
**STRATEGIC PROGRAMME FRAMEWORK
2006-2010**

LOCAL POVERTY REDUCTION INITIATIVES CLUSTER



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1. Context

Despite commendable efforts by countries in the Asia - Pacific region to achieve the MDG of halving poverty by 2015, extreme poverty remains a major development challenge. Since the Asia - Pacific region is home to more than half the world's population, rapid progress in poverty reduction in the region is crucial for achieving the first MDG. The focus thus far, has been on the effect of macroeconomic policies on poverty alleviation, with little attention given to the impact of local level initiatives. However, because the level and impact of poverty differs among different social groups: women, rural and urban poor and youth to name a few, often poverty may be viewed more as a micro level or local issue. In such cases, targeted interventions at local level are more desirable, being more appropriate and responsive to the specific needs of these vulnerable groups.

In this context, UNDP Bangladesh has engaged in partnerships with Government, donors, NGO's and most importantly local communities and beneficiaries to seek local solutions to local problems. Despite many notable successes, experiences show that one of the main persisting challenges seems to be reaching the ultra poor and the most marginalized groups of society – and that the challenge needs to be addressed at many levels. UNDP support to downstream interventions – delivering tangible and direct services to project beneficiaries – is provided on a pilot basis to validate concepts or development models, but the primary focus of UNDP support is directed at policy driven projects, focusing on up-stream level interventions that assist in bringing about policy and institutional reform that will enable sustainable long term benefits to project target groups.

Poverty reduction is a very complex area and relates to both income generation and distribution. These again cut across questions of employment, gender inequality, social protection, sustainability, and environment and rural/urban divisions. This paper presents UNDP Bangladesh's programme strategy for local poverty reduction, highlighting areas where UNDP can provide effective support building on experiences locally and worldwide. It also sets out a framework for engaging with local development partners to ensure targeted and coordinated interventions in the effort to reduce poverty and work towards the achievement of the MDG's.

Some 40 percent of Bangladesh population lives below the national poverty line. Though rural poverty has reduced from 52.2% to 43.8% in 2005, still 85% of the poor live in rural areas. Rural Chronic Poor, which stands 25% of total population, are still not experiencing the benefits of economic growth. The UNDP Human Development Report (HDR) 2007 ranks Bangladesh 140 out of 177 on its Human Development Index (HDI), and out of 80 countries for which the Gender Empowerment Measure (GEM) has been calculated, Bangladesh ranks 140. Underemployment and unemployment are endemic and escalating issues that keep the poverty cycle intact. Underemployment rates of women and men have reached critical stage, which are 72.03% and 23.01% respectively. Data shows that out of a 60.6 million labour force, almost 38 percent were unemployed/underemployed, with one million job seekers added annually. The majority of the labour force is employed in the informal economy where women predominate, forming more than 70 percent of the unpaid family workers particularly in the agricultural sector in rural areas, and as low paid day labourers. Female adult literacy rates at 43 percent are significantly lower than that of males

at 61 percent, and gender disparities are evident in the fact that women's wages are about 58 percent those of men. This situation has serious implications for women's economic status and puts them at greater risk of poverty and exploitation.

Youth employment rates are at an all time high of 41.6 percent – and highest among the age group 20-24 years with a fast rising trend as compared to the overall unemployment rates in the country. More young women than men are unemployed and joblessness among the educated youth is on the rise which has grave individual and societal costs – and seriously undermines future prospects for Bangladesh. It is not only the women and youth who pay the price of this exclusion – the society as a whole and the private sector are also losing out. Both women and youth represent two large groups of society that do not have equal access to the labour market and the task is not only to create job opportunities – but also to open equal access to those job opportunities.

Another area that is receiving increased attention among Government, civil society and donors is the rapid urbanisation of Bangladesh – The urban population is growing rapidly at 3.7 % per annum and is expected to reach 50 million by 2015 – making Bangladesh one of the fastest growing urbanising nations in the world. About 35% of the urban population live in slums. An estimated 43% percent of urban households live in poverty and 23% are extremely poor.

The Government of Bangladesh – in partnership with donors and civil society have taken important steps towards addressing the daunting task of reducing poverty and promoting pro-poor policies and gender sensitive approaches to poverty reduction. However, there is still a vast and pressing need for supporting efforts to reach the MDG's – and through the Local Poverty Initiatives framework UNDP will

provide support to the establishment of adequate and responsive management mechanisms of the rapid urbanization of Bangladesh and to the inclusion and empowerment of vulnerable groups, particularly women and youth, through a participatory approach emphasizing local ownership and partnerships with local communities, private sector civil society and Government.

