

Project Review
**Promotion of Development and Confidence Building
in the Chittagong Hill Tracts**

**Chittagong Hill Tracts Development Facility (CHTDF)
United Nations Development Programme (UNDP)**

Team

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Disclaimer: The views and comments presented in this review are those of the consultants and do not necessarily reflect the official position of CHTDF/UNDP.

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Acronyms

ADB	: Asian Development Bank
ADP	: Agricultural Development Plan
BARI	: Bangladesh Agricultural Research Institute
BCPR	: Bureau of Crisis Prevention and Recovery
BPATC	: Bangladesh Public Administration Training Centre
CBOs	: Community Based Organizations
CD	: Capacity Development
CDP	: Capacity Development Plan
CE	: Community Empowerment
CEP	: Community Empowerment Programme
CF	: Community Facilitator
CHSW	: Community Health Service Worker
CHT	: Chittagong Hill Tracts
CHTDB	: Chittagong Hill Tracts Development Board
CHTDF	: Chittagong Hill Tracts Development Facility
CHTRC	: Chittagong Hill Tracts Regional Council
CHTRDP	: Chittagong Hill Tracts Rural Development Project
CHTWON	: CHT Women's Organizations Network
CIDA	: Canadian International Development Agency
CLW	: Community Livestock Worker
CPW	: Community Poultry Worker
CMC	: Clinic Management Committee
CS	: Civil Surgeon
DAE	: Directorate of Agricultural Extension
DC	: Deputy Commissioner
DEX	: Direct Execution
DLO	: District Livestock Office
DoC	: Directorate of Cooperatives
DPE	: Directorate of Primary Education
DPFC	: District Project Facilitation Committee
EC	: European Commission
FFS	: Farmers' Field School
GoB	: Government of Bangladesh
HDC	: Hill District Council
HPNSP	: Health, Population and Nutrition Sectoral Programme
ICDP	: Integrated Community Development Programme
IDPs	: Internally Displaced Persons/Peoples
ILO	: International Labor Organization
LCG	: Local Consultative Group
LGED	: Local Government Education Department
LGIs	: Local Government Institutions
LoA	: Letter of Agreement
MDGs	: Millennium Development Goals
MLE	: Multi-lingual Education
MoA	: Ministry of Agriculture
MoCHTA	: Ministry of CHT Affairs
MoLGRD&C	: Ministry of Local Government, Rural Development and Cooperatives
NGO	: Non-government Organization
NSC	: National Steering Committee

PA	: Peace Accord
PCJSS	: Parbatya Chattagram Jana Samhati Samity
PDC	: Para Development Committee
PEDP	: Primary Education Development Programme
PNDG	: Para Nari Development Group
Pro-Doc	: Programme Document
PSC	: Primary School Certificate
PTA	: Parents-Teachers Association
QIF	: Quick Impact Fund
RCC	: Regional Coordination Committee
RTPP	: Revised Technical Project Pro-forma/Proposal
SMC	: School Management Committee
TAPP	: Technical Assistance Project Pro-forma/Proposal
THP	: Tribal Health Plan
UNDP	: United Nations Development Programme
UnFC	: Union Facilitation Team
Unicef	: United Nations Children Fund
UNO	: Upazilla Nirbahi Officer
UNV	: United Nations Volunteer
UP	: Union Parishad
UPDF	: United Peoples' Democratic Front
UzAC	: Upazilla Advisory Committee
UzP	: Upazilla Parishad
UzST	: Upazilla Support Team

About the Review

Purpose

The review is conceived in the backdrop of the National Steering Committee's (NSC) approval of 'no cost extension' of UNDP's project 'Promotion of Development and Confidence Building in the Chittagong Hill Tracts' beyond its current phase ending in September 2013. The NSC meeting, held on last 11 March 2012, agreed after thorough deliberations, to the extension of the project from its current phase up to September 2015, with the proviso of no increase in the budget and in its overall design which was confirmed by writing by the Ministry of CHT Affairs on 14 October 2012 (*Vide, MoCHTA Memo # 29.226.014.00.00445/08.404*). The NSC also recommended to "assess and evaluate" the project's performance in its current phase by external experts before giving final approval of the no cost extension.

The findings and recommendations of the review are intended to provide the basis for the final approval of the extension period. The detailed tasks and outputs of the assignment are stipulated in the Terms of Reference (TOR) for the consultants, attached as Annex - 1 to this report.

Scope of the Review

The review period covers from October 2009 to date.

Within the overall terms and conditions laid down in the Terms of Reference for the consultant's team, the review delves into the following issues and areas as specified in the TOR (*excerpts*);

- Provide a detail account of achievements so far against the targets as mentioned in the project document.
- Sum up what has worked well (good practice) and what has not worked well (lessons learned) as well as what factors have contributed to achieving or not achieving intended results from September 2009 to date.
- Assess the sustainability of the project to date and suggest as to how the project could do better in sustaining results during the proposed extended period.
- Review the strength of partnerships (between CHTDF-UNDP and MOCHTA, and NGOs, and CHT local government institutions).
- Review the effectiveness and efficiency of project coordination, management and administration and what factors contributed to it with specific reference to:
 - Organizational/institutional arrangements for collaboration among the various partner institutions involved in project execution;
 - Administrative, operational and/or technical problems, constraints, and opportunities that have influenced the effective implementation of the project (including recommendations for necessary operational changes and alignments within the scope of the project);
 - Recommend any necessary adjustments to the overall project activities and timetable for the purposes of enhancing the achievement of project targets.

Methodology

The review relies both on primary and secondary sources. The latter principally comprises of desk review of the project reports and previous evaluations carried out for donors and the government. It also equally makes reference to other secondary literature focusing on issues pertaining to the

socio-economic development of the region and cultural traditions and history of its inhabitants (A list of these reports consulted for review is given in the Annex - 2.

The information from these secondary sources are then tallied with further information collected during field visits (*detailed schedule attached in annex-4*) in all the 3 Hill Districts of the region through 'focus group discussion' (FGD) and interviews with key stakeholders. This includes grassroots communities in all three hill districts belonging to as many as 5 different ethnic groups (Bengali, Chakma, Tripura, Tanchangya and Mro) but also equally a wide range of relevant stakeholders; government agencies, CHT decentralized institutions, donor agencies, partner local NGOs, traditional leadership, local government representatives and as well as informed persons from civil society on the relevant programmatic issues. The meetings with the communities also comprised visit of CHTDF's various thematic interventions; Para Development Committee (PDC), Para Nari Development Group (PNDG), Mobile Health Clinic, Community School including pilot Multi-lingual Classes, Initiatives on Natural Resources/Watershed Management (Streamside Plantation), Farmer Field School (FFS), Rice Bank etc.

A detailed list of the communities and individuals consulted for the review is provided in Annex – 3.

Limitation to the Review

The present study is a 'review' of CHTDF's accomplishments and/or challenges over the stipulated period against the set targets as laid down in the project RTPP, approved by the Government of Bangladesh. It is thus not an 'evaluation'; providing a 'detailed cross-examination' of CHTDF's achievement and as well as areas where its accomplishments are more muted.

A further limitation to the review is the time allocated to the consultants. It was carried over a period of less than 1 month (*with the Community Empowerment and Economic Development Expert's input being limited to 15 days only*). However, given CHTDF's wide ranging interventions in a broad swath of areas pertaining to socio-economic development, empowerment of grassroots communities, strengthening of local governance and most importantly confidence building among the relevant stakeholders, the time is hardly sufficient. The review, thus, had to limit to an overall examination of CHTF's programmatic outputs and could not delve into a detailed investigation.

Team Composition

Although initially, 3 consultants were considered for carrying out the assignment, finally 2 consultants were recruited with the Team Leader also assuming the role of the CHT Expert. The other consultant is responsible, as stipulated in the TOR, for the areas pertaining to Community Empowerment, Economic Development and Delivery of Basic Services.

Executive Summary

Background Notes

The region of Chittagong Hill Tracts is the most ethnically diverse region in Bangladesh and with distinct geographic, demographic and cultural features. The region suffered from an extended period of unrest from mid-1975s which formally ended with the signing of the CHT Accord in December 1997 between the Government of Bangladesh (*the current Prime Minister, who was also the Head of Government at that time was witness to the signing ceremony*) and the regional insurgent party, PCJSS. However, the region is still to see full stability and normalcy; communal flare-ups remain frequent and the rivalry among the region-based political parties continues to take a heavy toll on the population.

Meanwhile, the implementation of the Accord also remains a matter of much disagreement; the initiatives taken by the government have not received commensurate response from the other stakeholders for a variety of reasons.

The project, formally titled 'Promotion of Development and Confidence Building in Chittagong Hill Tracts' (*popularly known as CHTDF and which is used in this review*) was launched by UNDP under the Direct Execution (DEX) modality to respond to the above prevailing situation; to promote sustainable development, raise the level of economic opportunities among the people while supporting the relevant institutions in building their organizational capacity and to play a facilitator's role to the implementation of the CHT Accord.

