people living in urban poverty.***
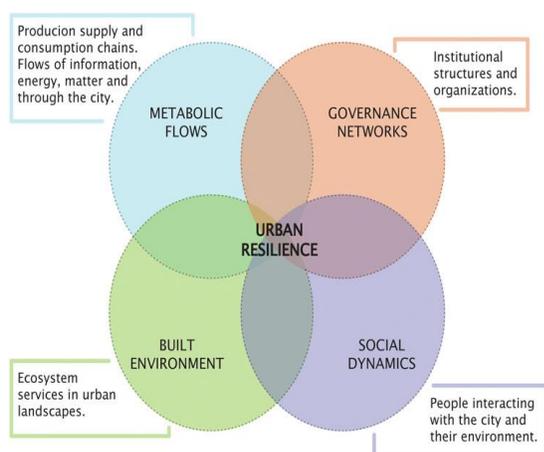
Urban resilience refers to the ability of an urban system -and all its constituent socio-ecological and socio-technical network across temporal and spatial scales- to maintain or rapidly return to desired functions in the face of a disturbance, to adapt to change, and to quickly transform systems that limit current or future adaptive capacity.

3.4.1 Identification of hotspot and vulnerability assessment

If current global patterns of increasing exposure, high levels of inequality, rapid urban development and environment degradation grow, then disaster risk may increase to dangerous levels. Therefore, BRAC UDP will identify, assess and understand disaster risk which is critical to reducing it. Moreover, a comprehensive risk and vulnerability assessment will be considered for a full range of potential disaster events and their underlying drivers and uncertainties. Also, each climate affected city has their local way of adaptation strategy to tackle the disasters, which will also be identified, researched and analyzed to identify local best practices, which can be replicated in other cities.

These data and information will then be shared among the key stakeholders for further modification or improvement of their current and future projects. Besides, using these data, citywide Disaster Risk Reduction (DRR) and climate change (CC) strategy can be prepared through collaboration with the city and local level government departments. Besides, city profiles on environmental performance can be produced for each of the cities and towns that UDP operates and continue to advocate with concerned government ministries to mitigate the environmental impact caused by issues like lack of waste management and air pollution.

3.4.1.1 Climate Change Migrants

About 15 million people in Bangladesh alone could be on the move by 2050 because of climate change causing the worst migration in human history. Experts predict that environmental migrants will be forced to leave their traditional habitat because of marked

environmental disruption that jeopardizes their existence. These climate affected people usually displace the urban centres and accommodate themselves in informal settlements making the cities more vulnerable. Therefore, UDP will identify these environmental migrants and provide them with necessary awareness and capacity building to tackle disasters and connect them with necessary service providers to protect them from falling into extreme poverty.

3.4.2 Capacity building to tackle Climate Change

Inadequate knowledge and skills coupled with the absence of natural communities render the urban poor isolated, vulnerable and without much-needed services to tackle disasters from climate change. Therefore, UDP will provide awareness and capacity building through campaign and training of key stakeholders at the national level, community level. These will strengthen the resilience and adaptive capacity to climate-related hazards and natural disasters.

However, the poor households in Bangladesh who are progressing out of mainstream poverty are highly vulnerable to a range of 'shocks' which will converse their economic and social progress. These shocks include illness, natural events such as flood, drought, cyclonic storm surge or earthquake, man-made shocks like political disturbance etc. In addition, Bangladesh is highly vulnerable to the effects of climate change with changes in monsoon weather patterns, sea level rise, which in turn is increasing the salinity of the water resources along the coast. All these shocks have a huge impact on the livelihoods of the climate affected people. To address this issue, UDP will work on encouraging suitable adaptive livelihoods throughout the value chain. Furthermore, UDP will give special preference to urban flooding and earthquake risk for the cities and develop capacities to provide essential emergency responses.

3.4.3 Engaging the key stakeholders

The urban poor responses to climate vulnerability are determined not only by the resources or assets available to them but also by their entitlements to call on these resources or assets. Hereby, assets are a vital component of any adaptation strategy. However, access to assets for urban poor people is shaped by government policy, political institutions, and other non-governmental actors. Laws, norms and regulatory and legal frameworks enhance asset adaptation.

Thereby, BRAC UDP already started working on ensuring land tenure security through dialogues with relevant government agencies. Besides, piloting of BRAC affordable housing is taking place in two most vulnerable climate affected area- Khulna and Sathkhira to improve tenure security with particular focus on resilience from disasters and affordability. Furthermore, the learnings from this pilot project will be scaled up in other climate affected locations.

In addition, UDP will collaborate with GO's like Ministry of Disaster Management and Relief (MoDMR) to address issues like- identification of inactive contingency plan (CP) in cities, activate stagnant committees like Disaster Management Committee (DMC),

encouraging climate-smart infrastructure etc. Besides, UDP will also capitalize on Green Climate Fund (GCF) and lobby with corporate agencies on CSR funds for future funding projects.

UDP will also integrate climate change measures into national policies, strategies and planning- establishment or operationalization of an integrated policy/strategy/plan which will increase their ability to adapt to the adverse impacts of climate change, and foster climate resilience and low greenhouse gas emissions development. In addition, UDP will provide specialized support, including finance, technology and capacity building for raising capacities for effective climate change-related planning and management.

UDP will also highlight the importance of urban green spaces and encourage decision-makers to incorporate urban environments into the plan, encouraging the urban community to do urban gardening, green roof, and hydroponics through campaigns and piloting projects.

In addition, UDP will also work closely with DMCC programme and other relevant BRAC programmes to effectively respond and contribute in national and global efforts to minimize disaster and climate change impacts and support BRAC to establish itself as one of the best humanitarian response entities at global and national level. Through response, recovery, adaptation, mitigation, research, capacity-building initiatives UDP can significantly contribute to national climate-resilient and adaptive development.

