



# CUP STRATEGIC PLAN 2023-2028



## Coalition for the Urban Poor (CUP)

House: 54/19/B (6th Floor), Road:- 08, Baitul Aman Housing Society, Adabar, Dhaka-1207

## ACRONYMS

<b>AGM</b>	Annual General Meeting
<b>BBS</b>	Bangladesh Bureau of Statistics
<b>BDT</b>	Bangladeshi Taka
<b>BGMEA</b>	Bangladesh Garment Manufacturers and Exporters Association
<b>BKMEA</b>	Bangladesh Knitwear Manufacturers and Exporters Association
<b>BOSC</b>	Bostibashir Audhiker Surakkha Committee
<b>CBO</b>	Community Based Organization
<b>COP</b>	Conference of Parties
<b>CSO</b>	Civil Society Organization
<b>CSR</b>	Corporate Social Responsibility
<b>CUP</b>	Coalition for Urban Poor
<b>DCC</b>	Dhaka City Corporation
<b>EC</b>	Executive Committee
<b>FBCCI</b>	Federation of Bangladesh Chambers of Commerce and Industry
<b>GOB</b>	Government of Bangladesh
<b>HIES</b>	Household Income and Expenditure Survey
<b>KFS</b>	Key Success Factors
<b>LGED</b>	Local Government Engineering Department
<b>LGI</b>	Local Government Institution
<b>NGO</b>	Non-Government Organization
<b>NID</b>	National Identification
<b>PDS</b>	Pavement Dwellers System
<b>REHAB</b>	Real States & Housing Association of Bangladesh
<b>SSN</b>	Social Safety Net
<b>UN</b>	United Nations
<b>UNDP</b>	United Nations Development Program
<b>UPPR</b>	Urban Partnerships for Poverty Reduction
<b>WASA</b>	Water Supply and Sewerage Authority

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## EXECUTIVE SUMMARY

The Coalition for the Urban Poor (CUP) is a network dedicated to advancing the socioeconomic status and quality of life of the urban poor. In order to continue being successful in persuading anticipated improvements in the lives of urban poor, CUP has worked sincerely from the beginning to identify time-sensitive and effective methods through long-range strategic planning. The previous strategic plan, 2018–2022, is being reviewed in this one. The main goal of this revised plan is to direct CUP's future activities and increase its effectiveness, productivity, and competitiveness in the new environment.

This strategy plan was created taking into account recent changes to the development approach, strategies, and priorities at the local, national, and international levels. Prior to developing this strategic plan, a thorough analysis of Bangladesh's current and upcoming difficulties, issues, and challenges, particularly the problem of the country's fast urbanization and urban poverty environment, was conducted. While creating this strategic plan, careful consideration was given to the eighth five-year plan for Bangladesh, the CUP constitution, and recent landmark UN conventions and agreements like the 2030 Agenda (SDGs), as these will have a significant impact on the priorities, plans, and funding of development activities by the government and donors in the years to come.

The organization has selected four major strategic targets to address on a priority basis over the next five years, from 2024 to 2028, taking into account the overall views and urgencies in development needs of the urban poor as well as the strengths, weaknesses, and opportunities of CUP. Influencing policy and system reforms is the first of these. Sharing member, stakeholder, and CBO capacity is the second. Partnership-building for advocacy and technical assistance is the third. Knowledge management and information exchange for evidence-building and data support are the fourth.

This strategic plan's main objective is to mobilize the urban poor, strengthen their networks, and bring their new problems and issues to the attention of the government and decision-makers so that they can be resolved as soon as possible. CUP will use its campaign, networking, alliance development, and policy advocacy with the government as its primary strategies for attaining its strategic goals.

This extremely strategic plan was created after a very inclusive and consultative process. While it was being prepared, it was not possible to consult with all of the important parties and include all of the participants. Therefore, it is now CUP's top priority to distribute this strategic plan widely to all of its member organizations and other stakeholders in order to guarantee that everyone is well-informed about CUP's future direction, initiatives, and the results it seeks.

The Strategy Plan 2024-28 visions A productive, just, secured and environmentally sound urban society where the urban poor enjoys equal rights and access to civic services to live with dignity. This plan would enable the members and stakeholders

to collectively work elevating engagements of the poor people living in city corporations, municipalities and the growth centers in access, coordination and management of the entitled civic services and designing sustainable solutions to their concerns.

The plan contains four key strategies: Influencing policy and systems changes; Capacity sharing of members, stakeholders and CBOs; Promoting partnership for advocacy and technical support; and Knowledge management and information exchange for evidence building and data support. Through this plan, institutionally CUP shall pursue functional strategies to strengthen its institutional governance and management, with clear illustration of specific but mutually supportive roles of the Executive Committee, CUP Secretariat, Members of CUP and the CBOs of urban poor.

CUP sets four Milestones and priority actions to attain the relevant milestones. The milestones are (1) Safe & Secured Habitat for Urban poor, (2) Social Security Identity Institutional Linkage and Capacity Building of Urban Poor, their CBOs and Federations, (3) Climate Change Resilience and Livelihood Security of Urban Poor, (4) Access to Services – Health, Economic and Education.

As part of organizational development strategies, specific roles of Executive Committee, CUP Secretariat, CUP members and CBOs have been formulated. It has been envisaged that over a period of time these roles specification would be put into practice, diffusing present overlaps in roles. Besides formulating specific activities for organization strengthening, in the CUP organogram provision is made for formation of three Technical Support Sub-Committees to support activities in the operational wings (a) Programme (b) Fund Raising & Resource Mobilization, and (c) Research, Monitoring & Information Management.

Regarding the geographical reach to the urban poor people, it has been indicated that the CUP programme reach would be determined based on vulnerability analysis of the urban poor in the related city corporation and paurashava, future trend of migration over there and physical presence and strength of CUP members in the concerned cities /municipalities.

## 1.0 INTRODUCTION

### 1.1. CUP's Genesis and Achievements

As a network of NGOs concerned with the entitlements of urban poor, the Coalition for the Urban Poor (CUP) was established in 1989 with the goal of establishing rights of the urban poor to live with dignity. CUP was registered with the Ministry of Social Welfare in 1990. Over time CUP membership has grown from 15 at the time of establishment to its current level of 70. In addition to the member NGOs, CUP stakeholders and partners include urban CBOs, CSOs, national and international NGOs, UN organizations, donor agencies, city corporations, the government departments concerned with urban population.

CUP's initial focus was limited to protecting Dhaka city slum dwellers from forcible evictions by organizing the urban poor with active cooperation of member NGOs. The scope of CUP's work has expanded over time to include other challenges faced by urban poor, such as access to basic amenities, social and livelihood security, habitat rights, flood-like catastrophe risks, access to institutional financing, citizen rights, etc. In order to address these urban concerns, CUP approach have since been expanded to include social mobilization, campaigns, networking, advocacy, lobbying, legal assistance, and the development of urban poor people's capabilities. Geographically, the CUP movement has also gradually spread to other municipalities and city corporations. At one point in the middle, CUP become engaged in implementation of relief and rehabilitation projects in cooperation with the member NGOs and local CBOs.

CUP, a right-based network, has developed a solid base in the urban development field for many of accomplishments and could establish its space among the urban poor and the development partners. Examples include, the High Court's stay order on slum eviction (no eviction without prior notification and rehabilitation), the allocation of 13 acres of land in Dhaka city for housing the urban poor during the caretaker government, the revision of the national policy incorporating provisions for birth registration, NID, and voting rights of the slum dwellers, free birth registration for the underprivileged, etc.

### 1.2. SDGs and its Relevance to CUP Strategic Plan

The 17 Sustainable Development Goals (SDGs), often known as Agenda 2030, were unanimously agreed by 193 UN member states at the 2015 UN General Assembly. These goals are to be accomplished by 2030. All of the participating governments and development partners virtually pledged, by signing Agenda 2030, to align their national development priorities and strategies with the SDGs and to mobilize sufficient resources to achieve those goals. Therefore, in the ensuing fifteen years, achieving the SDGs will be the top goal for UN member nations and their donor organizations.