2. UNDP Mandate for Support

Poverty reduction is the overarching objective of the Government of Bangladesh. This was embodied in its five year plan (1997-2002), PRSP (2004) and the commitment to reach the MDGs. The Government of Bangladesh also sees the reduction of gender gap as an important factor to achieving the overall goal of poverty alleviation. The contribution of UNDP to the national effort is to eradicate poverty concentrates on five mutually reinforcing programming areas as identified in the UNDAF: (a) Democratic governance and human rights, (b) Health, nutrition and sustainable population, (c) Education and pro-poor growth, (d) Social protection and disaster risk reduction, prevention and protection against HIV/AIDS, (e) Gender equity and advancement of women. UNDP is committed to mainstreaming poverty alleviation and gender equity in all UNDP projects/interventions under the CPAP 2006-2010.

3. Local Poverty Reduction Initiatives Focus (2006-2010)

3.1 Mission Statement

The vision of UNDP's Local Poverty Reduction Initiatives in UNDP Bangladesh:

UNDP will provide support to the national efforts of improving social protection and economic opportunities for vulnerable groups by promoting the establishment of

partnerships and dialogue across local communities, private sector, civil society and Government institutions.

☑ The Goal of Local Poverty Initiative:

To enable vulnerable groups in particular women and youth in rural and urban areas to attain sustainable livelihoods by reducing economic and social inequalities and securing pro poor growth.

☑ The Operational Principles:

UNDP Bangladesh will be a facilitator that makes society and markets work better for the poor. The underlying assumption is that the market and public institutions, if organized better, can provide the poor and vulnerable and especially women and youth with economic and employment opportunities as well as social services that enables them improve their livelihood security. UNDP Bangladesh will work with local communities, government, others formal organizations, NGOs, private sector and civil society to influence sectors and sub-sectors in a manner that benefits poor women and youth in rural and urban vulnerable areas under the common goal of contributing to the MDGs and the national PRS.

3.2 Focus

Addressing poverty reduction is complex and the poor communities and individuals are affected differently and respond differently to vulnerabilities. There are also marked differences in the resources, opportunities and situation of the poor – and developing adequate mechanisms to reduce poverty and social insecurity needs to be grounded in an acknowledgement that beneficiaries are a heterogeneous group. Some people are readily available for the labour market, but lack the necessary skills, market access, technologies or initial capital. Some are very marginalized and vulnerable - the

majority being women and youth. Since range of educational and skill levels, and socio economic circumstances varies among this group, UNDP will carefully select its participants on the basis of criteria and a selection process, that have been tested successfully in Bangladesh and also in other parts of Asia and Europe.

UNDP will focus on reaching socially and economically urban and rural marginalized women and youth in particular;

1) Female headed household's who are the principal economic providers with dependants; 2) women with low levels of literacy who tend to be vulnerable to poverty; 3) poor women and youth lack access to resources like land/other production factors, and are forced to enter the labour market as the "working poor". UNDP will also focus on youth in the urban and rural communities who are unemployed or disabled but may have a slightly better education and are very eager to seize opportunities in ICT and other technical occupations

Based on this understanding of the complexity of the target group, the UNDP local poverty reduction strategy will work with local communities and others partners to design different intervention/solutions the meets the needs of the poor at the local level.

The geographical focus area will the major urban areas outside Dhaka and Chittagong, and the northern region (known as Monga-area) and geographically remote areas like islands, char and reverine areas, where high rate of poverty exist, as identified by a recent poverty estimate study jointly prepared by the Planning Commission, BBS and World Food Programme. In these areas, one of the few available sources of income/employment opportunities is agricultural production. Industrial activity is low/limited and there is also a lack infrastructural facilities. No major

investment has been taken by the private sector in expansion of industries and creation of jobs and employment in these areas. In addition, UNDP will also focus its activities in different urban slum areas.

Another major focus area where UNDP has already been working extensively and will continue with increased support is in addressing the needs of the urban poor. The model that has already been tested in Bangladesh and has proven very successful, works closely with the local urban communities to develop their own action plans for infrastructure and social improvement in the communities. Based on evaluations and recommendations – and within the ambitions of the Local Poverty Initiatives framework - UNDP will further strengthen the outreach to ensure that the most marginalized groups are included in the local initiatives.

