

Government of the People's Republic of Bangladesh
Ministry of Finance
Economic Relations Division
UN-3 Branch
www.erd.gov.bd

No. 09.411.024.05.001.014.2016-266

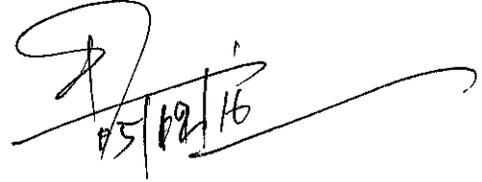
Date: 05 December 2016

Sub: **Signed Project Document of "Strengthening Inclusive Development in Chittagong Hill Tracts"**

This is to inform you that the project document of above mentioned project has been signed among Economic Relations Division, Ministry of Chittagong Hill Tracts Affairs, and UNDP on 01 December 2016.

One copy of the signed project document is being forwarded herewith for your record and necessary action.

Enclosure: 01 (One) Project Document.



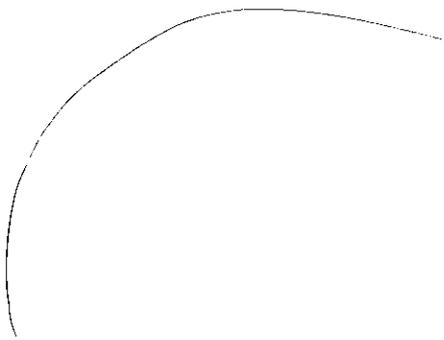
(Mohammad Nazim Uddin)
Deputy Secretary
Phone: 9119408
E-mail: ds-un3@erd.gov.bd

Distribution: (Not in order of seniority):

01. Secretary, Ministry of Chittagong Hill Tracts Affairs, Bangladesh Secretariat, Dhaka.
02. Additional Secretary, FABA, ERD, Dhaka.
- ✓ 03. Country Director, UNDP, IDB Bhaban, Agargoan, Dhaka.
04. Deputy Director, ERDOC, ERD, Dhaka.

C.C.

01. PS to Senior Secretary, ERD, Dhaka.
02. PO to Additional Secretary (UN), ERD, Dhaka.



UNITED NATIONS DEVELOPMENT PROGRAMME

PROJECT DOCUMENT

Country: Bangladesh



Empowered lives.
Resilient nations.

Project Title: Strengthening Inclusive Development in Chittagong Hill Tracts

Project Number: 00087638

Implementing Partner: Ministry of Chittagong Hill Tracts Affairs, Government of Bangladesh.

Start Date: 1 October 2016 **End Date:** 30 September 2021 **PAC Meeting date:** 05 June 2016

Brief Description

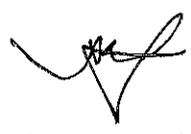
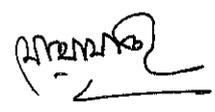
Working within the Joint United Nations Programmatic Framework 2015-2020¹ the project will produce results on three interlinked levels strengthening the capacity of the population in the Chittagong Hill Tracts to shape and make decisions that impact on their lives. The project is aligned with the Government of Bangladesh's 7th Five Year Plan². Communities will access more inclusive economic and livelihood opportunities and have improved capabilities to manage the environment. Increased civic participation and engagement amongst communities will provide the basis to build social capital and citizenship awareness in the population and deepen participation in decision-making. Increased ability of institutions to respond to local priorities in the delivery of services in justice and security sectors and on land issues to provide accountability and legitimacy will further strengthen links, between public services and the population. Strengthening of a national consensus on meeting the targets in the government's 7th Five Year Plan for full implementation of the peace accord are also supported.

<p>Contributing Outcome (UNDAF/CPD):</p> <p>UNDAF Outcome 1: Government institutions at the national and sub-national levels are able to more effectively carry out their mandates, including delivery of public services, in a more accountable, transparent, and inclusive manner.</p> <p>UNDAF Outcome 2: Justice and human rights institutions are strengthened to better serve and protect the rights of all citizens, including women and vulnerable groups.</p> <p>UNDAF Outcome 3: Deprived community members in selected areas practice key life-saving, care and protective behaviour and raise their demand for quality social services.</p> <p>Indicative Output(s): Output 1: Strengthened community land, resource and livelihood management. Output 2: Increased participation and influence to shape decision-making. Output 3: Democratic governance strengthened with responsive institutions and effective services.</p>	Total resources required:	\$31,629,363	
	Total resources allocated:	\$19,625,000 (\$ 8.85 pipeline)	
		UNDP TRAC:	1.035
		Denmark	8.55
		SDF	1.55
		USAID	3.49
		Government:	5.00
	In-Kind:		
Unfunded:	\$ 12,004,363		

¹ Joint UN Programmatic Framework for CHT 2015-2020 endorsed by GoB; Annex 6

² The Seventh five year plan FY2016-FY2020. Accelerating growth, empowering citizens. Government of Bangladesh. 2015.

Agreed by (signatures):

Government	UNDP	Implementing Partner
 Print Name: <i>Shamima Nargis</i> 01.11.2016	 Print Name: <i>SUDIPTO MUKERJEE</i>	 Print Name:
Date:	Date: <i>01/12/16</i>	Date: <i>01.12.2016</i>

Shamima Nargis
Additional Secretary
Economic Relations Division
Ministry of Finance
Govt. of the People's Republic of Bangladesh

Sudipto Mukerjee
Country Director
UNDP-Bangladesh

Md. Abdul Matin
Deputy Chief
Ministry of Chittagong Hill Tracts Affairs
Govt. of the People's Republic
of Bangladesh

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DEVELOPMENT CHALLENGE

Signing of the Chittagong Hill Tracts Peace Accord in 1997 was a major political achievement marking the end of a low intensity conflict between the region's local tribal communities and the state. In the period following the parties agreeing the accord's provisions there has been steady, albeit, at times sporadic progress in meeting the terms of its provisions. Progress on establishing local institutions outlined in the Peace Accord, the creation of an improved environment for dialogue between communities and an increase in social provision in the area with nascent education and health services have built important foundations for longer term stability and social inclusion in the region. Despite these efforts the Chittagong Hill Tracts still experiences relatively low levels of development with economic and social progress being held back resulting in increased pressures on scarce resources including land, continued extreme poverty below the national average and a lack of economic development and opportunity in the region. *"CHT is one of the most disadvantaged and vulnerable regions in the country in terms of almost all major development indicators, such as income, employment, poverty, health, water, sanitation, education, women employment, access to infrastructure and national building institutions, inter-community confidence, etc."*⁴ In virtually all social and economic indicators the region is disadvantaged with limited access to education, an absence of clear linkages between the capabilities and needs of communities and state institutions as well as a lack of understanding of key challenges.⁵

The prevalence of absolute and extreme poverty among ethnic communities is 65 percent and 44 percent respectively above the national average.⁶ Skills required to move from subsistence livelihood practices to a market economy are hindered by a clear lack of public policies and investment aimed at sustainable empowerment. Both urban and rural areas are affected adversely by the situation. Land husbandry is under pressure of an increasing population and land disputes encouraging detrimental short term farming strategies or illegal practices without appropriate regulation with communities pushing out into the fringes to more remote locations. In urban areas slums have developed that are semi-detached from basic services and opportunity putting increased pressure on infrastructure without comprehensive planning. In both rural and urban areas communities lack access to quality basic services under a regulatory and governance framework that provides uncertainty and overlapping or unclear functions.

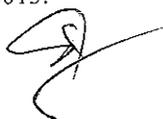
Whilst national structures and local government are established in the region as part of the national governance framework, these work in parallel to Regional and Hill District Councils that are designed in the Peace Accord to ensure regionally representative and traditionally anchored local bodies. With a partial transfer of subjects to these bodies the Government of Bangladesh recognises this dual system can act as an obstacle to efficient service delivery in the region in areas such as health services without clear mission and mandate parameters.⁷ The failure to find consensus on appropriate arrangements for an

⁴ The Seventh five year plan FY2016-FY2020. Accelerating growth, empowering citizens, pg. 637-638. Government of Bangladesh. 2015

⁵ The Seventh five year plan FY2016-FY2020. Accelerating growth, empowering citizens, pg. 680. Government of Bangladesh. 2015.

⁶ The Seventh five year plan FY2016-FY2020. Accelerating growth, empowering citizens, pg. 637-638. Government of Bangladesh. 2015

⁷ The Seventh five year plan FY2016-FY2020. Accelerating growth, empowering citizens, pg. 645. Government of Bangladesh. 2015.



electoral system effectively also leaves the Hill District Councils and Regional Council lacking legitimacy of elected representatives and a twin track system has developed. The result is that national institutions are developing in the region but at the same time local structures designed in the Peace Accord to protect the distinct features of the region are stymied.⁸

One of the key government strategies outlined in the 7th five year plan for tackling these challenges is to fully implement the provisions of the Peace Accord. This would advance transfer and the development of envisaged institutions in the Peace Accord to better guarantee tribal communities play a central role in governance in the region and regional public policy making bodies.⁹ Key core services such as policing, public works and forestry management that are required to be transferred to the Hill District Councils by the Peace Accord would require a renewed momentum towards the transfer of powers and subjects and investment in capacity of these devolved institutions. It would also require streamlining of the parallel systems of administration. Furthermore, a commitment in the 7th five year plan to establish a functioning land commission means there is an opportunity land and property ownership disputes which remain a major divisive factor can be adequately addressed.¹⁰

Similarly whilst some progress was made in respect to trust building between communities the relations and links between the state and the tribal communities in the region require strengthening.¹¹ With limited reach and powers the institutions designed to represent local interests and communities are not fully formed. Local government service providers at Upazila and Union levels remain remote from the population. A total of 30 percent of households have never had contact with their local Union Parishad office. In terms of basic services 60 percent of households never accessed healthcare at this level. Other key services such as policing still require development in order to build confidence in communities with much lower overall confidence levels in law and order than the national average: only 31 percent of Hill Tracts' households sampled expressed satisfaction with law and order against a national average of 62 percent.¹²

Despite these continued challenges community ownership has developed in the form of local community committees (Para Development Committees, Para Nari Development Groups, Village Common Forest Committees) feeding into development decisions. However, the full capacity of these community forums to develop increased sustainable ownership and support to governance institutions is not utilized. This leads to a lack of citizen and institution relations and inhibits the ability of these institutions to make decisions in the public and community interest limiting their ability to contribute to the management of the area. There is growth in illegal practices including extortion, crime and abduction and the overall environment undermines opportunities for collective

⁸ Al Faruque, A. 2014. Independent review of implementation of the Chittagong Hill Tracts Accord, 1997. Faculty of Law, Chittagong University. 2014.

⁹ State of development in the Chittagong Hill Tracts household survey 2012-14. Survey commissioned by UNDP. 2014.

¹⁰ Government of Bangladesh. 2015. The Seventh five year plan FY2016-FY2020. Accelerating growth, empowering citizens, pg. 681. Government of Bangladesh. 2015.

¹¹ Choudhury, ZA, et al. 2014. Social capital assessment in the Chittagong Hill Tracts. Report commissioned by UNDP. 2014.

¹² State of development in the Chittagong Hill Tracts household survey 2012-14. Survey commissioned by UNDP. 2014. National public opinion survey on personal security and police performance. UNDP. 2014.

growth and economic development.¹³ It also means forms of criminality including communal violence and violence against women are not addressed adequately in terms of identifying solutions to the underlying causes of these attitudinal and behavioural threats in society.

As recently as May 2016 Prime Minister Sheikh Hasina has highlighted the ongoing challenge of land issues in the Chittagong Hill Tracts.¹⁴ As the population grows it creates increased competition to access scarce resources including land that in the past has been a major catalyst for conflict without recourse to the key mechanisms and institutions that are central to the Peace Accord including the land commission that has not worked according to the mandate envisaged for it.¹⁵ There is a risk that progress in increasing the level of trust between communities is undermined by not continuing to tackle the underlying causes of the conflict. Although some aspects of community relations have improved including indicators for freedom of movement and security the results of the peace dividend could be reversed with failure to develop appropriate institutions that have a strong anchor in communities.

THEORY OF CHANGE AND STRATEGY

The Government of Bangladesh's 7th Five Year Plan clearly describes in different ways the state of deprivation of ethnic minorities.¹⁶ Working within the Joint United Nations Programmatic Framework for CHT 2015-2020 the project will produce results on three interlinked levels to strengthen the capacity of communities in the Chittagong Hill Tracts to shape and make decisions that impact on their lives. In linking three action spheres the population will better manage more inclusive economic and livelihood decisions and deepen participation in local government decision-making collectively steering and shaping decisions on an input level in local, regional and national government. Deepening a national consensus around meeting the targets in the 7th Five Year Plan for full implementation of the Peace Accord will also be supported with increased ability of institutions to respond to local priorities and problems and strengthening local authorities and Regional and Hill District Councils in the delivery of services to provide accountability and legitimacy on an output level.

In line with the 7th Five Year Plan the strategy is to build capacity to improve performance in a number of key strategic areas and to 'develop effective, accountable and transparent institutions, so that the overall governance in the public sector improves and citizens are

¹³ R.A.M. Obaidul Muktedir Chowdhury, chair of the parliamentary standing committee on the Ministry of Chittagong Hill Tracts Affairs. 2014. Cited in Daily Star, 8 March 2015. JS body for recovering illegal arms in hill tracts. Accessed 15 April 2016. <http://www.thedailystar.net/js-body-for-recovering-illegal-arms-in-hill-tracts-29436>

¹⁴ "CHT land reform issue to be solved through talks: PM", New Age, 16 May 2016, (Accessed: <http://newagebd.net/228986/cht-land-reform-issue-to-be-solved-through-talks-pm/>)

¹⁵ Prime Minister Sheikh Hasina has recently raised the issue of the need for new legislation to implement land reform in the area. Cited in BDnews24, 8 April 2016. PM Hasina says only 4 army brigades will be retained in Chittagong Hill Tracts. Accessed 14 May 2016. <http://bdnews24.com/bangladesh/2016/05/08/pm-hasina-says-only-4-army-brigades-will-be-retained-in-chittagong-hill-tracts>

¹⁶ The Seventh five year plan FY2016-FY2020. Accelerating growth, empowering citizens, pg. 637. Government of Bangladesh. 2015.



satisfied with the performance of the overall public sector.¹⁷ As part of this strategy the government is committed in the plan to develop the economy and sources of livelihoods in the Chittagong Hill Tracts, continue to recognise its special cultural and traditional institutions, and develop a perspective plan in public consultation. Key areas include furthering access to land rights, improved management of the environment and forests, empowering communities through participation in development activities and access to improved skills and improving basic health and education services.¹⁸

Theory of change

The theory of change is grounded in the future plans of the Government of Bangladesh, its stated vision for the future of the Chittagong Hill Tracts, and the country's national development priorities.

The 7th Five Year Plan (FY2016-20) clearly states:

“A recent review of the advancement of the CHT people in the context of the MDG shows that good progress has been made. However, challenges remain. Access to land and land related disputes prevail as the main issues for empowering ethnic minorities. The legal and political empowerment of these populations is still lagging. On the whole, while progress is good further efforts are needed”¹⁹

In the 7th Five Year Plan the Government is explicit about its stated “Strategic Goal and Policy Direction” in the CHT. It asserts that it will:

1. Recognize the special socio-cultural and geographic situation of the CHT, and the following strategic goals and policy direction will be pursued:
 - a. Implement the remaining provisions of the Peace Accord within the period of the 7th Five Year Plan.
 - b. Decentralize and devolve powers via the Ministry of CHT Affairs, CHT Regional Council (CHTRC), and the three HDCs.
 - c. Make the Land Commission functional and acceptable.
 - d. Resolve land disputes in the three districts of the CHT.
 - e. Conduct phased withdrawal of army camps.²⁰

Moreover, with the full implementation of the Peace Accord, and eventual normalisation of Chittagong Hill Tracts, it is envisioned that the region will play a growing role in supporting Bangladesh's drive towards middle income status and other key national development priorities.

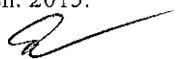
This strategy is built on a theory of change assumption that in this process of significant change ongoing public engagement in economic and public interest decisions is essential

¹⁷ Government of Bangladesh. 2015. The Seventh five year plan FY2016-FY2020. Accelerating growth, empowering citizens, pg. 151. Government of Bangladesh. 2015.

¹⁸ Government of Bangladesh. 2015. The Seventh five year plan FY2016-FY2020. Accelerating growth, empowering citizens, pg. 645. Government of Bangladesh. 2015.

¹⁹ The Seventh five year plan FY2016-FY2020. Accelerating growth, empowering citizens, pg. 639. Government of Bangladesh. 2015.

²⁰ The Seventh five year plan FY2016-FY2020. Accelerating growth, empowering citizens, pg. 645. Government of Bangladesh. 2015.



to support good decision-making and wider inclusive public policies and increase social capital. Tackling poverty requires capable and accountable governance²¹ and political commitment to reduce the causes of poverty. Good policies are developed in a climate of continuous engagement including opposing ideas.²² Whilst networks of interest formed at community level are able to further community-shared interest they need to negotiate with vested interest structures to influence regional and national government policy direction.²³

Assumptions

There are a number of key assumptions and lessons learnt from past interventions that have informed the theory of change:²⁴

- Oversight committees and important institutions envisaged in the Peace Accord require greater support of national policymakers to ensure their mandates are executed. With the passage of time since 1997 national and some local level government institutions have grown in capacity. However, those institutions created by the Peace Accord have not yet achieved full capacity due to ongoing issues related to full implementation of the accord. These platforms such as the parliamentary caucus can be very effective, but need improved tools and linkages.
- Some underlying causes of the original conflict are not fully resolved and require ongoing investment in promoting eventual resolution. Empowerment of communities is key to this objective. The peace dividend has contributed to increased social harmony. However, until key areas of dispute and legal uncertainty are resolved including land disputes the underlying tensions and potential for outbreaks of communal violence will persist. To offset the risk in the intermittent period, trained local volunteer facilitators from among the elected local government representatives and traditional leaders will work to defuse tensions.
- Social and economic relations between tribal and Bengali households have in the recent years significantly improved²⁵, however mistrust between communities remains. Collective action between communities can serve to build bridges between tribal and Bengali communities in a manner than can create ground level trust. Targeted interventions need to work across groups and seek opportunities to work in inclusive spheres with mixed communities taking more collective ownership of decision-making.

²¹ Department for International Development. 2009. Political economy analysis how to note. Accessed 17 January 2014. <http://www.odi.org.uk/sites/odi.org.uk/files/odi-assets/events-documents/3797.pdf>

²² Hughes, N. 2013. Insights from the connecting practice: people powered change. Institute for Government. 2013.

²³ O'Neil, C, et al. 2015. Doing legal empowerment differently: learning from pro-poor litigation in Bangladesh. Overseas Development Institute. 2015.

²⁴ A number of external evaluations/reviews and result assessments were undertaken that are explicitly used in developing the theory of change.

²⁵ State of development in the Chittagong Hill Tracts household survey 2012-14. Survey commissioned by UNDP. 2014.



- Community platforms are a key driver of progress, but sustainability can depend on economic incentives and income generation.²⁶ The dominance of intermediary groups on supply chains and their effective control of markets together with a lack of collective bargaining power or economies of scale on supply side is a key bottleneck to developing a dynamic market economy (and wealth generation) that requires incentives to be put in place linking the supply chain to market demand and overcoming barriers within the region. Where viable livelihoods have developed these can also contribute to increased environmental sustainability.
- Low community confidence levels in security and justice institutions means these agencies need to promote confidence in their activities in communities by delivering modern professional policing approaches²⁷. Actions to combat a reluctance to report to police categories of serious crimes including violence, extortion, poor conviction rates related to violence, including against women, and the absence of awareness of rights could be a key confidence building entry point for the police and justice sectors to target.
- Communities will not make long term investments in land management if land tenure is not secure and clearly secured by law or where there are boundary disputes. Rights are insecure in many cases because claims are based on informal or customary law that are not often recognized by those who run the formal land management system and the role of the land commission is crucial for going forward. As the Prime Minister has recently stated at the inauguration of the CHT Complex in Dhaka on 8 May 2016, resolving land regime issues is a Government of Bangladesh priority.²⁸

Project strategy

The strategy is premised on intimate coordination with local government structures, justice and security providers at all levels. Working alongside the Government of Bangladesh and all its contingent representatives in the CHT is a key element of an inclusive, effective and successful project strategy

- a. The first element of the project strategy is economic and social community empowerment to strengthen, diversify and extend the reach of the activities of the para/ community committees in both rural and urban areas. On an economic and social level these will provide forums for community decision-making and access to settlement improvement grants for community led common initiatives to improve livelihoods and construct small-scale community infrastructure and facilities in poor communities. In rural areas initiatives including farmer field schools and product chain management with market linkages will be enhanced to

²⁶ Van Riessen, A and Chakma, KN. 2014. Assessment report and recommendations in support of community empowerment strategies in Chittagong Hill Tracts. 2014.