CHTDF: the Project

The project was initially launched as a pilot in 2003. A full-fledged project followed the pilot from 2005 and upon its completion in 2009, a further phase was approved by the Government of Bangladesh up to September 2013.

The ongoing project has 5 key objectives, each of these comprising a number of Results, as given below;

Output 1: Build capacity and enhance the roles of CHT institutions in support of grassroots and multi-community development.

- CHT Development Vision and Strategy
- Institutional Self-Assessment and Management System Reforms
- Human Resources Strengthening
- Regional/Multi-community Planning and Programming
- Information and Communication Technology (ICT) Infrastructure
- Community Outreach and Support System
- Institutional Research, Policy and Advocacy

Output 2: Programme and Regional/cross community initiatives developed and implemented.

- Youth Employment
- Marketing System and Rural Infrastructure for CHT Products
- Facilitation to Private Sector Investment
- Environment Protection and Management
- Disaster Preparedness and Management
- (Support to) Critical Health Interventions
- Support to Basic Education

Output 3: Community Empowerment Process for self-reliant development enhanced and institutionalized to support Para Community small projects across the CHT.

- (Operationalization of) Community Empowerment Process and Quick Impact Fund (QIF)
- (Strengthening of) Community Management and Technical Capabilities
- (Compilation of) CHT 'Best Practices for Small Project Development
- Capacity Development of NGOs, Community Facilitators (CF) and UNVs
- Strengthening the Development role of the Traditional and Elected Leaders
- Gender Mainstreaming

Output 4: Facilitate Confidence Building to solve long-standing problems to development and peace in the CHT.

- (Facilitate/Organize) Dialogue and Partnership among (the relevant stakeholders) for Joint Actions
- Study Tours on Innovative Development and Confidence Building Experiences
- Exchange Visits (of the Grassroots Communities and other stakeholders) across the CHT
- Support to the GOB initiatives for Land Dispute Resolution through the Land Commission
- (Piloting of) Community Managed Forestry
- Support to the Police Force Working in the CHT
- Advice and Support to the GOB Electoral Initiatives
- Promotion to Minority Interests and Cultural Diversity
- Support to Incentive Programmes
- (Support to) GOB Initiatives for Returned Refugees, Internally Displaced Peoples and Ex-combatants

Output 5: UNDP operational infrastructure and capacities to support CHT development, confidence building and donor coordination are enhanced.

- (Setting up of) UNDP Infrastructure and Capacities
- (Provision of) Technical services
- Donor coordination (for the CHT region)

Findings and Observation

CHTDF has achieved the targets comprehensively within the time frame as chalked out in the RTPP. A number of Results under Output - 4 remains to be initiated but this should be explained by the fact that successful realization of Confidence Building interventions entails committed collaborations of all the stakeholders concerned, a shared determination among them to overcome potential impediments, and a joint understanding and vision of the methods to be deployed for resolution of the disputes. In the current climate of CHT, many of these pre-conditions are effectively missing.

Output – 1: Capacity Building of the CHT Institutions

The overall targets under the output have been largely achieved. Utilizing Letter of Agreement (LoA) modality, CHTDF has forged extensive partnership with the institutions which include, MoCHTA, CHTRC and HDCs but also the office of the Circle Chiefs and in the upcoming months with the Union Parishad, Upazilla Councils and the Headmen Association. The partnership comprises capacity building supports (training, logistics & equipments) and most importantly, this gives them an opportunity to implement directly some of the activities, an important way of 'learning by doing'. The LoAs also include new staff, logistics items and equipment for the institutions.

However, several key issues demand further attention; the LoAs are all managed separately by the respective institutions and it is imperative that some ways are found whereby a larger coordination

is ensured with the participation of all the relevant stakeholders in the implementation of the Capacity Development Plans (CDPs).

Similar observations also can be made on the delivery of the training. Ideally, this should be anchored in an appropriate government institution such as, Bangladesh Public Administration Training Centre (BPATC) with the local level training to be conducted by the Training Units of RC/HDC. Furthermore, there is a need in future for coordination with similar donor-supported project which also include training and institutional capacity building activities.

Output – 2: Economic Development and Delivery of Basic Services

The interventions were largely regrouped under three large components; 1) Economic Development, 2) Health and 3) Education. The accomplishments of all 3 components are well on target and the overall benefits do correspond to the needs of the peoples. In most cases, the supports from CHTDF are only source to obtain these basic services, as the comparable services from the government are virtually non-existent.

Over the last few years, CHTDF has transferred most of the activities under the output to the HDCs for implementation. The HDCs appear to perform commendably in this regard, despite various institutional constraints. However, a number of concerns remain, the most important being the continuation of the interventions beyond CHTDF's funding support. A plan is urgently required to develop in this regard outlining the gradual assumption of the overall responsibilities by the HDCs from CHTDF over a period of next 10-12years.

Output – 3: Community Empowerment and Gender

The output constitutes the 'core' parts of CHTDF in many ways. The outreach is impressive in many aspects; 3,257 Para Development Committees (PDCs) have been formed across 20 upazillas out of the region total of 25. The PDCs serve as the key institutional vehicle for outreach and delivery of services to the grassroots communities.

The CHTDF support constitutes the largest 'cash transfer' programme to grassroots communities in the region in the history of Bangladesh. From a number of sources including Quick Impact Fund (QIF), Agricultural Development Plan (ADP), non-ADP, etc, the total amount of 1.8 billion taka with an average 550,000 taka per PDC was disbursed to the PDCs. The PDCs now have 47 million taka as outstanding savings with an additional 606 million taka waiting for further investment which does not account the profits already distributed among the PDC members from previous investments.

The CEP activities, thus, appear to have made significant contribution to the local economy in CHT. Further, the PDCs also have made very important contributions with other intangible factors; increased awareness, greater exposure to outside world, confidence about their future and linkages and networks with external stakeholders. As much as the economic benefits, these intangible contributions are equally important.

Gender is mainstreamed effectively in all CHTDF programme portfolios. The PNDGs are the key vehicles to promote the women's issues and also to channel resources specifically to the women. Additionally, the Gender Cluster undertook of setting a network of women led and/or women-focused organizations. The network – CHTWON – is currently one of the most visible organizations articulating the rights and concerns of the CHT women. Further, the Cluster launched an initiative called, 'women peacemakers' by which women are imparted training/skills for raising awareness on peace in the CHT.

Nevertheless, a key concern remains about the long term sustainability of the Output's interventions, in particular the longevity of the PDCs and PNDGs. This is an area which would require much further attention and investment from CHTDF in the near future.

Output – 4: Confidence Building

This is the most ambitious undertakings by CHTDF. Effectively, it seeks to bring about a durable solution to some of the most daunting issues that have kept the region mired in chronic instability. This is not an easy task by any means and CHTDF has undertaken many initiatives to create a momentum among its stakeholders. The various interventions have certainly contributed in raising awareness on the region, its rich cultural and ethnic diversity and also defining a certain framework for resolution of the long-drawn unrest that continues to plague the region.

Nevertheless, CHTDF will need further focus and institutional commitment to take ahead the objective of meaningful Confidence Building in the CHT. An important step might be about elaborating a revised strategy in this regard.

Output – 5: UNDP/CHTDF Infrastructures and Resources

CHTDF has office set up in all 3 districts including in all the upazillas it is working. It has in total about 200 staff including 7 international staff. The resources both in terms of personnel and physical infrastructure allow CHTDF to carry out the planned activities properly.

Other outstanding/Cross cutting issues

There are a number of issues that cut across all the 5 outputs and which are very important for the future viability/success of CHTDF.

A key issue is about the future sustainability of CHTDF's interventions, in particular, the initiatives which are now implemented by the HDCs under LoA modality. *It is unrealistic to expect that, in short term, HDCs would be able to run the LoA activities should CHTDF funding support come to a stop.* A more pragmatic approach should be to elaborate as soon as possible a plan detailing gradual assumption of these activities by the HDCs. Ideally, such a plan should take into view a period of at least 10-12 years by which time, the HDCs would have completely assumed the overall management, financial and budgetary responsibility of the interventions from CHTDF. There are possible models to follow for such a step; for example the ICDP between Unicef and CHTDB.

Similar concerns also should be asked about the PDC networks. There is no 'one-size-fit-all' strategy for this. However, it should be a flexible approach tailored to the local conditions of each PDC. While legal registration from a relevant government department could be an option, other options such as linking them with other organizations (e.g. CHTRDP II, NGOs or LGIs) could be as valid an option. The formal linkage with the LGIs (UP and UZs) could be a very effective option whereby the PDCs continue to receive block grants from the LGIs.

The ensuring of sustainability of its interventions also entails that the relevant policy and administrative regime conforms to the requirements and that all the relevant institutions collaborate with this common objective. This is easier said than done, of course, but CHTDF would need to focus substantially in the future in this regard.