3.3 Approaches

The fight against poverty and social exclusion has become one of the key focus areas of the national government, as witnessed in the PRSP and in the Governments commitment to the MDG's. In line with this, UNDP Bangladesh will support to the process of social inclusion and local economic development interventions for poverty reduction in Bangladesh, considering the following approaches:

3.3.1 *Local ownership*

In terms of poverty reduction strategy, UNDP's primary approach will be developing Community Based Resource Management Centers/organizations/service / business centers/self help groups, business promotion centers, one-stop shops and job centers for ensuring improved and sustained benefits for the poor and women. These groups/organizations will strengthen opportunities for economically, socially

and environmentally sustainable livelihoods focusing on entrepreneurship and employment creation both in urban and rural areas. UNDP will promote collective economic and technical co-operation among the disadvantaged and poor women and youth to improve the living standards and socioeconomic opportunities in the local communities and has already worked extensively with this approach i.e. under the LPUPAP project where support has been given to the establishment of local community organisations that develop and manage the local development action plans. With the support of DFID, GoB and technical cooperation of UN-Habitat this project model is now being up scaled and is expected to reach 3 million urban poor by 2011.

3.3.2 *Capacity Development:*

Under this category UNDP will assist the Bangladesh government and other critical stakeholders in building capacities for the development of poverty reduction policies, strategies and implementation mechanisms. UNDP will assist in the development of policy documents such as equal wage for equal work, national strategies for micro finance and urban policy, particularly for hard core/marginalized poor, enabling environment to mobilize domestic savings and investment, enabling environment for women-owned SME, legal and regulatory framework for socially responsive private sector etc.

3.3.3 *Income and Employment generation*

UNDP will provide support to the government, NGOs and other partners with a range of mechanisms and instruments for enlarging job opportunities and bringing the unemployed, into the labour market both in the urban and rural areas. This will focus on employment, entrepreneurship and vocational training

based initiatives with an emphasis on the alleviation of the unemployment impact of the youth and poor women including from the marginalized community like disabled.

UNDP's Poverty Reduction initiative will work through three ways to influence change in rural and urban poor in Bangladesh:

- Pilot projects/best practices
- Policy Advice
- Advocacy
- Downstream project interventions through resource mobilization

4. Programme Areas

The Local Poverty Reduction Initiatives of UNDP Bangladesh will work for two key results to address different needs of poor women and youth.

4.1 Local Economic Development:

UNDP will take a holistic approach to job creation and economic development in rural and urban areas building on lessons learned, and using tools that have been proven successful and effective in Bangladesh. Vocational and skills training is often delivered as a separate input, but it is in fact only one element of an effective employment creation strategy. Especially when targeting economically and socially marginalized groups. UNDP will emphasize linking training with other interventions e.g. access and linkages to markets and wage employment opportunities, entrepreneurship development and linking with credit institutions. There is also a clear need for gender sensitization, confidence building, empowering skills, community participation and support to ensure that the disadvantaged groups, including poor youth and women are able to translate skills into productive employment and are empowered in the process.

Outcome

Increased proportion of women and poor having access to national resources and services channeled to them through local institutions and organizations.

UNDP will facilitate the widening of existing economic and employment opportunities to poor women and youth through small and micro enterprise creation in development both in urban and rural areas. UNDP assistance will be channelled through the network on micro/SME promotion in Bangladesh which will include representatives from the local chambers, business houses, local labour office / trade unions, banks, UP / municipality, the private sector, NGOs and members from civil society. UNDP will facilitate the process of developing business centers in the urban/rural areas which will provide technical and financial assistance to the emerging private sector for the urban and rural poor.

UNDP will commission professional market and sub sector assessments and identify new income generating activities where there potentially could be high demand for national/international markets. Using a regional economic development strategy in alliance with others such as KATALYST, IDE, IRRI, and the private sector, UNDP will identify potential growth sectors and sub-sectors that if an intervention is designed can make significant impact in creating employment

Outcome

Significantly enhanced capacity of the government NGOs and the private sector to promote pro-poor economic development both in urban and rural areas.

opportunities for the disadvantaged groups.