Moreover, as part of engaging the national and global actors together in one platform, UDP will organize citywide and global conference, bringing together decision makers, local government leaders, mayors, scientists and academic personnel- It will assess the current state of understanding of cities and climate change, forge stronger partnerships, and chart a course for increased global collaboration on scientific research, funding, and knowledge sharing.

3.4.4 Mobilization and community action

BRAC UDP through its EMPOWER project established 400 Community Development Organizations (CDO), whose goal is helping the extreme poor to strengthen their social capital. These CDOs will be capacitated and trained on DRR, and act as a resource to sensitize and aware the wider community. These CDO's will also establish support networks for even greater impact on risk management. The CDOs will plan and prioritize the community problems and take the action to resolve the problems.

3.4.5 Fire Hazard Prevention

BRAC UDP has been closely engaged with interventions to prevent fire hazards in slums, with examples for rebuilding communities in the Karail slum after it a drastic fire hazard in 2017, which damaged 5500 houses with more than 7500 households affected. To address this issue, UDP completed a pilot project which was focused on improving the capacity of the low-income communities to prevent and fight fire incidences. Moreover, volunteers were trained in fire prevention and immediate response. The evidence from the community lead pilot project showed impressive results and UDP will take the learnings from this to scale up the project and implement on other informal settlements vulnerable to fire hazard. The targeted slums will be developed with reduced

risk of fire hazards through engaging with the Bangladesh Fire Service and Civil Defense (FSCD) and testing advanced innovative technologies for an early warning system, identification, notification, safety etc.

3.4.6 Developing Sustainable Energy Solution

Developing sustainable energy solutions in cities have a positive impact on at least 3 of the goals: No. 7 Affordable and clean energy for all, No. 11 Sustainable cities and communities and No. 13 Climate action. Moreover, rapid urbanization, fueled by stable economic growth, has created a huge energy demand in Bangladesh. It is well known that energy plays a vital role in poverty eradication, economic growth, sustainable infrastructure development, and ensuring the security of a country.

In Bangladesh, electricity is the most widely used form of energy. Future economic growth significantly depends on the availability of electricity. At present, about 72% of the total population has access to electricity, and electricity supply is not adequately reliable.

Bangladesh is committed to achieving 17 Sustainable Development Goals by 2030, which includes combating climate change and increasing energy access from renewable energy sources. As a climate vulnerable country, and for sustainable energy development and energy security, Bangladesh needs to push more for alternative power sources and needs to be designed to achieve SDGs by 2030 and to build the foundation to reach 100% renewable energy (RE) in the future.

Considering global commitments BRAC UDP will also have interventions in developing sustainable energy through piloting innovative solutions to address the lack of renewable energy issue. Interventions like- Solar power, urban agriculture, waste to energy, etc. will be piloted in small scale to gather evidence. Learnings and evidence from the piloting projects will be later scaled up either by UDP itself or by other relevant GO or NGO agencies, encouraging climate adaptive smart technologies.

3.5 Strengthening urban governance for inclusive, accountable and pro-poor urban management and planning

The rapid growing nature of urbanization in Bangladesh fretfully affects urban sustainability in the wake of lacking in good governance and urban management system. According to the 1991 census, 22% of the country's population is urban. Correspondingly, the level of urbanization in Bangladesh probably stands to over 35% by now (WB and UN World Urbanization Prospects) and possibly this will be 50% by 2030. Rapid migration (rural-urban and urban-urban) is causing the faster growth of the population of our major cities, which is resulting urban poverty, housing deficiency, increasing slums and informal settlements, corruption and inefficiency in basic service delivery, weak governance and insufficient financing.

Unplanned and unguided spontaneous urbanization is mounting problems to its inhabitants and local government institutions. The urban management system thus needs to be strengthening by improving the urban governance system and local strategic planning. Therefore, good urban

governance and management demand attention to a number of key indicators, such as inclusive and pro-poor urban planning, citizen participation, transparency and accountability, responsiveness, authority, rule of law, decentralization, coordination, efficiency and leadership.

The objective of this strategy is- ***strengthening urban governance institutions for inclusive, accountable and pro-poor urban management and planning***. Keeping the UDP goal in mind, following objectives are set to achieve this strategic priority:

- Assist UDP cities and towns prepare/review/update and implementation inclusive and pro-poor master plans;
- Strengthen effective urban governance practices in all UDP cities and towns

The areas of interventions under this strategic priority are also aligned with the SDG goal-11, the UN-Habitat New Urban Agenda, the Sendai Framework for disaster risk reduction and with the Kuala Lumpur Declaration on Cities 2030. Besides, UDP has initiated facilitating local government institutions for inclusive and participatory pro-poor local planning, capacity building of the local government institution for effective urban governance and established partnership and collaboration with Government, local government and professional institutions.

- *Inclusive and participatory pro-poor local planning*

UDP will provide support to the cities and towns for preparing, reviewing and updating of local strategic development plans (Master Plans). This support will be provided based on an assessment of the cities and towns those have no or outdated master plans but have high priority from the local context and spatial growth potentials. Support and resource allocation is being planned through partnership and collaboration among the Government and LGIs like UDD and relevant Government authorities, the City Corporations and Paurashavas, BRAC and relevant Professional Institutions. Initially, BRAC and UDD have jointly entered upon assisting preparation of Gaibandha Strategic Development Plan (Master Plan) and will review/update the available plans (master plan, infrastructure improvement plan, drainage plan etc.) of all City Corporations and Paurashavas in an inclusive and participatory manner which will be continued.

- *Effective urban governance*

UDP strategy is also focused on strengthening of the local urban governance institutions in order to transform them into more transparent, accountable and participatory institutions capacitated for pro-poor urban management and establishing their financial sustainability. Interventions will include professional trainings, orientation, workshops and on-job trainings as well as institutionalization of community development organizations, assessment of city and municipal performance, strengthen relevant standing committees, assisting preparation of capital investment plans, application of social accountability tools to go for open, participatory and pro-poor budgeting and assisting for enhancing Smart Technology at the cities and municipalities for improving service delivery mechanism.