²⁷ State of development in the Chittagong Hill Tracts household survey 2012-14. Survey commissioned by UNDP. 2014. National public opinion survey on personal security and police performance. UNDP. 2014.

²⁸ "CHT land reform issue to be solved through talks: PM", New Age, 16 may 2016, (Accessed: <http://newagebd.net/228986/cht-land-reform-issue-to-be-solved-through-talks-pm/>)

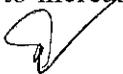


improve agricultural livelihoods providing increased food security. Skills in sustainable watershed and forest co-management and husbandry techniques will be developed through identifying priorities, innovations and solutions in committees and diffusing these within communities. Community driven schemes working with local government institutions and traditional governance structures established will provide skills training, income generation, community managed savings and credit schemes for poor women and men enabling collective actions on small-scale infrastructure and facilities investment in rural and urban communities to be undertaken. Alternative livelihood opportunities for the youth through skills development will address the issue of unemployment and contribute to conflict prevention and peacebuilding. Climate resilience will also be enhanced in targeted communities with the development of improved tools to assess risk and strategies to offset and adapt to climate change patterns.

- b. A second element of the project strategy is to increase civic participation and engagement in the public sphere. This will include building communal harmony through informal dispute resolution, access to justice, collective economic and social programming. Trained local volunteer facilitators from among the elected local government representatives and traditional leaders will work at grassroots level to diffuse local level tensions and conflicts. A range of advocacy strategies, tools and materials will be utilized for building coalitions of common interest around the Peace Accord implementation. These will assist raise public interest issues to increase public capacity to engage on a number of levels in the policymaking process creating an enabling environment for stakeholders.

It will provide a set of evidence-based research to set agendas around key public policy issues and the Peace Accord subjects and create spaces of engagement for dialogue to take place. A number of public and policy spaces will be developed ranging from policy forums, public engagement platforms, academic forums, parliamentary agenda setting meetings and town hall meetings in order for actors to engage over social and development issues and form a greater consensus over key public policy foundations. The strategy will provide linkages between communities of common interest bringing the community forums that are established into broader sets of alliances that target and highlight community issues both at policy, and Union and Upazila Parishad levels in development committees.

- c. The final element of the project strategy improves service delivery in the justice sector and in areas of land management and institutional accountability. The capacity of governance institutions envisaged in the Peace Accord and local authorities to tailor their services to local communities will be increased by identifying key public priorities and developing flexible iterative models of problem solving linking communities together with local institutions. Internal capacity of local bodies will be improved for transparent delivery on their mandates including the Sustainable Development Goals (SDGs) with improved business processes supported with the development of harmonized administrative structures. These will ensure clarity in mandates between the Hill Tracts councils and national services. Legal certainty will be increased and accountability tools employed to increase public oversight by reviews of the legal frameworks and a



roadmap for alignment and harmonization of mandates between local national bodies and the Peace Accord institutions produced.

Regional access to justice and law and order will be widened and the police will have better confidence building tools including community based policing policies. Inclusive police recruitment drives will increase the diversity of its police ranks stationed in the region to include more proportions of women and local communities. Coordination between formal and informal traditional justice sectors bringing justice stakeholders together to develop common solutions to challenges to broadening access to justice will be supported deepening the availability of legal aid and access to formal and alternative dispute services.

The project will be guided by ideas and initiatives from GoB's gender policy and laws which are aimed at bringing in gender equality in Bangladesh. Additionally, the gender strategy of the project will be guided by the UNDP Global Gender Policy, which is based on a two-pronged approach to achieving gender equality. One arm is integrating a gender perspective into all policies and programmes across each core priority to ensure men and women fully participate in, and benefit from, development outcomes. The other arm consists of targeted efforts through specific interventions and dedicated resources that empower women, reduce their vulnerability, build their leadership, provide them with access to resources, and protect their human rights.

Affirmative actions will be embedded in all project activities so that the smaller and marginalised ethnic groups are capacitated to optimally avail the development opportunities brought in by this project and other government and non-government development initiatives.

Project activities to be thoroughly screened so as to avoid duplication of development interventions with other government and non-government organisations.

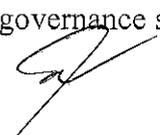
During project implementation, emphasis to be given so that the results of the project interventions visibly contribute to livelihoods development.

RESULTS AND PARTNERSHIPS

Expected results

Outcome: Citizen expectations for voice, development and accountability are met by strengthened institutions to progressively deliver universal access to basic services.

Outputs: Three outputs are designed to work in support of the outcome:

- a. **Output 1:** Strengthened community land, resource and livelihood management.
 - b. **Output 2:** Increased participation and influence to shape decision-making.
 - c. **Output 3:** Democratic governance strengthened with responsive institutions and effective services.
- 

Output 1: Strengthened community land, resource and livelihood management

Existing 3,500 Para Development Committees (PDCs) and 2,000 Para Nari Development Groups (PNDGs) and 55 Village Common Forest (VCF) Committees will provide the principal forums for collective community actions and engagement. These will be scaled up with an additional 1,500 new communities (PDCs, PNDGs and VCF committees) in rural and urban areas providing a key decision-making platform for local communities as well as an entry point to development committees.

Through community decision-making marginal farm households and agricultural food security will be improved with the capacity of 1,900 farming communities, with increased access to enhanced farming techniques strengthening communities to develop farming solutions collectively. Through the Farmer Field Schools (FFS) 1,900 communities will appoint 433 farmer facilitators (of which 30 percent will be women) that will be trained to use learning tools with a need based Farmer Field Schools curriculum designed to roll out sustainable and climate adaptive farming practices as well as increased production. Farmer facilitators working with three communities each will work with these to identify community preferences for farming practices and will organise training and support to the diffusion of these techniques in the community. A total of 47,500 poor and marginal farmers (of which 50 percent will be women) will be directly benefited from 1,900 Farmer Field Schools. A total of 60 communities of 1,900 communities will also have access to a farmer business school that will work as a forum for cooperation between community farmers providing crucial linkages to supply chain management and traders, introduce increased market power for farmers in purchasing and sales and market performance. Farmers' cooperatives will be linked with the chambers of commerce, wholesale markets and mega retail outlets in big cities. The capacity of the regulatory framework under the Hill District Councils will be strengthened to provide better coordination between its agricultural officers and community groups.

Targeting rural and urban poverty 1,500 new community committees, 1,300 rural and 200 urban such committees will be established in all seven municipalities of Chittagong Hill Tracts (Khagrachari, Matiranga, Ramgargh, Baghaichari, Rangamati, Bandarban and Lama) to strengthen the capacity of 48,000 poor households to take joint actions to reduce poverty and improve local services in slum and non-slum areas. Using the model of urban poverty reduction developed by UNDP these committees will establish town coordination committees and 200 primary groups supported to develop action plans for settlement improvements and coordination of households. These will access settlement improvement funds that are a grant-managed facility allocated to communities for the specific purpose of improvements in local vicinity livelihood development physical infrastructure as collective community interest investments.

Community funded savings and credit schemes will be established in the primary groups to encourage improved financial management that will assist build social capital and membership incentives to collectively manage wealth. Any forms of funds either from the project or bank or credit institutions to be channelled to CHT people to build their social capitals. Training and expertise will provide these groups, including those tailored to the needs of women, the know-how and infrastructure and operational guidelines to ensure groups professionally manage these funds. For both rural and urban communities access to skills training will be increased and the performance of productive assets improved. 2,000 young people including women will receive skills training in order to



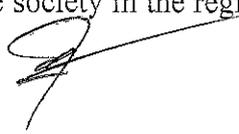
develop their skills to allow communities to diversify income sources and provide new income generating activities and employment opportunities. Assisting communities identify opportunities in the local labour market and gaps and developing linkages between training bodies, local communities and private industry actors through memorandum of understanding will open up the labour market to cooperative schemes. Assistance will be provided so that women and girls in the Chittagong Hill Tracts have modern energy services for cooking that has environment, health, social and economic benefits. Advocacy targeting policymakers, financiers, suppliers and end-users so they have improved knowledge and awareness on the benefits and women friendly market opportunities for modern energy technologies will be carried out. Alternative energy options suitable for the Chittagong Hill Tracts will be explored. This project will also cover other livelihoods and food security related activities under Pillar 1 of Joint Programmatic Framework for CHT.

Co-management systems will be established for different forest types in the area to improve forest and natural resource management in the region and to enhance communities and government capacity in sustainable natural resource management. The region has many different forest types, two of the most important are: *reserved forest* including *Protected Area* managed by the Forest Department (250,000 hectares, 1/4th of the region) and *Village Common Forest (VCF)* (50-700 acres each), presently approximately 300 village common forest exist in the Chittagong Hill Tracts reaching 10,000 households. These VCFs have the status of common resources providing income and vital resources. Furthermore, they are also regarded as hotspots for preserving biodiversity and watersheds in the region. By developing and strengthening the co-management structure, relevant parties for the forest restoration including women, youth, traditional leaders, the forest department, HDCs and Circles will be able to influence decision-making in relation to forest management and actively participate in sustainably managing these forests in the best possible way. In the future this model could be duplicated and expanded so that more villages/Mouzas will own and manage a village common forest.

Local resilience plans and building actions will reduce exposure to climate change risk by working with 3,200 households in 100 communities to conduct climate vulnerability assessments and prepare local resilience plans to strengthen community resilience against climate shocks. Community risk assessment and action models piloted by UNDP to facilitate participatory disaster risk preparations and responses will be adapted to local context. Priority actions on common resource management, protecting watersheds in 20 areas where communities are managing forest resources, will also target improved resilience in localized ecosystems.

Output 2: Increased participation and influence to shape decision-making

The output works on three levels 1) it creates increased local awareness and participation around central issues of citizenship and the peace accord, 2) builds local public interest group linkages utilising tools and spaces for networks to build awareness, and 3) works on national platforms to further high level and public support for increasing policy commitment to an inclusive and diverse society in the region and implementation of the outstanding accord commitments.

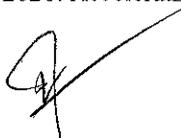


Para Development Committees and Para Nari Development Groups will act as key sites of engagement to enhance citizenship awareness amongst communities and support express their collective opinions in respect to decision-making bodies in the region. Building an enabling environment for participation of individuals and communities and increasing their capacity to articulate voice on decision-making platforms will provide opportunities for communities to increase shared civic participation. Engagement platforms working within these structures will be supported to develop citizenship tools to increase levels of awareness of local communities, including women, of citizenship and governance institutions. Linkages will be built between these grass roots forums with Union and Upazila as well as Peace Accord and national institutions to strengthen knowledge of communities of the role of these institutions. These will support communities and existing networks within para committees to collectively manage local affairs and identify priorities and to engage with local decision-making bodies. Citizenship campaigns and education schemes will be designed to increase public awareness across communities of citizenship rights and responsibilities.

A second part of this output level brings together communities and builds connections between neighbouring and distant communities and acts as a catalyst for wider community engagement networks to strengthen different forms of social harmony including bonding and bridging social capital. Networks across the region will be supported to work at Upazila and Union Parishad levels and these will support community actions to further contribute to strengthen ties between groups. Volunteer networks formed under the management of the committees will contribute to community welfare and cover enhancing social harmony and early warning systems as well as a comprehensive set of civic action based schemes. These will work on intra-community and inter-community levels. To address the issue of gender equality, special human resources development programme will be taken for women and marginalized sections to expand of their effective participation in governance process of the region.

In line with the objectives of the 7th five year plan²⁹ outstanding issues related to the Peace Accord including elections to Peace Accord institutions, land ownership and the 33 subjects outlined for transfer to the Hill District Councils will provide the basis for national dialogue to build a consensus around key provisions. Material to outline the status of the Peace Accord and platforms designed to further increase a consensus on implementing these will be created. Evidence based research conducted on key community concerns will be employed to generate linkages with interest groups from grass roots to national policymaking level to further agendas and strengthen the ability of the region's stakeholders to project their priorities on local and national policymaking levels. Support to the policy agenda in the area and increased work on parliamentary level through the Parliamentary Standing Committee on the Ministry of Chittagong Hill Tracts Affairs and the Parliamentary Caucus on Tribal Peoples will be strengthened and national level advocacy conducted to further progress on the implementation of the Peace Accord particularly on key issues around the land commission, elections and transfer powers with the ministries supported to initiate ministerial level support for progress forward on implementation.

²⁹ The Seventh five year plan FY2016-FY2020. Accelerating growth, empowering citizens, pg. 645. Government of Bangladesh. 2015



Output 3: Democratic governance strengthened with responsive institutions and effective services.

Specific service delivery business processes and relevant legislation pertaining to national service delivery and Regional and Hill District Councils will be reviewed and harmonized reducing duplication of mandates, inefficiency and providing for improved coordination of service planning and delivery and legal certainty. The Ministry for Chittagong Hill Tracts Affairs will be provided with technical expertise to rationalise the framework for local governance and services in the region. This will include technical assistance for drafting of new rules and regulations for relevant departments operating in the region to ensure aligned mandates, new organizational charts responding to these clarified mandates and support to assist agencies implement reforms transparently and coordination with other bodies in the region. Improved advocacy strategies and tools to set agendas for reform and local level working groups with regional bodies will be supported to draft these rules and regulations with revisions of organizational charts in the Ministry, Regional and Hill District Councils and in Circles. Capacity development support will be provided to the Chittagong Hill Tracts institutions including MoCHTA, CHTRC, HDCs and Traditional leaders. Closer linkages with Union Parishad and Upazila institutions will be built and fiscal and human resource decentralization related to the transferred subjects strengthened with coordination of services in the region and a move to participatory planning models, capacity development plans and oversight roles improved of Peace Accord institutions. Regional and local state authorities will be supported to establish a regional context-specific framework for setting targets and monitoring Sustainable Development Goals. A set of localized targets and indicators developed following consultation with communities will form the basis of a regional dashboard system to complement the national framework being developed currently assisting policymakers identify progress and obstacles to meeting annual and long terms targets committed to in the Sustainable Development Goals framework.

Improved, transparent and effective land management systems including land records of deeds and archiving will provide legal certainty. Local authorities in the Hill Tracts will be supported to integrate innovative problem solving initiatives established at national level under the A2i scheme assisting build stronger bridges between local agencies and the population. Coordination in the formal and informal justice sectors will be improved widening access to justice for men and women. By improving sector wide capacity, coordination and cooperation between justice platforms these are better positioned to collectively deal with reform in the justice sector and improve access to justice. Increased consistency and comprehension of formal justice sector agencies of informal justice will be developed with knowledge products and learning platforms introduced to promote sensitive justice approaches that applies justice at the lowest level and encourages informal and alternative dispute resolution using community traditional structures where applicable. State legal aid schemes will be rolled out more widely and para legal services supplied by civil society organizations targeting the most vulnerable including women victims of violence created.

More inclusive police services with a strong community policing culture and mixed recruitment policies with greater confidence building tools employed will assist build more confidence in law and order agencies. Incentive schemes will be devised to increase the targets set for recruitment from tribal communities and women, and community policing initiatives will be designed and implemented increasing community proximity



and ties with police services. Engagement on anti-social behaviour and specific responses to the needs of women and violence against women will be put in place with victim support centres providing shelter for vulnerable victims and training for gender sensitive policing developed. Support will also be introduced to raise confidence levels in the role played by the police with improved platforms for community inputs into policing and better reach out schemes. Wherever feasible victims will be connected with the government online grievance redress system.

PARTNERSHIPS AND RESOURCE MOBILIZATION

Resource mobilization

The project will be implemented with the support of government employing a finance model that includes private and public resources. Utilization of development finance will be prioritized, including government co-financing to accelerate national development priorities. Leveraging UNDP's position resource mobilization will secure private sector partnership opportunities as well as pursuing non-traditional bilateral partnerships. The present status is USD13.5 million has been committed to by Denmark (of which USD1.25 million will be carried forward from the current project AFSP II), USAID (USD3.49 million carried forward from the current project's watershed component) and the SAARC development fund (USD1.55 million). Total estimated cost of the project is USD 31.63 million which includes UNDP staff resources at country, regional and headquarters levels.

Partnerships

The Joint United Nations Programmatic Framework 2015-2020 is a coordinated United Nations' approach to development in the Chittagong Hill Tracts region. It is built on strong cooperation between United Nations agencies, the Government of Bangladesh and development partners working in the area. Project implementation will be carried out in partnership with the Ministry for Chittagong Hill Tracts Affairs and the Regional and Hill District Councils with strong linkages to the Ministry for Local Government and Rural Development and the Ministry of Environment and Forests. Community partnerships are extended in this project to include poor communities in both rural and urban areas working within 3,500 Para/community committees and 2,000 Para Nari committees targeting gender issues and expanding these to new catchment areas to cover 48,000 households and 1,500 new committees. Partners in the Ministry for Chittagong Hill Tracts Affairs, Regional and Hill District Councils, line ministries, police and justice sector institutions will implement law and order actions in cooperation with the traditional leadership structures in the region including Circle Chiefs, Mouza Headmen and village Karbaris. The principal policy networking strategy will be to use network influence from community linkages to shape decisions at the Union Parishad and national levels.

Existing and complementary actions relate to either UN agencies where cooperation continues to be strengthened within the Joint United Nations Programmatic Framework. This UNDP project implements actions under pillars 1 "Sustainable livelihoods and food security" and 3 "Improved governance and social cohesion". Pillar 2 of the UN framework will cover "Effective and equitable coverage of quality basic services and practices". Respective UN agencies will program and implement under the framework,

drawing the full range of capacity of all relevant agencies of the UN, improving the efficiency and effectiveness of UN support to the Chittagong Hill Tracts. Within UNDP national level or area based pilot projects covering urban poverty and justice and security reform will create synergies internally across UNDP activities strengthening coordination of actors to support increased access to community poverty alleviation actions and justice that is supported by community policing models.

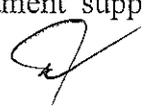
Outside of the UN system there are a number of further interventions in the area, or proposed interventions from key development partners investing in infrastructural development primarily. The Asian Development Bank in partnership with the Government of Bangladesh is implementing a programme for the period 2011-2018 targeting poverty alleviation in rural communities. Its expected outcome targets are increasing household income through improvements to physical infrastructure and roads connecting villages to one another and market access, institutional development to implement its programme of works in the Hill District Councils and working with civil society organizations supporting agri-business development. The Japan development agency, JICA, is covering Chittagong Hill Tracts within its nationwide Upazila Governance and Development Project (UGDP) for the period 2016-2021. JICA is also planning further large-scale infrastructure projects as part of its government's strategy to develop trade routes in the region employing soft loans for funding. The World Bank is exploring the feasibility of establishing road and water routes to connect Chittagong port with Thega land port. These are, however, in planning stages.

Target groups

The project is implemented in all 121 Unions of 26 Upazilas in three Hill Districts of Rangamati, Khagrachari and Bandarban. The community driven, demand led approach means targets in delivering infrastructure and schemes are indicative. A total of 5,000 communities with 150,000 rural and urban households will be direct beneficiaries of the project and will include the extreme urban and rural poor and vulnerable groups including women. A specific guideline will be followed in the selection of working areas, communities and households by involving Union and Upazila Development Coordination Committees and traditional leaders. In addition 47,500 poor marginal farming communities will have increased access to resilient livelihoods and 15,000 poor households living in urban slums improved opportunities and access to basic services and savings schemes. On a policy level implementation of the Peace Accord with more effective state and regional bodies has wider benefits to the community including improved community relations and cohesion.

Stakeholder engagement

Stakeholders are multiple given the complex nature of the Chittagong Hill Tracts region and engagement strategies will work on two levels. At national level, the Prime Minister's Office, government and cabinet engagement is crucial for progress on the Peace Accord and in speeding up development in the region. Dialogue and partnership platforms will be created at national and regional decision-making levels to set agendas relating to development in the region. At national level these will convene at inter-ministerial level and in parliament supported by clear issue based agendas. Regional platforms will



provide linkages with consultation down to district and community levels feeding into national platforms. At implementation level community empowerment is a central principle of the project approach working with poor communities in urban and rural areas to take ownership of decisions in the community building social capital and investing in community structures. Partnerships with rural and urban poor will be strengthened with access to required expertise in sector based reform and incentives such as savings and credit schemes expanded. Each group will be identified employing the urban partnership model developed in Bangladesh by UNDP. This will use a community led model to select the poorest families in rural and urban areas.