UNDP will assist in developing the capacities of government and other national institutions for guiding women

and youth to exercise choice in accessing micro finance products and to demand customized financial products more relevant to their productive needs (e.g. micro leasing, seasonal loans, individual flexible loans etc) and resist practices which perpetuate further indebtedness, such as NGOs insisting on repayment during crisis which forces the borrower to take loans from money lenders or sell their labour in advance.

UNDP will work with different national vocational and training institutions to develop the skills and capacity of the women and youth on different male dominated occupations e.g. paramedics, motor driving, mechanical, electrical & electronics, vulcanizing, carpentry, mosaic / tiles making etc. UNDP will support the capacity building of training institutions to become more responsive to the needs of the market so as to provide training and skills that are needed by the market.

UNDP will stimulate the private sector development through initiatives leading to a more enabling business environment for local micro and SMEs. UNDP support includes interventions strengthening local capacity for public- private dialogue, encouraging private sector investment in pro-poor initiatives and mobilizing local resources for development. Three concrete local but nationally replicable public-private partnership initiatives dealing with

Outcome

Removal of the economic, social and infrastructure, information barriers that restrict the urban and rural poor to effectively capitalize on market opportunities

economic and social issues will be identified and supported. This will shore up Millennium Development Goals of the other development actors such as donors / supporters.

UNDP will use a sector or sub-sector analysis approach, develop strategic partnerships with KATALYST, ITDG/ATTP, IFC, APPROTECH, private financial institutions, and private business to facilitate private sector linkage and investment in 'growth-oriented sectors' such as contract farming, agro-processing, inventory credit, cold storage, etc. UNDP, in cooperation with the private sector, will increase access of the poor to the benefits of new technologies such as information and communication technologies. This will aim at working with the private sector to provide embedded services that are aimed at introducing new technologies, especially low-cost appropriate technologies for the poor women and youth that can improve quality and quantity of production. By working with input suppliers for example, information on proper use of pesticides and fertilizers can be provided to the farmers, market information can be provided to the wholesalers so that commodities are efficiently traded between surplus and deficit regions. Some of the promising initiatives like partnering with BATA or APEX shoe companies that may buy services of the poor either as rural sales representatives or contract workers, or Supermarkets like Agora may need growing number of contract farmers. UNDP Bangladesh can further work on the growth process of industries/garments which have a good potential creating job opportunity for poor workers and also to remove bottlenecks that creating barriers for developing the capacities of the women workers. The experience of Young One (largest garment industry in country, who ensured the improvement the working environment, workers are highly aware about their roles/responsibility, factory management are more responsive towards worker rights/entitlements etc) could be used as one of the successful models for enhancing alternative livelihoods skills and opportunities of the women and girls employed in the garment sector. UNDP Bangladesh will through study and

research explore how multi-national companies can contribute in poverty reduction process/local economic development process.

Corporate social responsibility would be one area where UNDP Bangladesh as a participant in cross-sectoral the development cooperation can play an important role in defining concrete terms how social compliance of business/private sector should function that support in creating enabling environment for the poor workers. UNDP with other stakeholders can launch policy dialogues, campaign and experiential learning sessions/training on worker rights/entitlements, equal wage for equal work, women access to market place, pro women banking services with different business sectors (private company, garment industry, Chambers, trade unions, Lion/Rotary club).

UNDP will promote policy dialogue and advocacy to facilitate linkages between the micro level experiences at the village / upazila level, the institutional level and the policy making or macro level. The following critical issues will be highlighted that have so far not been addressed at the national levels:

- Implementation of the 30% quota for women in all decisions making process.
- Ensuring women SME access to formal banking, review / modify industrial / SME policy for making it more pro poor and women friendly
- Implementation of a minimum of 5% loan of commercial bank to women borrowers.
- Increasing public expenditure on gender initiatives.
- Enforcement of the existing laws on equal rights in marriage and inheritance.
- Positive image of women as active economic earners in the media.

4.2 Social Protection

Outcome

Safety net programs expanded, leakages reduced, improved targeting

UNDP's Safety Net / Social protection programme will aim at reducing the economic and social vulnerability of poor and marginalized women and youth, particularly women and youth who are unable to integrate into the mainstream economic activities. The programme will be supported through an integrated approach combining policy level interventions in the areas of employment and technical education and capacity building at the national and local levels.