- *Partnership and policy advocacy*

Knowledge and evidence-based advocacy and partnerships with local, national and international entities will be considered aligned with BRAC's organizational development priorities. Commitment in the Habitat NUA is to promote capacity development as a multifaceted approach that addresses the ability of multiple stakeholders and institutions at all levels of governance and combines the individual, societal and institutional capacity to formulate, implement, enhance, manage, monitor and evaluate public policies for sustainable urban development. The intervention area will include building functional and strategic partnerships and collaboration with actors including government and development partners, universities, forums and alliance of municipalities and city/municipal mayors, town planners, civil societies and community development organizations and so on. This effort will also support policy influencing events.

3.6 Strengthening commitment of relevant policy actors towards creating more livable cities ensuring sustainable pro-poor and inclusive urban growth through advocacy and partnership

The objective of this strategic priority is- *to make policy makers responsive to implement SDG 11 and New Urban Agenda, Sendai Framework 2015 (Building the Resilience of Nations and Communities to Disasters), Kuala Lumpur declaration 2018, by involving and partnering with government, nongovernment organizations, and city authorities.*

Several national and local advocacy and campaign initiatives were taken by the government, academic institutions, NGOs and professional institutions to make cities more livable. Mayors and all other stakeholders are committed to improving the living condition of cities and towns. The government of Bangladesh also obligated to implement SDG targets, New Urban Agenda and national policies and plans. But due to lack of inter-ministry/department coordination, political interests, budget limitations and influence of the private sectors, systematic urban development and urbanization are not happening.

Bangladesh has no urban sector policy for proper and systematic urbanization, urban development and management. City master plans are not followed by city corporations and municipalities. Master plans are not pro-poor. Rights and entitlements of the urban poor are ignored. Services, employment and business opportunities are not decentralized and immense pressure is created on larger cities.

National budget and plans have limited scopes for pro-poor development of the City Corporations and Municipalities. Negligible budget is allocated by the City/Municipal Corporations for improving the living condition of the people living in urban poverty.

BRAC UDP already started working with different government agencies, NGOs, professional institutions to advocate for pro-poor planning, housing improvement and climate change and resilience issues. National level workshops, seminars and conventions were organized. Established good working relationships with Ministry of Housing and Public Works, Urban Development Directorate and 20 City Corporations and Municipalities.

All the strategic priorities of UDP interventions has advocacy components. Basic service delivery for the urban poor, livelihood improvement for the urban poor, land tenure security,

housing and slum upgradation, urban governance and planning, urban resilience to climate change, DRR and environment, urban transport, heritage and public spaces – these initiatives will require extensive involvement and funding from both central and local government. It also requires proper understanding of the issues.

UDP advocacy initiatives for urban development will be in two tiers – National and City.

Both national and local level advocacy will be focused on implementation of government five-year plans, incorporation of Sendai framework and Kuala Lumpur declarations. UDP will regularly review government initiatives including the national budget and annual development plan in this regard.

National level advocacy:

- Advocacy initiatives will be taken to include urban development issues in the election manifestos of major political parties during National and City Corporation/Municipality elections.
- Budget allocation from national government: Pre and post-budget analysis will be done every year and UDP will advocate for increased budget allocation for the wellbeing of urban low-income communities.
- Inclusion of urban poverty eradication issue in 8th 5-year plan and annual development plan: Based on achievements and challenges of implementation of the 7th Five Year Plan, UDP will do ground work to advocate for making the 8th Five Year Plan pro-poor by emphasizing wellbeing of the urban poor.
- Policy influence for saving and developing urban and peri-urban greenery and water bodies: UDP will focus on the implementation of housing policy, environment policy and enforcement of urban and regional planning act 2017 to protect and develop urban greenery and water bodies.

City level advocacy

City level advocacy will address context-specific development issues with special emphasis on people living in urban poverty.

- Participatory pro-poor budgeting and planning: City budget will be reviewed (pre and post budget) and advocated for more allocations for pro-poor development – special allocation for slum upgradation, conserving heritage, greenery and water bodies.
- City greenery and water body preservations/ Public space and heritage: Review/develop master plan to conserve greenery and water bodies.
- Safe urban public transport: Promote safe public transport for all through advocacy and campaign with city authorities and transport owners and workers.
- Land tenure security: Advocacy for land tenure security with city authority and different government departments (railway, roads and highways, the ministry of housing and public works).
- Proper enforcement of Municipal act 2009: Municipal act has provision for pro-poor urban development, the formation of different standing committees including citizens, rehabilitation before slum eviction, etc. UDP will highlight these issues
- Local government committees: Activating TLCC and different standing committees of city corporations and municipalities can enhance city governance and ensure citizens

participation. Initiatives will be taken for activating and proper functioning of these committees.

- Street vendor: A substantial portion of urban slum dwellers are street vendors, they are meeting the needs of the low-income people with low priced products. UDP will advocate for allocating special areas for food vendor without compromising free movement of city traffic and pedestrians.
- Food safety: Urban food safety is a major issue in larger cities and towns. Pathogen pollution and chemical contamination in drinking water sources and street foods are increasing health risks of city dwellers, slum dwellers are more vulnerable to risks related to unsafe food. Campaign and advocacy activities will be initiated to prevent contaminations at the source and ensure hygiene practices by both vendors and consumers.
- Slum eviction and rehabilitation: Advocacy with the city authorities for proper enforcement of City Corporation act 2009 and Municipality act 2009 will be the major intervention of UDP.
- Citizen charter: Initiatives will be taken at City Corporations/Municipalities and Slums for proper use of Citizen Charters.
- NID and Birth registration: Getting a NID and Birth certificate is much more challenging for slum dwellers than others. City Mayors, councillors and officials will be approached for special provisions for people living in informal settlements to get the ID and certificates.