The success of CHTDF is incumbent upon its organizational efficiency and also to those of its partners. In this regard, CHTDF requires further streamlining and increased efficiency in procurement of goods and services. Similarly, there is also a need for improving the performance of the HDCs.

The recent decision by the ADB-supported CHTRDP II to work with the PDCs to channel resources to the grassroots level is a recognition of CHTDF's work. But, above all, it would require close coordination and collaboration between the two entities including where applicable/possible, to draw their resources under a common pool.

CHTDF, by now, has generated a vast body of knowledge in the form of research reports, articles, press coverage, audio and video materials, etc. This general body of knowledge should be shared with the wider audience and it is important that CHTDF considers such a measure; for establishing the objectives for serving itself as gateway to knowledge and information on the CHT and its peoples.

Recommendations

CHTDF's performance under the Output 2 & 3 is impressive. However, this accomplishment also entails an urgent need to explore the long-term sustainability of these interventions. This also calls for a re-look to the role of its institutional partners but equally to come up with appropriate strategies to reach to the intended goals.

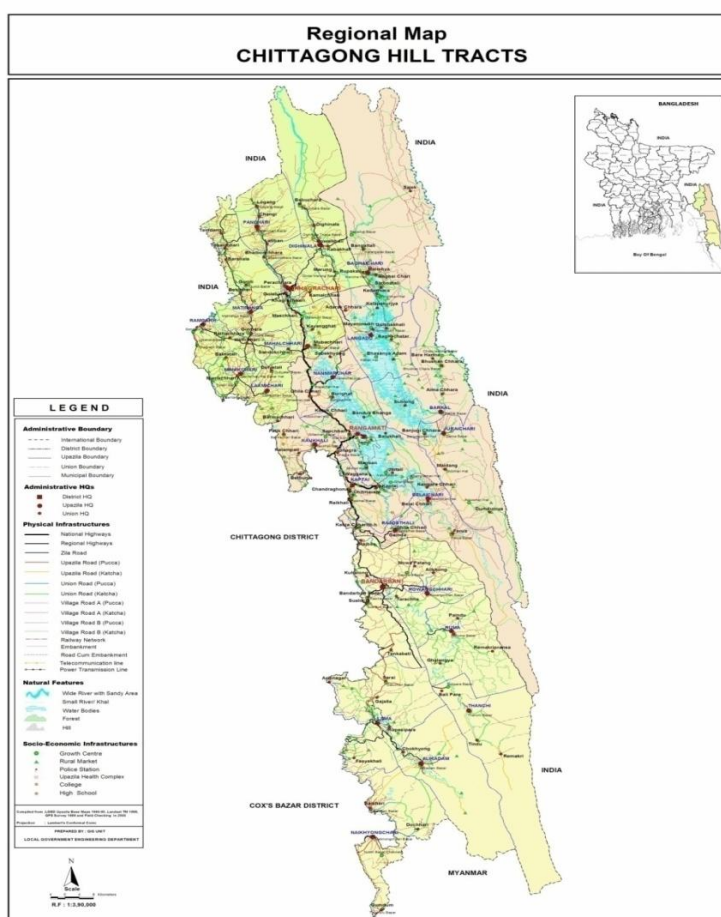
But much more important, in the upcoming phase CHTDF will require to give more focus in the areas of Institutional Capacity Building and also Confidence Building. As much as CHTDF's accomplishment on CEP and Economic Development and delivery of the basic services deserves admiration, their long-term sustainability is totally incumbent upon the following two factors; the capacity of the partner institutions to assume gradually the responsibility from CHTDF and that the chronic instability and unrest recedes to normalcy. Devoid of these two factors, any sustainability plan is likely to fall short of its intended goals and objectives.

A. Chittagong Hill Tracts: Social, Economic, Administrative and Political Features

A.1. Geography, Peoples, Culture and Society

The region of Chittagong Hill Tracts, located at the south eastern corners of Bangladesh, is a sharp contrast to the rest of the country in respect of topography, economy, its people, their culture and social structure. It shares a common border with India and Myanmar and comprises a total area of 5,093 square miles or 13,295 square kilometres with Rangamati 6116 Sq. Km. Khagrachari 2700 sq. Km. and Bandarban 4478 sq. Km, amounting approximately to 10% of territory of Bangladesh (See the map below).

The region is ethnically and culturally the most diverse region in the country and has a total population of about 1.4 million (ref. Census Report of the Government of Bangladesh, 2011). Bengalees are the majority but alongside, as many as 15 different ethnic minority groups also inhabit in the region. Of 15 ethnic groups, the CHT Peace Accord recognizes 11 as indigenous to the region; 1) Chakma, 2) Marma, 3) Tripura, 4) Mro, 5) Bawm, 6) Khyang, 7) Tanchangya, 8) Pankho, 9) Lushai, 10) Chak and 11) Khumi. The 4 other ethnic groups are; 1) Gurkha, 2) Asam, 3) Santals and 4) Rakhain.



Among the minority ethnic groups, the Chakmas are the largest, followed with the Marmas and the Tripuras. These three groups together constitute roughly 80% of the total indigenous population, with the Chakmas alone making about 50%. Religion-wise, they follow; Chakma, Tanchangya, Marma, Khyang and Chak (Buddhism); Tripura (Hinduism); Lushai, Pankho and Bawm (Christianity).

The Mros and Khumis traditionally used to follow Buddhism, mixed with animistic beliefs. Subsequently, since mid-1980s, they started to follow a new religion called 'Krama'.

A.2. History Social and Political Development

A.2.1. British and Pakistan Period

Little is known of the region's history prior to the British rule. With the advent of the British colonial rule following the Battle of Plassey, the Bengal presidency gradually came under the colonial administration which also included Chittagong Hill Tracts. In 1860, the region was carved out as a separate district and a decade later, the district headquarters was shifted in Rangamati from Chandraghona. Also around the same time, a separate Mong Circle was created, carving out of the territory of the Chakma Circle; thus constituting the region into three Circles – Mong, Chakma and Bohmong – a setup which remains in place till today.

The British introduced a new administrative system with the Deputy Commissioner (DC) as its fulcrum. However, the British also largely retained the region's self-regulated administration centred around the offices of the Circle Chiefs delegating to them substantive authority in various important matters, in particular in the domain of land and revenue administration and customary traditional justice system. Their authority was further streamlined and given recognition in the subsequent decade through the 'CHT Regulation Act 1900', popularly known as the CHT Manual which formally detailed the rules and regulation for the administration of the region, recognition of the Chiefs and the traditional institutions in the revenue administration, restriction of permanent settlement and acquisition of land by the outsiders, etc. The CHT Manual, despite several amendments over the subsequent decades, remains a major piece of legislation for the region.

The Chittagong Hill Tracts was awarded to Pakistan during the time of partition in 1947. The key event during the Pakistani period was the construction of a hydro-electric dam at Kaptai in early 1960s, some 20 kilometers at the downstream of Rangamati. The dam's reservoir created an artificial lake submerging a vast area under it and in the process, causing large-scale dislocation of the population. The impact of the dam – in social and political terms – still reverberates in the region, despite that fact it was constructed more than five decades ago.

A.2.2. Bangladesh: Pre and Post Accord Period

The impacts of the Kaptai dam were felt when Bangladesh gained independence in 1971 through a particularly violent war that claimed about 3 million victims. Immediately after the independence, representatives of the region demanded a number of legal and constitutional safeguards for the region and its peoples. These demands were largely ignored and following the gruesome killing of Bangabandhu Sheikh Mujibur Rahman, – the architect of independent Bangladesh and the Father of the new-born Nation, in August 1975 barely 5 years after independence and with the ensuing instability in the country - the region gradually slipped into violence.

The conflicts took heavy toll on the population, across all sections, and the ramification of the consequences still reverberates till today. By 1990s, a truce was declared and after prolonged negotiations, a Peace Accord was signed between the PCJSS and the Government of Bangladesh on 2 December 1997. The Accord finally puts an end to the hostilities and conflicts, and provides specific guarantees as to the status and legal safeguards for the region and its indigenous ethnic minority populations while paving the way for future socio-economic development.

Box : Key Features of the CHT Accord

The CHT Accord is broadly divided into 4 distinct parts.

- The Section – 1 stipulates the general spirit of the Accord, the feature being recognition of the region as a ‘tribal inhabited region’.
- Section – 2: It stipulates the establishment of the three Hill District Councils (HDCs) for the 3 district of the region. The HDCs replace the erstwhile Local Government Councils (LCGs) with expanded mandate and authority.
- Section – 3: Lays down the stipulations for the establishment of the CHT Regional Council
- Section – 4: Elaborates the general conditions for amnesty of the PCJSS members upon surrender of arms and provides the general framework for peace-building and conflict resolution by stipulating (1) the setting up of a Land dispute Resolution Commission, 2) Establishment of a Task Force for rehabilitation of the refugees and internally displaced persons, 3) withdrawal of the armed forces into 6 large garrisons and hand-over the region’s administration to the civil authority under the aegis of the MoCHTA, RC and HDCs and finally, 3) gives outlines on the socio-economic development of the region by bringing the CHT Development Board under the supervisory authority of the CHT Regional Council as a wing for regional development.