South-South, triangular cooperation and knowledge products

The project will use south-south and triangular cooperation to achieve and sustain results, for example, officials of MoCHTA, CHTRC, HDCs, CHTDB and traditional leaders will enhance knowledge on decentralized governance systems by observing models in different countries. Similarly, the exchange of knowledge and experience will be arranged between communities and local institutions within the country. The project will produce specific knowledge products such as baseline and evaluation study reports, annual reports, newsletters, project website, factsheets, video documentaries, lesson learned documentations, brochures, training modules and others as needed.

Sustainability and scaling up

Sustainability will be achieved in two ways. At grass roots level community committees will have central economic interests located in them. Both opportunities for individuals from schemes such as working savings and credit initiatives as well as community public goods investment- common improvements to infrastructure and community welfare will be key incentives for community ownership. Evidence from the UNDP urban poverty project indicates there is a strong link between communities taking over and continuing ownership of project initiatives when they are 1) driven by the community and 2) can demonstrate tangible benefits either a) at individual self-interest level (economic self-interest) or where rent seeking layers and brokers can lead to better market access, or b) at community welfare level where collective benefits from joint investment in utilities are experienced. Further sustainability will result from the project being executed by national authorities assisting build long term delivery capacity in regional bodies. Support to a process of defining clear institutional mandates and strengthening delivery of services in both local government and Hill Tracts' bodies will work to further advance national and regional adoption of project interventions. The project will help establish strong linkages with the empowered communities and strengthened local government councils. These linkages and enhanced capacities will ensure continuation and scaling up of the development activities initiated by the project beyond the project period.

UNDP interventions 2003-16

Focus of past interventions strengthened community stability and supported communities build resilience and collective actions. A peace dividend has been achieved by securing a conducive environment for long-term stability in the region empowering communities to



be more involved in decisions that affect their lives in a framework for economic and social development. In line with the provisions of the Peace Accord these actions worked towards protecting the diversity of the region and its distinct characteristics by supporting the increased implementation of Peace Accord objectives, building capacity of devolved Regional and Hill District Councils to deliver the subjects transferred from national level and supporting confidence building and social capital strengthening in communities.

Results achieved through empowering communities in the 3,500 para development committees created new forms of support to communities including 900 farmer field schools identifying and diffusing innovation and knowledge of productive farming methods and 1,700 rice banks building more resilient and common action orientated communities that identify and resolve challenges collectively in their own interest.³⁰ They manage easy access and flexible grant schemes aimed to generate income for households and are now able to implement village level projects and manage funds competently with 90 percent of committees establishing sustainable saving schemes. The model of community led decision-making is central to these committees. Committee initiatives contributed to an 18 percent rise in household incomes, diversification of production and access to extension services according to the results assessment conducted in 2012. Surveys also conclude members of these committees are more likely to reach out to local government institutions acting as an entry point linking communities with institutions.³¹

Access to healthcare and education, both subjects transferred to district bodies, will be improved through support to the Hill District Councils. A total of 382,756 individuals received health services and a further 52,000 health education and general improvements in healthcare resulted in major healthcare successes including a reduction in recorded malaria cases from 12.8 percent in 2008 to 1.0 percent by 2014.³² In education despite the fact that according to the education development index the area is below the national average with its three Hill Districts classified in the bottom four performing nationally. 20,000 children every year received quality education in the area by attending one of the 315 targeted schools supported by the facility with improved facilities and multi-lingual approaches and tools employed for teaching.³³

Although there remain serious challenges to building stronger more trusting community relations levels of conflict between communities are reduced because of UNDP interventions. Surveys demonstrate improved levels of acceptance between different communities.³⁴ In intervention areas there is a 24 percent increase, up to 62 percent of respondents belonging to tribal communities, which state they have 'mostly friendly social relations' whereas in the Bengali community this is 71.5 percent. There are also signs that police reform in the area is gaining more traction increasing its investment in community policing styles with 600 community policing forums operating in 2014 with UNDP support and a small but important move to a more transparent mixed policing

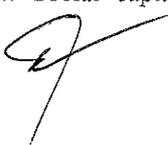
³⁰ Nazme, S and Chakma, KN. 2015. Final review: promotion of development and confidence building in the Chittagong Hill Tracts. UNDP. 2015.

³¹ State of development in the Chittagong Hill Tracts household survey 2012-14. Survey commissioned by UNDP. 2014.

³² Nazme, S and Chakma, KN. 2015. Final review: promotion of development and confidence building in the Chittagong Hill Tracts. UNDP. 2015.

³³ Khondker, BH and Mahzab, MM. 2015. Lagging districts development: background study paper for preparation of the seventh five-year plan. 2015. Unpublished.

³⁴ Choudhury, ZA, et al. 2014. Social capital assessment in the Chittagong Hill Tracts. Report commissioned by UNDP. 2014.



policy with the transfer of 281 tribal police personnel in the area assisting build more community confidence in its activities. A pilot project commenced in 2014 in Bandarban to extend the state managed legal aid services to the region as an entry point for providing more universal access to justice.

Results demonstrate real impact producing the foundations for long-term stability between communities in the region by strengthening community engagement and resilience. Basic services, nascent platforms for engagement between citizens and governance institutions at village level are functioning and performing well and community relations are at a stage where they require consolidation through increased exposure to joint actions and common interest initiatives. Whilst high level policy actions have ensured some subjects are transferred to the regional bodies foreseen in the Peace Accord key ones are yet to be devolved which will require further and more strategic advocacy and engagement on both the side of the government and regional groups that represent an opportunity to build stronger linkages and bonds between citizens and the governance bodies established in the area going forward.

UNDP added value

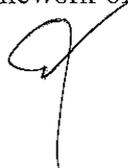
Over the past decade UNDP has been a key partner of the Government of Bangladesh, regional and district institutions set out in the peace accord and communities in the Chittagong Hill Tracts. Its unique position in the region and its delivery in basic services and poverty reduction is widely recognized by the Hill Tracts' population across communities. A total of 84 percent of communities surveyed responded UNDP interventions promoted increased social harmony to a satisfactory or highly satisfactory level. Approval ratings for promoting community development also score equally high with 82 percent of the sample satisfied or highly satisfied with UNDP schemes to promote community development. This grants UNDP unique levels of trust working across divisions in communities enabling it to act as an independent catalyst to bring communities together around issues of empowerment and development.

Past experience working in Bangladesh with three million urban poor and with rural communities in poverty alleviation, reform of the local governance sector and partnerships are combined with a strong brokering and advocacy capacity at national and regional levels. Its existing partnerships with national and regional police, justice sector agencies and linkages to line ministries as well as civil society coupled with the national implementation model employed by the partnership between the government and UNDP delivery provides crucial policy entry points and value for money by utilising state structures for implementation purposes in a sustainable manner.

PROJECT MANAGEMENT

Cost efficiency and effectiveness

Value for money will be ensured through a combination of transparent and benchmarked competitive purchasing processes for goods and services and a robust monitoring and evaluation framework applied to guarantee inputs and outputs remain relevant and realistic within the time framework of the project to achieve the targets in the outcome



sphere. In the economy area savings are envisaged through combined use of resources under a single UN framework in the region with physical infrastructure including offices and services jointly shared between agencies working in pillars 1-3. Government implementation will also offer good value for money with the Ministry for Chittagong Hill Tracts Affairs acting as the implementing partner and providing physical infrastructure and access to the area.

Cost effective metrics will be designed as part of the monitoring framework with annual reviews and periodic benefit to cost ratio analysis tools employed. Price unit monitoring will be applied by using like for like outputs of UNDP national interventions and external programmes to benchmark deliverables to ensure cost value for money is achieved. On efficiency and effectiveness levels monitoring reviews assessing efficiency and effectiveness are built into the evaluation plan with annual reviews at intervention and outcome and impact levels that will include value for money metrics. On an impact and outcome level these will evaluate the relationship between poverty reduction and the strength of inter-community relations and citizens and citizen/ state trust levels.

Risk management

For a list of identified risks see annex. Risk is mainly of a political or inter-communal nature related to stability and the regional operating context and will be monitored at national and regional levels. Timely event monitoring and review of processes will ensure the project can mitigate operational risk. A range of platforms will also be designed to accommodate different potential sets of obstacles granting the opportunity to shift strategies and drivers of change. The United Nations accommodates a human rights based approach under its Rights up Front policy that will inform reviews and project decision-making. Operationally to offset risk impact on outputs business continuity plans are in place in the event of disruptions to public life including emergency procedures for staff welfare. Measures are also employed to manage relations with national authorities and local communities to ensure confidence in activities and adequate reach out. Regular updates of risk with assessments of levels and potential impacts will be conducted as part of the project performance monitoring.

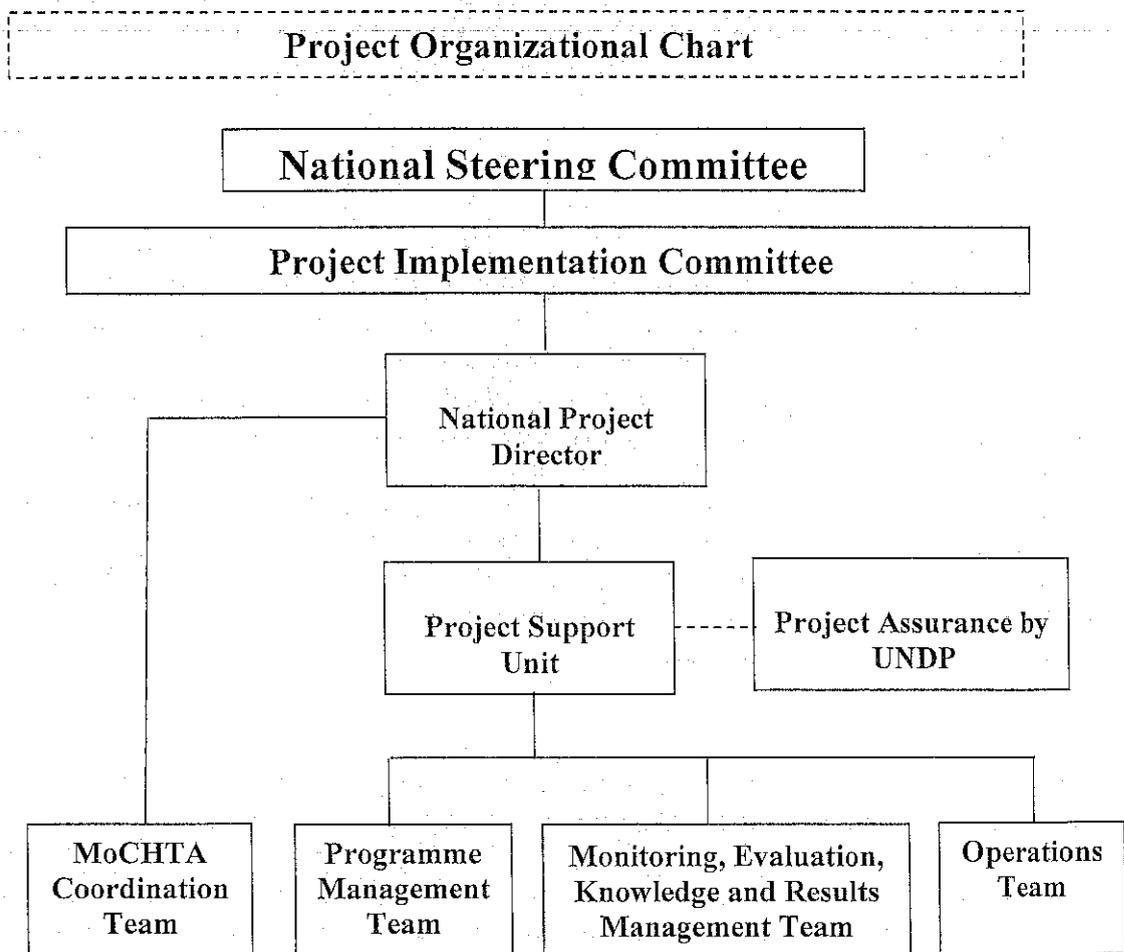
Project management

The programme is managed through national execution modality (NEX/ NIM), however, it will also include interventions implemented directly by UNDP with the concurrence of NPD and will be included in reporting. The Ministry of Chittagong Hill Tracts Affairs (MoCHTA) as the executing agency will assume overall ownership and responsibility for programme activities and is accountable for the results. In close collaboration with implementing partners the executing agency will ensure direct and transparent administration and management of programme funds through appropriate financial and activity based oversight and the national project director and the project steering committee. This approach will further promote national and local ownership, accountability, national capacity development and sustainability. UNDP is responsible for the development of partner coordination, joint administration of resources allocated by development partners, the mobilization of additional resources and project assurance. It will also provide technical inputs, guidance on international best practices and support to the executing agency to identify and resolve bottlenecks in implementation. The UNDP may draw on other specialized UN agencies for additional support and enter into collaborative arrangements with related projects where required. UNDP will also ensure

support services from Country Office and direct project costing will be borne from project budget. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.

Governance and management arrangements

The project will be managed in a manner consistent with the NEX/NIM or any future agreement between UNDP and the Government of Bangladesh. Programme management includes the following structures – as illustrated in the figure below.



A **National Steering Committee** will assume responsibility for providing policy guidance on the implementation of the programme. It will be chaired by Minister of CHT Affairs (MoCHTA) and convened at least twice in a year. The committee will consist of the following members: Minister of MoCHTA (chairperson); Secretary of MoCHTA; Additional Secretary (Development) MoCHTA (member-secretary); Chairman of the CHT Regional Council; rotating chairperson of the Hill District Councils; Chairman of the Chittagong Hill Tracts Development Board; rotating Circle Chief; Prime Minister's Office; Ministry of Foreign Affairs; Ministry of Home Affairs; Ministry of Environment and Forests; Ministry of Land; Ministry of Agriculture; Divisional Commissioner, Chittagong Division; Planning Commission; Economic Relations Division; Chief Conservator of Forests; Ministry of Law, Justice and Parliamentary Affairs; Local Government Division, Rural Development and Cooperatives Division, Finance Division and Development Partners. The Committee will meet at least twice in a year.

Terms of Reference:

It will remain a high-level policy formation body. It will:

- enable linkages between project activities and national development activities.
- advise on inter-departmental/ministerial cooperation and coordination
- examine the annual report, MTR and Terminal reports and financial reports of the program.
- Review progress of the project and discuss policy implications
- Provide policy guidelines to overcome any major problem faced by project

Any changes to the project design will require PSC approval.

The Project Implementation Committee (PIC) oversees implementation of the programme ensuring coherence and performance across projects. It will be responsible for endorsing quarterly/annual work plans and quarterly/annual progress reports as well as review project progress and provide direction and recommendations to ensure agreed deliverables are produced according to plans. The PIC will also make recommendations to the steering committee and review working documents. The Project Implementation Committee will meet quarterly and consists of:

- Chittagong Hill Tracts Regional Council Chairperson (chair)
- MoCHTA representative
- National Project Director
- UNDP National Project Manager
- UNDP representative
- Three HDC Representative
- Three Deputy Commissioners of CHT
- CHT Land Dispute Resolution Commission Representative
- Project Coordinator (MoCHTA)

Key Project Staff

National Project Director

The National Project Director is appointed by MoCHTA with responsibility for providing substantive guidance and support in achieving programme outcomes. The National Project Director will be responsible for guiding the overall management of project activities, ensuring that they are consistent with the signed Project Document and approved Annual Work plans. The National Project Director will lead the Project Implementation Team through Planning, implementing and managing the delivery of activities approved in project documents and annual work plans following UNDP corporate National Implementation Manual. The National Project Director is responsible for day to day operational management of the project, including developing and overseeing work & procurement plans, financial management and preparation of project progress reports. The National Project Director will also facilitate anchoring project experience with policy implications within the Government system to make smooth the process of policy response and facilitate cooperation required with other Ministries and Government Departments for effective project implementation.

National Project Manager

The National Project Manager, with the guidance of National Project Director, will ensure that the project is managed in an effective and accountable manner, complying with UNDP rules, regulations and procedures. S/he will be responsible to facilitate the day-to-day functioning of the project Team. S/he will manage the human and financial resources, for achieving results in line with the outputs and activities outlined in the project document and to required standards of quality and within the specified constraints of time and cost. S/he will work closely with the National Project Director to ensure Government ownership of the project and function as counterpart to the National Project Director. The National Project Manager will develop and manage project's policy related publication, including documentation of experiences and lessons learned from Chittagong Hill Tracts to support policy debate in collaboration with other chiefs and management. S/he will lead the preparation and implementation of the annual results based work plan and result frameworks as endorsed by the project management. S/he will also ensure information sharing and bridging between UNDP programme management, project management and national counterpart in the process of implementation of the project. The National Project Manager will also maintain liaison with stakeholders in the area to accelerate sustainable development process in the Chittagong Hill Tracts.

Project Coordinator (MoCHTA)

The Project coordinator (MoCHTA) shall be an ex-officio of MoCHTA. S/he will be responsible for ensuring the project is managed in an effective and accountable manner complying with GoB rules, regulations and procedures. S/he will be responsible for monitoring the overall implementations of the project activities. S/he will communicate regularly with the National Project Director and the National Project Manager to ensure Government ownership of the project. S/he will also ensure information sharing and bridging between GoB, CHT institutions and other line departments. S/he will manage the MoCHTA Coordination Team.

Chief Livelihoods and Natural Resource Management

The Chief Livelihoods and Natural Resource Management will be responsible to manage planning, design and implementation of the livelihoods and food security interventions of the projects. S/he will supervise the Livelihoods and Food Security



Team and will be in charge of annual and quarterly work plans for implementation of the activities, monitoring the implementation and achievements of the livelihoods and food security activities. S/he will also be responsible for timely delivery of resources, and ensuring efficient and effective implementation of project activities. The Chief Livelihoods and Natural Resource Management will ensure coordination and synergy between different project activities and maintain liaison and excellent relationship with local government officials, Chittagong Hill Tracts policy makers, traditional institutions, Civil Society representatives, NGO partners, donors and other relevant stakeholders. S/he will also ensure that high quality reports are being submitted to National Project Manager on the progress of project activities.

Chief Policy and Governance

The Chief Policy and Governance will be responsible to manage planning, design and implementation of the Policy and Governance interventions of the projects. S/he will supervise the Policy and Governance Team and will be in charge of annual and quarterly work plans for implementation of the activities, monitoring the implementation and achievements of the policy and governance activities. S/he will also be responsible for timely delivery of resources, and ensuring efficient and effective implementation of project activities. The Chief Policy and Governance will ensure coordination and synergy between different project activities and maintain liaison and excellent relationship with local government officials, the Chittagong Hill Tracts policymakers, traditional institutions, local Judiciary, law enforcement, Civil Society representatives, NGO partners, donors and other relevant stakeholders. S/he will provide policy advice to the project management. S/he will also ensure that high quality reports are being submitted to National Project Manager on the progress of project activities.

Chief Gender and Community Cohesion

The Chief Gender and Community Cohesion will be responsible for the overall planning, implementation and monitoring of the gender mainstreaming and local confidence building of the programme, following the programme documents and strategic directions from UNDP management. The Chief Gender and Community Cohesion will directly supervise short term Consultants and other staff members under the gender and Local Confidence Building component and will closely collaborate with the other Chiefs and support the district based implementation teams.

As senior member of the implementation team, the Chief Gender and Community Cohesion will, together with other National Project Manager, Chiefs, Operations Manager, Programme Coordination Specialist and District Managers contribute to close coordination of activities of the project and to an efficient, effective and sustainable implementation of the holistic the Chittagong Hill Tracts region development programme of UNDP.

Operations Manager

The Operations Manager will lead and guide the operations section and fosters collaboration within the clusters/units with the programme, with other operations staff of the Country Office, programme clusters, to successfully deliver operational services. Being part of the Senior Management of the Programme, s/he will provide managerial

support to the overall successful functioning of operations - advising, consulting and assisting the project management on management matters as well as ensuring proper follow-up over decisions taken. S/he will also involve the management, supervision and coordination of a number of operations staff in the fields of Human Resources Management and Procurement of goods and services and Finance.

District Manager

The District Manager will be responsible for the effective and efficient implementation of all program activities in the respective district in line with annual and quarterly work plans, following the program documents and strategic directions from UNDP management. The district manager will manage and supervise the entire district team/office and ensure monitoring and timely reporting. As senior staff member, the District Manager will actively contribute to improvements in program strategies and implementation in order to achieve an efficient, effective and sustainable program implementation in the three districts.