UDP will include all relevant I/NGOs, academic institutions, professional institutions and community leaders in its advocacy initiatives.

Strategic partners: Formal partnerships will be signed/strengthened with City Corporations and Municipalities, Urban Development Directorate, Municipal Association Bangladesh and different government and private service providers to ensure pro-poor service delivery and improving city infrastructures.

Knowledge partners: UDP will share its experiences and knowledge with all relevant government and non-government agencies. Partnerships with different NGOs, professional institutions like BIP, academic institutions including BIGD, Urban planning departments of different universities will help to conduct joint research, organizing seminars and conferences, and developing new interventions.

Technical and Implementing partners: Cooperation and collaborations between UDP, BRAC other programmes, NGOs and different service providers is important for effective and efficient use of resources. Agreements will be signed with all actors in this regards.

4. CROSS-CUTTING ISSUES

4.1 Innovation and Knowledge Management

Activities/methods/techniques/innovations of different components of the intervention will be systematically documented and synthesized. In addition to the evaluations and studies conducted by the research team of UDP and external consultants, UDP will document all study reports to collate evidence of intervention outcomes, which will be published for wider dissemination. A key role of the Learning and Innovation component of all the intervention will

involve knowledge management. A knowledge management framework will be developed to establish UDP as a knowledge hub in the urban sector with enriched updated data and documented learning from pilots and best practices. The purpose of the knowledge hub would be to create a digital web-based platform, which will be mainstreamed both across the programme and will also target other programmes of BRAC and relevant external stakeholders to promote facilitate urban interventions.

Furthermore, UDP will continue ongoing research throughout the programme duration to identify problems related to project activities as well as target communities which will be raised during the project implementation. Conducting action research as a continuous process on different issues would be effective to make strategic decisions, strengthen field operation and monitor outcomes.

Moreover, in addition to the Urban Innovation Challenge Fund (UIC), UDP will develop small-scale innovative pilot projects based on learning and good practices identified from the intervention and will test them for evaluating results and scalability. This will be continued throughout the programme cycle.

In addition to documenting learning, innovations and good practices from the intervention, the focus will be given also on identifying and documenting innovations and good practices from other external sources operating in the urban areas as well as from the work of national and international organizations.
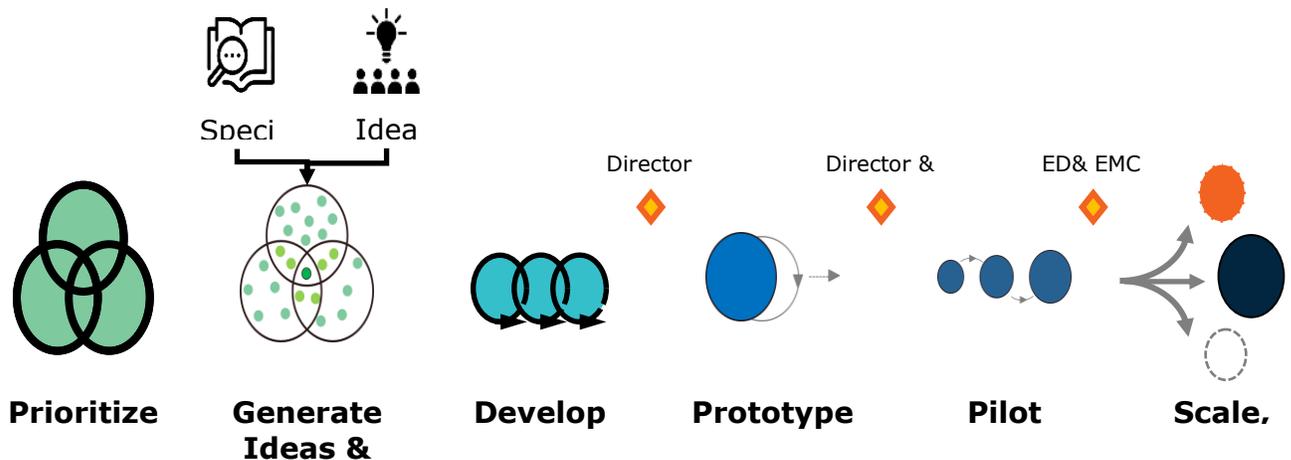
In a rapidly changing external context, innovation is table stakes for UDP to remain relevant. In order to create a culture of innovation, UDP needs to…
1. Adopt a **disciplined approach** to identify focus areas, generate ideas & prototype / pilot offerings
2. Place **greater accountability** for innovation outcomes on UDP interventions
3. Identify Innovation Champions (IC) to **facilitate idea generation** and implementation across BRAC
4. **Empower UDP** to house skills and capabilities that other programmes can borrow
5. Ensure **field-level participation** in idea generation and implementation

4.2 Internal Collaboration with other BRAC programmes

BRAC UDP is already working jointly on multiple projects through internal collaboration with other BRAC Programmes. One of the projects is the Empowering ready-made garments sector workers living in urban slums (ERMG) in Dhaka with a goal to improve the wellbeing of RMG workers. The project is implementing in a coordinated approach with the support of other BRAC programme and entities (HNPP, HRLS, SDP, MF& Maya Apa). UDP will continue to work with other BRAC programmes who have interventions in the urban areas joint initiatives, resource mobilization and project development. UDP will share the programme knowledge, learnings and data with other programmes. However, intensive internal collaboration mechanism needs to be established for future urban product design and piloting projects.

4.3 Leadership and capacity development on urban management and business thinking

Based on BRAC's strategic direction to leadership and business thinking capacity, the Urban Development Programme (UDP) will focus on sharpening of its articulation of leadership competencies and build a strong leadership development base. This is needed not only to create a continuous succession of BRAC and its associates' leaders but also to continue its success and further its status as the top development organization. Strong management skills embedded with core values in the mid-level continues to be crucial for UDP and BRAC as well with its increasing field presence. Associated Government Officials, Local Government Institutions, Community Leaders and UDP field managers will be encouraged and supported to improve their leadership competencies and build strategic capacity for making difference into their professional practice and evidence creating.