The CHT Accord, upon its signing, was hailed both inside Bangladesh and internationally as a major milestone on conflict resolution and brought widespread optimism that the region will finally see peace and stability, giving a chance to pursue socio-economic development. However, the subsequent years produced a far-more complicated outcome for the region.

The Accord, almost immediately after signing, found itself embroiled into polemics with the two signatory parties – the government and the PCJSS – both accusing each other over the status of its implementation. Further, the insurgent movement split into two separate factions with the breakaway faction subsequently setting up a separate political party, called United Peoples’ Democratic Front (UPDF). The remaining part of the PCJSS split further into two factions during the past Caretaker Government. There has been also a resurgence in recent years of the settlers – people who were rehabilitated during the insurgency in late 1970s and early 1980s from the other parts of Bangladesh – demanding annulment of the Peace Accord and ‘equal right’. The consequent disagreements among these various factions and parties often result in violent clashes, continuing to make a heavy toll on the livelihood and security of the region’s inhabitants.

A.2.3 Institutional setup and Development Administration

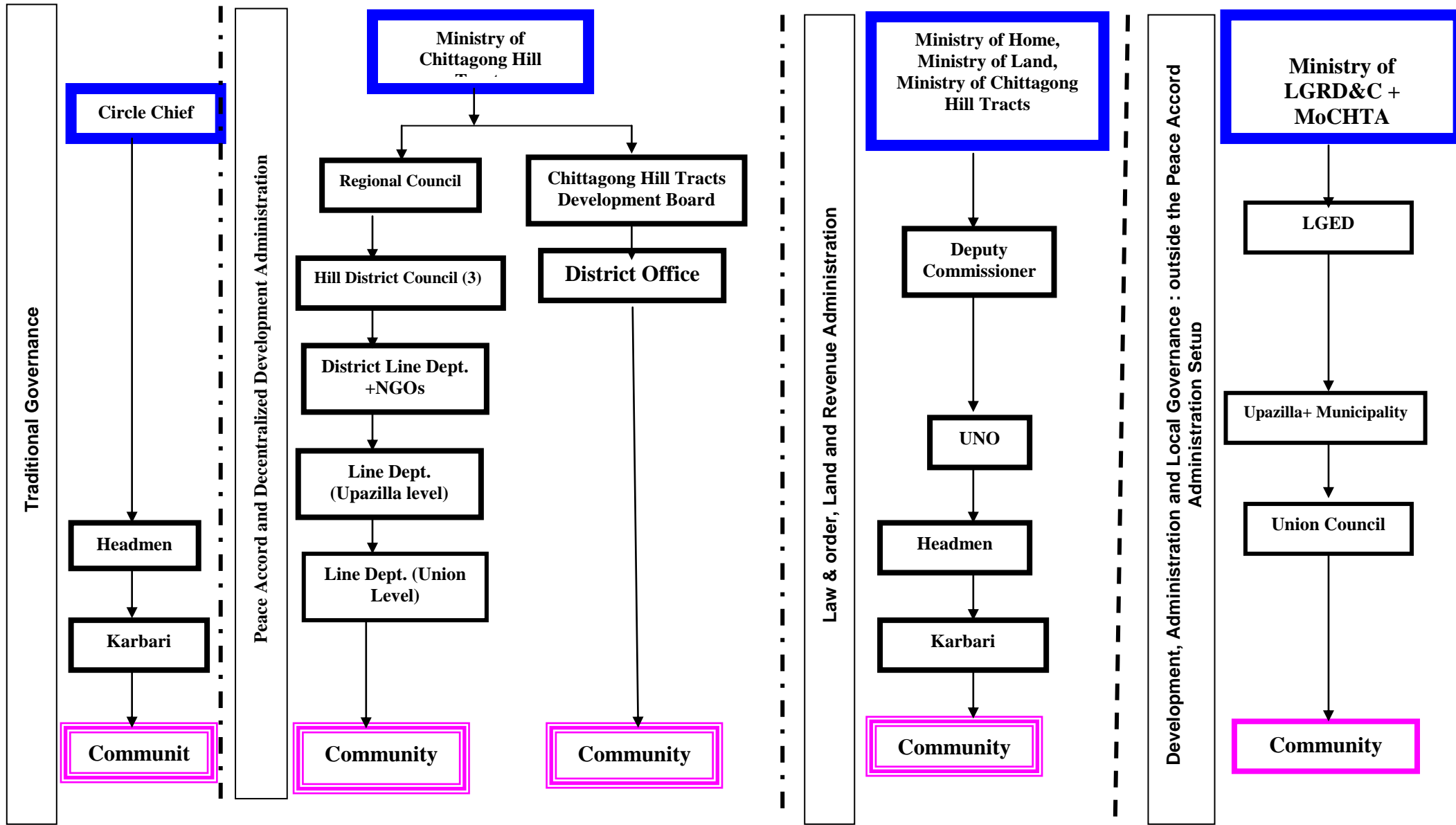
The CHT region has a unique governance and administrative set up, a legacy of British colonial period but also reflective of the region’s distinct ethnological, cultural and sociological features. Following the signing of the CHT Accord, further layers of institutions were added to this original setup, in keeping with the spirit of the accord in an effort to devolve more power to the local authorities.

On its top sits the CHT Regional Council for the region and the HDCs for the respective districts with the Ministry of CHT Affairs (MoCHTA) representing at the central government level. This decentralized setup is juxtaposed with the traditional governance system, centered around the office of the Circle Chiefs, Headmen and Karbaris, respectively at the Circle, Mouza and Village level. Further, the grassroots Local Government Institutions – Union Parishad and Upazilla Parishad – also do equally exist as well, like the rest of the country.

More significantly, as the comprehensive devolution of power as envisaged in the Peace Accord, to the local government system centred around the RC and HDCs with MoCHTA playing a facilitating and coordination role at the national government level in Dhaka, remains an evolving process, many of the administrative functions continue to be assumed by the regular government department/offices, the most important being the office of the Deputy Commissioner.

The resulting scenario has led to a complex layer of administrative arrangements for the region with overlapping, and sometimes duplicating mandates among various institutions, functioning in parallel under the direction of Dhaka/Ministry or under the coordination of the HDCs (*please see the graph on the next page*). This has important impacts on effective delivery of development services, and in the case of CHTDF, will be elaborated in the subsequent chapters.

Graph – 1: Governance/Administrative Setup in CHT



B. The Project: Outputs, Components and Clusters

B.1. Project history: Pilot and Next Phase

Immediately after the signing of the CHT Accord between the Government of Bangladesh and PCJSS, UNDP fielded a three-member 'Need Assessment Team' in 1998 in a bid to have a preliminary idea of the development needs of the peoples in the region. This was followed with a "Risk Assessment Mission" in 2001 to ascertain whether the overall security conditions were favorable for undertaking of donor supported development interventions in the region.

Subsequently, UNDP started a piloting, titled 'Promotion of Development and Confidence Building in the Chittagong Hill Tracts'¹ which obtained the government's approval in 2003. Based on the lessons drawn from the pilot phase, a full-fledged programme was elaborated starting from September 2005. Upon its end in 2009, this was further extended for a period of 4 years up to September 2013. The present review, as explained on page 7, is commissioned for approval of a "no cost extension" of this ongoing phase.

B.2. Budget and disbursement

The initial Programme Document (Pro-Doc) / Technical Assistance Project Proposal (TAPP) (2005-2009) stipulated a budget of USD\$ 50 million which was revised up to USD 160.5 million in the Revised Technical Assistance Project Proposal (RTTP). A total of USD \$130 million of this amount is confirmed with the remaining amount still to be mobilized.

European Union remains the main donor with more than 50% of the total budget. Canadian International Development Agency (CIDA), by far, is the second largest donor with a total commitment of USD \$ 13.9million. Additionally, UNDP's commitment from its own funding sources amount to USD\$ 14.3 million. The other donors are; DANIDA, Norway, AusAID, Government of Japan and USAID.

B.3. Implementation Modality

The project is implemented through UNDP's Direct Execution (DEX) modality with the Ministry of CHT Affairs as the key government agency in which it is anchored. The National Steering Committee (NSC) is the apex policy guiding body for the project with members drawn from various relevant government ministries and other agencies including from the CHT institutional stakeholders. There are also similar committees at regional, district, upazilla and as well as union level to assist in the smooth implementation of the project, as follows;

- | | |
|---|------------------------|
| A. Union Facilitation Committee (UnFC) | : Union Parishad Level |
| B. Upazilla Advisory Committee (UzAC), & Upazilla Support Team (UzST) | : Upazilla Level |
| C. District Project Facilitation Committee (DPFC) | : District Level |
| D. Regional Coordination Committee (RCC) | : Regional Level |
| E. National Steering Committee (NSC) | : National Level |
| F. Technical Advisory Committee (TAC) | : National Level |

In each case, these committees are anchored at a corresponding institution of the government; the UnFC and UzAc with the Union and UpazillaParishad and the DPFC, RCC and NCS, respectively in HDC, CHRC and MoCHTA.