UNDP's social protection programme will be conceived from broader and sustainable development perspective. The targeting the ultra Poor Programme grew out of a narrowly conceived food aid project. The country's VGF programme provided for people's immediate needs, but made little difference to their longer prospects. Many of the programme beneficiaries later fell back into poverty. So UNDP's prime focus in this area will be conduct gap assessment to analyze whether limiting development agenda to social protection would lead to sustainable development and how successful were the development interventions for include those socially exclusive poor. In line with PRSP, UNDP will identify and prioritize new areas of intervention to ensure social protection against vulnerability and extend coverage of safety net programme.

In Bangladesh crop / product / asset loss is very common for the poor women entrepreneurs due to natural, social and political calamities that due to lack of social safety net often push the poor women back to their original poverty state. Working / networking with Insurance Companies for supporting small-scale

Outcome

Partner institutions become market oriented.

businesswomen would be an effective way to ensure the resource base of the poor women entrepreneurs. UNDP Bangladesh can undertake few pilot project / initiatives to review how insurance company can provide their services to the rural poor.

Outcome

Local level institutions and organizations will become more responsive and responsible to the needs and aspirations of the poor and women of urban and rural areas.

UNDP will support policy advocacy process with other partners for free education at all levels, reserve jobs for them in government and private service, give preference to disabled women in distributing government land, take special initiative to enhance service delivery, social protection and livelihood support for the disable and poor youth through ICT.

5. Programme Management

The implementation of poverty reduction projects under the CPAP is managed via the Local Poverty Reduction Initiatives Cluster through a streamlined management structure in compliance with UNDP's Results Management Guide. The Cluster is headed by the Coordinator who works under the guidance of the Deputy Country Director and the Country Director. Each member of the cluster will be responsible for contributing: 1. Policy and strategy formulation and support; 2. Programme development support services; 3. Project monitoring, assurance and oversight; 4. Advocacy and marketing; and 5. Strategic partnerships and resource mobilization.

The portfolios under the Local Poverty Reduction Initiatives Cluster are primarily managed by the Programme Managers. As such the Programme Manager is responsible for the programme portfolio in terms of planning, implementing and

managing the delivery of innovative policies and practices, program development, capacity building, project monitoring and assurance, marketing and advocacy and knowledge services.

The role of the Programme Manager is to provide strategic advice and management. The overall vision is a team of Programme Managers who are on top of the development discourse and are fully acquainted with contemporary research.

In managing the portfolio, Programme Managers plays the function of project assurance, which involves assuring that the projects comply with the Annual Work Plans (AWPs) and quarterly work plans (including HR and procurement plans), reporting, monitoring and evaluation plans and rules and regulations. Quality assurance is an aspect as well as financial soundness and general compliance to governing documents (plans, AWPs, rules/regulations etc.). The philosophy is to let the Project Manager do what he is good at – that is managing a project, and limit UNDP interventions in projects to setting the wider perimeters for the project (AWPs) and assure that the project delivers according to the plans and in accordance with the financial requirements.

The Cluster Support Team comprises of two support staff (Programme Associate and Programme Assistant) that assists in terms of providing information to the Programme Manager so that he/she can fulfill the assurance role. In addition to this, the Team provides other support functions like keeping files up to date, assisting in organizing missions, gather information relevant for policy advice etc.

All in all the new realigned structure and business processes of UNDP, Bangladesh and Local Poverty Reduction Initiatives Cluster constitutes a system which is more lean, simple and efficient and gives

increased responsibility to the Project Manager, and strengthens the accountability in terms of the delivery of project results. The traditional production of project outputs is in the new structure supplemented by a strengthened policy dimension. This more holistic approach – project outputs backed by policy interventions - will increase the likelihood of achieving the intended project and programme outcomes.

5.1 Operating Strategies of Implementation

UNDP supports programme countries to strengthen their own capacities to design and implement development strategies that reflect specific national circumstances and goals, within an overall framework of internationally agreed development goals. The work is intended to be strategic, integrative, focused on intersectoral linkages, and always aimed at strengthening national institutions, governance capabilities and citizen participation. Partnerships with government, other national stakeholders, United Nations and other non-UN organizations, donor organizations and international and regional bodies underpin this strategy of engagement at country level.