Team Leader for planning, monitoring and reporting

The Team Leader of Planning, Monitoring and Reporting will be responsible for providing leadership and strategic direction to the Planning Monitoring and Reporting across the entire Programme. S/he will lead the design and manage the programme monitoring systems and evaluations and streamline the result-based management (RBM) functions. S/he will manage work planning and budget processes of the Programme and ensure timely delivery and quality of all reports to donors, government and other relevant bodies. The Team Leader- Planning, Monitoring and Reporting will provides advice and technical support related to the budget management of the entire Programme and contributes to UNDP Bangladesh's development of programme components for the Chittagong Hill Tracts. S/he will assist at senior level in the management and implementation of the programme's activities. S/he will manage and supervise the planning, monitoring and reporting unit team.

Other project staff

District team: District Manager in each of three districts will manage the district team. The team will also include-

District Livelihood and Community Mobilizer (3 x 60 months)

District Farmer Field School (FFS) Expert (3 x 60 months)

Upazila Facilitator (11 x 60 months)

Livelihoods and NRM unit: The Chief Livelihoods and Natural Resource Management, in cooperation with Chief Technical Specialist, Forest and Watershed Management will manage the Livelihoods and NRM Unit. The Unit will also include-

Chief Technical Specialist, forest and watershed management (international) (1 x 12 Months)

Programme Officer-Livelihoods (Agriculture/ Horticulture) (1 x 60 months)

Technical Coordinator – FFS Training and Quality (1 x 60 months)

Programme Officer – Forest and Environment (1 x 12 months)

Programme Officer-Monitoring and Evaluation (1 x 60 months)

Programme Associate (1 x 60 months)

Policy and governance unit: The Chief Policy and Governance, in close collaboration with Chief Gender and Social Cohesion will manage the Unit. The Unit will also include-

Programme Officer- Governance and Advocacy (1 x 36 months)

Programme Associate (1 x 60 months)

Gender and community cohesion unit: The Chief Gender and Social Cohesion, in close collaboration with Chief Policy and Governance will manage the Unit. The Unit will also include-

Programme Officer- Justice and Confidence Building (1 x 36 months)

Planning, Monitoring and reporting unit: The Team Leader-Planning, Monitoring and Reporting will supervise the Planning, Monitoring and Reporting Unit. The Unit will also include,

Budget Expert (1 x 60 months)

Communications and Reporting Officer (1 x 48 months)

Operations team: The Operations Manager will manage the Operations Team. The team will also include,

Admin. And Security Liaison Officer (1 x 60 Months)

Finance and Accounts (1 x 60 months)

Human Resources Officer (1 x 60 months)

Procurement Associate (2 x 60 months)

Finance Associate (1) (48 & 60 months)

Admin Associate (1) (48 & 60 months)

IT Associate (1 x 60 months)

Driver (including boat pilots) (15 x 60 months)

MoCHTA Coordination Team: A MoCHTA Coordination Team as well as a complete office establishment with necessary logistics for the overall coordination and smooth functioning of the project will be established within MoCHTA as there is no regular planning section in MoCHTA at this moment and capacity development of MoCHTA is of utmost importance. Once a regular planning section in MoCHTA is established, the MoCHTA Coordination Team established under this project will cease to exist. The MoCHTA Coordination Team will be headed by the Project Coordinator (MoCHTA) and will be consist of the following officials:

Programme Officer (Planning, monitoring and reporting) (1 x 60 months)

IT Associate (1 x 60 months)

In addition, short-term specialised experts will be hired for MoCHTA as and when required.



Note: Project Implementation Committee will discuss and approve any new positions, if required, based on future funding situation and programme necessity.

The Programme Support Unit, Chittagong Hill Tracts Development Facility (CHTDF), based in Rangamati with branches in Khagrachari and Bandarban, and a liaison office in Dhaka, supports programmatic and operational coordination of activities and monitoring and reporting of overall results. It will ensure implementing partners work efficiently and are on track to meet project targets and outcomes. It compiles programme quarterly/annual work plans prepared by implementing partners, prepares oversight committee meetings, and facilitates audits and evaluations and resource mobilization on behalf of the programme. At national, regional and local levels the unit will assist implementing partners operationally and programmatically.

Implementing partners are operationally responsible for delivery and reporting against agreed work plans in accordance with the reporting schedule and formats included in the project agreement. Each implementing partner will work within the overall framework of the programme and will designate a focal point with day-to-day responsibility for activities. All partners are engaged under letters of agreements or memorandum of understanding. Implementing partners will include Hill District Councils, Circle offices, Municipalities, Upazila and Union Parishads, and non-government organizations. The National Steering Committee will approve government entities/institutions to be engaged as implementing partners, other partners and in accordance with UNDP regulations.



RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:														
Outcome 1 UNDAF: Government institutions at the national and sub-national levels are able to more effectively carry out their mandates, including delivery of public services, in a more accountable, transparent, and inclusive manner.														
Country programme/ UNDAF Outcome 1.2 Justice and human rights institutions are strengthened to better serve and protect the rights of all citizens, including women and vulnerable groups.														
Country programme/ UNDAF Outcome 2.1: Economic growth is achieved in an inclusive manner, extending opportunities to the rural and urban poor and protecting the vulnerable from shocks.														
Country programme/ UNDAF Outcome 3.1: Promote environmental sustainability, disaster risk reduction and build better energy and other infrastructures to achieve the Millennium Development Goals.														
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets ³⁵ .														
% of population in severe multidimensional poverty ³⁶ , Baseline 2015: 00, Target 2021: 00, Disaggregation: sex, urban/rural, education/ health/living standards (SDG 1.2.1)														
% of citizens satisfied with the services of Local Government Institutions, Baseline 2016: HDCs 00, UP 00; UZP 00, Target 2020: HDC 00, UP 00, UZP00 with disaggregation by sex														
Access to justice services global composite index ³⁷ , Baseline 2015: 0.42, Target 2020:0.50, Disaggregation: type of service (IRRF 3.3)														
Number of rural communities with disaster resilient habitats and community assets, Baseline 2015: 00, Target 2020: 100, Disaggregation: none (7FYP/DRF72)														
Applicable Output(s) from the UNDP Strategic Plan:														
Output 1.1: National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment - and livelihoods.														
Output 1.4: Scaled up action on climate change adaptation and mitigation across sectors which is funded and implemented.														
Output 2.4: Frameworks and dialogue processes engaged for effective and transparent engagement of civil society in national development.														
Output 3.4: Functions, financing and capacity of rule of law institutions enabled, including to improve access to justice and redress.														
Output 3.5: Communities empowered and security sector institutions enabled for increased citizen safety and reduced levels of armed violence.														
Output: 4.2: Measures in place and implemented across sectors to prevent and respond to sexual and gender based violence.														
Project title and Atlas Project Number: Strengthening Inclusive Development in Chittagong Hill Tracts. ID: 00087638														
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE					TARGETS					DATA COLLECTION METHODS and RISKS	
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 3	Year 4	Year 5		FINAL
Output 1 Strengthened community land, resource and	1.1 Percentage of small and marginal farm households in target communities improved food security through agricultural production.	Survey data	TBD		0	36%	40%	54%	80%	40%	54%	80%	80% of households against the baseline.	Survey (Frequency: annual)

³⁵ The indicators are included from Country Programme Document 2017-2020.

³⁶ A person is in severe multidimensional poverty if they are deprived in 50 percent or more of 10 weighted indicators that constitute the global Multidimensional Poverty Index b OPHI (years of schooling, school attendance, child mortality, nutrition, sanitation, water, floor, cooking fuel, assets). See <http://www.ophi.org.uk/multidimensional-poverty-index/> for details.

³⁷ Score from 0.00 to 1.00. The WJP Rule of Law Index 2015 relies on over 100,000 household and 2,400 expert surveys to measure how the rule of law is experienced in practical, everyday situations by ordinary people around the world. Performance assessed on Constraints on Government Powers, Absence of Corruption, Open Government, Fundamental Rights, Order and Security, Regulatory Enforcement, Civil Justice, and Criminal Justice.

livelihood management.	1.2 Percentage increase in yield and production (crops, livestock and fish) of beneficiary households in target communities.	Survey data	TBD		0	25% (crops) 30% (livestock) 30% (fish)	25% on crops 30% on livestock 30% on fish (against baseline)	Survey (Frequency: annual)			
	1.3 Percentage of small and marginal farm households in target communities that have improved farming skills.	Survey data	TBD		0	40%	44%	90%	90%	90%	Survey (Frequency: annual)
	1.4 Percentage of poor households in target communities that have improved their living condition benefiting from community development projects.	Survey data	TBD		0	36%	40%	80%	80%	80%	Survey (Frequency: annual)
	1.5 Number of community development committees that are taking their own decisions on local community development issues.	Project database, community records,	3,500	2015	3,950	5,000	5,000	5,000	5,000	5,000	Community records and project database review, Monitoring visit and research study. (Frequency: annual/quarterly)
	1.6 Number of urban poor and extreme poor households that have access to public services as a result of project intervention.	Monitoring database	TBD		2,500	7,500	15,000	15,000	15,000	15,000	Progress monitoring records/database review, participatory methods. (Frequency: annual/quarterly)
	1.7 Number of rural and urban youths that have increased capacity in alternative livelihood skills.	Project records	Zero	2015	0	500	1000	2000	2000	2000	Training records review, Training impact assessment. (Frequency: annual/quarterly)
	1.8 Percentage of households in targeted communities are better able to reduce loss of productive days and loss of stock and crops due to climate and environment induced hazards.	Survey/assessment data	TBD		0	10%	30%	40%	50%	50%	Survey/Assessment, progress Monitoring records. (Frequency: annual)
	1.9 Percentage of communities that have completed community climate vulnerability assessments through a participatory way.	Assessment data, monitoring records/database	Zero	2015	30%	80%	80%	80%	80%	80% of 100 targeted communities	Survey/assessment, progress monitoring records. (Frequency: annual/quarterly)
	1.10 Percentage of communities that have local resilience plans as a result project intervention.	Survey/assessment data, monitoring records/	Zero	2015	0	20%	50%	60%	60%	60% of 100 targeted communities	Survey/assessment, progress monitoring records. (Frequency: annual/quarterly)

Output 2: Increased participation and influence to shape decision-making	1.1.1 Percentage of communities that are able to implement prioritized and selective risk reduction actions.	database Survey/assessment data, monitoring records/ database	Zero	2015	0	15%	45%	60%	90%	90% of 60 targeted communities who have local resilience plans. 20,000 hectares	Survey/assessment, progress monitoring records. (Frequency: annual/quarterly)
	1.1.2 Number of hectares of land vegetation coverage as a result of project intervention	Monitoring record sheets	Zero	2015	4,000	9,000	16,000	20,000	20,000		Progress monitoring records/database. (Frequency: annual)
	1.1.3 Number of households with improved fuel efficient stoves.	Beneficiary database	Zero	2015	4,971	13,257	16,571	16,571	16,571	16,571	Progress monitoring record, beneficiary database. (Frequency: annual/quarterly)
	2.1 Number of evidence based policy decisions made at national level.	Project documents, meeting minutes	1	2015	3	6	9	12	15	15	Review of documents and reports, progress monitoring records. (Frequency: annual)
	2.2 Number of policy papers on CHT issues endorsed by the government.	Government documents/ reports	1	2015	3	6	8	9	10	10	Government documents and project reports review. (Frequency: annual)
	2.3 Number of regional and district-level interest groups that are engaged to finding ways forward for peace accord implementation.	Monitoring records, meeting minutes, Photos	0	2015	1	2	4	4	4	4	Progress monitoring records and meeting minutes. (Frequency: annual/quarterly)
	2.4 Number of community groups that are participating in decision-making process at union and above level.	Monitoring records, photos,	TBD		25	50	75	100	121	121	Progress monitoring records, Interview/discussions. (Frequency: annual/quarterly)
	2.5 Number of youth that are newly engaged in peace promotional events in an organized initiative as a result of project intervention.	CHT Institutions reports, youth database report	334	2015	384	434	534	584	584	584	CHT Institutions reports and youth database review, Progress monitoring records. (Frequency: annual/quarterly)
	2.6 Number of networks/forums operational at Union and Upazila level.	Monitoring records, meeting minutes, photos	0	2015	10	20	30	40	50	50	Progress monitoring records, project reports and meeting minutes. (Frequency: annual)
	2.7 Number of local disputes resolved peacefully with the	Project database	500	2015	1,000	1,500	2,000	2,500	3,000	3,000	Progress monitoring records and reports, interview/discussion.

MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Value for money	Measure the economic return and consider the return on investment of each output and the project as a whole.	Annually, or in the frequency required for each indicator.	Mid-course correction to improve or end low value activities and scale up those with high value.	As above and individual consultants.	\$50,000
Track results progress through Results Assessment	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly/ annually, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	UNDP, HDCs, CHTRC and Partners	\$45,000 (for five years)
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	UNDP, HDCs, CHTRC and partners	
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	UNDP, HDCs, CHTRC and partners	\$18,000
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision-making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	UNDP	
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision-making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	UNDP, HDCs, CHTRC and partners	
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)		UNDP, HDCs, CHTRC	
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	UNDP, Gob, HDCs, CHTRC	

Evaluation plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Baseline Survey	N/A	<p>Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.</p> <p>Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance.</p> <p>Outcome 3: Countries have strengthened institutions to progressively deliver universal access to basic services.</p> <p>Outcome 4: Faster progress is achieved in reducing gender inequality and promoting women's empowerment.</p>	UNDAF Outcome 1, 2 and 3	June 2017	Relevant ministries, CHT institutions, UNDP, DPs, relevant national institutions, partner NGOs, and beneficiary community.	\$ 60 000
Mid-Term Evaluation	N/A	Same as above	Same as above	June 2019	Same as above	\$ 50 000
End-line evaluation	N/A	Same as above	Same as above	June 2021	Same as above	\$ 50 000



MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS and RESULT INDICATORS	PLANNED ACTIVITIES	TIMEFRAME					RESPONSIBLE PARTY	PLANNED BUDGET	
		Y1	Y2	Y3	Y4	Y5		Funding Source	Amount (USD)
<p>Output 1: Strengthened community land, resource and livelihood management.</p> <p>Results Indicator 1.1 Percentage of small and marginal farm households improved food security through agricultural production.</p> <p>Results Indicator 1.2 Percentage increase in yield and production (crops, livestock and fish) of beneficiary households in target communities</p> <p>Results Indicator 1.3 Percentage of small and marginal farm households that have improved farming skills.</p> <p>Outcome Indicator 1.4 Percentage of poor households that have improved their living condition with benefiting from community development projects.</p> <p>Results Indicator 1.5 Number of community development committees that are taking their own decisions on local community development issues.</p> <p>Results Indicator 1.6 Number of urban poor and extreme poor households that have access to public services as a result of project intervention,</p> <p>Results Indicator 1.7</p>	<p>Activity: Farmer field schools established and supported Target: 1,900 FFS</p> <p>Activity: Training to increase access to improved knowledge on innovative farming techniques by farmer field schools. Target: 47,500 farmers (50% women)</p> <p>Activity: 433 (30% women) community members developed as farmer field schools facilitators to provide continue support at community level.</p> <p>Activity: 141 government line department officials (30% women) enhanced technical knowledge on farmer field schools' implementation, monitoring and backstopping, and monitoring visits by Government officers and Master trainers to the Farmer Field Schools communities.</p> <p>Activity: 1,500 community development committees established and supported in rural and urban areas.</p>	X	X	X	X	X	UNDP, Hill District Councils, Government of Bangladesh.	DANIDA	4,489,000
		X	X	X	X		DANIDA	935,000	
		X	X	X	X		UNDP, Hill District Councils, Government of Bangladesh.	DANIDA	500,000
		X	X	X	X		UNDP, Hill District Councils, Government of Bangladesh.	DANIDA	28,000
		X	X	X	X		UNDP, Para Nari Development Groups, Local government bodies and Traditional institutions (Circles, Headmen and Karbaris).	TBC	2,000,000

EXPECTED OUTPUTS and RESULT INDICATORS	PLANNED ACTIVITIES	TIMEFRAME					RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4	Y5		Funding Source	Budget Description	Amount (USD)
Number of rural and urban youths that have increased capacity in alternative livelihood skills,	Activity: Improved access for 15,000 urban poor and extreme poor to public services.		X	X	X	X	UNDP, Para Nari Development Groups, Local government bodies and Traditional institutions.	TBC	Grants, Workshops, training	2,000,000
	Activity: Support for 48,000 households through community development projects and credit schemes especially for livelihoods development.		X	X	X	X	UNDP, Para Nari Development Groups, Local government bodies and Traditional institutions.	TBC	Grants, training, community mobilization	2,000,000
Results Indicator 1.8 Percentage of households in targeted communities are better able to reduce loss of productive days and loss of stock and crops due to climate and environment induced hazards.	Activity: 2,000 youths – both men and women – will receive livelihood skills development training		X	X	X	X	UNDP, Local government bodies, Traditional institutions, vocational institutes, training institutes, NGOs.	TBC	Grants, Workshop, training	500,000
Results Indicator 1.9 Percentage of communities that have completed community climate vulnerability assessments through a participatory way.	Activity: Participatory climate change vulnerability assessment conducted through participatory way identifying communities most exposed to climate change impact and resilience plans development.	X	X	X	X	X	UNDP, Local government bodies and Traditional institutions, Forest departments, Hill district councils, Regional Council.	DANIDA	Workshop, community mobilization, meeting, training, monitoring	558,495
Results Indicator 1.10 Percentage of communities that have local resilience plans as a result project intervention.	Activity: 100 (20 watershed x 5) communities developing and implementing local resilience plans.		X	X	X	X	UNDP, Local government bodies and Traditional institutions, Hill District Councils, Regional Council.	DANIDA	Grants, training, workshops, monitoring	1,793,063
Results Indicator 1.11 Percentage of communities that are able to implement prioritized and selective risk reduction actions.	Activity: 20 micro watersheds created under community management.		X	X	X	X	UNDP, Local government bodies and Traditional institutions, Forest Department, Hill District Councils, Regional Council.	DANIDA	Grants, Community mobilization, meetings, monitoring	587,889
Results Indicator 1.12 Hectares of land under vegetation coverage	Activity: 100 village common forests boundaries determined with improved capacity of village common forests development committees to manage these assets.	X	X	X	X	X	UNDP, Local government bodies and Traditional institutions, Forest Department, Hill District Councils, Regional Council.	USAID	Grants, Meetings, workshops, monitoring	1,500,000
Results Indicator 1.13 Number of households with improved fuel efficient stoves.										