¹ The overall organizational facility which UNDP set up for the implementation of the project is popularly called 'Chittagong Hill Tracts Development Facility' (CHTDF) across the CHT and this acronym is retained to designate the project all through this review.

The key fulcrum, however, are the Para Development Committees (PDC) set up at the grassroots community level. The PDCs serve both as institutional platform for the delivery of the development services to the communities but also as a mean for social mobilization and empowerment.

B.4. Current Phase: Project Outputs (Components and Clusters)

The CHTDF project is comprised of 5 outputs, with each of these outputs having a number of distinct components/interventions. For operational purpose, these components are grouped under 'clusters' each led by a Cluster Leader (*see details on next page, under Output – 5*).

Each of the Outputs has specific targets/indicators (*Please see the filled up matrix of the targets/indicators in the Annex - 5*) provided in detail in the Pro-Doc and the RTPP. These targets serve the basis for determining the overall accomplishments of CHTDF. The outputs are;

- Output 1: Build capacity and enhance the roles of CHT institutions in support of grassroots and multi-community development.
- Output 2: Programme and Regional/cross community initiatives developed and implemented.
- Output 3: Community Empowerment Process for self-reliant development enhanced and institutionalized to support Para Community small projects across the CHT.
- Output 4: Facilitate Confidence Building to solve long-standing problems to development and peace in the CHT.
- Output 5: UNDP operational infrastructure and capacities to support CHT development, confidence building and donor coordination are enhanced.

Output 1: Build capacity and enhance the roles of CHT institutions in support of grassroots and multi-community development.

This particular output principally includes the various capacity building activities under the project. The RTPP includes the following distinct interventions (page 46 & 47);

1. CHT Development Vision and Strategy
2. Institutional Self-Assessment and Management System Reforms
3. Human Resources Strengthening
4. Regional/Multi-community Planning and Programming
5. Information and Communication Technology (ICT) Infrastructure
6. Community Outreach and Support System
7. Institutional Research, Policy and Advocacy

Output 2: Programme and Regional/cross community initiatives developed and implemented.

The component comprises of a broad array of components; delivery of basic services and as well as various socio-economic interventions;

1. Youth Employment
2. Marketing System and Rural Infrastructure for CHT Products
3. Facilitation to Private Sector Investment
4. Environment Protection and Management
5. Disaster Preparedness and Management
6. (Support to) Critical Health Interventions
7. Support to Basic Education

Output 3: Community Empowerment Process for self-reliant development enhanced and institutionalized to support Para Community small projects across the CHT.

The output consists of the largest area of interventions for CHTDF i.e. operationalization of the Community Empowerment Process through setting up of a 'Quick Impact Fund' and supporting a bottom-up development approach by disbursing small bloc grants directly to the communities for undertaking small scale development initiatives. Additionally, the output also includes the Gender Cluster under it, although gender mainstreaming is treated as a 'cross-cutting issue' across all CHTDF activities.

The interventions under the output include;

1. (Operationalization of) Community Empowerment Process and Quick Impact Fund (QIF)
2. (Strengthening of) Community Management and Technical Capabilities
3. (Compilation of) CHT 'Best Practices for Small Project Development
4. Capacity Development of NGOs, Community Facilitators (CF) and UNVs
5. Strengthening the Development role of the Traditional and Elected Leaders
6. Gender Mainstreaming

Output 4: Facilitate Confidence Building to solve long-standing problems to development and peace in the CHT.

The output is meant as complementary support by UNDP/CHTDF to those of the Government of Bangladesh in finding out a durable solution to some of the long-standing disputes in the CHT and which continue to significantly hamper in undertaking meaningful development intervention in the regions. The various interventions envisaged under the output are;

1. (Facilitate/Organize) Dialogue and Partnership among (the relevant stakeholders) for Joint Actions
2. Study Tours on Innovative Development and Confidence Building Experiences
3. Exchange Visits (of the Grassroots Communities and other stakeholders) across the CHT
4. Support to the GOB initiatives for Land Dispute Resolution through the Land Commission
5. (Piloting of) Community Managed Forestry
6. Support to the Police Force Working in the CHT
7. Advice and Support to the GOB Electoral Initiatives
8. Promotion to Minority Interests and Cultural Diversity
9. Support to Incentive Programmes
10. (Support to) GOB Initiatives for Returned Refugees, Internally Displaced Peoples and Ex-combatants

Output 5: UNDP operational infrastructure and capacities to support CHT development, confidence building and donor coordination are enhanced.

The output comprises various inputs for the effective function and operations of CHTDF besides areas pertaining to technical assistance and coordination of donor supports for CHT. More specifically, the areas are;

- (Setting up of) UNDP Infrastructure and Capacities
- (Provision of) Technical services

- Donor coordination (for the CHT region)

The accomplishments of CHTDF against these interventions/components and as laid down in the matrix of targets/indicators of the RTTP is elaborated in the following section.

C. Key Observations and Findings

C.1. Overall observations and comments

With minor exceptions and excluding the various interventions in the Confidence Building cluster (Output 4), CHTDF has comprehensively realized the targets as mentioned in the RTPP. It is reasonable to assume that the unaccomplished portions of the targets will be achieved in the remaining period of the project.

Successful realization of Confidence Building interventions entails committed collaborations of all the stakeholders concerned, a shared determination among them to overcome potential impediments, and a joint understanding and vision of the methods to be deployed for resolution of the disputes. In the current climate of CHT, many of these pre-conditions are effectively missing and the various undertakings by the Government in this regard, seem not to have received commensurate response from the other stakeholders or have been interpreted with partisan perceptions. This possibly explains the non-accomplishment of the targets under the Confidence Building cluster.

CHTDF's overall accomplishments against the targets/indicators as set down in the RTPP are given in detail in the Annex - 5. *What follows below, thus, is not a recount of these facts and figure but rather a cross-examination of these accomplishments, the constraints and challenges faced by CHTDF along with a fact-checking of the 'qualitative aspects' through the lessons learnt (e.g. case studies), beginning with the Output – 5.*

C.2. Output 5: UNDP operational infrastructure and capacities to support CHT development, confidence building and donor coordination are enhanced.

Currently, CHTDF has comprehensive presence across the region. It operates in 20 upazillas out of the total 25 and has office premise in each upazilla with a small team headed by a Upazilla Coordinator. The remaining 5 upazillas are expected to be brought under the project's coverage during the proposed 'no cost extension' phase.

The district offices have bigger team, comprised of technical experts and administrative personnel. The Rangamati office also serves for coordination of field implementation and the Dhaka office, where the Project Director also sits, essentially ensures liaisons and coordination with the government, donors and other national level stakeholders and as well national level policy dialogue and advocacy.

By now, CHTDF has a total staff strength of 194 which includes 7 international and 44 women staff , and distributed as per following district wise location;

- Dhaka : 32
- Rangamati : 98
- Bandarban : 30
- Khagrachari : 34
- **Total : 194**

This makes CHTDF, by far, the largest donor supported interventions the region of CHT has ever had both in terms of budgetary volume and operational presence in the field. Such a large operation requires specific technical expertise and backstopping, coordination and interplay between and

among a broad range of stakeholders involving institutional collaboration, policy harmonization and coordination and even reforms in some cases. Given the very nature of these fields, smooth functioning of all these areas demand strenuous efforts even in the best of the time and in the current social, economic and political climate of the CHT, this poses daunting challenges. While, CHTDF has acquired the institutional resources with scale, managing the above-mentioned complex challenges have been far from being smooth and a number of areas would need further refocus in the next period of the project. This will be detailed in the in the subsequent section in C.7.2.

CHTDF has done a commendable job in the terms of donor coordination and it is responsible for convening meetings of the Local Consultative (LCG) group. There are usually 2-3 LCG meetings a year which are attended by all major bilateral and multilateral donor agencies in presence of senior officials from MoCHTA and other agencies/ministries of the government. Recently, CHTDF also has focused on UN inter-agency collaboration. This includes most notably Letter of Agreement (LoA) with International Labour Organization (ILO), World Food Programme (WFP), and Food and Agriculture Organization (FAO).

C.3. Output 1: Build capacity and enhance the roles of CHT institutions in support of grassroots and multi-community development.