Aligned with BRAC's focus, UDP will provide and assist the programme staff and associated stakeholders capacitated through workshops, simulations on Making or Implementing ideas, Application of Different and innovative Thought, scope for personal leadership fulfillment, conducting case study, sharing learning of good practices and failure, rewarding innovations which will be important to also attract human resources with business skills who can run the programmes successfully.

Since its beginning, UDP has been emphasized on leadership and management capacity of staff that to be continued and be extended to associates and partners especially universities and Government aiming to make change for engaging multi-stake leading in urban development in coming days.

Urban Development Programme will thus strengthen its learning, capacity building and knowledge management and focus on wider communication of result and series of periodic knowledge publications.

4.4 Increasing the efficiency of processes and leveraging the greater use of data for better decision making

There is a huge lack of knowledge and awareness about the current and emerging urban issues accompanied by lack of comprehensive data (qualitative and quantitative) to identify major trends in urbanisation. Moreover, there is a significant gap between the need of the

development programmes and academic research that complement it. To address these issues, UDP has already established a real-time monitoring system. UDP has already completed piloting in small scale in Korail with a plan to scale up in 300 slums in 20 cities in Bangladesh.

Adopting this system, all staffs of UDP will be able to take Data-driven and more precise decision based on the actual data. Travelling and Visiting will be less but more effective. Monitoring will be more precise. Thousands of minutes and hours can be saved by getting the insights in real time. Reporting will be just a click away from the mobile or any kind of computer devices. Paper consumption can be reduced drastically if the system is introduced. On the other hand, the databank can be used later for developing enterprises to meet up the demand at slum level. Side by side these data can be used to advocate different organization to develop customized products for our service recipients. The interactive analytics dashboards will be always online and it can be used from anywhere using any device with internet connection.

Considering the lack of urban data and most of the data present are outdated. This mobile data platform will be urban data hub through which not only BRAC but other GO's and NGO's can gather information which will help them with proper urban planning or implement innovative solutions

BRAC UDP needs to continuously review its structures and processes to improve its operational and management efficiency. Streamlining processes without compromising compliance would be essential. By better leveraging technology and use of data and evidence in management decision-making, it will make the UDP operational and strategic decisions sharper and effective. Greater incorporation of technology, particularly around data collection and management, will be crucial to creating an ecosystem that facilitates cross-programme coordination and collaboration.

4.5 Gender and diversity

Gender equality is a foundational principle of BRAC's overall vision of social transformation. It has been identified as one of BRAC's 8 programmatic priorities, "Promoting gender equality through integrated actions for women's empowerment across programmes". In the current five-year strategy, BRAC has adopted an integrated 'One BRAC' approach in addressing women's empowerment and gender equality.

In the next five years, BRAC has four overarching goals which can be adapted for the urban sector:
1) Substantive reduction in violence
2) Increase in men's engagement
3) Support for gender equality in the community
4) Increased gender parity and gender equality in the organization

In accordance with BRAC's organizational gender priorities, BRAC's urban strategy will feature gender equality as a cross-cutting theme across the different priority areas: access to basic services, renewable energy, urban governance, urban heritage, transportation, environment, partnership and advocacy.

BRAC urban development programme has already initiated gender-based work in the low-income informal communities they are operating in, through the implementation of their community action plan. UDP has already initiated the process of providing gender-sensitivity

training to its staff and will continue to do so while expanding the training to meet community demands as well. Furthermore, UDP's ERMG project which aims to improve the wellbeing of RMG workers is primarily focused on women's health and skills development as a means of enabling transformative change as the overwhelming majority of workers in the RMG sector are women.

For future programming purposes, BRAC's urban development programme is committed to implementing monitoring and evaluation mechanisms to monitor gender equality results and indicators in its programming. It will collaborate with BRAC's gender justice and diversity programme to design and implement innovative pilot projects to combat gender inequalities in the urban public space, especially in the urban transport sector. We will increase male engagement by implementing focus group discussions in the low-income communities in order to tackle the widespread issue of violence against women and its various manifestations. We will also seek assistance from BRAC GJD programme for expert technical support and to gauge learning and insights from BRAC's work. Finally, UDP is committed to generating new data and evidence from the field to provide a basis for continued targeted interventions and strategies for fighting gender inequalities in the urban sector in Bangladesh.

Inclusiveness is one of BRAC's core values and it has always focused on supporting those experiencing poverty, illiteracy, disease, and social injustice. In order to ensure disability inclusion in UDP programme and its interventions in the urban sector, UDP will identify further opportunities for inclusiveness and initiate necessary steps like awareness activities and provide capacity development support to the disabled and socially excluded groups. UDP will also provide disability sensitization to the relevant community who often undermine the necessity of disability inclusion.

APPENDIX

Appendix-1

PROGRAMMATIC PRIORITY # 1: Ensuring access to affordable, adequate and quality basic services for people living in urban poverty.
Objective Statement: Promoting pro-poor urban development through access to affordable basic services in the areas of health & nutrition, education, livelihood (skills, employment and entrepreneurship), resilience to climate change, WASH, waste management, social safety-net, financial inclusion and citizens' empowerment to raise voice and collective actions towards ensuring rights & entitlement of the urban poor including industrial workers.
Key Components/Interventions: • Empower the urban poor to raise voice and take collective actions towards ensuring their rights and entitlements by strengthening community development organization. • Participation of Community development organization (CDO) in LGIs annual development planning and budgeting process for improving the public service delivery and increase in municipal resource allocation • Increasing the efficiency of the community development organisation, leadership, management, business thinking and resource mobilisation for sustainable urban

development
- Enhance urban poor access to affordable and quality basic services in the areas of health & nutrition, education, WASH, social safety-net legal aid and financial inclusion through the integration of services with internal (services provided by BRAC) and external service providers.
- Direct service delivery through UDP in absence of service providers or quality service providers
- Ensure participation of the local community, civil society and other stakeholders in annual development planning and resource allocation of the local government institutions
- Strengthening pro-poor public service delivery mechanism and integration of inclusive services for urban development
- Strengthen one-stop service center (OSSC) through customized quality basic services for the RMG workers
- Review and update all programmatic guideline (eg. livelihood, CIRC, operational guideline, service integration)