Rapid urbanization and the suffering of the urban poor in the future world were among the contemporary growing challenges that were given high importance for inclusion in SDGs. Eventually, SGD 11 was created, which calls for "Making cities and human settlements inclusive, safe, resilient, and sustainable" and acknowledges the crucial role that urbanization plays in sustainable development. In a world that will become more urbanized over the next fifteen years, the urban SDG 11 will really define public policy priorities and direct development finance flows. Cities and human settlements will be essential to attaining



the global SDGs. The 'urban SDG' will provide the urban government with a huge opportunity to develop strong infrastructure in the given setting.

Recognizing that the Sustainable Development Goals (SDGs) will be at the center of all development endeavors in a world that is undergoing rapid urbanization, when 60% of the world's population will be living in urban cities, where one-third of them will be living in slums and squatters in the case of developing countries, and the fund flow in the developing countries will be centered primarily around the SDGs, CUP has considered this as a tremendous opportunity to formulate its future strategies and directions in light of urban SDG so that it can remain relevant and effective in the changed situation. In essence, the CUP strategic plan for 2018 to 2022 is based on the SDGs and closely tied to the urban SDG in terms of choosing strategic priorities, establishing objectives, and developing tactics.

### **1.3. Upbringing of CUP Strategic Plan 2024 - 2028**

A strategic plan is now a crucial management tool for maintaining an organization's effectiveness, efficiency, and competitiveness in the face of rapidly changing market conditions. All organizations, whether they work in business or development, are now required to periodically plan their strategic directions. The primary goal is to secure the organization's viability in the changing environment. The member organizations and stakeholders of CUP felt that the organization needed a new strategic plan to guide it for the next five years. There had been significant changes in the urban context, development approach, strategy, and priorities in Bangladesh since the last strategic plan of CUP. In light of this, CONCERN Worldwide, a long-term partner of CUP provided support to design the next phase of the strategic plan.

CUP strategic plan's primary goal is often to define successful strategies that will steer an organization's future course in a world that is changing quickly. By developing a solid strategic road map that takes into account both internal and external possibilities and dangers, it aids a business in surviving in a competitive environment. The stated objectives of CUP strategy plan are:

- To provide strategic direction in the evolving urban environment;
- To maintain CUP's relevance, effectiveness, and competitiveness;
- To identify focus, strategies, and time-sensitive program priorities;
- To investigate new opportunities in programming and fund raising;
- To bring innovations and dynamism to CUP strategies and movement;
- To establish CUP as a strong, dependable network;
- To ensure greater performance and impacts of CUP movement;

### **1.4. Process followed in Developing CUP Strategic Plan 2024-28**

A triangulated consultative approach comprised of secondary documents review, in-depth interviews with key stakeholders and situation analysis of urban poor and urbanization process in Bangladesh through organizing a workshop was followed in developing the CUP strategic plan 2024 – 2028. In its first step the context of urban poverty, livelihood strategies and living condition of the urban poor, trend in urbanization, emerging issues in future urban setting, etc. were analyzed through consulting relevant secondary documents.

The secondary documents review include National Housing policy, 8<sup>th</sup> five year plan of the government, Poverty watch report 2022, Dhaka area plan, SDG documents, MICS report 2019, and CUP annual activity report 2018-2022

Next on, a number of in-depth interviews were conducted with the key stakeholders<sup>1</sup> exploring their knowledge, experience and opinions regarding changes in development approach and strategies and emerging urban issues that will hold greater attention of the government, donors, and international communities in the coming years.



In the last step, a one-day long strategic planning workshop was organized in September 11, 2023 involving representatives from all stakeholder groups to develop the strategic plan. The workshop was focused on external context analysis and SWOT analysis of CUP. The contemporary and emerging issues of the country and the priorities and strategies of the government, donors and UN organizations in light of SDGs were analyzed by the expert panels invited in the workshop.

Also CUP took the expert and stakeholders opinions including Chittagong and Dhaka north south city corporation authority, authority of Savar municipality, slum, pavement and squatter's dwellers, dalit representatives and ethnic marginalized group, authority of Dhaka WASA, down and urban planner, Chairman of PPRC, Ex Bangladesh bank governor, UNICEF WASH specialist, development and implementation partners, networking and media personnel, researcher, academicians, CUP EC board members and technical adviser, Community CBOs of DNCC, CUP consultant team,. The findings from the secondary documents' review and stakeholders' consultation were also presented in the workshop as part of triangulated process of external and internal context analysis. Based on findings from overall context analysis, the CUP strategic plan 2024 – 2028 was then drafted in the workshop. Afterward, the draft plan was shared with all concerned; which was then finalized incorporating feedbacks from all reviewers.



## 2.0 CUP STRATEGIC PLAN 2024– 2028

### VISION

*What CUP dreams?*

A productive, just, secured and environmentally sound urban society where the urban poor enjoys equal rights and access to civic services to live with dignity.

### MISSION

*Why CUP exists?*

Collectively work elevating engagements of the poor people living in city corporations, municipalities and the growth centers in access, coordination and management of the entitled civic services and designing sustainable solutions to their concerns..

### 2.1. CUP STRATEGIES

CUP will work pursuing four key strategies: Influencing policy and systems changes; Capacity sharing of members, stakeholders and CBOs; Promoting partnership for advocacy and technical support; and Knowledge management and information exchange for evidence building and data support.

Institutionally CUP shall pursue functional strategies to strengthen its institutional governance and management, with clear illustration of specific but mutually supportive roles of the Executive Committee, CUP Secretariat, Members of CUP and the CBOs of urban poor.

Here are the illustrations of these strategies.

#### 2.1.1. Influencing Strategies

Targeting required policy formulation, amendment and changes in implementation systems in support of rights and entitlements of urban poor people, the influencing strategies will be people centric and community focused. The groups or association of urban poor people shall be in the forefront of advocacy or lobbying in support of their rights, needs and requirements.

Their initiatives will be backed by associated CUP members and stakeholders with relevant evidence-based practices and information.

The core agenda for community-led influencing actions will be relating to shelter and safe habitat and civic identity (NID & Birth registration), access to the required essential services like WASH, employment, education, healthcare (including nutrition, waste management, reproductive health, day care), and food safety, etc. The catastrophic affects of climate change and vulnerabilities of climate refugees/displaced people will get higher priority..

Depending on the issues of influencing agenda, the government counterparts will be varying. Here is an exemplar list of public entities with which CUP members and CBOs will be lobbying.

### **2.1.2. Capacity Sharing Strategies**

Many of the CUP members and urban poor's groups or CBOs by now gain potential strengths to support fellow members and CBOs. CUP as part of Capacity Sharing Strategies will facilitate exchange of such expertise for mutual interest and collectively move forward for gaining entitled services of the urban poor. Capacity mapping will be done to find out the CBOs existing capacity and the needs through strength and weakness analysis and planning for exchange among them, as a process of horizontal learning. The CUP members' roles here will be as catalyst and necessary resource mobilization will be made accordingly.

Similarly, capacity mapping of CUP members will be made to identify resource organizations to provide institutional capacity strengthening support to CUP members. Based on the need assessment and priority setting by the members, particularly in the fields of policy influencing, resource mobilization, financial management, leadership development, the capacity exchange services will be arranged through knowledge and practice-based training, study visits, etc. These efforts will build up strong solidarity among the CUP members to function effectively as a networking organization.

### **2.1.3. Partnership Strategy**

CUP's Partnership Strategy will be more in the form of technical collaboration to gather wider level support either for policy or systems influencing or increasing access to services. Depending on the nature of collaboration, the range of partnership and the pattern of alliance building will be varying.

Potential partners of CUP will be identified from relevant NGOs, INGOs, sectoral clusters and alliances (like Urban INGO forum, Shelter cluster, Bangladesh housing forum), academia, researchers, media, private sector entities (like BGMEA, BKMEA). UN agencies (like UNDP, UNICEF, UNHCR, UN habitant), specialized entities like PKSF.