The output includes the following distinct results/components;

1. CHT Development Vision and Strategy
2. Institutional Self-Assessment and Management System Reforms
3. Human Resources Strengthening
4. Regional/Multi-community Planning and Programming
5. Information and Communication Technology (ICT) Infrastructure
6. Community Outreach and Support System
7. Institutional Research, Policy and Advocacy

The implementation of activities as envisaged in the organizational work plan is broadly on target and it is reasonable to assume that the unrealized targets would be achieved during the remaining period of the project (for details, please the Annex - 5). CHTDF has initiated a number of workshops for formulating a vision of CHT's socio-economic development. The exercise was done by involving a board array of stakeholders including MoCHTA, RC and HDCs. Similarly, through the Letter of Agreement (LoA) modality, capacity assessment and development plan (CDP) of the Regional Council, 3 HDCs, 3 Circle Chiefs' office and MoCHTA has been carried out. The elaboration of the CDPs has been quite a comprehensive process; the consultant team had the opportunity to scrutinize the CDP for Rangamati HDC (R-HDC) and also to receive a face-to-face briefing from the R-HDC officials about the overall process followed in developing it. In the case of R-HDC, it was a highly participatory process involving a broad range of stakeholders including the grassroots communities at the bottom and the key government agencies and department at the top. As follow up of the Capacity Development Plans (CDP), CHTDF has also supported, in setting up specific planning, monitoring and coordination units in the MoCHTA, RC and the three HDCs.

With CHTDF's support, a training corpus with 11 modules has been developed and it has organized or supported training sessions on a wide range of relevant areas to the officials of relevant government stakeholders. Some of the training topics are;

- Financial management
- Basic office management

- Leadership and management
- Development project proposal writing
- Advance & Basic English course
- Good governance, human rights and gender
- Roles and responsibilities of traditional leaders
- GIS certificate course,
- MDG mapping and realization
- CHT rules and regulation, delegation of financial power etc
- Training on Monitoring and Evaluation

These topics are, indeed, highly relevant as attested by the consultants' in the face-to-face interview with the officials from HDCs and other government offices who received these trainings.

CHTDF also has provided assorted logistics items to the relevant stakeholder institutions, which include vehicles, computers and accessories, LAN, WAN and PABX system to the HDCs, RC and MoCHTA.

However a key and possibly, the most crucial thrust by CHTDF, in supporting the capacity development of the institutions is the partnerships built for implementation of various programs and plans around the LoA modality. This seems particularly relevant to the HDCs; over the last 3-4 years, CHTDF has forged an extensive collaboration with the HDCs by delegating implementation of a number of programme components and activities – agriculture and food security, health, education – to the HDCs. This has allowed the HDCs to gain very valuable experiences in programme management and their overall performance seems to be very much commendable. The activities are implemented on schedule and the services rendered to the communities are greatly appreciated by the latter group as attested by the consultants during field consultations.

Nevertheless, the overall LoA management between HDCs and CHTDF requires improvement, particularly in the areas of managing the bureaucratic procedures of the respective organizations (e.g. CHTDF and the HDCs). This has been elaborated in the section C.7.2 & C.7.3.

Similarly, the elaboration of the Capacity Development Plans (CDPs), while very much an achievement by CHTDF, would need further concerted coordination among the concerned institutions during the implementation phase. As of now, each institution is responsible for the execution of the respective CDP which could potentially be devoid of the 'coherent vision' in promoting and strengthening the decentralized setup of the region with the risk of each of these stakeholders going 'on their own way'. CHTDF would require further thoughts in this regard about how to streamline and 'harmonize' all these CDPs. This means, ideally that at some point efforts are made to elaborate a 'single development vision and plan' for CHT with sub-plans/sections detailing the role and responsibilities of each of concerned stakeholder institutions. This is an area which would require much further investment by CHTDF in the upcoming phase with the collaboration of all the relevant stakeholders.

Similar observations also can be made as to the delivery of the training. While, the trainings have been very much useful and appreciated by the recipients, CHTDF would have to develop a 'comprehensive training strategy' as part of the above-mentioned development vision, detailing out specific trainings and capacity building support each of the stakeholder institution would require along with the delivery modality of these trainings. As regards the latter issue, ideally these should be anchored in an appropriate government agency (e.g. BPATC), under the overall coordination and supervision of MoCHTA and in collaboration with the RC. The Training unit in RC/HDCs could be responsible for the local level training technical backstopping.

The plan/vision also might very well incorporate the mechanisms for necessary collaboration and coordination with similar donor funded programmes, including where possible, setting up a common resource pool. The ADB funded Chittagong Hill Tracts Rural Development Project Phase II (CHTRDP II) is the key example in this regard. It has a training and institutional development component with a budget of US \$ 0.9million and thus, it makes eminent sense to join together as both share a common objective.

C.4. Output 2: Programme and Regional/cross community initiatives developed and implemented.

The output comprises of the following components;

- Youth Employment
- Marketing System and Rural Infrastructure for CHT Products
- Facilitation to Private Sector Investment
- Environment Protection and Management
- Disaster Preparedness and Management
- Support to Critical Health Interventions
- Support to Basic Education

However, in practice, these were grouped under three broad components;

- Support to Basic Education
- Support to Critical Health Services
- Promoting Agriculture, Food Security, and Economic Development

A pilot Disaster Management component was undertaken from July 2008 but phased out in June 2010. The last component also includes distinct interventions in support of market linkages, environment preservation and as well as livestock rearing.

C.4.1. Support to Basic Education

The component covers 300 primary schools at present in 12 upazillas of the region; 4 upazillas in each Hill District. This includes renovation of 72 schools, mostly community run and the remaining are all set up by the support of CHTDF. In addition, the project also provides limited support to a further 180 government and non-government registered primary schools with training to the SMC members.

The range and impacts of the interventions by CHTF in this regard has been tremendous, to say the least. In 2012 about 20,000 children have enrolled in the CHTDF schools, and which are usually the only schools for them to attend. One need not observe here that without the CHTDF schools, most probably these children would not have had a chance to enroll in classes.

CHTDF support, in general, covers salary of 3 teachers and as mentioned above, funding for infrastructure development. The latter usually consists of construction or repairing of (in the case of old but non-functional schools) the school sheds/buildings but also support for relevant school materials, furniture and fixture.

CHTDF also organized comprehensive training for the teachers comprising of a month-long orientation followed by shorter refresher's course a year later. In addition, it carried out extensive

mobilization of the parents and teachers, closely supporting/guiding the Parents-Teachers Association (PTA) and the School Management Committees (SMC).

Case Study: Betterment of SahebSardar Para Non-registered Primary School

Tabalchari union, Matiranga, Khagrachari

The school was established in 1977 by a local young person (Saheb Sadar in whose name the school and the para is also now named) and his friends as a community initiative. At the beginning, it used to be run solely by the community contribution with Mr. Saheb Sardar as the only teacher. The school survived over these years through the tumultuous period of the past decades. At present, the school has 120 pupils with 4 teachers. In fact, CHTDF provides salary for 3 teachers which is then equally shared by all the 4 teachers. The school managing committee (SMC) is composed of 12 members, with the Mother's group 7 members and the Parents Teachers Association 10 members. All the 3 bodies remain actively engaged with the school. The communities make a monthly contribution amounting about 300-400 taka per month which is deposited in the SMC bank account.

Since 2009, the school has been receiving support from CHTDF. It has received a total of 140,000 taka which was used for the renovation of the school building, in addition to the salary of the teachers. The support from the HDC is pretty smooth except sometimes there is delay in receiving the teachers' salary when the LoA signing is delayed. All the teachers have received training thanks to CHTDF and in addition, a SMC member also participated in an exchange visit.

There is no other school in 6-7 kilometres vicinity of the school. The school continuously scores the best performance in the entire area. Last year 11 children appeared in the PSC examination; all 11 pupils passed. This year 16 children are appearing and they expect a number of them to obtain A+. The school was closed for over 7 years in late 1990s and early 2000s and it is today thanks to CHTDF's support, it continues to perform better.

CHTDF has also developed close relationships with the relevant government department and agencies in running the project activities. This includes the Directorate of Primary Education (DPE) and as well as the corresponding agencies at the district level in the CHT. The Technical Advisory Committee (TAC) serves as the key platform for maintaining the liaisons and as well appraise of the stakeholders about the progress and constraints in the implementation.

Overall, the quality of the schools appears to be good, possibly well above the standard of comparable government schools in the rural areas. A benchmark might be the results of the students in the Primary School Certificate (PSC) examinations in class V. The consultants did not have the time to make a comprehensive comparison between the CHTDF run schools and the other schools in the vicinity. However, from a rapid assessment done during field visit of two schools in Matiranga upazilla (Saheb Sardar para in Tabalchari Union and Juddha Mohan Karbari para, Belchari union) that the consultants visited during field trip, it was clear that these two schools performed above the average of the other primary schools (government, non-government, registered, etc) in the vicinity. This success may be attributed to a number of factors; strong community ownerships, overall monitoring, supervision, technical backstopping and linkages developed by the schools and the management authority under the overall facilitation of the NGOs and CHTDF, and finally, the performance of the teachers who have strong commitment in their job.