Indicators:
- No. of Community development organization (CDO)participated in LGIs annual development planning and budgeting process
- No. of LGIs allocated resources (%) for affordable and quality basic services in the areas of health & nutrition, education, livelihood (skills, employment and entrepreneurship) Water & sanitation and small-scale infrastructure, social safety-net, legal aid according to community action plans
- No. of collective actions taken by the community-based organization (CDO), (eg. registration, constitution, action plan, business model implementation, partnership linkage, etc.)
- No. of urban poor received integrated services from BRAC and public services delivery through partnership and linkage
- No. of the partnership established with GO & NGOs
- Revised guideline for integration prepared
- No. of publications on knowledge product
- No. of services received by the RMG workers through OSSC

Milestones

SL #	Outcomes	Year 1	Year 2	Year 3	Year 4	Year 5
1.	No. of Community development organization (CDO) participated in LGIs annual development planning and budgeting process	100	150	150	100	0
2.	No. of LGIs allocated 5% resources for affordable and quality basic services in the areas of health & nutrition, WASH, social safety-net, legal aid support according to community action plans	5	10	05	10	05
3.	No. of target people having access to basic social services (health/education/safety net/social services/wash/waste management/drainage, etc.)	125000	125000	125000	100000	25000

4.	No. of infrastructural services provided to target people	125000	125000	125000	100000	25000
5.	No. of target people capacity building on (leadership, business thinking, partnership & advocacy, organizational development, resource mobilization, gender-based violence, service integration, health, education) of CDO leaders and UDP staffs	3000	12000	15000	6000	0
6.	Issue-based awareness meeting in PG and CDO	12000	12000	18000	12000	0
7.	No. of publications on knowledge product	5	5	5	5	5

Appendix-2

PROGRAMMATIC PRIORITY # 2: Ensuring livelihood (skills and entrepreneurship) development for people living in urban poverty
Objective Statement: Promoting pro-poor urban development through access to livelihood (skills, employment and entrepreneurship development) for the urban poor on special preference for extreme poor, underprivileged youth, climate migrants and industrial workers (especially focused on RMG workers)
Approach • Broadly UDP will provide 2 types of support for the development of livelihoods and entrepreneurship for urban poor. The first one will be grants/assets support and the second one will be training and job placement **Key Components/Interventions:** • Skill training (technical and vocational training) • Asset transfer for urban ultra-poor graduation • Apprenticeship model • Livelihood support • Job placement • Entrepreneurship development • Market linkage • Access to finance • Training on business dev/ financial literacy/ value chain • Partnership with key stakeholders for leverage and collaborative approach to address this issue, e.g., RMG owners, GO 's, NGO's etc.

Indicators:

- No. of participants provided with Skill training (technical and vocational training)

- No. of Asset transfer for urban ultra-poor graduation

- No. of participants provided with apprenticeship

- No. of participants received livelihood support

- No. of participants provided with job placement

- No of participants provided with entrepreneurship development

- No. of participants linked with the market

- No. of target people have access to finance

- No. of participants received training on business dev/ financial literacy/ value chain

Milestones						
SL #	Outcomes	Year 1	Year 2	Year 3	Year 4	Year 5
1	Livelihoods grants/assets support for the the people living in urban poverty in collaboration with BRAC_TUP	2000	2000	2000	2000	2000
3	Apprenticeship support provided by UDP in informal sector for skills development and job placement in collaboration with BRAC SDP	1000	1000	1000	1000	1000
4	No. of RMG workers well aware and engaged in formal savings & health insurance	20000	20000	10000	20000	10000
5	Formal (TVET) & NTVQF (level-1) and non-formation skill-based training for employment generation and entrepreneurship development among the urban poor people in collaboration with BRAC_SDP	20000	20000	10000	20000	10000
6	No. of partnership established with various private sectors, e.g. RMG owners	30	50	20	50	20
7	No. of workers provided with financial inclusion training					
8	No. of participants provided Skill training (technical and vocational training) (2000 ermg+8000empower)	3000	5000	5000	5000	5000
9	No. of Asset transfer for urban ultra-poor graduation	3600	5000	5000	5000	5000

10	No. of participants provided with apprenticeship	500	1000	2000	2000	2000
11	No. of the recipient of Livelihood support	5000	2000	2000	2000	2000
12	# of Job placement	14000	14000	7000	14000	7000
13	Entrepreneurship development & Market linkage	2000	2000	1000	2000	1000
14	# of participants have access to finance	10000	10000	10000	10000	10000
15	Training on value chain (business dev/ financial literacy)	2000	2000	1000	2000	1000

Appendix-3

PROGRAMMATIC PRIORITY # 3: Ensuring urban poor's access to adequate, safe and affordable housing and overall slum upgrading
Objective Statement: Making urban low-income communities safe, resilient and sustainable by ensuring security of land tenure, access to affordable housing, climate-smart infrastructure and community-driven slum upgrading.
Key Components/Interventions: • Mobilize cities and communities for improving tenure security, housing and upgrade slums • Establishing city-level housing development funds • City-wide tenure and housing action planning • Strengthening and institutionalization of community organization for managing housing process • LGIs and stakeholder integration in community housing and slum upgrading process • Partnership, collaboration and agreement among community organizations, LGIs, local stakeholders (including Government departments) and development partners • Participatory settlement planning, house design and innovative housing finance • Slum upgrading through climate-smart infrastructure and house planning and implementation • House construction and process monitoring and documentation
Indicators: • Guideline prepared for low-cost housing • Status of tenure security and low-cost housing demand determined in (all) targeted UDP cities • # of cities have city-wide tenure and housing action plans • 8 city development fund (CDF) committees formed, trained (on process and action planning), registered and established revolving fund • # of low-cost housing projects initiated by CDFs • # of community plans and dream houses prepared by households of PGs/low-income settlements • # low-cost housing finance loans received by CDFs