EXPECTED OUTPUTS and RESULT INDICATORS	PLANNED ACTIVITIES	TIMEFRAME					RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4	Y5		Funding Source	Budget Description	Amount (USD.)
		Activity: Vegetation coverage increased in reserve forest areas.	X	X	X	X		X	UNDP, Local government bodies and Traditional institutions, Forest Department, Hill district councils, Regional Council.	USAID
Activity: Support to rural women in accessing energy efficient cooking stoves and reducing their consumption of firewood and kerosene	X	X	X	X	X	UNDP, Local government bodies and Traditional institutions, NGOs.	SARRC	Community mobilization, meetings, training	1,550,000	
Activity: A thorough study on energy supply and alternative energy options for CHT conducted	X	X				UNDP, Local government bodies and Traditional institutions, PDB, Universities, NGOs.	TBC	Contract with expert organization, meetings, workshop	100,000	
Sub-Total (Output 1)									22,541,447	
Output 2: Increased participation and influence to shape decision-making.	Activity: High level national platforms to engage policy makers convened on subjects of the further implementation of the peace accord, platform meeting twice annually.	X	X	X	X	X	UNDP, Government of Bangladesh, civil society organizations.	TBC	Workshops dialogues and conferences	150,000
Results Indicator 2.1 Number of evidence based policy decisions made at national level,	Activity: Evidence based policy papers produced to identify and address blockages for consolidation of the peace accord's provisions.	X	X	X	X	X	UNDP, Government of Bangladesh, Regional Council and Hill District Councils.	TBC	Contractual services/LoA with CHTRC, training, workshops	200,000
Results Indicator 2.2 Number of policy papers on CHT issues endorsed by the government.	Activity: Parliamentary Caucus supported in developing a strategy to set parliamentary agendas and engage in cross party consensus.	X	X	X	X	X	UNDP, Government of Bangladesh, Parliamentary Caucus.	TBC	Contractual services/grants support, workshops, seminar visits	150,000
Results Indicator 2.3 Number of regional and district-level interest groups that are engaged to finding ways forward for peace accord implementation,										

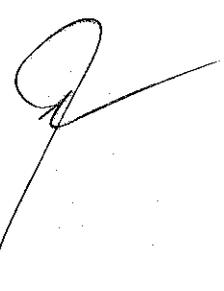
EXPECTED OUTPUTS and RESULT INDICATORS	PLANNED ACTIVITIES	TIMEFRAME					RESPONSIBLE PARTY	PLANNED BUDGET	
		Y1	Y2	Y3	Y4	Y5		Funding Source	Amount (USD)
Results Indicator 2.4 Number of community groups that are participating in decision-making process at union and above level,	Activity: Regional and district level interest groups formed to develop consensus on ways forward for sustainable peace and development.	X	X	X	X	X	UNDP, Government of Bangladesh, Regional council and Hill District Councils, civil society organizations.	TBC	150,000
Results Indicator 2.5 Number of youth that are newly engaged in peace promotional events in an organized initiative as a result of project intervention,	Activity: Regional and district level advocacy and campaign tools developed, campaign organized (3 per annum).	X	X	X	X	X	UNDP, Government of Bangladesh, Regional Council and Hill District Councils.	TBC	100,000
Results Indicator 2.6 Number of networks/forums operational at Union and Upazila level,	Activity: Small grants for innovative ideas on promotion of local confidence building in CHT.	X	X	X	X	X	UNDP, Regional Council and Hill District Councils, CSOs	TBC	250,000
Results Indicator 2.7 Number of disputes resolved peacefully with the support of trained local volunteer facilitators.	Activity: Support to community groups with increased access to participation in decision-making at local level.	X	X	X	X	X	UNDP, Para Development Committees, Para Nari Development Groups, VCF communities, Civil society organizations.	TBC	125,000
Results Indicator 2.8 Number of local women volunteer actively contributing to society,	Activity 10: Support VCF network for experience sharing and participation in decision-making process).	X	X	X	X	X	UNDP, Para Development Committees, Para Nari Development Groups, VCF communities, Civil society organizations.	TBC	150,000
	Activity: Support youth engagement in improved social cohesion through sports for peace initiatives, debate and youth camps, and cultural exchange programme.	X	X	X	X	X	UNDP, Hill District Councils, CHT Regional Council	TBC	300,000
	Activity: Regional networks and forums created at union and upazila level to engage in dialogue and identify community priorities.	X	X	X	X	X	UNDP, Regional Council and Hill District Councils, Civil society organizations and Local administration	TBC	100,000

EXPECTED OUTPUTS and RESULT INDICATORS	PLANNED ACTIVITIES	TIMEFRAME					RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4	Y5		Finding Source	Budget Description	Amount (USD)
	Activity: 1000 trained local volunteer facilitators from among the elected local government representatives and traditional leaders qualified with training and mentoring support. Activity: Volunteer networks including youth networks will be convened to carry out collective action schemes for improvements to the community.	X	X	X	X	X	UNDP, Regional Council and Hill District Councils, Civil society organizations and Local administration, local law enforcement agency.	TBC	Consultants, training, workshops, events, logistic support, exposure visit	150,000
	Activity: Volunteer networks including youth networks will be convened to carry out collective action schemes for improvements to the community.	X	X	X	X		UNDP, Hill District Councils, CHT Regional Council, Civil society organizations.	TBC	Contractual services, consultants, workshops, conferences and publication	300,000
Sub-Total (Output 2)										2,125,000
Output 3: Democratic governance strengthened with responsive institutions and effective services.	Activity: Needs assessment and roadmap for harmonization of rules and regulations to rationalise remits of service delivery bodies in the region completed and adopted. Activity: Technical assistance to the Ministry for Chittagong Hill Tracts Affairs to convene inter-ministerial level platforms to devise a roadmap for rationalization.	X	X	X			UNDP, Government of Bangladesh, Regional Council and Hill District Councils, Relevant ministries. Circle offices and Upazila and Union Parishads.	TBC	Consultants, policy dialogue, workshops, conferences and publication	150,000
Results Indicator 3.1 Number of amendment, rules and regulations drafted with UNDP support,	Activity: Working technical groups supported including ministries and hill tracts' institutions to draft and agree rules and regulations for each body and organizational charts with staffing structures.	X	X	X	X	X	UNDP, Government of Bangladesh, Regional Council and Hill District Councils, Relevant ministries, Circle offices and Upazila and Union Parishads.	TBC	Contractual services and consultants, workshops and conferences	200,000
Results Indicator 3.2 Number of officials of MoCHTA, CHTRC, HDCs, CHTDB and traditional leaders with enhanced knowledge on decentralized governance systems,	Activity: Working technical groups supported including ministries and hill tracts' institutions to draft and agree rules and regulations for each body and organizational charts with staffing structures.	X	X	X	X	X	UNDP, Government of Bangladesh, Regional Council and Hill District Councils, Relevant ministries, Circle offices and Upazila and Union Parishads.	TBC	Workshops, dialogues and conferences	150,000

EXPECTED OUTPUTS and RESULT INDICATORS	PLANNED ACTIVITIES	TIMEFRAME					RESPONSIBLE PARTY	PLANNED BUDGET	
		Y1	Y2	Y3	Y4	Y5		Funding Source	Budget Description Amount (USD.)
Results Indicator 3.4 Number of resolved land disputes through land commission. Results Indicator 3.5 Transparent and open land registers designed and operational managed by Hill District Councils through UNDP support.	Activity: Technical support to assist local authorities design and manage an SDG monitoring framework and dashboard.	X	X	X	X	X	UNDP, Government of Bangladesh, Regional Council and Hill District Councils, Relevant ministries, Municipalities, Upazila Parishad and Union Parishad.	TBC	Contractual services, consultants, grants and training workshops and conferences 200,000
	Activity: Trainings, equipment and exposure visits to decentralized governance systems provided for MoCHTA, CHTRC, HDCs, CHTDB, traditional leaders, Upazila Parishads and Union Parishads	X	X	X	X	X	UNDP, Government of Bangladesh, Regional Council and Hill District Councils.	TBC	Training, exposure visits to decentralized governance systems 300,000
Results Indicator 3.6 3.4.1. A.3.1 Number of men and women with access to legal aid service through UNDP support. Results Indicator 3.7 3.4.1. B.2.1: Number of non GBV cases receiving judgment in the first instance of the formal justice system through UNDP support.	Activity: Expansion of A2i initiative providing digital services and public policy solutions in the region.	X	X	X	X	X	UNDP, Government of Bangladesh, Regional Council and Hill District Councils, Relevant ministries, Circle Offices, Municipalities, Upazila Parishads and Union Parishads.	TBC	Consultants, grants, IT support, IT equipment, training and workshops 100,000
	Activity: Training and support modules to assist CHITs implement and apply monitoring frameworks based on the revised rules and regulations transparently.	X	X	X	X	X	UNDP, Government of Bangladesh, Regional Council and Hill District Councils, Relevant ministries, Circle Offices, Municipalities, Upazila Parishads and Union Parishads.	TBC	Consultants, training, and workshops 200,000
Results Indicator 3.8 3.4.1. B.1.1 Number of GBV cases receiving judgment in the first instance through UNDP support. Results Indicator 3.9 Number of disputes resolved employing mediation and alternative dispute mechanisms.	Activity: Technical assistance to the land commission to create a transparent land arbitration mechanism to resolve land disputes in CHT.	X	X	X	X	X	UNDP, Land Commission, Government of Bangladesh, Regional Council and Hill District Councils, Relevant ministries.	TBC	LOA with LC and TA 120,000
	Activity: Building capacity of headman managing land.	X	X	X	X	X	UNDP, Land Commission, Regional Council and Hill District Councils, Relevant ministries.	TBC	LoA with Circles/HDCs 200,000
Results Indicator 3.10 Number of justice sector actor coordination meetings for expediting justice. Results Indicator 3.11	Activity: Capacity building for hill district councils to effectively manage land.	X	X	X	X	X	UNDP, Land Commission, Regional Council and Hill District Councils, Relevant ministries.	TBC	LoA with HDCs 150,000

EXPECTED OUTPUTS and RESULT INDICATORS	PLANNED ACTIVITIES	TIMEFRAME					RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4	Y5		Funding Source	Budget Description	Amount (USD)
		<p>Number of formal justice sector actors that have increased knowledge of tribal traditional forms of justice in CHT.</p> <p>Results Indicator 3.12 Number of traditional leaders that have increased knowledge on human rights and traditional justice system.</p> <p>Results Indicator 3.13 Case management system including documentation/recording established and in practice.</p> <p>Results Indicator 3.14 Number of tribal personnel in the police in the region.</p> <p>Results Indicator 3.15 Number of women in the police in the region.</p> <p>Results Indicator 3.16 Number of community policing forums established/operational engaging in dialogue with police.</p> <p>Results Indicator 3.17 4.2.2: Existence of new and strengthened services (including legal, justice and security services) to prevent and address SGBV.</p> <p>Results Indicator 3.18 Number of women benefiting from improved victim support services in three victim support centres in CHT.</p> <p>Results Indicator 3.19 Geographic reach of violence against women campaign.</p>	<p>Activity: Expansion of the National Legal Aid Service Organization to promote its services in the region including support for violence against women victims.</p> <p>Activity: Support to non-GBV cases through NGO-supported legal aid organization</p> <p>Activity: Support to GBV cases through NGO-supported legal aid organization</p> <p>Activity: Human resource capacity building and awareness raising of mediation and alternative dispute resolution that incorporates options for traditional justice platforms.</p> <p>Activity: Justice sector stakeholder coordination committee convened to jointly identify key challenges and solutions in the region for the justice sector and clarify mandates of different courts.</p> <p>Activity: Knowledge products, guides and sensitization for court officials promoting traditional forms of local justice. Translations of mainstream justice guidelines produced.</p>	X	X	X		X	X	UNDP, National Legal Aid Service Organization, Government of Bangladesh.
		X	X	X	X		TBC	Contractual services for legal aid support, training, workshop, exposure visit	150,000	
		X	X	X	X		TBC	Contractual services for legal aid support, training, workshop, exposure visit	200,000	
		X	X	X	X		TBC	Contractual services/LoA, training, workshops, exposure visit, publication, knowledge materials	200,000	
		X	X	X	X		TBC	Contractual services /LOA /training/ workshops	100,000	
		X	X	X	X		TBC	Contractual services /LOA /training/ workshops/ knowledge products	150,000	

EXPECTED OUTPUTS and RESULT INDICATORS	PLANNED ACTIVITIES	TIMEFRAME					RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4	Y5		Funding Source	Budget Description	Amount (USD)
		Activity: Learning and sensitization schemes to increase awareness of local traditional forms of justice for the formal judiciary.	X	X	X				UNDP, Traditional Institutions, Hill District Councils, NGOs.	TBC
Activity: Traditional leaders trained with increased knowledge of human rights issues.	X	X	X	X	X	UNDP, Traditional Institutions, Hill District Councils, NGOs.	TBC	Contractual services/LoA, training, workshops, publication, knowledge materials	150,000	
Activity: Support for the documentation/codification of traditional laws/customs	X	X	X	X		UNDP, Traditional Institutions, Hill District Councils, NGOs.	TBC	Contractual services/LoA, training, workshops, publication material	150,000	
Activity: Support for effective case management and documentation of traditional justice system	X	X	X	X		UNDP, Traditional Institutions, Hill District Councils, NGOs.	TBC	Contractual services/LoA, training, workshops, IT equipment and support	200,000	
Activity: Designing of mainstreaming policy at regional police level for increased recruitment and pastoral care for tribal police personnel.	X	X	X			UNDP, Bangladesh Police, relevant ministries.	TBC	Contractual services/LoA, training, workshops, IT equipment and support	50,000	
Activity: Logistics support for police in CHT	X	X	X	X	X	UNDP, Hill District Councils, Bangladesh Police.	TBC	Transports, potary water, renovation of police stations	200,000	
Activity: Public and institutional advocacy campaign to promote inclusive and gender sensitive policing in the region.	X	X	X	X	X	UNDP, Hill District Councils, Bangladesh Police.	TBC	Contractual services/LoA, training, workshops, knowledge material	50,000	
Activity: Support for establishing women friendly facilities in police stations in CHT	X	X	X	X	X	UNDP, Hill District Councils, Bangladesh Police.	TBC	Contractual services/LoA, Infrastructure, logistics support	150,000	



EXPECTED OUTPUTS and RESULT INDICATORS	PLANNED ACTIVITIES	TIMEFRAME					RESPONSIBLE PARTY	PLANNED BUDGET	
		Y1	Y2	Y3	Y4	Y5		Funding Source	Amount (USD)
		Activity: Establish a regional chapter of the women's police network to promote women interests and better working conditions within the police structures.	X	X	X	X		X	UNDP, Hill District Councils, Bangladesh Police.
Activity: Community policing initiatives supported to provide increased community accountability for the police.	X	X	X	X	X	UNDP, Hill District Councils, Bangladesh Police.	TBC	150,000	
Activity: Support and human resource development support for an extension of the Women and Children Repression Prevention Tribunal to the region.	X	X	X	X	X	UNDP, Regional Council, relevant ministries.	TBC	250,000	
Activity: Support three victim support centres provide shelter for women victims of violence.	X	X	X	X	X	UNDP, Hill District Councils, Bangladesh Police.	TBC	200,000	
Activity: Public campaigns to promote change behaviour and rights awareness of violence against women. Includes 13,000 trained violence preventers and public events.	X	X	X	X	X	UNDP, Non-Government Organizations, UN WOMEN, civil society organizations.	TBC	150,000	
Sub-Total (Output 3)									
Note: 3% of total budgets reserved for Monitoring and Evaluation activities									
Total (Output 3)									
General Management Support (8% of the direct costs)									
Total									

Note: USD 7.3 million (DKK 50 million) from Government of Denmark for Agriculture and Food Security, and Climate Change Resilience interventions, and USD 1.55 million from SAARC Development Fund (SDF) for Economic Empowerment of Women through Energy Access in CHT are under pipeline and agreement not signed with

UNDP yet. However, DKK 50 million allocation for UNDP is mentioned in the framework agreement between government of Kingdom of Denmark and GoB for 2016-2021. Programme and development effectiveness costs will be charged to the project as defined in the Executive Board decision DP/2010/52.

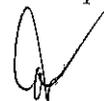
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LEGAL CONTEXT

This document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Bangladesh and UNDP, signed on 25 November 1986. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner." This project will be implemented by the Ministry of Chittagong Hill Tracts Affairs (MoCHTA) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of the Executing Agency or an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

RISK MANAGEMENT

1. Consistent with the Article III of the SBAA [*for the Supplemental Provisions*], the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
 - a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried,
 - b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.
4. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).



5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

Q

ANNEXES

1. Project Quality Assurance Report
2. Social and Environmental Screening Template [[English](#)] [[French](#)][[Spanish](#)], including additional Social and Environmental Assessments or Management Plans as relevant.
3. Risk Analysis. Use the standard [Risk Log template](#). Please refer to the [Deliverable Description of the Risk Log](#) for instructions.
4. Capacity Assessment: Results of capacity assessments of Implementing Partner (including HACT Micro Assessment).
5. Project Board Terms of Reference and TORs of key management positions.
6. Joint UN Programmatic Framework for CHT 2015-2020



Risk log³⁸

#	Description	Date identified	Type	Impact & Probability	Contingency measures / management response
Types of risk: Environmental, Financial, Operational, Organizational, Political, Regulatory, Strategic, Other.					
1	Political instability in the region with an increase in political and community confrontation.	May 2015	Political and operational	P=2 I=2	Contingency plans for political protests such as hartals have been put in place. Trust building network and early warning system will be scaled up regionally to mitigate potential escalation points and impact of any violence during these incidents. Monitoring of events to assess risk will be conducted.
2	Lack of political will to further implement the peace accord provisions leads to increased tensions between communities in the region.	July 2015	Strategic	P=3 I=4	High level political engagement in partnership with the Ministry for Hill Tracts Affairs will assist set a long term agenda at inter-ministerial level. Development of key milestones to be achieved setting out a timetable and investment in a diverse range of key drivers of change will provide continuity in output delivery. Consultation with actors in the design of the project has encouraged increased shared and political ownership of the outcomes. Monitoring of events to assess risk will be conducted.
3	Increases in inter community tensions resulting in violence.	July 2015	Operational	P=3 I=3	Contingency plans for political protests such as hartals have been put in place. Local volunteer facilitator network and an early warning system will be scaled up regionally to mitigate potential escalation points and impact of any violence if these incidents. Monitoring of events to assess risk will be conducted.
4	High level participatory platforms stall over issues such as electoral framework and land commission.	July 2015	Strategic	P=2 I=3	Clear agenda setting will ensure the themes within the subject transfer blocks remain feasible and realistic and open to all key stakeholders.
5	Harmonization creates mission creep of local government bodies.	July 2015	Regulatory	P=2 I=3	Clear roadmap and overview of mandates of working groups drafted to ensure clear parameters for mandates of local and peace accord bodies are established.
6	Intersecting disputes between regional political parties undermine consensus building.	2014	Political	P=3 I=3	Platforms are designed to have a strong community led local voice engaging with local decision-makers and providing increased demand side pressure for consensus to be maintained.
7	Reputational risk to the United Nations on a national level.	2014	Strategic and organizational	P=2 I=4	Clear monitoring at national and regional levels to ensure project inputs are aligned to outputs and outcomes and the Rights Up Front approach is being employed in programming activities. Annual reviews of performance and value for money planned.



³⁸ To be reviewed and finalized during the inception phase.

#	Description	Date of Occurrence	Type	Impact & Probability	Countermeasures/management response
8	Perception that steering committee is setting agendas that is challenging government authority in the field of public policy.	2014	Political	P=3 I=3	Transparency and publication policies established early to ensure public accountability. A broad spectrum of stakeholders including the Ministry for Chittagong Hill Tracts Affairs will be represented on the steering committee.
9	Public demonstrate no interest on issues being developed.	July 2015	Strategic	P=1 I=4	Selection of subject transfer blocks and clear and consistent campaign strategies will provide popular formats relating public policy issues to community lives.
10	Human rights environment in the region deteriorates.	July 2015	Strategic and political	P=2 I=4	Human rights monitoring as part of the United Nations' Rights up Front policy will inform all project-based decisions and be subject to regular review.
11	Restrictions to movement of programming staff by regulations.	February 2015	Operational	P=4 I=4	Engagement is being undertaken at official levels with relevant parties to ensure obstacles on access to the region for interventions are removed for the future.
12	Lack of coordination between government departments and peace accord institutions.	January 2006	Operational	P=3 I=3	Inter-ministerial platforms and engagement with key actors including the prime minister's office should assist coordination between actors.
13	Failure to amend the law commission act or other laws for harmonization in a timely manner.	July 2015	Political	P=3 I=4	Inter-ministerial platforms and engagement with key actors including the prime minister's office should assist review of the land commission and other key pieces of legislation.
14	Natural disaster (including flood and earthquake)	March 2014	Environmental	P=2 I=2	Early recovery and response plan will be developed to ensure any natural disaster does not adversely affect implementation. Actions building resilience will directly benefit communities.
15	Potential for financial irregularities in local institutions with no sound financial transparency and administrative systems in place.		Financial	P=1 I=3	The project will have a framework to include ex ante controls and regular internal and external auditing tools that includes the Foreign Aided Project Audit Directorate of the Auditor General Office. UNDP will be included in major procurement processes. In accordance with its Legal Framework and Anti-Fraud Policy, UNDP has recourse to the Office of Audit and Investigations that conducts independent investigations in cases of alleged corruption.

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

OVERALL PROJECT

EXEMPLARY (5) ●●●●●	HIGHLY SATISFACTORY (4) ●●●●○	SATISFACTORY (3) ●●●○○	NEEDS IMPROVEMENT (2) ●●○○○	INADEQUATE (1) ●○○○○
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The SES criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.

DECISION

- **APPROVE** – the project is of sufficient quality to continue as planned. Any management actions must be addressed in a timely manner.
- **APPROVE WITH QUALIFICATIONS** – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner.
- **DISAPPROVE** – the project has significant issues that should prevent the project from being approved as drafted.