Since the last few years, CHTDF has started the process of gradually handing over the managing of the programme to the HDCs which they have been assuming directly for the last 2 years. CHTDF extends the funding support through the LoA mechanisms while ensuring the overall technical backstopping. The assumption by the HDCs of the management of the programme appears to be running well, however as mentioned above, there are areas where further improvements are necessary and which are elaborated in separate section C.7.1 and C.7.2

The education component also includes a sub-component on multi-lingual education (MLE) with the objective of teaching the mother tongues of children from the ethnic minority groups in school classes. While, limited scale experiments, principally by NGOs, in this regard have been being carried out over the last few years, CHTDF's is the first which was attempted with scale and ambition. A total of 11 primers (2 primers in Tripura language, given substantial difference between the two groups in Bandarban and the rest of CHT) and the assorted teaching materials have been developed for this purpose and teachers have been appointed and provided relevant training. The overall design of the interventions is also aligned with the government's recently adopted National Education Policy (2010). However despite the laudable efforts and the considerable investment both in terms of funds and technical resources, the initiative would need some serious reconsideration and further streamlining. At present, MLE classes are held only at the pre-primary level where children are familiarized with the Bangla alphabets and numerals also². Given the current state of the situation, the programme serves little to the intended outcomes of the very initiative, as the pupils themselves are not able to read and write in Bangla, let alone in their mother tongue as was attested by the consultants during field visit to a MLE school. The teachers too, seemed somewhat confused about the entire exercise. All of this means that the MLE initiative as is being implemented, would require a major re-conceptualization with appropriate intervention methodology, target pupils and not least, further training for the teacher.

A key concern for the entire initiative remains the long-term sustainability. The registration of the schools and the consequent take-over by the government of the financial liabilities would be a long-drawn process and indeed, very few of the CHTDF supported schools have been included in the recent declaration of the Prime Minister³.

This calls for planning on a wide range of initiatives, including shouldering of the funding responsibility by CHTDF in the near future. Indeed, this issue of sustainability concerns not only the education component but equally a number of other programme components of CHTDF which are dealt in a single section all together at C.7.1 and C.7.2.

C.4.2. Support to Critical Health Interventions

The initiative at present covers 15 upazillas; 5 in Bandarban 6 in Rangamati and 4 in Khagrachari. CHTDF project reports show in total about 1.8 million patients cases treated by the Community Health Services Workers (CHSWs) and in the mobile/satellite clinics with a further 1,300 referral cases for emergency patients. By any yardstick, this is quite a high number.

² Although, various mother-tongue based supplementary MLE materials for primary education in line with the National Curriculum & Textbook Board (NCTB) curriculum is under various stages of development by CHTDF.

³ However, it should also be recorded here that 192 CHTDF-supported non-government primary schools have submitted application to DPEO for school registration with its support of which 3 have received primary permission from the Directorate of Primary Education (DPE) for a possibility of getting school registration.

The interventions comprise of three main areas;

- Mobile clinic comprising of a team with a medical doctor, nurse, health educator, lab technician and other support staff. The team visits a selected location (called node) every week on a given date and provide treatment to the patients which include, prescription services and as well as medicines. A token fee is retained which is used for the maintenance of the clinic shed including water supply, and cleaning. The health educator organizes awareness raising activities while the doctor and other members of the mobile medical team attend the patient. A Clinic Management Committee (CMC) is set up to look after the management and maintenance of the mobile clinics.
- Referral services to the upazilla and district level government hospitals in case of more complex cases. This includes also free/highly subsidized ambulance services.
- A network of Community Health Services Workers (CHSWs) across the region, who provide basic health care and advice to the communities and as well as organize and participate in various grassroots based health campaigns (e.g. EPI). Currently, there are 898 CHSWs; 283 in Khagrachari, 374 in Rangamati and 241 in Bandarban.

The Health services are genuinely appreciated and fulfill an urgent need of the communities where such services from the government are *de facto* non-existent at present. Any disruption or discontinuation of the services because of further lack of funding and technical support from CHTDF support would only jeopardize the precarious healthcare services among the communities.

An illustration of the overall public health services scenario would make easier to understand the situation. At present (data collected in December'12), of the allocated positions for medical doctors for the CHT region, a staggering percentage of about 50% of the positions are vacant (See table in Annex - 6). The picture with the associate staff (nurse, field level workers, etc) is somewhat better but the fact remains that the absence of qualified medical doctors in work places seriously disrupts delivery of basic healthcare services to the people.

Since the last 2 years, the component is managed by HDCs with the role of CHTDF essentially being limited to fund mobilization, technical backstopping and policy advocacy. The HDCs seem to be performing commendably for the overall management; the field mobilization portion is sub-contracted to the NGOs under their overall supervision, a separate unit has been set up for managing the activities and regular GO-NGO coordination and collaboration is ensured at upazilla and district level. The latter point also extends to the grassroots level; during the field visit the consultants attested strong coordination between government's field level health workers and the CHTDF's CHSWs for various grassroots campaigns such as EPI, Family Planning, Vitamin A capsule distribution, malaria control, etc. where the CHSWs actively participate and assist the government health workers.

There remain, however, some areas of concerns where CHTDF would need to focus further attention. A key area is the Health Awareness Education sub-component. This will require further focus given the prevailing ignorance among the communities and abuse of drugs. The consultant during field visit in Matiranga (Tanakyapara, Taindong Union) witnessed alarming cases of abuse of high power anti-biotic Ceftriaxone injection for supposedly typhoid cases which the villagers are lured to use by the local quacks (there are no local qualified medical doctors in the entire area and its vicinity) for banal cases of ailments, a fact also confirmed by the mobile medical team.

Another key concern is the sustainability of the initiative. As of now, the programme is totally dependent on CHTDF's continued funding not to speak of the technical support and it is unrealistic to expect that the HDCs would be capable of mobilizing the requisite financial resources should

CHTDF's funding comes to a stop. In this regard, the concerns are similar to the education component's as elaborated above and which are discussed in detail in the following section C.7.1 and C.7.2.

C.4.3. Agriculture, Natural Resources Management and Economic Development

The implementation of the component activities rely on the Para Development Committees (PDCs) and to this extent, many of the implementation modalities do intersect with the Community Empowerment cluster of activities under the output - 3. The grouping of the component under a common manager/management structure internally within CHTDF is also a tacit acknowledgement of the close inter linkage with the Output – 3.

The activities largely consist of supporting various agro based activities, including livestock rearing, further topped up with supporting market linkage development for the communities and assorted initiatives on environment protection.

The major thrust was provision of 'block grants' to the PDCs in addition to the grants previously provided from the 'Quick Impact Fund' (QIF) under the Community Empowerment of Output - 3. The grants consist of two types; to support the Agriculture Development Plans (ADPs) developed by the PDCs and additional grants outside the perimeters of the ADPs, which are called non-ADP grants. The designation is largely non-consequential for the community level interventions and mainly reflects the funding sources (EU vs. Danida).

The key modality involved of setting up of Farmers Field School (FFS) to train the communities extensively on the related production methods and techniques and as well as to introduce them with the new varieties of vegetables and non-vegetable species which potentially could command higher market prices. In total, 690 FFSs were set up, the selected households in the PDCs were

Case Study: Success of the Communities through FFS Birendra Kishore Para PDC, Matirangasadar

The Birandra Kishore Para PDC has 53 households from Tripura and Bengali communities. Most households in the para are marginal and landless farmers. In 2010 the para was brought under the CEP and with a QIF grant started a cow rearing project. Almost at the same time, the Khagrachari HDC (K-HDC) also approved an ADP grant for the para with which they decided to implement turmeric cultivation and fish culture sub-projects.

Under the supervision of K-HDC, Farmer School facilitators (FSF) were recruited for each PDC who received Season Long Learning (SLL) training course on integrated farm management (IFM). After that, the FSF selected interested farmers for further training sessions on various topics; such as, Seed bed preparation, Pit preparation, Hand pollination, Fish Culture, Compost preparation, Seed Treatment of Turmeric and Ginger, etc.

Upon receipt of the trainings, the farmers started the implementation of the sub-projects. They cultivated total 9.5 mounds seeds of turmeric in 2.5 acre area. At the ongoing market rate, they expect to get minimum Tk. 150,000/ from turmeric project, generating a modest profit.

The FFS members also released 6,000 fingerlings of different species, such as, Pangus, Carpo, Magur, Rui, Mrigal, Telapia etc. in the pond. As per their calculation, they expect a profit of 200,000 taka from the fishery project. They now also have regular linkages with the GoB line departments and seek necessary advice.

Source: CHTDF

extensively trained, which comprised of a training corpus with as many as 48 sessions in 12 modules (*the number of total modules used for a FFS vary depending on the nature of the sub-project they implement*) carried out over a period one year. Alongside the trainings to the communities, CHTDF disbursed the grants through the PDCs (Total Non-FFS ADP grants 584, FFS-ADP: 600) with which the selected households undertook various initiatives.

The initiatives by the communities largely consist of livestock and/or agricultural and horticultural sub-projects and in the Rangamati district in the Kaptai lake area, fishery schemes. The activities made significant contribution in generating economic activities and profits for the communities, as illustrated in the case study above. Additionally, from the non-ADP grants, support were provided in setting up 'rice banks', a community based response to food (in)security. In total, 1650 rice banks have been so far set up across the region.