UNDP will adopt a programme approach to implementing the Local Poverty Reduction Initiatives Cluster strategic framework for the Bangladesh Country Programme. In doing so UNDP will collectively with government and donor partners, develop and design projects responding to the needs and priorities outlined in the CPAP and elaborated in the Programme Framework. The programme will be implemented around four operating strategies: Policy Advice and Technical Support; Capacity Development; Knowledge Generation and Management; and Partnerships

5.1.1 Policy Advice and Technical Support

Upstream policy advice and advocacy provides a vision for and complements strategic interventions at downstream levels. UNDP will provide timely and high-quality advice, expertise and comparative lessons to national policy makers and other partners via tapping into its global network of development practitioners etc.

5.1.2 Capacity Development

Capacity Development is one of the single most important UNDP services. All UNDP work must be targeted toward improving national capacity. Capacity development is seen as the ability of individuals, institutions, and societies to perform functions, solve problems, and set and achieve objectives in a sustainable manner. Capacity development strategies are designed to help countries diagnose capacity constraints and cost capacity building strategies. UNDP will mainstream issues and concepts of capacity development into programme designs and related activities and outputs.

5.1.3 Knowledge Generation & Management

Current design and implementation of programmes, rarely take into account the need to extract, retain and develop knowledge in specific areas of intervention, be it electoral reform, parliamentary development, or local economic development. Building knowledge retention capacities are crucial in the context of the overall objective to build and improve national capacities. Knowledge generation and management will be pursued as a key component of programme design and implementation.

Moreover, one area hitherto underemphasized is cross-programmatic,

cross-sectoral integration. The programmes will focus on developing this overall partnership strategy within the proposed areas of focus.

6. Partnerships and Cross-Cutting Strategies

The Partnership Strategy will be based on the PRSP framework that will comprehensively address the economic, legal, political, social and institutional dimensions in promoting sustainable income and employment among the rural poor. Thus this comprehensive approach will equip marginalized and poor, under / unemployed men, women and youth with technical and business skills, and negotiation and confidence building skills to empower them for sustainable livelihood opportunities and employment. It will involve the participation of diverse and relevant stakeholders from DPs, Government, NGOs, Civil Society including Private sector, and develop the capacity of the institutional partners responsible as service providers and facilitators.

6.1 Linkages Building with Critical Stakeholders

UNDP will take care not to intercede on behalf of poor women but facilitate their own interactions with local government, service providers, private sectors, NGOs, civil society, development partners and community organizations. The programme will search for ways to seek champions of change in organizations and work with those organizations that work for the poor.

6.2 Developing capacity of institutional partners

This will involve the participation of diverse and relevant stakeholders from DPs, Government, NGOs, Civil Society including Private sector, and develop the capacity of the institutional partners

responsible as service providers and facilitators. The project will therefore support a strong programme of capacity development and address 'capacity gaps' of the institutional partners' involved in project implementation.

6.3 Knowledge Management through Resource Centers

An important key approach of this cluster will be the establishment of Community Based Resource Management Centres, organizations, business service centers, , one stop shops, job centers and self help groups in the targeted areas for the urban and rural poor women and youth by identifying suitable premises (e.g. cyclone centers, unused government buildings like block supervisor accommodation, old godowns etc.), which can be accommodated as 'one stop' service centers. The centers would be run by the community women and youth with the support of market oriented professional and would provide a focal point for number of activities that will promote and sustain their indigenous and infused knowledge and skills.

Sound, extensive and relevant information is fundamental to Local Poverty Reduction Initiatives activities, both for external audiences and internal policy and programme use. This will lead to well-coordinated information across the staff, enabling the Cluster to measure, assess and monitor that the work is up to standard. Tools of information technology will be used as appropriate to ensure successful knowledge management and expansion.

6.4 Dynamic Partnerships

Employment generation and women advancement demands multidimensional input and intervention. Partnering and a multi stakeholder undertaking will be a core strategy for the cluster.

The cluster will further strengthen inter-ministerial and departments linkages between different line ministries of MWCA, MoYS, MoLE, Cabinet division, MoF, ERD, MoLGRDC, MoI, Minimum Wage Board, MoE, MoPME, MoI, Export Promotion Bureau, Bangladesh Bank, MoLJPA,

Furthermore, this programme will maintain close functional linkages and partnership with other UNDP thematic clusters: democratic governance, e-governance, local governance, CHTDF, Urban Governance Project, Police Reform Project and also with Disaster Management & Crisis Prevention and Environment clusters.

The partners of the programme will be LCGWAGE, NGOs, media, religious leaders, different chambers of commerce, ministries, DPs, bi-lateral, multi lateral donors, UNDP's central and regional centres to achieve goals for women's advancement.