RATING CRITERIA

STRATEGIC

<p>1. Does the project's Theory of Change specify how it will contribute to higher level change? (Select the option from 1-3 that best reflects the project):</p> <ul style="list-style-type: none"> • 3: The project has a theory of change with explicit assumptions and clear change pathway describing how the project will contribute to outcome level change as specified in the programme/CPD, backed by credible evidence of what works effectively in this context. The project document clearly describes why the project's strategy is the best approach at this point in time. • 2: The project has a theory of change. It has an explicit change pathway that explains how the project intends to contribute to outcome-level change and why the project strategy is the best approach at this point in time, but is backed by limited evidence. • 1: The project does not have a theory of change, but the project document may describe in generic terms how the project will contribute to development results, without specifying the key assumptions. It does not make an explicit link to the programme/CPD's theory of change. <p>Evidence: The theory of change with explicit assumptions explaining how the project will contribute to higher level changes and changes to happen is described in the project document. The project strategies also describe how the expected results of the project will be achieved. Please refer to the attached project document.</p>	3	2
	1	
	Evidence	
<p>2. Is the project aligned with the thematic focus of the UNDP Strategic Plan? (select the option from 1-3 that best reflects the project):</p> <ul style="list-style-type: none"> • 3: The project responds to one of the three areas of development work¹ as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging areas²; an issues-based analysis has been incorporated into the project design; and the project's RRF includes all the relevant SP output indicators. <i>(all must be true to select this option)</i> • 2: The project responds to one of the three areas of development work¹ as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. <i>(both must be true to select this option)</i> 	3	2
	1	
	Evidence	

*Note: Management Action or strong management Justification must be given for a score of 1

¹ 1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building

² sustainable production technologies, access to modern energy services and energy efficiency, natural resources management, extractive industries, urbanization, citizen security, social protection, and risk management for resilience

- **1:** While the project may respond to one of the three areas of development work³ as specified in the Strategic Plan, it is based on a sectoral approach without addressing the complexity of the development issue. None of the relevant SP indicators are included in the RRF. This answer is also selected if the project does not respond to any of the three areas of development work in the Strategic Plan.

Evidence: The project is aligned to the four thematic areas (SP Outcome 1, 2, 3, and 4) of the 2014-17 strategic plan. The strategic plan indicators are also included in the project's Results and Resources Framework (RRF). The project also responds to three areas of development work³ as specified in the Strategic Plan. Please refer to the Results Framework in the attached project document.

RELEVANT

3. Does the project have strategies to effectively identify, engage and ensure the meaningful participation of targeted groups/geographic areas with a priority focus on the excluded and marginalized? (select the option from 1-3 that best reflects this project):

- **3:** The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.)The project has an explicit strategy to identify, engage and ensure the meaningful participation of specified target groups/geographic areas throughout the project, including through monitoring and decision-making (such as representation on the project board) (*all must be true to select this option*)
- **2:** The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. The project document states how beneficiaries will be identified, engaged and how meaningful participation will be ensured throughout the project. (*both must be true to select this option*)
- **1:** The target groups/geographic areas are not specified, or do not prioritize excluded and/or marginalised populations. The project does not have a written strategy to identify or engage or ensure the meaningful participation of the target groups/geographic areas throughout the project.

Evidence: The project will implement in all 26 Upazilas and 121 Unions across the three Hill Districts of CHT region. The communities and beneficiaries for project support will be selected from the excluded and/or marginalised populations from both rural and urban areas by following specific guidelines/criteria. The working areas and communities will be selected through the involvement of local Union Development Coordination Committees (UDCC), local Upazila Parishad and traditional leaders at various as mentioned in the project document. Similarly, the excluded and/or marginalised households will be selected by the respective Para Development Committee (PDC) following some specific criteria considering project context.

*Note: Management Action must be taken for a score of 1, or select not applicable.

3	2
1	
Select (all) targeted groups: (drop-down)	
Evidence	

4. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? (select the option from 1-3 that best reflects this project):

- **3:** Knowledge and lessons learned (gained e.g. through peer assist sessions) backed by credible evidence from evaluation, corporate policies/strategies, and monitoring have been explicitly used, with appropriate referencing, to develop the project's theory of change and justify the approach used by the project over alternatives.
- **2:** The project design mentions knowledge and lessons learned backed by evidence/sources, which inform the project's theory of change but have not been used/are not sufficient to justify the approach selected over alternatives.
- **1:** There is only scant or no mention of knowledge and lessons learned informing the project design. Any references that are made are not backed by evidence.

Evidence: The knowledge, good practices, and past lessons learned of CHTDF were reviewed and utilized in the development of this project document that documented through results assessments/evaluations, lessons learned workshops and project review missions arranged by the development partners in regular intervals.

*Note: Management Action or strong management justification must be given for a score of 1

3	2
1	
Evidence	

³ 1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building

5. Does the project use gender analysis in the project design and does the project respond to this gender analysis with concrete measures to address gender inequities and empower women? (select the option from 1-3 that best reflects this project):

3	2
1	

Evidence

- **3:** A participatory gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men, and it is fully integrated into the project document. The project establishes concrete priorities to address gender inequalities in its strategy. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. *(all must be true to select this option)*
- **2:** A gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men. Gender concerns are integrated in the development challenge and strategy sections of the project document. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. *(all must be true to select this option)*
- **1:** The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the constraints have not been clearly identified and interventions have not been considered.

Evidence: A gender analysis was conducted in 2013 by commissioning external research organization. The gender strategy of the project will be guided by the UNDP Global Gender Policy, which is based on two-pronged approaches to achieving gender equality as mentioned in the project document. The RRF includes the indicators with gender disaggregated data to collect results contributing to gender equality.

*Note: Management Action or strong management justification must be given for a score of 1

6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national partners, other development partners, and other actors? (select from options 1-3 that best reflects this project):

3	2
1	

Evidence

- **3:** An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project. It is clear how results achieved by relevant partners will contribute to outcome level change complementing the project's intended results. If relevant, options for south-south and triangular cooperation have been considered, as appropriate. *(all must be true to select this option)*
- **2:** Some analysis has been conducted on the role of other partners where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project. Options for south-south and triangular cooperation may not have not been fully developed during project design, even if relevant opportunities have been identified.
- **1:** No clear analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance.

Evidence: The works to be performed through whom have been clearly specified in the multi-year work plan and RRF as well. The name of the national and other partners have also been specified in the multi-year work plan. South-south cooperation have been considered for the Government and CHT institutions' officials including traditional leaders to decentralised governance system as well.

*Note: Management Action or strong management justification must be given for a score of 1

SOCIAL & ENVIRONMENTAL STANDARDS

7. Does the project seek to further the realization of human rights using a human rights based approach? (select from options 1-3 that best reflects this project):

3	2
1	

Evidence

- **3:** Credible evidence that the project aims to further the realization of human rights, upholding the relevant international and national laws and standards in the area of the project. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. *(all must be true to select this option)*
- **2:** Some evidence that the project aims to further the realization of human rights. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget.
- **1:** No evidence that the project aims to further the realization of human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered.

Evidence: In previous phase of the project, UNDP, in partnership with ILO, supported the Parliamentary Caucus—a nonpartisan, cross-party grouping Parliament members to implement constitutional and legislative protections for tribal peoples. With UNDP’s technical assistance the Parliamentary Caucus drafted a law to protect the rights of the tribal people, and capacitated to advocate on human rights violations against tribal peoples and for full implementation of the CHT Accord, among others. The project will continue to provide support to this areas including access to legal services in the next phase of the project.

Through UNDP’s education intervention in previous phase of the project, over 20,000 children gained access to rights of basic quality education as per the CHT Accord. In next phase, the project will continue advocacy for the nationalization of those school to ensure basic education services for the children in the under-served areas.

The project will support the Ministry of CHT Affairs, 3 Hill District Councils and CHT Regional Council to increase access to information for the community people particularly the services offered by them.

*Note: Management action or strong management justification must be given for a score of 1

8. Did the project consider potential environmental opportunities and adverse impacts, applying a precautionary approach? (select from options 1-3 that best reflects this project):

- **3:** Credible evidence that opportunities to enhance environmental sustainability and integrate poverty-environment linkages were fully considered as relevant, and integrated in project strategy and design. Credible evidence that potential adverse environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. (*all must be true to select this option*).
- **2:** No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts have been identified and assessed, if relevant, and appropriate management and mitigation measures incorporated into project design and budget.
- **1:** No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Limited or no evidence that potential adverse environmental impacts were adequately considered.

Evidence: The project conducted a social and environmental impacts assessment by using the UNDP’s social and environmental screening checklist to measure the relevant adverse impacts of the project interventions as specified in this project document. Moreover, the project will also ensure assessment of social and environmental impacts and risks during formulation stage of all infrastructure projects by using the social and environmental screening checklist.

*Note: Management action or strong management justification must be given for a score of 1

9. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [If yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]

Evidence: Please see the attached completed checklist.

3 2

1

Evidence

Yes No

MANAGEMENT & MONITORING

10. Does the project have a strong results framework? (select from options 1-3 that best reflects this project):

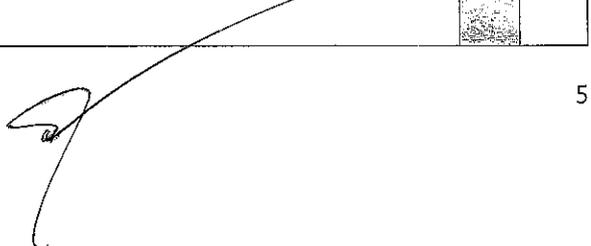
- **3:** The project’s selection of outputs and activities are at an appropriate level and relate in a clear way to the project’s theory of change. Outputs are accompanied by SMART, results-oriented indicators that measure all of the key expected changes identified in the theory of change, each with credible data sources, and populated baselines and targets, including gender sensitive, sex-disaggregated indicators where appropriate. (*all must be true to select this option*)
- **2:** The project’s selection of outputs and activities are at an appropriate level, but may not cover all aspects of the project’s theory of change. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of gender sensitive, sex-disaggregated indicators, as appropriate. (*all must be true to select this option*)

3 2

1

Evidence

<ul style="list-style-type: none"> • 1: The results framework does not meet all of the conditions specified in selection "2" above. This includes: the project's selection of outputs and activities are not at an appropriate level and do not relate in a clear way to the project's theory of change; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change, and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. <p>Evidence: The project has a strong results framework with SAMRT results-oriented indicators relating to the project's theory of change as specified in the project document. Each indicator has reliable data sources, data collection methods with frequency. The baselines and targets of the indicators except few indicators those will be established in first year of the project implementation. The gender sensitive and sex disaggregated indicators are also included where appropriate.</p> <p>*Note: Management Action or strong management justification must be given for a score of 1</p>							
<p>11. Is there a comprehensive and costed M&E plan in place with specified data collection sources and methods to support evidence-based management, monitoring and evaluation of the project?</p>	<table border="1"> <tr> <td>Yes (3)</td> <td>No (1)</td> </tr> </table>	Yes (3)	No (1)				
Yes (3)	No (1)						
<p>12. Is the project's governance mechanism clearly defined in the project document, including planned composition of the project board? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: The project's governance mechanism is fully defined in the project composition. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. <i>(all must be true to select this option).</i> • 2: The project's governance mechanism is defined in the project document; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The prodoc lists the most important responsibilities of the project board, project director/manager and quality assurance roles. <i>(all must be true to select this option)</i> • 1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided. <p>Evidence: The project's National Steering Committee will meet on annual basis and provide policy guidance on the implementation of the programme as stated in the project document. The roles and responsibilities of Project Board have also been clearly explained in the project document.</p> <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<table border="1"> <tr> <td>3</td> <td>2</td> </tr> <tr> <td colspan="2">1</td> </tr> <tr> <td colspan="2">Evidence</td> </tr> </table>	3	2	1		Evidence	
3	2						
1							
Evidence							
<p>13. Have the project risks been identified with clear plans stated to manage and mitigate each risks? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis. Clear and complete plan in place to manage and mitigate each risk. <i>(both must be true to select this option)</i> • 2: Project risks related to the achievement of results identified in the initial project risk log with mitigation measures identified for each risk. • 1: Some risks may be identified in the initial project risk log, but no evidence of analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and no initial risk log is included with the project document. <p>Evidence: Please refer to the project document (p.52)</p> <p>*Note: Management Action must be taken for a score of 1</p>	<table border="1"> <tr> <td>3</td> <td>2</td> </tr> <tr> <td colspan="2">1</td> </tr> <tr> <td colspan="2">Evidence</td> </tr> </table>	3	2	1		Evidence	
3	2						
1							
Evidence							
EFFICIENT							
<p>14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners.</p>	<table border="1"> <tr> <td>Yes (3)</td> <td>No (1)</td> </tr> </table>	Yes (3)	No (1)				
Yes (3)	No (1)						



<p>Evidence: The theory of change analysis and project strategies have explored about how the expected results will be achieved with the resources available. Within UNDP national level or area based pilot projects covering urban poverty and justice and security reform will create synergies internally across UNDP activities strengthening coordination of actors to support increased access to community poverty alleviation actions and justice that is supported by community policing models. Please refer to the project document (p.5, 6, 7 and 12).</p>		
<p>15. Are explicit plans in place to ensure the project links up with other relevant on-going projects and initiatives, whether led by UNDP, national or other partners, to achieve more efficient results (including, for example, through sharing resources or coordinating delivery?)</p> <p>Evidence: The project ensures clear links up with on-going projects and initiatives related to Farmer Field Schools (FFS) and Village Common Forest (VCF), implemented by UNDP in the three Hill Districts of CHT areas.</p>	Yes (3)	No (1)
<p>16. Is the budget justified and supported with valid estimates?</p> <ul style="list-style-type: none"> 3: The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. 2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget. Costs are supported with valid estimates based on prevailing rates. 1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget. <p>Evidence: The activities with funding sources have been specified in the multi-year work plan. Please refer to the work plan in the project document (p.40)</p>	3	2
<p>17. Is the Country Office fully recovering the costs involved with project implementation?</p> <ul style="list-style-type: none"> 3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL) 2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant. 1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project. <p>Evidence: The budget is prepared considering all project costs that are attributable to the project based on full costing in accordance with prevailing UNDP policies.</p> <p><i>*Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.</i></p>	3	2
EFFECTIVE		
<p>18. Is the chosen implementation modality most appropriate? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> 3: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been thoroughly considered. There is a strong justification for choosing the selected modality, based on the development context. <i>(both must be true to select this option)</i> 2: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted and the implementation modality chosen is consistent with the results of the assessments. 1: The required assessments have not been conducted, but there may be evidence that options for implementation modalities have been considered. <p>Evidence: The previous programme implemented by UNDP in the same intervention areas was undertaken following direct implementation modality (DIM) with the partnership of Ministry of CHT Affairs (MoCHTA) and other relevant local government institutions in the CHT in consideration of CHT context and post-conflict situation. As a result of the implementation of previous programme, many progress have been achieved in</p>	3	2

various sectors such as local governance, community empowerment and economic development, local development, capacity enhancement of the CHT institutions, basic services (education, health, and agriculture) and others as per peace accord. However many more things are to be done in next period. Now in order to make the achievements sustainable and enhance GoB ownership and implement various activities within the government system in line with the government 7th Five Year Plan for CHT, the implementation modality in combination of both DECOS and NEX have been chosen.

The capacity assessment of the Ministry of CHT Affairs and Hill District Councils were conducted in previous years. The HACT micro assessment was also conducted for each of three HDC. The HACT micro assessment for MoCHTA to be conducted in May/June before implementation of new project starts.

*Note: Management Action or strong management justification must be given for a score of 1

<p>19. Have targeted groups, prioritizing marginalized and excluded populations that will be affected by the project, been engaged in the design of the project in a way that addresses any underlying causes of exclusion and discrimination?</p> <ul style="list-style-type: none"> • 3: Credible evidence that all targeted groups, prioritising marginalized and excluded populations that will be involved in or affected by the project, have been actively engaged in the design of the project. Their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change which seeks to address any underlying causes of exclusion and discrimination and the selection of project interventions. • 2: Some evidence that key targeted groups, prioritising marginalized and excluded populations that will be involved in the project, have been engaged in the design of the project. Some evidence that their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change and the selection of project interventions. • 1: No evidence of engagement with marginalized and excluded populations that will be involved in the project during project design. No evidence that the views, rights and constraints of populations have been incorporated into the project. <p>Evidence: The concept note of the project was shared and discussed with all the relevant stakeholders including community traditional leaders while developing the project document. Their comments and feedback were also incorporated in the document. Later on, the full project document was shared and discussed with the CHT institutions, local governance institutions, community traditional leaders and all other relevant stakeholders for finalization of the project document.</p>	3	2
<p>20. Does the project conduct regular monitoring activities, have explicit plans for evaluation, and include other lesson learning (e.g. through After Action Reviews or Lessons Learned Workshops), timed to inform course corrections if needed during project implementation?</p> <p>Evidence: The project will conduct regular monitoring and evaluation activities to ensure that valid and realistic data are collected appropriately to assess progress of the indicators against the expected targets. Lesson learned will also be collected through a systemic process on regular basis. Please refer to the RRF (p.25) in which 4 percent of total project budget are allocated for monitoring and evaluation activities.</p>	Yes (3)	No (1)
<p>21. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.</p> <p>Management response: The gender markers for all outputs are scored at GEN2 or GEN3 for the ongoing phase implemented by UNDP in the same areas of CHT region. However, for the new project, the gender markers will be conducted as soon as the project is approved.</p> <p>*Note: Management Action or strong management justification must be given for a score of "no"</p>	Yes (3)	No (1)
<p>22. Is there a realistic multi-year work plan and budget to ensure outputs are delivered on time and within allotted resources? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: The project has a realistic work plan & budget covering the duration of the project <i>at the activity</i> level to ensure outputs are delivered on time and within the allotted resources. • 2: The project has a work plan & budget covering the duration of the project at the output level. • 1: The project does not yet have a work plan & budget covering the duration of the project. <p>Evidence: The project has a multi-year work plan mentioning budget with the time frame for implementation. However work plan will be revised later as needed in discussion with the Government, UNDP and development partners considering programme requirement, if needed.</p>	3	2
	1	Evidence

SUSTAINABILITY & NATIONAL OWNERSHIP

23. Have national partners led, or proactively engaged in, the design of the project? (select from options 1-3 that best reflects this project):

- **3:** National partners have full ownership of the project and led the process of the development of the project jointly with UNDP.
- **2:** The project has been developed by UNDP in close consultation with national partners.
- **1:** The project has been developed by UNDP with limited or no engagement with national partners.

Evidence: The project document was developed in close consultation with national implementing partner (The Ministry of CHT Affairs-MoCHTA) and MoCHTA has agreed with the project document as well.

3	2
1	

Evidence

24. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted? (select from options 0-4 that best reflects this project):

- **3:** The project has a comprehensive strategy for strengthening specific capacities of national institutions based on a systematic and detailed capacity assessment that has been completed. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly.
- **2.5:** A capacity assessment has been completed. The project document has identified activities that will be undertaken to strengthen capacity of national institutions, but these activities are not part of a comprehensive strategy to monitor and strengthen national capacities.
- **2:** A capacity assessment is planned after the start of the project. There are plans to develop a strategy to strengthen specific capacities of national institutions based on the results of the capacity assessment.
- **1.5:** There is mention in the project document of capacities of national institutions to be strengthened through the project, but no capacity assessments or specific strategy development are planned.
- **1:** Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions.

Evidence: The capacity assessments of national partners and Hill District Councils were conducted in previous years (attached). The project has specified the activities to be undertaken for strengthening the capacity of national and CHT institutions to manage their mandated roles and responsibilities as per the CHT Accord.

3	2.5
2	1.5

1

Evidence

25. Is there a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.) to the extent possible?

Evidence: As the Ministry of CHT Affairs (MoCHTA) will be the main implementing partner, the project will use national systems as much as required particularly in streamlining the monitoring and evaluation with government system, and for procurement, both government and UNDP procedures will be followed as and where needed.

Yes (3)	No (1)
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26. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation strategy)?

Evidence: The phase-out plan and sustainability of the intervention is explained in the sustainability and scaling up section of the project document.

Yes (3)	No (1)
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Annex [#]. Social and Environmental Screening Template

The completed template, which constitutes the Social and Environmental Screening Report, must be included as an annex to the Project Document. Please refer to the Social and Environmental Screening Procedure and Toolkit for guidance on how to answer the 6 questions.

Project Information

Project Information	
1. Project Title	Strengthening Inclusive Development in Chittagong Hill Tracts
2. Project Number	00087638
3. Location (Global/Region/Country)	Chittagong Hill Tracts, Bangladesh

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the Project mainstreams the human-rights based approach.

With the aim to ensure human security, sustainable peace, and good governance in CHT, the project will work with communities, institutions and has targeted interventions on justice.

At the community side, the project builds an enabling environment for participation of individuals and increasing their capacity to articulate voice on decision-making platforms, in order to shape and make decisions that impact on their lives. Networks of interest formed at community level (urban and rural) are able to negotiate to influence regional and national government policy direction. Increased civic participation and engagement amongst communities will provide the basis for social actions to build social capital and citizenship awareness, and deepen their participation in local government decision making.