### **2.1.4. Knowledge Management and Information Exchange Strategy**

CUP's Knowledge and Information Management Strategy will be multi-dimensional to support programme planning, accomplishment tracking to see the changes and largely for policy advocacy and lobby for systems changes. It will gather research findings in the relevant fields with particular focus on the needs and entitlement of urban poor. These include, among others, data on habitation, birth registration, NID, wages, tenure security for urban settlers, sanitation, education, internal migration, urban pollution, climate change impact. Both qualitative & quantitative data will be collected from existing research and through new research.

Specific measures shall be made by CUP to disseminate (share) research reports at wider community as part of advocacy. CUP members, partners, CBOs would have access to the information generated by CUP for the advocacy and technical support services. CUP shall make efforts to develop a user-friendly data bank documenting concern of the urban poor. Regular newsletters will be published (online or offline) by CUP to keep the members, CBO leaders and partners updated about the CUP supported actions for an improved living by the urban poor.

### **Examples of Actions for Knowledge Management and Information Exchange**

1. Organize studies on situation analysis of urban poor and their access to basic services (health, water, nutrition, sanitation, education) and safety net.  
Research on urban poor in Dhaka and others relevant city corporations to collect information like # of slums, living condition of urban poor, their occupations, household income and expenses, access to basic services, # of service providers, etc.
2. Study impact on primary health care services and mental health situation of extreme urban poor
3. Study on climate change resilience vulnerable displacement population in urban areas and their vulnerabilities
4. Regular basis paper/media monitoring on burn, eviction and others urban poor areas)
5. Watch dog on issues of urban poor including slum eviction & burn and other disaster through media information

## 2.2. CUP MILESTONES AND PRIORITY ACTIONS (2024-28)

### 2.2.1. MILESTONE 1: Safe & Secured Habitat for Urban poor

1. Align Habitat concerns into the strategic plans of CUP & Partners Organizations.
2. Influence Govt. Policy & initiatives to ensure the tenure security for safe habitat (leasing govt. lands, rental homes, house renovation, & micro-credit for urban informal settlement).
3. Adapt DRR & climate change initiatives for safe housing to make it more sustainable.
4. Advocate for Basic Services aligning with habitat (WASH, Education, Livelihood, Health, Waste management etc).
5. Stakeholder's engagement to ensure Sustainable habitat.
6. Media engagement for awareness campaign & lobbying at Policy level to build & influence.

#### Proposed Actions for Safe and Secured Habitat

- 1.1 Organize national dialogue and follow up, monitoring with parliamentary standing committee, relevant ministries, housing authority and others associated on (a) activation and implementation of National Housing Policy 2016, and (b) approval of Urbanization Policy Formulation 2014
- 1.2 Organize advocacy dialogue and meeting with relevant authorities (National Housing Authority, RAJUK, Ministry of Housing and Public Works and City Corporation) for land and settlement issue of the urban poor.
- 1.3 Mobilize the city corporation, private sectors and interest group for temporary shelter and integrated development for homeless/climate induced/pavement dwellers people of urban areas
- 1.4 Organize advocacy dialogue/meeting with Bangladesh Bank, multinational bank and others for CSR fund mobilization for settlement of urban poor.
- 1.5 Organize dialogue and meeting with think tanks, civil society leaders, social activists and journalist to raise their voice in favor of tenure rights of urban and prevent forceful eviction.
- 1.6 Facilitate/conduct study on present situation of the selected settlements that were built for the urban poor but are now occupied or grasped by non-poor influential and organize a public hearing on the findings.
- 1.7 Organize rally and human chain for tenure rights of urban poor, recovery of occupied lands and settlements and stop forceful eviction of slums and squatters.
- 1.8 Organize press conference on tenure rights of urban poor, recovery of occupied land and settlements and stop forceful eviction.
- 1.9 Organize TV programs on tenure rights of urban poor, recovery of occupied lands and settlements and stop forceful eviction.
- 1.10 Provide legal support for recovery of land and settlements of the urban poor that are occupied by non-poor influential and to protect forceful eviction of slums and squatters.
- 1.11 Organize national conference on tenure/habitat rights and rehabilitation of urban poor.
- 1.12 Organize annual gathering of urban poor in Dhaka to raise their collective voice for habitat rights of the pavement dwellers, safe and secured habitat and stop forceful eviction of slums, pavements and squatters.

### 2.2.2. MILESTONE 2: Social Security Identity Institutional Linkage and Capacity Building of Urban Poor, their CBOs and Federations

1. Equitable access to NID.
2. Equitable access to Birth Registration.
3. Access to social justice & human dignity (Law Enforcement Agency, Concern Authorities).
4. Establish human rights and reduce harassment of violence extreme urban poor (pavement dwellers)

#### **Actions for Social Security, identity, Institutional Linkage and Capacity Building of Urban Poor, their CBOs and Federations**

- 2.1 Facilitate formation of social protection/VAW committee in the slums involving CBOs, local administration and influential (Dhaka and others relevant city corporation).
- 2.2 Facilitate process of developing community-based social security monitoring and reporting system through member NGOs and CBOs.
- 2.3 Organize dialogue on social security and protection of anti-social and criminal activities, violence, extortion, eve teasing, sexual harassment, etc. in urban slums, squatters and pavements through slum CBOs & HBWs
- 2.4 Facilitate investigation of real case on social violence, torture, sexual harassment, abuse, etc. with urban poor through CBOs/NGOs and reporting on mass media jointly partner/member organizations.
- 2.5 Provide legal support to the victims of social violence, torture, sexual harassment and abuse, etc. (Dhaka and others relevant city corporation) rights members organizations /partners.
- 2.6 Formation of VAW & SP committee for prevention of violence against women children of urban poor families.
- 2.7 Facilitate coordination and networking meeting among CBOs and their federations.
- 2.8 Facilitate reorganization and strengthening of BOSC and DDN (pavement dwellers networking) with the help of BOSC and central committee at slum/word/ level.
- 2.9 Facilitate formation and reformation of central and zonal committees of BOSCs.
- 2.10 Organize leadership development and need-based capacity building training for the leaders of CBOs (BOSCs, HBWs and PDSs).
- 2.11 Provide support to BOSC network for setting up and maintenance of its central office.

### 2.2.3. MILESTONE 3: Climate Change Resilience and Livelihood Security of Urban Poor

1. Ensure Green City (Plantation, Urban & Rooftop Gardening, Protect De-forestation).
2. Fresh Air (Industrial hazards reduced; Proper waste management ensured).
3. Reduce migration from climate vulnerable area (Char, Costal).
4. Reduced heat wave.
5. Establish human rights and reduce harassment of violence extreme urban poor (pavement dwellers)
6. Reduce city pollution

## **Actions for Climate Change Resilience, Urban environment, waste management and Livelihood Security of urban poor**

- 3.1 Facilitate formation of a central committee and follow up coordination for disaster preparedness and emergency response involving CUP members, CBO leaders, and civil society, etc.
- 3.2 Facilitate formation of community/ward level disaster preparedness and emergency response (DPER) committees in Dhaka and others relevant city corporation for disaster of urban slum/low income poor areas.
- 3.3 Facilitate formation of community/ward/zone level with the involvement of BOSC/CBOs/partner and youth volunteer groups for emergency response during disaster. Target: 60 groups; Dhaka and others relevant city corporation
- 3.4 Facilitate external linkage and networking meeting and dialogue of the DPER committees with disaster networks and service providers.
- 3.5 Arrange disaster related capacity building training for the DPER committees and youth volunteers (Total 20 batches of training; Dhaka and others City Corporation).
- 3.6 Prepare a documentary on disaster preparedness and emergency response in urban context (in slums and squatters) and organize show of the documentary for the urban poor. (Yearly 25 shows).
- 3.7 Arrange livelihood skills development training for the urban poor. (Target: yearly 2 batches of training on 2 different trades).
- 3.8 Organize meeting and dialogue with entrepreneurs to facilitate market linkage of the small entrepreneurs from urban poor communities. (Yearly 2 dialogues/meeting)
- 3.9 Organize meeting and dialogue with financial institutions for extending their financial support to the urban poor entrepreneurs. (Yearly 2 dialogues/meetings)
- 3.10 Facilitate participation of the urban poor entrepreneurs in different trade fair, etc.