- # housing loans approved and disbursed
- # of buildings constructed/extended/repaired
- # of settlements improved with climate-smart infrastructure (with support from LGIs and development partners)

	Milestones					
SL #	Outcomes	Year 1	Year 2	Year 3	Year 4	Year 5
1	Guideline on low-cost housing	1	-	-	-	-
2	# City-wide tenure and housing action plan	2	4	4	-	-
3	CDF/city level community-lead organization for housing improvement formed and capacitated to initiate low-cost housing projects	6	4	-	-	-
4	# CDF/city level community-lead organization for housing improvement registration	3	5	2	-	-
5	Community workshop on low-cost housing and resilient slum upgrading held	3	4	3	-	-
6	# of community housing and resilient slum upgrading projects in cities initiated	4	6	10	15	5
7	# Housing loan approved and disbursed through community process	250	300	300	400	50
8	# house constructed	100	350	350	350	150
9	# of slum upgradation completed	3	5	7	10	5

Appendix-4

PROGRAMMATIC PRIORITY # 4: Cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, and resilience to disasters
Objective Statement: Cities and human settlements will build resilience to climate change and natural and man-made disasters through integrated policy adoption and implementation, resource efficiency, the inclusion of renewable energy with a focus on protecting the extreme poor and people living in urban poverty.
Key Components/Interventions: **Building resilience**   1. Capacity/awareness building on adaptation, mitigation & preparedness

- Staff capacity building and awareness raising
- National level capacity building
- Community-level capacity building
- DMC capacity building
- Disaster Management Volunteer
- Identification of climate-induced migrants and providing sustainable livelihood

2. Advocacy/learning sharing on study findings
   - Advocacy
   - Study and research
   - Print and publications

3. Initiative for fundraising
   - Ensure access to Green Climate Fund (GCF)
   - Lobbying with corporate on CSR focus activities
   - Ensure relevant funds to address climate change issues from potential donors

4. Innovation
   - Piloting projects on renewable energy, sustainable drainage system, waste management etc.
   - Engaging the urban population to find an urban solution through innovative ideas from UIC platform.
   - Introduce different technological emphasized innovative solution to address climate affected issues and disasters in different context locations focusing on climate-smart technology.

5. Activate the stagnant committee- Disaster Management Committee, Standing Committee etc.

6. Research into cities and climate change for the future assessments-The climate-related realities we face making it all the more relevant that local governments remain steadfast in enacting science-based policy.

7. Citywide and Global conference bringing together decision makers, local government leaders, mayors, scientists and academic personnel- It will assess the current state of understanding of cities and climate change, forge stronger partnerships, and chart a course for increased global collaboration on scientific research, funding, and knowledge sharing.

8. Integrate climate change measures into national policies, strategies and planning- establishment or operationalisation of an integrated policy/strategy/plan which increases their ability to adapt to the adverse impacts of climate change, and foster climate resilience and low greenhouse gas emissions development.

9. Provide specialized support, including finance, technology and capacity building for raising capacities for effective climate change-related planning and management

Humanitarian response
- Provide temporary shelter materials to the slum dwellers after fire hazard or sudden eviction
- Provide relief due to disasters like- Earthquake, Landslide, flooding, etc.in climate affected areas.

Collaborate with early recovery cluster- UNDP-Early Recovery facility, Ministry of Disaster Management and Relief, Department of Disaster Management (DDM), Local Consultative Group (LCG)-Disaster Emergency Response (DER), SREDA to facilitate a smooth transition from early rescue and relief to longer-term sustainable recovery and reconstruction and reduce vulnerabilities of the affected communities.

Indicators:
- # climate-induced migrants identified as provided with customized services
- # of piloting projects completed and evidence shared
- # people capacitated on adaptation and mitigation skill to tackle climate change disasters (community/City Corporation/Municipality)
- # People capacitated and trained to tackle man-made disasters. For eg. Fire, eviction, etc.
- # research study completed and results shared with the external audience
- # innovative/ modern technology tested and introduced to facilitate access to clean energy, including renewable energy, and promote investment in energy infrastructure and clean energy technology
- 20 City vulnerability assessment/City profile due to CC completed
- # disaster management volunteers formed
- # of projects scaled up
- # National level conference
- # International level conference

Milestones						
Sl.	**Outcomes**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
1	# of piloting projects completed (energy, urban agriculture, waste mgt, sustainable drainage system etc.)	3	3	2	2	2
	# of piloting projects scaled up	0	1	1	1	0
2	# of research completed	2	3	3	2	1
3	# of CBO's capacitated	100	100	100	-	-
4	# of disaster management volunteers	20	60	60	60	20
6	# of training/workshops to capacitate the GO staffs	1	2	2	2	2
7	# of training/workshops to capacitate the local community	2	2	2	2	2
8	# National level Conference	0	1	1	1	1

9	# International level Conference	1	1	0	1	0
10	# of City Profile prepared for vulnerability	0	10	10	0	0
11	# climate induced migrants identified and provided services	0	2000	5000	5000	5000