With institutions the project supports increased ability of institutions to respond to local priorities and problems, strengthening local authorities and Regional and Hill District Councils in the delivery of services and enhancing transparency and accountability in delivering services will build stronger bridges between institutions and population. Transparency will be supported through various interventions, including A2i scheme promoting innovative digital services.

Improved transparent and effective land management systems and improving service delivery in justice and security sectors will bring confidence among CHT population and will build safer and secure communities. Regional access to justice and law and order will be widened and the police will have better confidence building tools, inclusive police recruitment will increase diversity of police. Coordination between formal and informal traditional justice sectors, deepening the availability of legal aid and access to formal and alternative dispute services. Increased consistency and comprehension of formal justice sector agencies of informal justice will be developed to promote sensitive justice approaches that applies justice at the lowest level. State legal aid schemes will be rolled out. Capacity of Civil Society and NGOs will be strengthened to offer legal assistance and medication facilities.



Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment

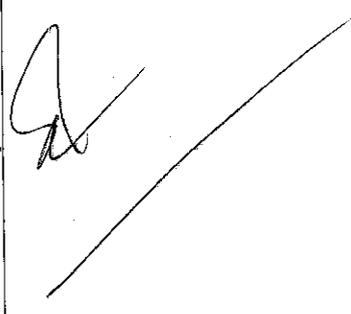
Gender equality and women's empowerment are mainstreamed in all programmes. Gender segregated targets, indicators, and detailed programme implementation guidelines will further ensure equal participation of women in programme activities and equal benefits for both men and women from the project. Moreover the project will support women to actively participate in decision making processes and dialogues that significantly affect their lives at all levels (from family up to national level).

Gender specific interventions include comprehensive legal aid support for marginalized women victims of violence (GBV) and establishment of a regional chapter of the women police network to promote women's interest, building capacity on inclusive and gender sensitive policing, women friendly facilities at local police stations, victim support centers and so on.

The project will advocate for establishing Family Courts in CHT because a large number Bengali inhabitants living in the region are deprived from services, while IP/tribal communities are able to seek justice from the customary laws and traditional leaders. Moreover the national programme Nari-O-Shishu Nirjaton Doman (Suppression of Violence against Women and Children) Tribunals which have not yet been established in the region, will be supported to expand to CHT by the project. It is expected that violence against women and girls will significantly reduce due to improved governance, mass awareness and social cohesion in CHT through development support in line with CHT Accord. The traditional justice system plays a vital role in dispensing social justice in CHT with confidence of tribal communities on the system. Therefore, it is important to strengthen the customary social justice system in line with global gender and human rights standards with proper documentation of cases.

Briefly describe in the space below how the Project mainstreams environmental sustainability

The proposed project is expected to make a positive long-term contribution to the environment, particularly through enhancing protection of forests including Reserved Forests (RFs), Protected Forests (PFs) and other forests such as Mauza forests/Village Common Forests (VCFs) and associated watersheds, thereby reducing forests degradation and deforestation. The proposed project interventions will mitigate risks and enhance soil and water conservation by improving forests management and environmental governance, and conservation of biodiversity will be achieved through holistic community approach. Climate resilience of both forest ecosystems and landscape community will be strengthened with the development of improved tools to assess risks and strategies to offset and adapt to climate change, followed by local resilience plans and building actions to reduce climate change vulnerability and risk. Climate resilience and adaptive capacity will be strengthened as the proposed project comprehensively aims to improve the management and response abilities of relevant institutions including Village Common Forest Committees at para level, traditional institutions at village, union and upazila levels, and Hill District Councils, and also government line departments including Forest Department. Communities and farmers will, through Farmer Field Schools, adapt sustainable and climate adaptive land use and farming technology. Assistance will also be provided so that women in CHT have energy efficient cooking stoves with environment, health, social and economic benefits. Advocacy and networking will be done so that policy makers, financiers, suppliers and end-users have improved knowledge, awareness and capacities on benefits. Women friendly market opportunities will be explored for improved cooking stoves and other energy efficient technologies as alternative energy options suitable for CHT.



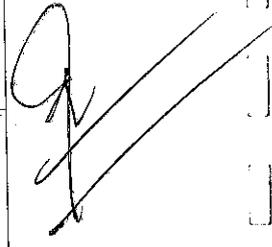
Part B. Identifying and Managing Social and Environmental Risks

<p>QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk.” Questions 5 and 6 not required for Low Risk Projects.</i></p>	<p>Impact and Probability (1-5)</p>	<p>Significance (Low, Moderate, High)</p>	<p>Comments</p>	<p>QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?</p>
<p>Risk 1: The peoples in CHT live in remote locations; natural disasters such as draught and flash floods may affect their livelihoods, resulting in food insecurity.</p>	<p>I = 1 P = 1</p>	<p>Low</p>	<p>In CHT people mostly rely on rained agriculture, and drought might cause crop failure on hill slopes. Crop production losses may be due to top soil loss as a result of variation of rains.</p>	<p>Description of assessment and management measures as reflected in the Project design. If EIA or SESA is required note that the assessment should consider all potential impacts and risks.</p> <p>Watershed management approach will be followed.</p>
<p>Risk 2 Slow process of CHT Accord execution leads to political violence and manmade political instability.</p>	<p>I = 1 P = 1</p>	<p>Moderate</p>	<p>Partial execution of CHT accord does not guarantee full engagement of CHT community in all development process.</p>	
<p>Risk 3: The Village Common Forests are still in the process of being formally recognized; community user rights are necessary for the sustainability of the forest ecosystem.</p>	<p>I = 1 P = 1</p>	<p>Low</p>	<p>Due to the sensitivity of the topic the process of ensuring community rights might take longer than expected.</p>	<p>Stakeholder consultations will be held regularly and policy level dialogues will be taken up.</p>
<p>Risk 4: The size and quality of some VCFs are at risk due to external pressure (change of land use and scarcity of natural resources).</p>	<p>I = 2 P = 1</p>	<p>Low</p>		<p>Building institutional capacity of VCF management committees, traditional system and Hill District Councils will improve the natural resource management and strengthen the VCFs.</p>
<p>[add additional rows as needed]</p>				
<p>QUESTION 4: What is the overall Project risk categorization?</p>				
<p>Select one (see SESP for guidance)</p>				
<p>Low Risk <input checked="" type="checkbox"/> Very low risk</p>				
<p>Moderate Risk <input type="checkbox"/></p>				
<p>High Risk <input type="checkbox"/></p>				
<p>Comments</p>				

QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?		Comments
Check all that apply		
<i>Principle 1: Human Rights</i>	<input type="checkbox"/>	All citizens are equally enjoy the accessible justice, peaceful environment.
<i>Principle 2: Gender Equality and Women's Empowerment</i>	<input type="checkbox"/>	CHTDF has gender mainstreaming
<i>1. Biodiversity Conservation and Natural Resource Management</i>	<input type="checkbox"/>	Mouza Forests/CFs are better managed, including biodiversity protection, sustainable use by local community and secured resiliency of ecosystems and watersheds.
<i>2. Climate Change Mitigation and Adaptation</i>	<input type="checkbox"/>	Address the climate change and mitigation, CCVA are planned and will address in community planning.
<i>3. Community Health, Safety and Working Conditions</i>	<input type="checkbox"/>	No unhealthy activities are with the project activities.
<i>4. Cultural Heritage</i>	<input type="checkbox"/>	Local knowledge and best practices are aligned with development activities.
<i>5. Displacement and Resettlement</i>	<input type="checkbox"/>	No displacement and Resettlement.
<i>6. Tribal Peoples</i>	<input type="checkbox"/>	Local tribal peoples are environmentally adopted. No tribal people will be affected.
<i>7. Pollution Prevention and Resource Efficiency</i>	<input type="checkbox"/>	Natural Forests are well managed and make the environment clean through protection of forests and maximized production, more income from per unit of land use.

Final Sign Off

Signature	Date	Description
QA Assessor		UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.



SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist: Potential Social and Environmental Risks		Answer (Yes/No)
Principles 1: Human Rights		
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No.
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ¹	No.
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No.
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services?	No

¹ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an tribal person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

	<i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or tribal peoples or local communities?	No.
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No.
1.4	Would Project activities pose risks to endangered species?	No.
1.5	Would the Project pose a risk of introducing invasive alien species?	No.
1.6	Does the Project involve harvesting of natural forests, <u>plantation development</u> , or reforestation? The proposed project involves limited homestead gardening plantation of indigenous and fruit trees. For these activities suitable and resilient tree species, carefully selected based on local knowledge, will be distributed to the most vulnerable households to whom training on plantation and nursery development will be imparted. Homestead gardening is ensured in the project along with selection of beneficiaries through a participatory community approach linked to the intervention for improved diversified livelihoods for the VCF dependent communities.	Yes.
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No.
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No.
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No.
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No.
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	No.
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ² greenhouse gas emissions or may exacerbate climate change?	No.
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No.
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No.

² In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No.
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No.
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No.
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No.
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No.
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No.
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No.
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No.
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No.
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No.
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No.
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No.
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No.
5.3	Is there a risk that the Project would lead to forced evictions? ³	No.
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No.
Standard 6: Tribal Peoples		
6.1	Are tribal peoples present in the Project area (including Project area of influence)?	Yes.
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by tribal peoples?	No.

³ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

6.3	<p>Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of tribal peoples (regardless of whether tribal peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the tribal peoples are recognized as tribal peoples by the country in question)?</p> <p><i>If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i></p>	No.
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the tribal peoples concerned?	No.
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by tribal peoples?	No.
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of tribal peoples, including through access restrictions to lands, territories, and resources?	No.
6.7	Would the Project adversely affect the development priorities of tribal peoples as defined by them?	No.
6.8	Would the Project potentially affect the physical and cultural survival of tribal peoples?	No.
6.9	Would the Project potentially affect the Cultural Heritage of tribal peoples, including through the commercialization or use of their traditional knowledge and practices?	No.
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No.
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No.
7.3	<p>Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs?</p> <p><i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i></p>	No.
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No.
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No.





Accelerating Sustainable Development
in the Chittagong Hill Tracts

**PROGRAMMATIC FRAMEWORK FOR
SUPPORT TO THE CHITTAGONG HILL TRACTS
(2015-2020)**

Final

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OVERVIEW

TITLE	Achieving Sustainable Development in the Chittagong Hill Tracts.	
DURATION	7 years	
GOALS	IMPACT GOAL:	
	Inclusive, equitable and sustainable development, and confidence building gains.	
KEY STAKEHOLDERS	THE GOVERNMENT OF THE PEOPLE'S REPUBLIC OF BANGLADESH:	
	<ul style="list-style-type: none"> Ministry of Chittagong Hill Tracts Affairs (MoCHTA) CHT Regional Council Hill District Councils Local government at Upazilla and Union level DCs and UNOs 	<ul style="list-style-type: none"> Ministry of Law, Justice and Parliamentary Affairs Ministry of Home Affairs Line Departments for principal transferred subjects Forest Department Ministry of Land
	THE UNITED NATIONS SYSTEM IN BANGLADESH:	
	Food and Agriculture Organization (FAO), International Labour Organisation (ILO), UN WOMEN, UNAIDS, United Nations Children's Fund (UNICEF), United Nations Development Programme (UNDP), United Nations Educational, Scientific and Cultural Organization (UNESCO), United Nations Population Fund (UNFPA), United Nations Volunteers (UNV), World Food Programme (WFP), World Health Organization (WHO).	
	DEVELOPMENT PARTNERS (Indicative):	
	European Union (EU), Canada, Denmark, Japan, Sweden, USAID	
	Other Institutions (to be confirmed): Academic and knowledge-based institutions, Civil society, and Media (national and local)	
EXPECTED RESULTS AND AREAS OF FOCUS	EXPECTED RESULTS:	AREAS OF FOCUS:
	Pillar 1: Sustainable livelihoods and food security.	<ul style="list-style-type: none"> Enhancing nutrition, dietary diversity and household food security through sustainable agricultural development and behavioural change communication. Management of natural resources and risks, and strengthen households and communities resilience to cope with shocks and stresses. Livelihood improvement through development of off-farm income generating activities and market strengthening.
	Pillar 2: Effective and equitable coverage of quality basic services and practices.	<ul style="list-style-type: none"> Hill District Councils have adequate capacity and resources to plan and implement social development plans and services. Communities, in particular, women and children, benefit from increased and equitable coverage of quality social services and key practices. Government Institutions and communities participate effectively in planning, managing and monitoring social services.
	Pillar 3: Improved governance and social cohesion.	<ul style="list-style-type: none"> Rule of law and equitable justice ensures human security for all people of the region. Transparent and responsive CHT and Local Government institutions manage CHT affairs. Women and youth empowerment, gender equality and community participation in decision-making, contributing to confidence building.

INTRODUCTION

This Programmatic Framework sets out a basis for comprehensive programming of United Nations (UN) and Development Partners in the three districts of the Chittagong Hill Tracts (CHT), from 2015 in partnership with the Government. It builds on existing development work and expands support for livelihood development, effective coverage of basic services and confidence building. It states key principles and strategies for development support in CHT to be agreed by development partners and government. It will be followed by the development of a series of specific funded programmes.

The framework details development efforts in the CHT region that both support the CHT to retain its distinct characteristics while enabling its people to be better integrated into the national economy, particularly as Bangladesh is poised to achieve a Middle-Income Country (MIC) status by 2021. At the same time it will support the role of Bangladesh as an internationally recognised model for management of a post-conflict situation, in the implementation of the 1997 CHT Accord. The UN will support the Government of Bangladesh at both the national and the CHT level to ensure sustainable development gains are achieved.

The purpose of this Programmatic Framework is to:

- Provide the basis for a broad-based dialogue and achieve consensus on the next phase of support.
- Indicate priority areas for the UN and Development Partners to address based on identification of persisting obstacles to equitable development and confidence building.
- Unite the UN system and Development Partners behind a common vision and purpose in CHT for the coming years, bringing the full technical capacity of the UN system and partners to bear, with the full support of the government.
- Present the guiding principles, in line with the government policies, which will be observed by UN agencies and Development Partners in collaborating effectively in CHT.

The concept note recognizes the successes of programmes to date delivered by various agencies and development partners, and emphasizes the importance of learning lessons from past programmes and of coordinating future activities.

What is NEW about this new programmatic framework?

Firstly, it attempts to be **inclusive of all communities** as it addresses new and remaining challenges of development in CHT. The region will change dramatically over the coming years, as investments are made in infrastructure in both a rural and the urban setting. At the same time there is 'unfinished business' for development outcomes and confidence building is still to be fully achieved.

Secondly, it supports sustainable development in the CHT – both environmentally, through a stronger focus on the ecosystems, and social development, with a strong focus on the development of systems and institutions. This will include progressive degrees of **national execution of the programme.**

Thirdly, it improves the **efficiency and effectiveness of support** by attempting to draw on the full range of capacity of all relevant agencies of the UN, and of the Development Partners.

Finally, it will help address areas where the government has taken on **international commitments**, and demonstrate that progress has been made.

The proposal is structured around three main pillars, which will be the basis for the development of time-bound programmes and projects, namely:

- Pillar 1 – Sustainable livelihoods and food security.
- Pillar 2 – Effective and equitable coverage of basic services and practices.
- Pillar 3 – Improved governance and social cohesion.

The guiding principles for the assistance to CHT will be based on:

- Promoting equity through focusing on vulnerable groups across all communities, in both rural and urban areas.
- Increasing emphasis on accountability.
- Promoting gender equality and women's empowerment.
- Encouraging innovation and new solutions to development challenges.
- Strengthening communities' resilience to chronic and sudden shocks and stresses.
- Ensuring data and evidence as basis for programme.

In addition, development partners have emphasized the following:

- All interventions must build on local and government institutions and strengthen them in a way which can be sustained after funding is complete.
- All interventions must include realistic exit strategies, where external funding is provided.

The Programmatic Framework has been drafted by the United Nations Task Team on CHT, drawing on consultations with a large range of stakeholders. It outlines the proposed programmatic framework for support delivered through the United Nations System for the region. It acknowledges that additional support is being provided outside of this framework and the subsequent assistance will be designed and delivered in a manner fully coordinated with other actors.

CONTEXT OF THE CHT: SITUATION ANALYSIS

The Chittagong Hill Tracts (CHT) is located in the south east of Bangladesh and consists of three districts: Bandarban, Khagrachari and Rangamati. The region is home to 11 different ethnic groups, in addition to the Bengali population, and has a population of 1.6 million (1 percent of the national population). Each ethnic group retains a distinct language, culture, tradition, and justice system. Furthermore, CHT is geographically distinct from most parts of plain land Bangladesh, characterized by very steep, rugged mountainous terrain and dense jungle areas. Some communities are hard to reach by road or river transport.

Social development indicators in CHT are consistently below the national average. While Bangladesh has made steady gains in social development in recent years, the results are not evenly distributed. All three districts of CHT fall in the 20 underperforming and deprived districts identified for UN Development Assistance in Bangladesh 2012-2016 (UNDAF). Even among these 20 districts, the CHT districts are at the bottom for most of the indicators.

Lack of adequate infrastructure and human resource for health care, education and other services has been identified as one of the major bottlenecks affecting effective coverage of basic services. Large scale vacancies and chronic absenteeism are cited as obstacles to service delivery across board.

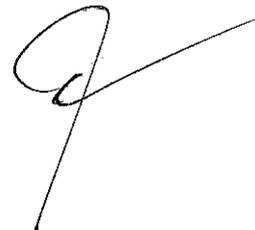
Some of the Millennium Development Goals (MDGs), such as hunger and poverty reduction – while they may have been achieved for the region as a whole – have not reached equally to the whole community of CHT. In addition, while the Accord has made a dramatic difference to stability in the region, there have still been sporadic episodes of inter-communal violence (the most recent in 2013, 2014 and again in 2015). Also some of the conditions of the Accord have been slow to deliver anticipated benefits to the whole of the community living in CHT.

The region is still marked by the 25 years of conflict surrounding issues of identity, local control of resources, land ownership and rights. The conflict formally ended with the signing of the CHT Accord between the government and the region's main militant group, Jana Sanghati Samiti (JSS) in 1997. The Accord was recognized as a significant breakthrough and political achievement raising high expectations for development opportunities for the people of CHT. Relevant government institutions have been established in the region to support the process of confidence building, including the Regional Council and the three Hill District Councils (HDCs). However, some core parts of the Accord remain unimplemented or partially implemented, including those related to land ownership, elections and transfer of subjects, and confidence remains fragile.

Key challenges remain in the areas of sustainable livelihood, law & order and security of the population. Therefore, completing the implementation of the CHT Accord with the strengthening of local institutions and political processes to empower people and safeguard human security for all in the CHT.

The government, CHT institutions and communities have each made strong requests for the UN and Development Partners to assist in supporting those unserved by essential social services and other development efforts. They have also noted the risks to social cohesion which result from leaving parts of the community un-served.

In this context, implementation of programmes by the UN presents three major advantages for the Government of Bangladesh: (i) perceived political impartiality, essential for development of even-handed programmes in a post-conflict context; (ii) the technical expertise of the agencies, gained both within Bangladesh and elsewhere; and (iii) the specific skills relating to institution building in sensitive situations.



PRIORITIES 2015-2021

Working in partnership with the Government of Bangladesh (GoB), the UN and Development Partners have been supporting development and confidence building in the CHT for many years. Looking forward, the new programmatic framework will address the following priorities:

1. Food security and livelihoods.
2. Expansion of social services.
3. To Support and complement CHT governance institutions.

These were the key priorities in the 6th Five Year Plan of the Government of Bangladesh, and also have been incorporated in the 7th Five Year Plan.

The programme brings together the Government of Bangladesh CHT Institutions and the local community, Development Partners and UN agencies behind a common vision on achieving development of CHT.

The framework will address the new and remaining challenges in CHT. This will involve a slightly different focus compared to previous work. For instance, it covers efforts to ensure human development – as previously – but with a new emphasis on promoting sustainable development, providing for development today without compromising future opportunities. New deliverables include improved management of natural resources, promotion of sustainable intensification of agricultural practices, and coping mechanisms to reduce the impact of shocks and stresses.

The new programmatic framework will also address the under-nutrition as an entry point for support to achieving sustained household food security, across a range of activities.

It also attempts to scale up the delivery of a range of social services (education, health etc.) and retains a strong community focus, while targeting individuals and households remaining below the poverty line in rural or urban setting.

Finally, considerable effort is devoted to ensuring support to victims of terrorist activities and communal disharmony, effective and accountable police services, and mechanisms for reducing incidences of violence. Surveys conducted over recent years have shown that this is a major preoccupation of all ethnic communities in CHT.

All of this is needed, particularly given the region is expected to change considerably over the coming years, with significant planned infrastructure investment.