### **2.2.4. MILESTONE 4: Access to Services**

#### **Access to Health Services**

1. At least 80% of urban poor people being covered under primary health services through linkage with government health facilities: Community health. Govt. Hospitals (Sadar, Union, urban PHC)
2. At least 70% of urban poor people should have been ensured balanced nutrient food.
3. Every urban poor family have been ensured Reproductive Health Services
4. Safe legal water line and sanitation and personal hygiene
5. Awareness created on MHM
6. At least 80% coverage of mental health awareness and early childhood development
7. Establish minimum 10 slum base primary health care service point under UPHCSDP

#### **Access to Economic Services**

1. 80% disadvantaged urban women empowered by economic support services
2. Running small business, providing loan without interest (GO and NGO)
3. Access to IGA Training.

#### **Access to Education Services**



1. Establish/linkage public primary and secondary school for access to children from urban poor families.
2. Preventive measure to reduce drop out of urban working children from schools

### **Actions for Citizens' rights of urban poor and their basic services(education, health & nutrition, water supply, sanitation,), social safety nets, city services and others right**

- 4.1 Advocacy meetings with concern ministry and relevant authorities to provision NID for the urban poor especially for squatters and pavement dwellers.
- 4.2 Lobby and advocacy meeting with LGRD, City corporation and concern authority for inclusion of homeless urban poor in the birth registration act and policy.
- 4.3 Lobby and advocacy meeting with City Corporation (Dhaka and others city corporation) for enlistment, rehabilitation and development of pavement dwellers and ensure citizen rights and basic services of urban poor as a whole.
- 4.4 Organize press conference on homeless and pavement dwellers citizen rights and the need for basic services and safety nets for urban poor.
- 4.5 Organize pre-budget open dialogue and discussion sessions broadcasted in different TV channels for adequate budget allocation for urban poor.
- 4.6 Lobby and advocacy meetings with education ministry and related department to ensure education facilities for the children of urban poor and their access to education.
- 4.7 Lobby and advocacy meetings with WASA to ensure water supply to the urban poor living in slums and squatters.
- 4.8 Organize advocacy meeting/dialogue with the Ministry of Social Welfare, Woman and Child Affairs, LGRD and local & central authority of NSSP, DWA to introduce SSN policy, strategy and program for the urban poor.
- 4.9 Organize National mass gathering of Extreme urban poor in Dhaka for raise their basic and city service rights of urban poor.
- 4.10 Organize National mass gathering of Extreme urban poor in Dhaka for raise their basic and city service rights of urban poor.
- 4.11 Meeting with Municipality (Tarabo and savar) for collection information & prepare case study as good practice for sustainability of urban primary health care system.
- 4.12 Meeting with Technical Expert of Urban primary Health Care and public health expertise for lay out preparation to set advocacy strategy for the sustainability of urban primary health care service delivery project
- 4.13 National Level Stakeholders Consultation for sustainability of urban primary health care services system (ministry, Dev. Partners, INGO, CCs etc.)
- 4.14 Lobby and Advocacy meeting with Secretary/DG/Focal person LGRD for sensitize about primary health care services of urban poor
- 4.15 Sharing the study findings on impact of urban primary health care and health situation of urban poor for sanitations on necessity of primary health care services of extreme urban poor.
- 4.16 Advocacy and lobbying with service providers and authorities for ensuring access the services of primary health care of extreme urban poor and free card red card issues

## 2.3. CUP STRATEGIES FOR ORGANIZATIONAL STRENGTHENING, VISIBILITY AND PERFORMANCE MANAGEMENT

As part of organizational development strategies, specific roles of Executive Committee, CUP Secretariat, CUP members and CBOs have been formulated. It has been envisaged that over a period of time these roles specification would be put into practice, diffusing present overlaps in roles.

### Roles of EC Members

1. Creating effective space for CUP members in participating CUP activities
2. Representing CUP as per constitutional obligations
3. Communicate with donors, policy makers and partners as per responsibilities given in the constitution
4. Make efforts to make CUP financially sustained
5. Policy advocacy with the support of the Secretariat
6. Mobilizing media support as part of advocacy

### Roles of CUP Secretariat

1. Routine communication with donors, policy makers and partners as per EC guidelines
2. Develop fund raising strategy for CUP
3. Project design with the concurrence of EC
4. Implementation of projects as per EC guidelines
5. Develop a well-equipped secretariat with required staffing
6. Develop and maintain CUP Resource Pool and Databank
7. Ensure financial transparency
8. Ensure develop the different policy as per demand of concern authorities

### Roles of CUP Members

1. Manifesting ownership of CUP by active engagement in CUP programmes
2. Extending support to EC and CBO functions as per management design (e.g. participation in working group activities)
3. Provide technical support to CBOs in their working areas
4. Overseeing the accountability roles in CUP by dint of constitutional rights
5. Active participation and contribution to different programmes of CUP
6. Implementation local level programmes of CUP as per guidelines of EC

### Roles of CBOs

1. Organize urban poor people to join CBO activities to raise voice
2. Enhance capacity of CBOs to raise their voice independently
3. Organize regular need-based programmes in their communities
4. Making CBOs are financially sustainable
5. Maintain liaison with relevant CUP members in their community

## **Actions for Organizational Development, knowledge Management & Networking**

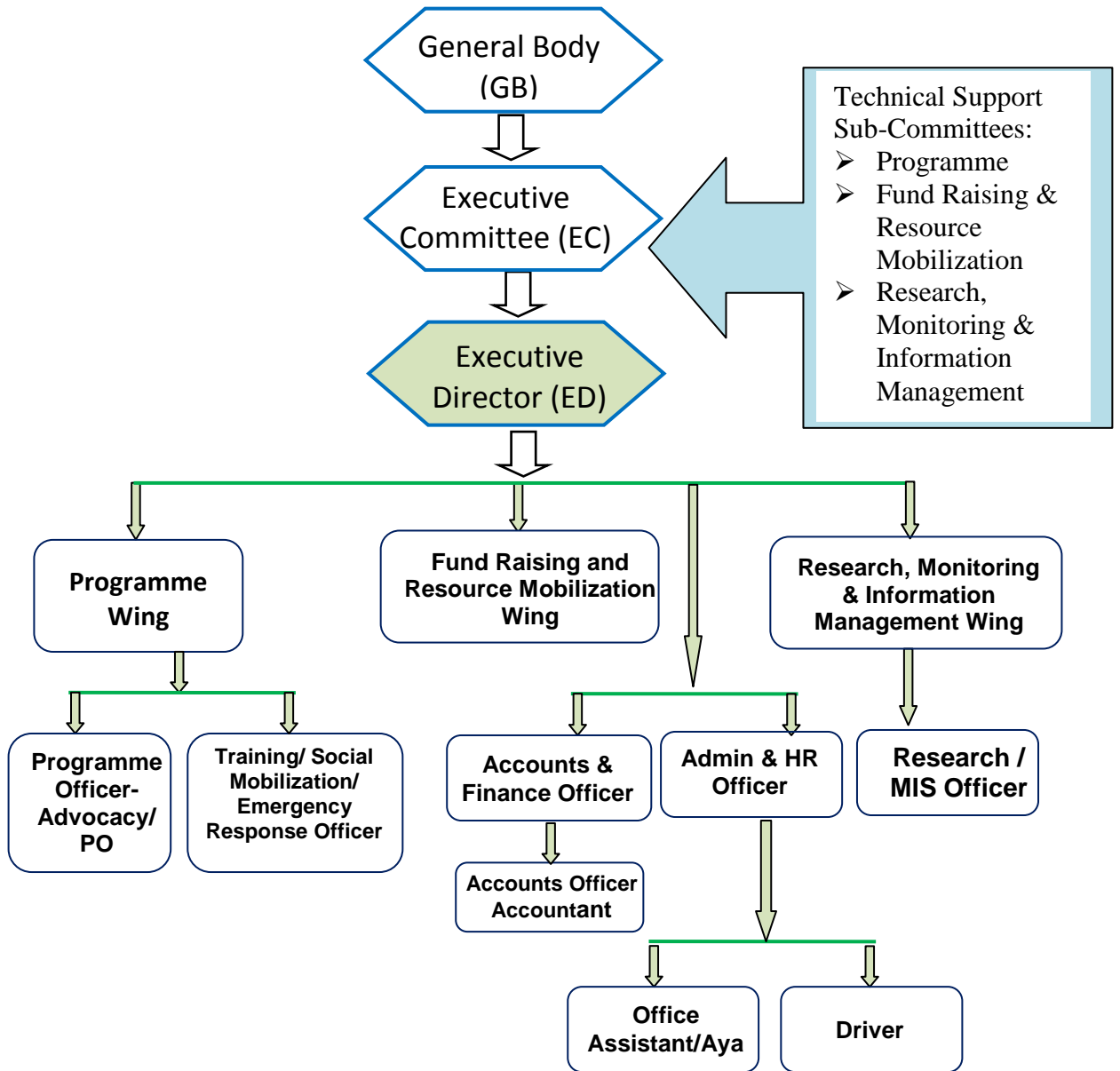
1. Formation of three Technical Support Sub-Committees to support activities in the operational wings (a) Programme (b) Fund Raising & Resource Mobilization, and (c) Research, Monitoring & Information Management.
2. Revise CUP membership fee and annual subscription/donation policy such as A, B, C. etc. based on financial strength of the member organizations. Increase CUP membership from DSCC & DNCC, Narayongonj, Gazipur, Savar, Shariatpur, Naria, Chattogram, Noakhali, Khulna, Rajshahi, Natore, Bogura, Sylhet, Sunamganj, Barishal, Patuakhali, Mymensingh, Jamalpur, Satkhira.
3. Develop a resource person pool of experts in different disciplines to support CUP movement and activities and sit with them at least twice in a year.
4. Develop an online and offline database on urban poverty and poor related information and publish a directory on urban poor and poverty.
5. Develop CUP website, face book, etc. with updates on regular basis.
6. Establish an urban resource centre and library at CUP Secretariat.
7. Publish the quarterly "Nagor Darpon" on regular basis.
8. Revise CUP organogram.
9. Organize CUP AGM and EC election as per forward by CUP constitutions.
10. Develop a sustainable fund raising strategy for CUP.
11. Organize annual conference on fund raising for CUP.
12. Recruit staff for CUP Secretariat.
13. Equip CUP Secretariat with necessary equipment's and logistics.