6.5 Gender equality

One of the important core elements of the Strategic Framework is mainstreaming gender in all its policy, project and programmatic interventions as mandated by UNDP. Gender sensitive indicators will be integrated into the work plans under each of the local poverty initiative projects. Future activities of different project will, to the widest possible extent, be gender sensitive and will extend support to research and capacity-building needed for gender issues to get the deserved attention.

7. Local Poverty Reduction Initiatives Indicators

As per Country Programme Action Plan requirements, a set of indicators has been incorporated for Local Poverty Reduction Initiatives. UNDP draft Strategy Plan

2008-2011 also requires development of country specific indicators, which will assist to monitor progress in the specific development fields. Expected outcomes will be achieved and be measurable within 5-10 years. Participatory approaches will be followed in identifying and measuring the context specific local indicators. By engaging different stakeholders of different levels (private, public and development) a measurement / monitoring tools would be developed to track periodic changes. Constant monitoring, evaluation and adjustment and readjustment will be a part of the work.

Table 1: Cross-practice programmatic collaborations with Local Poverty Reduction Initiatives Cluster

Clusters	Potential areas of collaboration
1. Energy and Climate Change	Exploring sustainable energy options for rural and urban poor, particularly women to ensuring livelihood securities
2. Environment and Sustainable Development	<ul style="list-style-type: none"> • Creation of innovative eco-friendly and alternative livelihood opportunities in the urban and rural vulnerable zones • Demonstration of pro poor collaborative community planning, management and policy advocacy for accessing common property resources in geographical difficult areas
Democratic Governance and Human Rights Cluster	<ul style="list-style-type: none"> • Establish close linkages between victims of the Local Poverty Reduction Cluster and legal systems and services of the Democratic Governance and Human Rights Clusters • Dialogues and policy advocacy on ensuring rights and privileges of the urban and rural marginalized and vulnerable poor peoples.
4. Peace and Confidence Building	<ul style="list-style-type: none"> • Close collaboration between Economic Development Cluster of CHTDF and Local Poverty Reduction Cluster on development and management of innovative employment, IGA and SME.
5. E Development	<ul style="list-style-type: none"> • Close collaboration for pilot initiative in line with MYFF Service Line 1.8: Making ICT work for the poor.
6. Local Governance	<ul style="list-style-type: none"> • Close collaboration on leveraging best institutional and management practices of the local government for providing pro poor and women friendly services to the communities • In partnership with Local Governance Cluster, capacities of the local government institutions will be enhanced in order to make them more responsive to the needs of the urban and rural poor, particularly women.
7. Disaster Management	<ul style="list-style-type: none"> • Close collaboration for integrating risk reduction in line with employment and economic development in national plan, policies and strategies • In partnership with Disaster Management cluster, Local Poverty Reduction Initiatives Cluster will facilitate the process of creating rapid response mechanism in the communities where they served for mitigating risks of the poor and vulnerable. • Close Coordination and communication will be made with the Disaster Management Cluster for ensuring timely provision of humanitarian assistance at times of disaster emergency.

Table 2: Projects of Local Poverty Reduction Initiatives Cluster

Area of Program/Project	Areas of coverage	Financial and other information	Partnership
Urban Partnerships for Poverty Reduction	<ul style="list-style-type: none"> • Creation of healthy and secure living environments for urban poor communities. • Acquisition by urban poor families of resources, knowledge and skills to increase incomes and assets. • Capacity building of local government and other partners • Promotion of pro-poor policy environment and national and local levels. Coverage: 30 urban areas and 3 million people	Approximately US\$120 million (UK£60 million) from DFID; US\$3 million UNDP US\$5 million government contribution 7 years from 2007	Financial support from DFID. Implementing agencies: UNDP and Local Government Engineering Department of Ministry of Local Government, Rural Development and Cooperatives
Capacity Strengthening Team of Rural Employment Opportunity for Public Assets	<ul style="list-style-type: none"> • Capacity Building of Central and Local Government agencies to design, implement, monitor, evaluate and adjust rural employment creation related operations/activities independently • Poor women have improved their financial conditions through more regular incomes, increased savings, are engaged in income generating activities • Poor beneficiaries and their dependents have improved their human capital in terms of nutrition, health, education, social recognition and voice. • Social, economic and environmental conditions of rural communities, especially of the poor, are improved through pro poor investments Coverage: 6 Districts and 23220 poor women initially.	Total: \$ 28 Million EC: \$ 98.95 Million UNDP: \$ 1.05 Million December/2006 to May/2011	Financial Support: EC Implementing Agency: UNDP Lead/Coordinating Ministry: MoLGRD&C