Appendix-5

PROGRAMMATIC PRIORITY # 5: Strengthening urban governance for inclusive, accountable and pro-poor urban management and planning
Objective Statement: Cities and towns prepare, review, update and implement inclusive pro-poor master plans through strengthening effective urban governance practices.
Key Components/Interventions: • Inclusive and participatory pro-poor local planning (including plan review and updating) for sustainable urbanization • Strengthen Government, local Government institutions and community development organizations through performance assessment, capacity building, participatory capital investment planning (CIP) and budgeting, open budget declaration, advocacy and application of social accountability tools for effective urban governance and management • Build partnership and collaboration with Government and professional institutions and assist local government institutions for inclusive and pro-poor planning and effective urban management
Indicators: • # of cities with % allocation in the budget for slum upgrading • # of cities prepare/update/review plans (all kinds of plans including Master Plan, Capital Investment Plan etc.) • # of cities are capacitated and are efficient to manage land-use and development control • # cities with increased revenue and CIP • # public service mechanism improved that # (3-5) services receiving by poor communities • # of city performance assessment held and result shared

Milestones						
SL #	Outcomes	Year 1	Year 2	Year 3	Year 4	Year 5
1	# of cities with % allocation in budget for low-income community/slum upgrading (infrastructure and other improvement)	1%	1%	2%	2%	2% and above

2	# of low-income/slum-settlements upgraded with climate-smart infrastructure with municipal financial support	2	4	6	8	10
3	# of cities prepared/updated/reviewed plans (all kinds of plans including Master Plan)	1	2	2	2	2
4	# of cities have functional plan approval committee	2	4	2	4	2
5	# of slums receiving municipal services (integrated slum upgrading services)	2	4	6	8	10
6	# of low-income communities/slums will have integrated settlement improvement plans (climate smart community improvement plans) and will be implementing slum-upgrading as per the plans	2	4	8	10	10

Appendix-6

PROGRAMMATIC PRIORITY # 6: Strengthening commitment of relevant policy actors towards creating more livable cities ensuring sustainable pro-poor and inclusive urban growth through advocacy and partnership

Objective Statement:
Make policymakers responsive to achieve SDG 11, implement the New Urban Agenda, Sendai Framework 2015 (Building the Resilience of Nations and Communities to Disasters) and Kuala Lumpur declaration 2018, by involving and partnering with government, nongovernment organizations, and city authorities.

Key Components/Interventions:

City level advocacy -
City level advocacy will address context-specific development issues with special emphasis on people living in urban poverty.
-   Participatory pro-poor budgeting and planning
-   City greenery and water body preservations/ Public space and heritage
-   Safe urban public transport
-   Land tenure security
-   Proper enforcement of Municipal act 2009
-   Local government committees
-   Street vendor
-   Food safety
-   Slum eviction and rehabilitation
-   Citizen charter
-   NID and Birth registration
-   Context-specific development issues with special emphasis on people living in urban poverty.

National level advocacy-
- Advocacy initiatives will be taken to include urban development issues in the election manifestos of major political parties during National and City Corporation/Municipality elections.
- Budget allocation from the national government
- The inclusion of urban poverty eradication issue in 8th 5-year plan and annual development plan
- Policy influence for saving and developing urban and peri-urban greenery and water bodies

Indicators:
- # of advocacy events with the active engagement of policymakers.
- # of policy briefs on identified priority issues.
- # of advocacy events with active participation of stakeholders (technical partnership, strategic partnership, academic partnership, implementation partnership)
- # of policy brief for participatory pro-poor budgeting and planning
- City greenery and water body preservations/ Public space and heritage
- Safe urban public transport
- Land tenure security
- Proper enforcement of Municipal act 2009
- Local government committees
- Street vendor
- Food safety
- Slum eviction and rehabilitation
- Citizen charter
- NID and Birth registration
- # of partnership with Strategic partners
- # of partnership with knowledge partners for conducting joint research, organizing seminars and conferences, and developing new interventions.
- # of partnership with Technical and Implementing partners

Milestones						
SL #	**Outcomes**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
1	Prepare policy briefs and share with government and non-government agencies and media	1	1	1	1	1
2	National budget analysis on urban allocation	1	1	1	1	1
3	Dialogue between local government ministry, the ministry of housing, professional institutions and I/NGOs to revamp Urban sector policy	1	1	0	0	1
4	Formulation of draft urban sector policy by involving relevant government and non-government agencies	0	0	1	0	0
5	National sharing of UDP research findings	1	1	1	1	1
6	Discussion sessions to sensitize Mayors, CEOs/Secretaries, other	0	20	20	20	20

	city officials, and councillors on SDG 11, Sendai framework and Kuala Lumpur declaration					
7	Budget dialogues with City/Municipal Corporations to allocate budget for improving infrastructure in 300 slums	20	20	20	20	20
8	# of advocacy events with active participation of stakeholders (technical partnership, strategic partnership, academic partnership, implementation partnership)	1	2	2	2	1
9	# of policy brief for participatory pro-poor budgeting and planning	1	1	1	1	1
10	# advocacy interventions for City greenery and water body preservations/ Public space and heritage	0	1	1	1	0
11	# advocacy interventions for Safe urban public transport	1	1	1	1	1
12	# advocacy interventions for Land tenure security	1	1	1	1	1
13	# advocacy interventions for Proper enforcement of Municipal act 2009	1	1	1	1	1
14	# advocacy interventions for Local government committees	1	1	1	1	1
15	# advocacy interventions for Street vendor	1	1	1	1	1
16	# advocacy interventions for Food safety	1	1	1	1	1
17	# advocacy interventions for Slum eviction and rehabilitation	1	1	1	1	1
18	# advocacy interventions for Citizen charter	1	1	1	0	0
19	# advocacy interventions for NID and Birth registration	1	1	1	0	0
20	# of partnership with Strategic partners	10	10	10	10	10
21	# of partnership with knowledge partners for conducting joint research, organizing seminars and conferences, and developing new interventions.	10	10	10	10	10
22	# of partnership with Technical and Implementing partners	5	5	5	5	5
23	# Of advocacy events with active engagement of policy makers.	1	2	1	1	1
24	# of policy briefs on identified	1	1	1	1	0

	priority issues.					
25	# of advocacy events with active participation of stakeholders (technical partnership, strategic partnership, academic partnership, implementation partnership)	1	1	1	1	1