## **Actions for Research, Study and Advocacy**

### **Proposed Actions and Activities:**

- 6.1 Study impact on primary health care services and mental health situation of extreme urban poor
- 6.2 Organize studies on situation analysis of urban poor and their access to basic services (health, water, nutrition, sanitation, education) and safety net. 2 studies have been proposed
- 6.3 Piloting a research on urban poor in Dhaka and others relevant city corporations to collect information like # of slums, living condition of urban poor, their occupations, household income and expenses, access to basic services, # of service providers, etc.
- 6.4 Study on climate change resilience vulnerable displacement population in urban areas and their vulnerabilities
- 6.5 Regular basis paper/media monitoring on burn, eviction and others urban poor areas)
- 6.6 Watch dog on issues of urban poor including slum eviction & burn and other disaster through media information

# CUP ORGANOGRAM



### 3.0 CUP GEOGRAPHIC PRIORITY

Geographical reach to the urban poor people to be determined based on vulnerability analysis of the urban poor in the related city corporation and paurashava, future trend of migration over there and physical presence and strength of CUP members in the concerned cities /municipalities. Following list of City Corporation and paurashava (sequenced according to Divisions) was generated based on suggestions in the consultation meeting, which needs to be vested taking into account the above consideration.

## ANNEX I

### CONTEXT ANALYSIS

#### A. ANALYSIS OF EXTERNAL CONTEXT

##### Trends in Urbanization in Bangladesh and Emerging Urban Issues

##### **1. Rapid urbanization will continue in Bangladesh at an accelerated pace what will make urban governance much more difficult and challenging.**

According to a number of reports, Bangladesh's rate of urbanization will continue to increase in the next years. And instead of being restricted to known cities and municipalities, the urbanization process will be expanded to rural growth centers. According to forecasts from Bangladesh's 8th Five-Year Plan, the country's urban population would reach 60 million in 2018, or 36% of the total. It implies that someday the entire nation will transform into a city. Due to frequent natural disasters (cyclones, floods, river erosion, etc.), a lack of employment and livelihood opportunities, disparities in income between rural and urban areas, and other factors, the migration of rural poor and climate refugees to urban cities will be the main factor accelerating urbanization in Bangladesh. It has been predicted that this unanticipated rise in urban population will make urban administration considerably more complicated and difficult in the years to come since it will place a great deal of strain on the fundamental institutions of urban governance.

##### **2. Dhaka, Chittagong, Khulna and adjacent cities will face exceptional urban population growth that will exert extreme pressure on the basic structure.**

The main trend in rural poverty migration is toward Dhaka. According to trend study, Dhaka City Corporation (DCC) will house the vast majority of the country's urban population, or more than one-third of the total. According to the forecast, Dhaka's population would reach more than 27.4 million by 2030, with more than 60 percent of the impoverished living in slums and squatter camps. Khulna will take third place, with Chittagong experiencing the second-fastest urban population growth after Dhaka. The pressure of this unheard-of population expansion in Dhaka, Chittagong, and Khulna will spread to nearby cities such as Gazipur, Naraiogonj, Mymensingh, Mongla, etc., which would subsequently become overcrowded cities composed primarily of slums and squatters. The growth and expansion of labor-intensive businesses like ready-made clothing, textiles, ceramics, soap,

pharmaceuticals, etc. in these cities is the primary cause of this remarkable population growth in Dhaka, Chittagong, Khulna, and neighboring cities. Similar trends can be seen in other expanding industries as well. It indicates that a significant number of rural poor people will be drawn to these cities for industrial needs and due to other pull factors that will have an impact on other human living situations in the future.

### **3. Urban poverty will be a big concern in future despite of remarkable achievement of Bangladesh in poverty reduction.**

Bangladesh has made impressive strides in eradicating poverty. Since the 1990s, the nation has seen an annual drop in national poverty of 1%. Compared to 1991, when 57 percent of the whole population lived below the poverty level, 35 percent did so in 2022. When it comes to extreme poverty, it was reported to be 12.9% in 2016 compared to 44.2% in 1991 (HIES 2010, BBS; Ahmed, 2016). Furthermore, compared to rural areas, urban areas have experienced a higher rate of poverty reduction.

In Bangladesh, poverty is being reduced at a faster rate than in rural regions, but it has been predicted that urban poverty would continue to be a major problem in the future. This is because, given that both push and pull factors will continue to play a role in future urban population development, the total number of urban people living below the poverty line will increase more quickly than the rate at which poverty is decreasing. Given the scenario, the relative rate of poverty reduction in urban and rural areas may change when, at a certain point, the rate of poverty reduction in urban areas may decline and fall below the rate of poverty reduction in rural areas as a result of intensive and targeted poverty reduction.

In a recent report by the Center for Urban Studies (CUS), more than 50% of slum dwellers were shown to earn less than half the poverty line income, and about 25% of them were shown to fall under extreme poverty and experience ongoing food insecurity. Nearly 80% of urban poor people were shown to have incomes below the upper poverty line (Ahmad, 2016). According to the predicted future, the majority of the urban poor living in slums and squatter camps will be extremely poor and have lower incomes than their rural counterparts. Although the employment rate in metropolitan regions will be larger than in rural areas, this will often disguise substantial unemployment rates. Additionally, the urban poor would be more susceptible to market turbulence and their food intake will be more sensitive to changes in income and price.

Others underlined that although urban poverty has decreased more than it has in rural areas, a sizable section of the urban population still suffers from severe privations as a result of insufficient asset bases and access to essential services. The extent to which the urban poor have access to urban infrastructure and basic services like shelter, health, water, sanitation, drainage, waste management, etc., which are also the key determinants of poverty in urban settings, cannot be determined by discussing urban poverty in terms of income or calorie intake. They assert that this will be a developing issue that has to be acknowledged and highlighted when defining and determining poverty in urban context.