Table 3: Programme Component indicators (cluster level indicators)

Component	Expected Outcome	Indicators
1. Local Poverty Initiatives	<ul style="list-style-type: none"> • Increased proportion of women and poor in national resources and services channelled to the poor people through local institutions and organizations. • Safety net programs expanded, leakages reduced, improved targeting. • Local level institutions and organizations are more responsive and responsible to the needs and aspirations of the urban and rural poor women. 	<ol style="list-style-type: none"> 1. National strategies and capacity development for micro finance. 2. Target support to poverty reduction at local community level, with poverty issues linked to governance and social mobilization. 3. Local employment and income generation. 4. Access by poor people to productive resources and basic social services and decrease in human poverty. 5. Provision of social safety nets for vulnerable groups. 6. Public private partnership 7. Localizing MDGs for poverty reduction 8. Poverty focused social security, including safety nets. Provide the poor tight(?) social protection and address equity as a central policy concern
	<ul style="list-style-type: none"> • Significantly enhanced capacity of the government functionaries to ease constraints that hinder growth of the pro-poor private sector both in urban and rural areas. • Removal of the economic, social and infrastructure, information barriers that restrict the urban and rural poor to effectively capitalize on market opportunities. • Economic opportunities & rights of all women enhanced in private & public sectors 	<ol style="list-style-type: none"> 1. Policy environment to mobilize domestic savings and investments. 2. Legal and regulatory framework for competitive, socially and environmentally responsible private sector. 3. Small and medium-sized enterprises and SME infrastructure in rural and urban areas. 4. Relation between state, civil society and private sector. 5. Social inclusion and local economic/business development 6. SME Gap analysis and & take appropriate actions in the areas of capacity building, technology transfer, access to formal banking, review/ modify industrial/SME policy 7. Formulate policy/law for non-formal sector for equal wages 8. Support enforcement of equal pay for equal wage with private sector 9. Advocate for gender friendly facilities & enabling environment at public and work places 10. Review the tracking of public expenditure reflected in ADP on gender initiatives & national budget

Table 4: CPAP Indicators on Outcomes (Initiatives level indicators)

Expected Outcomes	Expected Outputs	Indicators
<p>Expanded employment and poverty alleviation opportunities for poor and the vulnerable in rural and urban areas through effective local governance, community partnerships, and basic service delivery</p> <p><u>Baseline:</u> 25 million households borderline non-poor; no affordable national insurance or safety nets; poor rely on informal networks and NGOs 2 million employed in ready-made garment sector; ready-made garment sector contributes 75% total exports; no CDSs or UPDTFs in place</p>	<p>1.1 Basic service delivery capacities and participatory governance practices of local government enhanced to the benefit of the poor</p> <p>1.2 Increased Social Protection services provided to specific vulnerable sections of urban poor and the disadvantaged groups in the urban areas</p> <p>1.3 Improved capacity for effective local economic development planning at urban communities and elected local governments for urban poverty reduction and employment-generating export-led economic growth</p>	<p>Local Governance:</p> <ol style="list-style-type: none"> 1. Guidelines developed and applied in select UPs ; proposals for refined policy, legal, and regulatory framework prepared 2. Guidelines/manuals developed and in use. 3. Best practices introduced and sustained within REOPA management. 4. No. of policy advocacy and community mobilization events held and networks established with community and civil society; No. of LG/municipal/public officials trained on protection of VGs; No. of social safety nets identified and established; 5. New pro-worker laws and policies framed and guidelines established; No. of owners, workers and officials trained <p>Urban/Community Interventions and Trade related targets:</p> <ol style="list-style-type: none"> 1. Adoption of the strategy by appropriate authorities 2. No. of CDS developed; 3. At least 4 UPDTF established Group businesses formed by urban poor. 4. No. of persons trained on sustainable employment. 5. No. participatory performance assessments made and open budget meetings held 6. Action plan prepared and implemented for labour intensive export-oriented trade and industrial growth; 7. No. of training programmes for product development and business skills enhancement conducted; Visible improvement in workplace security and facilities.