One of the ways to ensure delivery to all communities is to make sure that programmatic support enables the HDCs, Local Government (Upazila Parishads, Union Parishads and Municipalities) and other government institutions of the CHT to deliver for development, through area-based programmes targeting the pockets of poor and vulnerable in CHT based on agreed criteria.

The operational strategy of the programme includes the following key components:



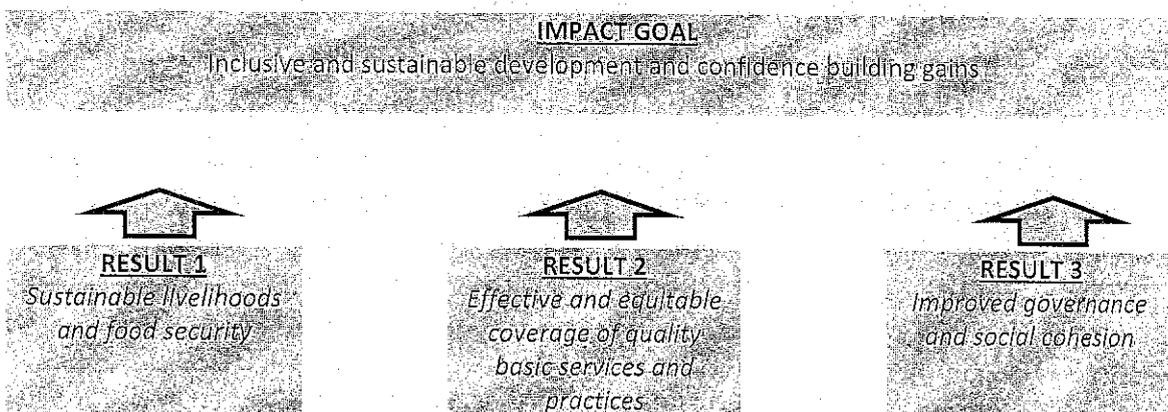
1. *Develop capacities of people and institutions*; the assistance develops capacities of people and institutions so they are able to support and participate in inclusive and sustainable development interventions and in building inter-communal confidence.
2. *Promotion and respect for human rights*; all programme interventions must be inclusive of all communities living in the region, ensure gender equality in programme delivery and results, and give appropriate attention to the distinct characteristics of CHT.
3. *Improve effectiveness of the overall institutional set up*; programmes will support one CHT institutional framework that incorporates all subjects transferred to the HDCs (and should include finance, to ensure that the transfer of responsibilities can be carried out in practice).

Three cross-cutting thematic areas will be addressed through a combination of targeted activities and mainstreaming. This includes:

- **Nutrition** – aiming to make major in-roads to reduce persistent disparities in the nutritional status of the CHT population, through a combination of proven interventions to address underlying causes. Both nutrition-sensitive and nutrition-specific interventions will be mainstreamed and supported across the three pillars of this framework, including in the key sectors of agriculture, health, education, water, sanitation and protection (see Figure 1).
- **Women’s Empowerment and Gender Equality** – which will drive all elements of the programme, putting women first and promoting the full engagement as both beneficiaries and as leaders of CHT development and confidence building.
- **Confidence Building** – addressing continued violence and communal disharmony through preventive measures and programmes to support the victims.

APPROACH

FIGURE 1
RESULTS OVERVIEW



The three closely integrated pillars of the programme are outlined in more detail below.

RESULT 1: Sustainable livelihoods and food security

Summary

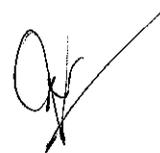
Under Result 1, assistance will promote sustainable development pathways that can tackle the connected issues of livelihoods, poverty and the management of natural resources and risks, with a focus on improving food production and income opportunities, and in doing so addressing the underlying causes of malnutrition and poverty. Result 1 will concentrate on three interdependent and overlapping components: (i) sustainable agriculture and food security; (ii) managing natural resources and risks; and (iii) poverty reduction and economic development.

Expected Outcomes (indicative)

1. All people in CHT can consume adequate diets in quantity and diversity all year around:
 - Increased productivity and improved agricultural livelihood.
 - System in place to monitor food security and nutritional status.
 - Increased household food security (improvement in food consumption score and diet diversity, and reduced food deficit months).
 - Increased food security of extreme poor households.
2. All people in CHT have increased ability to prevent and cope with environmental stress:
 - Reduced environmental degradation due to production.
 - Policies and practices in place for common resource management.
 - Designated CHT government institutions and communities effectively reduce risks of and manage responses to increase resilience.
3. Households in CHT have adequate income all year for basic livelihoods needs
 - Increased profitability of the agricultural sector.
 - Increased incomes from small businesses.
 - Increased income of extreme poor households.
 - Increase in community infrastructure supporting sustainable livelihoods.
 - Wider economic linkages are established between CHT and the rest of Bangladesh.

Component 1: Sustainable agriculture and food security

Given that 70 percent of the population of CHT depend on Agriculture for their livelihood, sustainable agricultural development is given a high priority in the programmatic framework. The main area of focus will be the promotion of sustainable agricultural productivity and the improvement of food security and nutrition, including the right to food. This will be done by providing support directly to producers and ultra-poor households, and by strengthening local institutions – including strengthening farmer-extension- research linkages.



The key challenge to sustainable livelihoods in CHT is the problem of availability of water during the dry winter months. A significant part of the work needed will involve testing, adapting and disseminating new technologies suitable for the specific agro-ecological needs of CHT. The major vehicle for such work will be programmes of adaptive research and dissemination conducted through Farmers Field Schools approaches which will include also nutrition modules to boost availability and use of diverse nutrient-rich foods. Assistance of renowned government institutions like BARI, BRRI, ICIMOD – a regional inter-governmental knowledge development and learning centre, and other research institutions will be taken. Efforts will also be made to enhance local production through construction of community assets to facilitate production and access.

Behavioural Change Communication (BCC) for nutrition will also form part of the support to ensure enhanced production and food security translates into improved food consumption and dietary diversity of all household members.

Component 2: Managing resources and risks

In addition to water availability in the dry winter months, degradation of the natural resources is an important challenge in the CHT. Unsustainable practices have led to deforestation, soil erosion, and siltation in water bodies. In the worst cases landslides can result. Overall, the results are biodiversity loss and damage to watersheds, with negative effects on the livelihoods of whole communities.

The main area of focus under this component will be natural resource management and community resilience building. Work will specifically cover access to resources, the trade-offs which exist between different land and water uses, and reducing risks through preventive and adaptive management actions. The UN support will be targeted on local participatory natural resource management, supported by technical know-how, and building on local best practices and knowledge on sustainable livelihood improvement for CHT

Component 3: Poverty reduction and economic development

The main area of focus under this component will be livelihood improvement through development of skills for non-farm income generation and employment, marketing and value addition of production, and schemes to promote small scale business development and rural farm and non-farm income. The approach will be based on value chains and the use of cluster groups to link income generating activities with markets.

Overall, it will promote livelihoods development through the creation of new income and employment generation activities. The skills development programme will support poor people in urban and rural areas to access jobs and for self-employment.



RESULT 2: Effective and equitable coverage of quality basic services and practices

Summary

Under Result 2, support will reduce mortality, under-nutrition and illiteracy, promoting social development. Encouraging effective and equitable coverage of quality basic services by addressing identified bottlenecks will be a key thrust, along with promoting positive and protective. Capacity of HDCs and other local authorities will be developed through support to the Government of Bangladesh to operationalize devolution of Functions, Finance and Functionaries of the transferred subjects. The particular capacity needed is for integrated planning and monitoring based on "bottom up" planning and monitoring, building functional linkages for coordination and synergy between the functional departments under HDC and the lower tiers of Local Government institutions, capacity building of the service providers and communities.

Result 2 will concentrate on three interdependent and inter related components: (iv) National system for HDC managed services; (v) Universal Coverage of Basic Social Services; and (vi) HDC Planning, Management and Accountability.

Expected Outcomes (indicative)

1. Universal birth registration for children under 5.
2. Increased coverage of family planning services.
3. Increased coverage of the maternal and child health services.
4. Increased coverage of direct nutrition interventions.
5. Increase coverage of services for communicable and non-communicable diseases.
6. Increased completion rates of pre- primary, primary & secondary education.
7. Increased adult literacy rate.
8. Improved hygiene and sanitation.
9. Increased access to safe drinking water.
10. Decreased incidence of abuse, violence and harmful norms against children and women, including child marriage.

Component 4: National system for HDC managed services

As per the CHT Accord, 33 'subjects' are to be transferred to the HDCs. So far 28-30 departments/institutes covering 17 of 33 'subjects' have been transferred including development planning, coordination and implementation, and specific sector responsibilities such as Health and Education, which provide basic social services.



Though these subjects have been transferred, HDCs have not been able to manage these effectively as the transfer of funds, functionaries and functions are yet to follow in the full spirit of the decentralization – in turn affecting the delivery of basic services in the region. UN programming will support the Government of Bangladesh efforts to ‘operationalize’ the devolution of Functions, Finance and Functionaries of the transferred subjects, and build capacity at the national level and within HDCs for integrated planning and monitoring. The established norms for basic infrastructure for social services such as health and education will be adjusted to the local context of difficult terrain and low population density and fully utilize the ‘para centre’ as a hub for social service delivery in CHT.

Component 5: Universal coverage of basic social services

UN support to HDCs and CHT population will focus on universal effective coverage of high priority basic social services to improve the social development indicators in CHT.

An evidence-based methodology, that stresses the importance of the adoption of a holistic approach by the different stakeholders in each of the sectors, will be used to design programmes and projects under the new framework. Regular coverage gap assessment and the analysis of proven high impact interventions will inform the nature of localized support. Based on supply/demand and identified bottlenecks, local programmes of appropriate corrective actions will be implemented to improve programme delivery and effective coverage of services.

Support will include the expansion of service infrastructure such as schools and health facilities, including communicable disease testing and treatment services, advocacy for and provision of technically qualified staff, and the promotion of positive social norms, inclusive as impacting on child marriage, and communication initiatives to encourage households to adopt life-saving care and protective health behaviours. Support will also be provided to increase the delivery by skilled birth attendants, including midwives to further reduce maternal mortality, as well as to expand the coverage of family planning with particular attention to adolescents. Technical capacity of the transferred staff, and service providers locally, will be enhanced to provide integrated quality services with equity. Furthermore, efforts will be made to roll-out demand focused incentives to enhance the utilization of school services.

Services will be added to the package of early childhood education and direct nutrition services that are currently provided in the 4,000 para centres in CHT to offer holistic integrated services that meets the multidimensional needs of people, making it a social service delivery hub in the remote villages and the network expanded to cover the entire CHT.

In emergency situations – in the absence of any capable local provider (department or NGO) - UN agencies may also be involved in direct delivery of services, to mitigate further vulnerability/risk and harm. However, this will be done as an interim measure and will be accompanied by a workable plan to exit from a direct service delivery role, and hand over to local service providers.



Component 6: HDC planning, monitoring, management and accountability

UN support under this component will be focused on strengthening the capacity of HDCs and the local government institutions at the sub-district level in bottom-up planning and monitoring. Planning and monitoring units will be needed to coordinate and monitor delivery of basic social services, identifying bottlenecks and developing integrated Union, Upazila and district plans for corrective actions.

The programmatic framework is designed to support building functional linkages for coordination and synergies between the departments under HDC, between HDC, and at the lower tiers of Local Government (Upazila Parishad, Union Parishads and Municipalities) for managing social services. The Local Capacity Building and Community Empowerment programme implemented in the 20 UNDAF districts under the leadership of Economic Relations Division and the Cabinet Division has been modified for the CHT context and the same will be implemented in all the Upazilas of CHT.

One of the transferred subjects to the HDCs is the "Co-ordination of development activities of the local authorities of the district and review of implementation of their development projects". Local Government agencies (Upazila Parishads, Union Parishads and the Para committees) will be supported with improved capacity for managing services and evidence-based local level planning.

Finally, support will be provided to communities to ensure that stakeholders are aware of basic service provision available, and have the capacity to identify their needs and participate effectively in local level planning with ability to enforce accountability of service providers, including emergency response.

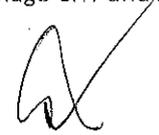
RESULT 3: Improved governance and social cohesion

Summary

The UN and its partners aim to provide comprehensive assistance for governance and social cohesion, focusing on three main areas. Firstly, programmatic support is provided to government institutions for policing and justice. Secondly, relevant CHT government institutions will be assisted to fully deliver in CHT, including for the establishment of laws, policies, institutions and processes required to operationalize the CHT Accord and govern in the region. Thirdly, the programme will support the development of institutional processes to prevent conflicts from emerging in CHT, and enabling women and youth empowerment through support to national, regional, and local networks and institutions.

Expected Outcomes (indicative):

1. Rule of law and social cohesion ensures human security for all people in the region:
 - Improved access to formal and informal justice and police services in CHT through strengthening capacity of institutions, and strengthened engagement between law enforcement agencies and communities.
 - Functioning Land Dispute Resolution Commission and HDC's have improved land management capacity.
2. Transparent and responsive CHT and Local Governance institutions manage CHT affairs:



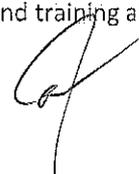
- Support the Government of Bangladesh to build consensus on electoral process in CHT.
 - CHT governance framework harmonized (national and CHT specific laws and acts amended, unfinished rules and regulations drafted).
 - Strengthened functioning of CHT institutions and Local Government with enhanced transparency and accountability.
 - Joint development planning and delivery of CHT institutions to achieve the sustainable development goals (post 2015 development agenda).
3. Women and youth empowerment, gender equality and community participation in decision-making, contributing to confidence building:
- Institutional processes to promote social harmony established and functioning at national, regional, and local levels.
 - Support victims of terrorist activities and communal disharmony including establishment of a response mechanism to address terrorist activities and communal violence.
 - Addressing gender based violence.
 - Engaging women and youth effectively in inter-community confidence building processes and governance institutions.

Component 7: Rule of law and social cohesion ensures human security for all people in the region

This component will assist the Government of Bangladesh in improving access to justice in CHT by addressing both formal and traditional systems and enhancing confidence in government institutions. The formal system will be strengthened through training judges, prosecutors and lawyers and supporting the establishment of special courts by activating, with proper consultation with the local stakeholders including the traditional leaders, the *Family Court Ordinance 1985* (at present not functioning in CHT), and the *Nari-O-Shishu Nirjatan Doman (Suppression of Violence against Women and Children)* following the High Court directive 2008 (but never implemented). The action will contribute to enhancing the effectiveness of District Judge Courts for civil and criminal disputes established following the *CHT Regulation 1900 (Amendment) Act 2003* by improving coordination with the traditional system, activating government Legal Aid Offices and services (including also Duty Councils) through the 'National Legal Aid Services Organisation' in accordance with the *Legal Aid Services Regulation 2001 (amended in 2011)*, activating Criminal Justice Coordination Committees in all three districts of CHT (started already on pilot bases by the Justice Sector Facility Project), and strengthened medico/legal examination facilities.

The traditional justice system will also be strengthened through focusing on constitution and statutory laws in work with members of the traditional institutions (Circle Chiefs, Karbaris, Headmen) to ensure that customary dispute resolution processes are in conformity with the constitution and legal framework and respect for fundamental rights. Awareness-raising initiatives will also be organized to enhance the ability of people to demand justice. The possibility to activate the Village Court model, already functioning in plain land Bangladesh, will also be explored to understand its feasibility and relevance in the context of CHT.

Major effort will be made to improve police services and address the increased violence especially on women, including expanding of Community-Police Forums in all Unions and Wards and training all police



personnel. CHT police stations will be developed into 'Model Thanas' with women-friendly facilities and victims support centres in the three districts. Further, support will be provided for the functioning of the CHT Land Dispute Resolution Commission following the approval by the Parliament of the Amendment Bill expected in 2015 as well as land management.

Component 8: Responsive CHT and local government institutions

Under this component, assistance will be provided for the CHT institutions, notably the Regional Council, HDCs, Circle (traditional leaders), Ministry of CHT Affairs and the concerned tiers of Local Government and other relevant departments and/or line ministries of the Government of Bangladesh. This includes support for improved coordination, management capacity of services/sectors including transparency and accountability.

Capacity development will also be provided for effective functioning of the CHT institutions established with the CHT Accord and municipal, Union, and Upazila Parishads (elected local councils), including support to development coordination committees, and the strengthening of linkages and coordination between different local (including Regional and HDCs) and national levels of administration. This includes assistance for joint development planning and delivery, building on 'unfinished business' identified in the existing SDG acceleration plans, in combination with development grant scheme for community groups, community based organizations, Civil Society and CHT and Local Governance institutions.

Processes that lead to greater participation of women in social and political life, greater decision-making power and conscious actions for social transformation will be supported through the establishment of a Women Development Forum, high level advocacy policy dialogues on gender discriminatory policy issues, training to stand as women candidates in local elections, alliances of women Karbaris.

Component 9: Development of women and youth empowerment, gender equality and community participation in decision-making, contributing to confidence building

This component will assist decision-makers in developing consensus on the key issues in the CHT. The programme will also support the Government in providing support for internally displaced peoples (IDPs) and repatriated refugees as agreed in the Accord, as well as rehabilitation of ex-combatants.

The component will develop conflict management and transformation capacities at local level to prevent violence and ensure early recovery and response mechanism engaging all relevant stakeholders including women and youth. At the local level (Upazila, Union, Mouza and Para levels), informal and traditional mechanisms for the management of conflicts will be strengthened with focus on medium to high conflict prone unions. Support will be provided for activating reconciliation networks at union level and strengthening early warning system for violence prevention.

Complementing support for justice and police institutions, gender based violence (GBV) will be addressed through small grant schemes to NGOs for legal aid and GBV prevention, case follow-up, compensation, and mass awareness. The sub-component will also support advocacy campaigns by youth groups and their partnerships with the media. Gender awareness training for various stakeholders, along with

development of targeted communication materials will be the integral part of this component. Further, the component will engage women and youth effectively in confidence building processes and governance.

These interventions will empower both women and men to take control over their lives: setting their own agendas, gaining skills, building self-confidence, solving problems and developing self-reliance.

INDICATIVE BUDGET

Pillar 1	Pillar 2	Pillar 3
USD 90–100 M	USD 80-90 M	USD 60 M
Indicative Budget – cross-cutting grants for development: USD 40 – 60 M		

MANAGEMENT AND IMPLEMENTATION MODALITIES

Guiding Principles for Ways of Working

1. National ownership is critical for sustainability and work arrangements will ensure that the capacity of government institutions is strengthened.
2. UN agencies will work together in collaboration with other partners, in the spirit of partnership. This way of working should achieve substantive integration without adding undue bureaucracy or inefficiencies.
3. Development partners provide technical advice, oversight and funding and their role will be reflected in the governance structure on that basis.
4. Given the post-conflict context, working arrangements should adhere to and strengthen implementation of the CHT Accord.

Programme Management Modality

Within the Programmatic Framework, stand-alone programmes, joint programmes or joint programming may be used to guide effective implementation and achievement of results. These will be tightly coordinated, and modalities will be selected based on the strategic nature of the intervention.

Implementation Arrangements

The programmes and projects within the framework will operate under National Implementation Modality (NIM).

Government Cost-Sharing

Government cost-sharing is expected for the programmes being developed within the Programmatic Framework. Any funds received through Government Cost-Sharing would be transferred into accounts established for national implementation or would be transferred to the relevant UN agency accordingly.

Partnership arrangements

MOCHTA will be the main government counterpart. HDCs, Local Governments and possibly other institutions will be receiving funds for implementation of local public services with the funds being transferred through national systems as feasible. The CHT institutions will also be the focus of capacity building support and may receive grants for this purpose. Other government institutions at the national, regional, district, Upazila and Union levels will also play active roles and will be represented in the management of activities.

Development Partners will provide both financing and technical support. Their participation in the governance structure will reflect this dual role.

Coordination and Alignment with Programmatic Framework

The UN will ensure alignment of individual programmes and projects with the Programmatic Framework in several ways. The three Pillar leads – namely FAO for Pillar 1, UNICEF for Pillar 2, and UNDP for Pillar 3 - will ensure the coordination of the work within the pillar and monitoring against agreed results. The UN Resident Coordinator will convene biannual meetings with participation of Pillar Leads and other agencies delivering within the Programmatic Framework to review results against commitments and ensure alignment with framework and overall effectiveness and efficiency of programmes. Tripartite meetings of Government of Bangladesh, the UN and contributing development partners will be organized as and when necessary to review overall progress complementing steering committees for the individual programmes and projects. The UN will put in place systems to effectively and efficiently utilize project resources.