Government policies on urban issues are not as well-developed as those that address rural poverty in terms of scale and efficacy, despite the fact that the government appears to recognize that urban poverty is a significant challenge that needs to be addressed. This is due to rural bias in poverty reduction interventions and the lack of a centralized body covering urban poverty. Importantly, Bangladesh lacks a thorough policy on these concerns,



and in Dhaka alone, there are between 16 and 40 separate organizations active in urban affairs that frequently criticize one another for failing to address urban challenges or difficulties. Additionally, it appears that some government representatives think the problem of urban poverty is nearly too big to tackle.

#### **4. Housing and basic services for urban poor will be a big challenge.**

In Bangladesh's rapidly expanding urban centers, it is not possible to predict the degree of demand for housing and other essential services, as well as how difficult and tough it will be to supply these dramatically rising needs. It is clear that unprecedented pressure will be placed on infrastructure, housing, and public service systems as a result of the rapid urban growth and the ensuing densification, and that this strain will have a severe impact on the population's capacity to live in a livable environment and access essential services. The repercussions will be even worse for the urban poor. Implied is that there will be a serious housing, water, sanitation, educational, and healthcare crisis among the urban poor.

According to the trend research, the number of vacant homes in metropolitan areas increased from 1.13 million in 2001 to 4.6 million in 2010. If housing sector investment does not keep up with the growth of the urban population, the gap is predicted to exceed 8.5 million units (HIES, 2010; BBS, 2001; National Housing Authority, 2017). Nearly 70% of the housing gap has been shown for urban poor in this total prediction. The urban poor will have a serious housing problem among the urban population. However, the research claims that there are signs of potential policy decisions, plans, and resource allocations that the government may make in order to address this enormous housing shortfall of the urban poor. The housing problem for the urban poor may get worse due to factors such as the land issue in urban areas, particularly in Dhaka and Chittagong, the absence of affordable housing alternatives, the lack of institutional financing for housing for the urban poor, etc. In the current situation, there is concern that the government's stance toward the urban poor will become more hostile, increasing the likelihood that slums and squatter camps will be cleared away without their occupants receiving any form of rehabilitation.

Urban poor are expected to have a severe crisis for fundamental social services like water supply, sanitation, healthcare, education, etc. in the future years, concurrent with the housing crisis. There is no indication that the government intends to create a national policy and mechanisms that are compatible with the increased demand for basic social services from the urban poor that is anticipated in the future. Therefore, even the most fundamental amenities related to public services, such as running water, sewage systems, latrines, waste disposal services, and formal connections to power, etc., will not be present in the majority of urban settlements and slums in the near future.

#### **5. Urban poor will be in severe crisis of drinking water along with poor sanitation.**

The greater Dhaka watershed as a whole has become highly polluted, and all the rivers surrounding Dhaka city are sources of public health hazard unsuitable for any use, according to analysis on access to clean water. This means that the urban poor living in slums and squatters, especially in Dhaka, will be in acute crisis of drinking water. Their access to piped water will become unaffordable due to the imposition of hefty fees, and Dhaka's groundwater extraction will be curtailed because it has already reached the point of water mining as a result of the water table's alarming pace of decline. The sustainability of the city's ground water

supply will therefore be called into doubt by the significant groundwater pumping. Surface water is not a viable choice in the context of an urban since it is frequently contaminated by untreated sewage and industrial waste.

Sanitation coverage in urban slums and squatter communities will continue to be very low due to low awareness, a lack of available land, and the inability to obtain and purchase adequate sanitation infrastructure. Compared to a national average of about 64.4%, just 14.36 percent of urban households currently have access to upgraded sanitation services. Most slum and squatter residents will have little choice but to dispose of their waste in drains, canals, river banks, and open places in the future (8th 5th Year plan 2020-2025).

**6. *Healthcare, especially mother and childcare will appear as the most appealing need of the urban poor in the emerging future.***

According to the Bangladesh Health Watch Report (BHW) 2014, the impoverished women and children will be the main victims of the negative effects of fast urbanization and urban population expansion. According to the report, only 36.3% of urban poor people (slum dwellers) have access to enough food. As a result, the majority of children and pregnant women from urban poor family's exhibit acute malnutrition due to inadequate and improper food intake brought on by a lack of income as well as by a lack of knowledge about basic health and nutrition. According to the paper "Urban Health Scenario: Looking Beyond 2015," between 30 and 45 percent of slum inhabitants are currently unwell, and 60 percent of their children are chronically malnourished. According to these reports, the health of the urban poor is predicted to get worse because of the slums' poor sanitation and hygiene conditions, which render them more vulnerable to other water-borne and hygiene-related ailments including diarrhea, dysentery, jaundice, etc. According to the reports, the government healthcare services for urban poor people would continue to be underfunded, neglected, and ineffective due to corruption and bad administration, which will make the entire situation unsatisfactory.

**7. *Scope and space for education of urban poor children will decline further that will push child labor from urban poor families.***

One of the groups Bangladesh's education system fails the most is the urban poor, especially those who reside in slums. The rate of primary education for urban poor children aged 6 to 15 is consequently comparatively very low, which may be due to inadequate educational facilities for urban poor, low awareness and income of the poor slum dwellers who send their children for work instead of sending them to school, lack of accessibility to and affordability of schools, an unfavorable school environment for children of slum dwellers to some extent, among other factors. According to Baker (2007), there are government schools in 26% and NGO-operated schools in 27% of the slums in Dhaka. According to Rashid and Hossain (2005), the NGO interviewees. Government schools often don't have a plan to accommodate the amount of urban slum pupils in their locations, who may face specific challenges including the necessity to work. It has been stated that the number of schools is much too low in comparison to the number of children. Education experts believe that because facilities won't expand proportionally to the growth of the urban poor living in slums and squatter camps, the scope and space of primary education for children of slum dwellers will become even more constrained. They also predict that depriving the urban poor of access to primary education will eventually increase the amount of children working in urban slums.

**8. *Urban poor will be living under increased health hazards and disasters risks.***

The urban population, especially the poor, will face an increased risk of health hazards and natural disasters as the metropolitan cities become more and more crowded due to overpopulation, rapid industrial growth, overcrowded traffic, unplanned building and market expansion, etc. Because there would be more industrial excretion and emission of poisonous

liquid, smoke, and gases that are damaging to health, there could even be an epidemic that affects the vast majority of the nearby metropolitan population, which could result in a catastrophe. Once more, manufacturers and real states will complain about city canals and lowlands, which would restrict the flow of industrial pollutants downstream and worsen the health dangers for the urban poor. Road congestion, densely built improvised structures, marketplaces, etc. will all increase the metropolitan community's vulnerability to disaster. If a calamity like an earthquake or fire strikes, the urban community will be forced to deal with serious consequences since the government and urban community's response will be ineffective and insufficient. Responses to shocks are more challenging in urban environments because big centers have more socioeconomic heterogeneity than rural places.

**9. *Anti-social and criminal activities in urban settlements may scale up further which might endanger social security of the poor living in slums and squatters.***

Historically congested and overcrowded urban settlements are found to be a favorable place for the miscreants, hijackers, kidnappers, mastans, and similar other group of people engaged in various anti-social and criminal activities in urban cities. In most instances they are found to take shelter in the slums and squatters after doing some bad deeds may be because they find the place easy to escape or get disappeared quickly within the crowd when striking by the low enforcing agencies. So, the common people view slums and squatters as a place of organized crime, Mastani (activities of musclemen and hoodlum) drugs, mugging, vulgar, violence, sexual abuse and harassment of women, etc. Therefore, one of the coherent bad impacts of the rapid urbanization and growth in urban population is the possibility of scaling up criminal and anti-social activities in urban settlements – what is often endanger the social security of the innocent poor people living there. Because the fact that criminal and anti-social activities are found to be located mainly within slums give scope to local influential, political leaders and law enforcing agencies to crackdown slums and squatters. Finally it is arguable that crimes in urban setting are occurring more frequently than the pace urbanization is running in Bangladesh. Therefore, the society shall have to consider as an investment to strengthen the security apparatus for the better future the country.

**10. *National budget allocation for urban development will increase massively but the rights and needs of the urban poor will be remained neglected.***

Trend analysis of national budget shows a consistent increase in budget allocation for urban development. Development stakeholders and practitioners think that this trend will continue in future; rather the volume of budget for urban development will be increased massively considering the augmented need for infrastructure development focusing more on flyovers, elevated express, transit roads, etc. and beautification of cities in the posh areas. They think that the share of the national budget for the development of urban poor will be just nominal. There will not sufficient allocation of budget to ensure basic services for the urban poor. So they suggest strong lobby and policy advocacy with the government to realize and recognize the needs and rights of the urban poor and to have a positive attitude to increase national budget allocation for their development.

### **Changes and Emerging Trends in overall Development Approach, Strategies and Funding**

1. A market led development philosophy will supersede the welfare led development philosophy in the coming years which will squeeze the scope of supply driven free of cost social development programs of the NGOs for the poor.
2. Philanthropy will no more be a feasible development approach. A market-driven approach based on the premise that being poor does not eliminate trade and market

processes will therefore look at people as consumers, producers, entrepreneurs and seek solutions that make markets more efficient, competitive and inclusive.

3. The generous fund flow from the public of the first world countries will also decrease significantly due to their increasing cost burden in a condition when most the states are gradually withdrawing their welfare support to the citizen.
4. As a consequence bilateral and multi-lateral donor fund flow in Bangladesh will reduce drastically in the coming years because of:
  - a. Bangladesh government already declared Bangladesh is a middle income country by 2021;
  - b. Government of Bangladesh is at stance to decrease its donor dependency for its development budget;
  - c. Donors' priority in development funding is shifting to the African countries and other parts of the world.
  - d. Political instability and "Jongibad" will continue to remain as a cause for diminishing donor fund flow in Bangladesh.
5. In the changed situation, government and multinational agencies and corporate sector will emerge as the main sources of fund for the social development activities in Bangladesh.
6. Performance-based partnership with government and private sector will be one of the dominant strategies in development programming by NGOs.
7. National priority in development programming will be placed on good governance, unemployment, communication infrastructure development, traffic management, power supply, climate change, disaster risk reduction, safe drinking water, women empowerment, food security, mother and childcare, malnutrition, migration, etc.
8. Payment by Results (PBR) will be the emerging strategy of the development funding to the NGOs by the donors, govt. and multinational and national corporate.

### **Future Direction, Position and Role of NGOs in the Changed Situation**

1. Role and position of NGOs will be marginalized in the changed situation.
2. NGOs will face acute fund crisis for social development activities.
3. Work and money will be the key driving force for NGOs.
4. Government, private sector and multinational agencies will be the main source of fund for the social development programs of NGOs.
5. NGOs may compel to adopt market-led development approach and may turn into social enterprise.
6. Donors will look for watchdog NGOs rather than service delivery NGOs.
7. Govt. will raise concern about performance and accountability of NGOs and will impose various preconditions on NGO programs and activities.
8. Role of NGOs will get a different shape in national development; they will be more in policy framework and surrogating roles.

## B. INTERNAL CONTEXT ANALYSIS

### SWOT Analysis of CUP

#### ***CUP strengths and competitive advantages***

- CUP has a unique identity as a national platform (coalition) for urban poor;
- CUP has earned faith and trust of the urban poor;
- CUP is well known for its right-based movement in favor of urban poor;
- CUP has a good reputation for its work in the urban sector;
- CUP is familiar with policies, strategies and systems of the government;
- CUP has good access to City Corporation and relevant municipalities, government and donor agencies, INGOs, UN organizations, etc.
- CUP has good connection and relation with local influential and slum leaders;
- CUP has vast experience in policy advocacy, lobby, legal support and social mobilization;
- CUP has remarkable success and achievements in the past;
- CUP has deep understanding and programming footage in urban sector;
- Government bears a positive attitude towards CUP;
- INGOs are interested to work with CUP as partner;
- CUP members are resourceful and expertise on different areas and wide programme in urban areas;
- CUP bears a strong commitment for the urban poor;
- CUP is deeply connected with CBOs and right-based CSOs;
- CUP has member in different Government, CSOs and sectoral National and International forums.
- CUP has strong relation in print and electronic media.
- There exist a good coordination and relation among CUP members.

#### ***CUP opportunities and future scope of works***

- Bangladesh will continue to experience rapid urbanization in future when there will exist a greater opportunity for CUP to play its vital role;
- CUP can work to change negative attitude and perception of the government about unavoidable growth of urban poor in Dhaka and other City Corporations because of rapid growth of the service sector, transport sector, garment industries, etc.;
- CUP can work to identify the emerging issues and problems in the urban setting and share the findings at national level highlighting views, voice and rights of the urban poor;
- CUP can assist government in planned urbanization and service systems development through identifying institutional limitation and structural barriers;
- CUP can work to identify urban policy gaps and advocate government for pro-poor policy formulation;

- CUP can work on advocating City Corporation and relevant municipalities and Government on service system development for urban poor;
- CUP has a scope in showing avenues to the private sector on why and how they can use their CSR fund for the urban poor;
- CUP can work on conscious migration and civic sense development of urban poor;
- CUP have scope to extend its capacity building support to the CBOs, Federations and NGOs on urban issues;
- CUP has enormous scope to build partnership with government and private sectors;
- CUP has scope to demonstrate innovations and best practices in development programming with urban poor to get good results;
- CUP can maintain a database on urban poor and related issues like categorical number of urban, no. of slums, access situation of urban to the basic services, etc.;
- CUP can work on legal framework for the legal identify of the informal sector mainly constituted of urban poor;
- CUP can work for climate victims of urban areas.
- CUP can work on social security and status monitoring of urban poor;
- CUP have a scope to increase its membership base;
- CUP can expand to other areas.

### ***CUP weaknesses and limitations***

- Lack of adequate and experience staff because of comparatively low salary;
- CUP members have not taken good initiative and communication with donors for fund raising of CUP;
- Member organizations are not adequately committed to CUP;
- Lack of fund or funding crisis of CUP;
- Member organizations do not participate actively with CUP programs and activities;
- Visibility crisis of CUP;
- Less unity among the members;
- Lack of update information management system;
- Lack of self-driven initiatives;
- Too much dependency on executive committee;
- Lack of ICT and poor website quality;
- Less practice of information sharing;



### **Threats and disadvantages of CUP**

- Rapidly squeezing external fund flow;
- Negative attitude of the government about urban poor;
- Political interference;
- Lack of necessary support and active participation of the stakeholders;
- Government and donors are not much interested about CUP;
- Member organizations lost their interest with CUP;
- Lack of multi-stakeholders engagement;
- Due to project base CBOs formation by NGOs slum based federation (BOSC) destroy the local level unity and strengths;
- Government authorities transfer.

### **Stakeholders' Recommendations for CUP Strategic Planning**

1. A strong and dedicated leadership should be in place over the period of next strategic plan to take CUP at a level of importance and acceptance to the stakeholders and urban policy makers.
2. CUP target groups should be inclusive of all categories of urban poor living in slums, squatters, pavements, low-cost housing, etc.
3. CUP constituency can be expanded in all city corporations, municipalities and growth centers.
4. CUP's focus should be on home grown CBOs, SHGs and Networks.
5. CUP mode of operation should be reconfigured precisely deciding where it will focus on geographically and programmatically – advocacy, movement, negotiation, technical support, fund raising for members, etc. or a mix of all?
6. Goal of CUP for next 5 years should in light of expectations of including extreme urban poor, pavements and government priorities on urban issues.
7. CUP should build long term partnership with City Corporation, municipalities, UN organizations, relevant Private Sector etc. for its sustained existence and programs.
8. Reviewed the CUP organizational structure and portfolios should be reorganized to remain effective and to bring efficiency in performance.
9. CUP secretariat should be much more strong, equipped, autonomous and self-driven.
10. A consistent and sustainable funding strategy should be developed in support of CUP activities and programs.
11. CUP should have capable and skill staff in its secretariat and a pull of experts or resource persons in support of its program and activities.
12. CUP needs to evaluate the previous activities
13. As a member based organization of CUP, its responsibilities should be member's capacity building and support.
14. Develop database urban poverty and poor related information.
15. To establish urban information resource center and information cell.
16. Develop a sustainable fund raising strategy

17. Promoting the establishment of slum-based community clinics, securing primary healthcare for all urban poor, and advocating for universal health coverage.
18. Promotion of community-based composting and support for locally based solid waste management.
19. Advocacy for raising the national health budget and allocating funds for the urban poor.
20. Campaign for the budget of the safety net program for the extremely poor in cities in order to end world hunger.
21. Advocacy initiative for community-based day care services for urban poor and for revising day care center policies.
22. Advocacy and political party mobilization to include issues of the urban poor in their electoral agenda
23. Policy Advocacy for shelter, education, health and water sanitation for urban poor for achieving the SDG
24. CUP should work solid waste management and climate change issues.

## ANNEX II

### BENCHMARKS 2023

#### A. Safe & Secured Habitat

Target	Achievement
<ul style="list-style-type: none"> <li>Organize national dialogue with parliamentary standing committee, relevant ministries, housing authority and others associated on (a) activation and implementation of National Housing Policy 2016, and (b) approval of Urbanization Policy Formulation 2014.</li> </ul>	Partially achieved
<ul style="list-style-type: none"> <li>Organize advocacy dialogue and meeting with National Housing Authority, Ministry of Housing and Public Works and City Corporation for land and settlement issue of the urban poor.</li> </ul>	Partially achieved
<ul style="list-style-type: none"> <li>Jointly with other member organizations and network members- Organize dialogue and meeting with think tanks, civil society leaders, social activists and journalist to raise their voice in favor of tenure rights of urban and prevent forceful eviction.</li> </ul>	Partially achieved
<ul style="list-style-type: none"> <li>Organize rally and human chain for tenure rights of urban poor, recovery of occupied lands and settlements and stop forceful eviction of slums and squatters.</li> </ul>	Achieved
<ul style="list-style-type: none"> <li>Organize press conference on tenure rights of urban poor, recovery of occupied land and settlements and stop forceful eviction</li> </ul>	Not done
<ul style="list-style-type: none"> <li>Provide legal support for recovery of land and settlements of the urban poor that are occupied by non-poor influential and to protect forceful eviction of slums and squatters.</li> </ul>	Partially achieved,
<ul style="list-style-type: none"> <li>Organize national conference on tenure/habitat rights and rehabilitation of urban poor.</li> </ul>	Done (collaboration with CBOs and CUP members)

#### B. Social Security (Identity)

Target	Achievement
<ul style="list-style-type: none"> <li>Organize dialogue on social security and protection of anti-social and criminal activities, violence, extortion, eve teasing, sexual harassment, etc. in urban slums, squatters and pavements through CBOs.</li> </ul>	Implemented by network member
<ul style="list-style-type: none"> <li>Facilitate investigation of real case on social violence, torture, sexual harassment, abuse, etc. with urban poor through CBOs/NGOs and reporting</li> </ul>	Partially Achieved

Target	Achievement
on mass media.	
<ul style="list-style-type: none"> <li>Provide legal support to the victims of social violence, torture, sexual harassment and abuse, etc. (Dhaka, Chittagong and Rajshahi).</li> </ul>	Partially Achieved
<ul style="list-style-type: none"> <li>Facilitate coordination and networking meeting among CBOs and their federations.</li> </ul>	Achieved
<ul style="list-style-type: none"> <li>Facilitate reorganization and strengthening of BOSC and DPS (pavement dwellers sangha).</li> </ul>	Partially Achieved
<ul style="list-style-type: none"> <li>Facilitate formation and reformation of central and zonal committees of BOSCs.</li> </ul>	Achieved
<ul style="list-style-type: none"> <li>Organize leadership development and need-based capacity building training for the leaders of CBOs, BOSCs and PDSs.</li> </ul>	Achieved
<ul style="list-style-type: none"> <li>Provide support to BOSC network for setting up and maintenance of its central office.</li> </ul>	Partially Achieved

### C. Climate Change Resilience

Target	Achievement
<ul style="list-style-type: none"> <li>Facilitate formation of community/ward level disaster preparedness and emergency response (DPER) committees in Dhaka, Ctg. and Rajshahi (Dhaka 20, Ctg. 10, Khulna 5).</li> </ul>	CUP directly not working DPER
<ul style="list-style-type: none"> <li>Organize meeting and dialogue with business communities to facilitate market linkage of the small entrepreneurs from urban poor communities. (Yearly 2 dialogues/meeting)-</li> </ul>	Partially achieved
<ul style="list-style-type: none"> <li>Organize meeting and dialogue with financial institutions for extending their financial support to the urban poor entrepreneurs. (Yearly 2 dialogues/meetings) with Unnayan Somonnoy</li> </ul>	Partially achieved
<ul style="list-style-type: none"> <li>Facilitate participation of the urban poor entrepreneurs in different trade fair, etc.</li> </ul>	Partially achieved

### D. Access to Services

Target	Achievement
<ul style="list-style-type: none"> <li>Meeting with birth registration authority for provision NID for the urban poor especially for squatters and pavement dwellers.</li> </ul>	Achieved
<ul style="list-style-type: none"> <li>Lobby and advocacy meeting with city corporation</li> </ul>	Achieved

Target	Achievement
authority in Dhaka and Ctg. for inclusion of homeless urban poor in the birth registration act and policy.	
<ul style="list-style-type: none"> <li>Lobby and advocacy meeting with City Corporation (Dhaka, Ctg.) for enlistment, rehabilitation and development of pavement dwellers and ensure citizen rights and basic services of urban poor as a whole.</li> </ul>	Achieved
<ul style="list-style-type: none"> <li>Organize press conference on homeless and pavement dwellers citizen rights and the need for basic services and safety nets for urban poor.</li> </ul>	Achieved
<ul style="list-style-type: none"> <li>Organize pre-budget open dialogue and discussion sessions broadcasted in different TV channels for adequate budget allocation for urban poor.</li> </ul>	Achieved partially, not broadcasted TV channels
<ul style="list-style-type: none"> <li>Lobby and advocacy meetings with primary education department to ensure education facilities for the children of urban poor and their access to education.</li> </ul>	Not achieved
<ul style="list-style-type: none"> <li>Lobby and advocacy meetings with WASA to ensure water supply to the urban poor living in slums and squatters.</li> </ul>	Achieved
<ul style="list-style-type: none"> <li>Organize advocacy meeting/dialogue with the Ministry of Social Welfare, Woman and Child Affairs, and LGRD to introduce SSN policy, strategy and program for the urban poor.</li> </ul>	Partially achieved
<ul style="list-style-type: none"> <li>Organize annual mass gathering of urban poor in Dhaka to raise their collective voice demanding citizen rights, safe and secured habitat, access to basic services, provision of social safety nets and stop forceful eviction of slums and squatters.</li> </ul>	Done

## E. CUP Functional Strategies for Organizational Development

Milestone	Bench Mark
<ul style="list-style-type: none"> <li>Increase CUP membership from Dhaka, Ctg. Rajshahi, Khulna, Gazipur, Mymensingh and Naraiongonj .</li> </ul>	Increase central base
<ul style="list-style-type: none"> <li>Develop a resource person pool of experts in different disciplines to support CUP movement and activities year.</li> </ul>	A resource person pool of experts developed
<ul style="list-style-type: none"> <li>Develop an online and offline database</li> </ul>	Not done

on urban poverty and poor related information and publish a directory on urban poor and poverty.	
<ul style="list-style-type: none"> <li>Establish an urban resource centre and library at CUP Secretariat.</li> </ul>	Not done
<ul style="list-style-type: none"> <li>Publish the quarterly "Nagor Darpon" on regular basis.</li> </ul>	Not done
<ul style="list-style-type: none"> <li>Reorganize CUP Secretariat developing a new organogram.</li> </ul>	A new organogram proposed
<ul style="list-style-type: none"> <li>Develop a sustainable fund raising strategy for CUP through organizing a workshop.</li> </ul>	Stated but it is not structured
<ul style="list-style-type: none"> <li>Organize annual conference on fund raising for CUP.</li> </ul>	Not happened