The FFS-ADP and non-FFS ADP supports seem to have genuinely contributed in boosting the rural economy. A comprehensive tally of the economic benefits generated by the interventions was not possible due to time constrains but even a crude estimate appears impressive. In terms of employment generation at the community level; assuming average 25 households benefited (*the estimate takes the lower-end figure*) under each FFS-ADP and non-FFS ADP grants to the PDCs and with 1 partial or full employment created per households, the total figure should be no less than 30,000. This should be considered a very important contribution to the local economy which still suffers from years of instability and the consequent high rural unemployment and the absence of economic opportunities.

The economic value generated by the overall grant support (QIF, FFS-ADP, Non-FFS ADP, FFS, Rice Bank, etc) is equally impressive. Currently the PDCs have a very impressive figure of approximately 46.8 million taka in savings and which is discussed in more details in the following section of this report under Output – 3.

A special note should be mentioned here about the Community Poultry Worker (CPW) and Community Livestock Worker (CLW). The initiative is quite innovative in the context of CHT on the basis of market demands. In total, 183 CPWs and CLWs were supported for training and were given the equipment for practice charging a fee from the clients. The model seems to be genuinely working as illustrated in the case study detailed below and is highly noted by the government officials (e.g. Face to face interview with the District Livestock Officer, Bandarban).

Case Study: Konika Tripura, Community Livestock Worker (CLW)
A successful community service provider and business woman in Alikadam, Bandarban

Konika Tripura age 33, lives in Bagherjiri Tripura Para, Choikhyong Union of AlikadamUpazilla in Bandarban. She passed Class X but could not study further because of financial situation of her parents. She was almost immediately married off following the prevailing customs of the community. In the family, she had little to do except to look after the family and the children.

She was nominated by the local PDC as CLW and attended a 7 day residential training course on livestock vaccination at Bandarban in May 2011. Upon return with the training skills, she was also offered a toolkit and CHTDF introduced her to the officials of the local livestock department. Since, she arranges vaccination campaigns in the neighborhood and earns 20 taka per vaccines. The Department of Livestock gives her the vaccines. In her opinion, every month, she easily earns on average 4,000 taka which is a very significant supplement to her family's incomes. Her new role as CLW has not only given her and her family a new stream of income but also a new sense of dignity in the community.

Source: CHTDF

A total of 1650 rice banks have been set up so far, which is an innovative concept. These are generally well-managed at present and appear to genuinely respond to the needs of food (in) security of the communities. However, given the very innovative nature of the initiative, extended support by CHTDF (or the HDCs) in the areas of monitoring and supervision is necessary for ensuring their long-term sustainability which is further incumbent upon the sustainability of the PDCs (please see also the section under output-3) The case study in the next page illustrates the management of a rice bank in Rangamati upazilla.

In the recent months, CHTDF has placed a major thrust on developing market linkages and an international NGO has been sub-contracted to develop Value Chain for the produces/products by the communities. For a variety of reasons, lack of 'fair price' whereby the producers are able to recoup their investment and also get a modest profit has been the perennial conundrum for the

Managing a Rice Bank
DoluchariTanchangyapara PDC, Moghban Union, RangamatiUpazilla

The Duluchari Tanchangya Para PDC was established in 2004 with an initial grant of about 400,000 taka from the Quick Impact Fund of the Community Empowerment Programme. The rice bank project with a budget of 140,000 taka was approved by CHTDF at the end of 2009 and the activities started from early 2010.

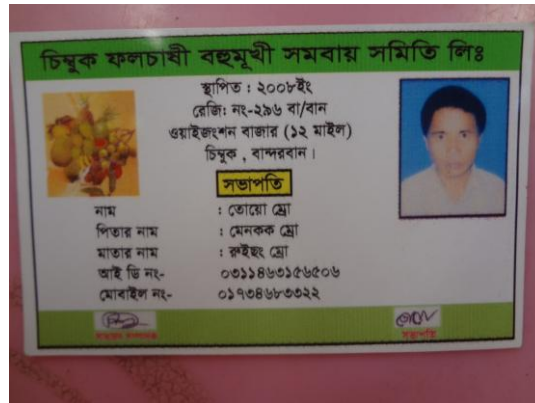
The initiative is managed by the PDC under the supervision of a sub-committee. They have developed detailed rules for the operation of the rice bank and maintain a stock register where all the transactions are recorded. They buy rice sacks from market usually every month and sell/lend it to the villagers at a profit of 50 taka per sack. A family can borrow a sack per month and on exceptional occasion 2 sacks. However, the family must pay the price within a month. In case, this is not possible, the borrower has to pay 100 taka if the money paid within 6 months.

They also stock unhusked rice (*Dhan* in Bangla) in the rice bank. They lend maximum 10 *ari* (approx. 10 kgs) to a family in the lean season. When the borrower gets the new harvest – usually within 4-6 months – he has to return 12 *ari*. They also lend at a lower rate for the female headed households and the poorest in the village.

Every six months, in the PDC meeting, the sub-committee gives the accounts of all the transactions and the profits are deposited in the PDC account. The PDC and the villagers are very much confident that they would be able to run the operations alone without any further support from CHTDF. *Source: Field visit data*

communities in the CHT. This is an area which will require utmost attention from CHTDF; how to ensure that the communities obtain a fair price for their produces/products. This will require a multi-pronged response; diversification of crops/produces which command premiums in the market, processing of agro-based products for value addition (particularly for the perishable items), potentially developing direct channels of communication between the growers and the buyers to avoid the middlemen, networks for dissemination of market-related information at regular frequency among the producers, etc. Devoid of such efforts, one could be assured of witnessing disaster of price collapse at regular intervals as is the case in the recent years with turmeric and ginger.

However, there also are cases of quite extra-ordinary success by some communities and individuals where the capacity building support from CHTDF was crucial. A case is illustrated below where a PDC evolved into a community based cooperative and which has established direct linkage for selling their produce to Chittagong and even in Dhaka.



**Case Study: Toyo Mro, President
Chimbuk Fruit Growers Association, Chimbuk, Bandarban**

The card presented above is the ID of Mr. Toyo Mro, president of the Chimbuk Fruit Growers Association. Mr. Toyo Mro was a member of a PDC, along with a groups of friends from the neighboring communities. As part of the various trainings provided by CHTDF, he and fellow other members received trainings on a wide range of topics including on market access and linkages. The villagers in the Chimbuk range are all Jhum cultivators but all grow various fruits for additional incomes which they sell at the roadside along the Bandarban-Chimbuk road. Most are barely literate and very poor.

They were instigated in forming a cooperative association to sell their products in a collective manner. They were also further facilitated by the CEP partner NGO in establishing linkages. Toyo Mro took the lead and step by step, the association grew larger, managing ever increasing amount of turn-over. Today, the association has established direct selling channels for their fruits and vegetables (principally papaya and other seasonal fruits/vegetables, such as mangoes, pommelo, aroids, etc.) in Chittagong which earn them a premium of 20-25% over the price in Bandarban. Once, Mr. Mro even sold a truck of fruits and vegetables in Dhaka.

Thanks to the initial instigation and support of the CHTDF and its partner NGO, the members of the association earn a far better life that it used to be. All the members now send their children to school and they are determined to continue with their venture.

Source: Field visit and interviews with communities

The FFSs appear to be effective in imparting skills/technology transfer to the farmers. However, with its geographic diversity, further focus on hill farming methods, suitable production varieties, distinct cropping patterns, watershed management (important for soil aquifers and irrigation) and associated technology transfer modalities needs further attention. In general, the government departments and officials have limited focus over the specific requirements of the CHT region because of its geographic and ethnic diversity from the rest of Bangladesh. However, during field visit the consultants met with the Chief Scientific Officer of Bangladesh Agricultural Research Institute (BARI) in Chandraghona. Kaptai. With CHTDF's support the BARI station is trying to develop various species suitable to the terrain and climate of the region and as well as experimenting various

production methods. Such initiatives deserve closer attention from CHTDF and where possible, further funding support. A technical note by the Community Empowerment and Economic Development expert of the consultants' team in this regard is attached as annex –7 to this report. Separately, CHTDF undertook pilot action research/study on Jhum cultivation at 3 different places. The findings of these pilots, however, are still awaiting wider dissemination.

Very recently, as a measure for environment protection, CHTDF has supported 21 pilots across the region under the title 'streamside plantation'. This is a very laudable initiative and should be scaled up with a well-thought out technical backstopping plan to the communities. However, the focus should be on the creation of genuine vegetation from the perspective of watershed management and not only to create cash-crop orchards by the banks of the streams as witnessed by the consultants (Rahmripara, Chimbuk range, Bandarban) during field visit.

Like Health and Education components, this particular component is also largely handed over to the HDCs. The related LoA management and coordination issues and also the concerns of sustainability of the interventions are elaborated under the following section C.7.1 and C.7.2.

C.5. Output 3: Community Empowerment Process for self-reliant development enhanced and institutionalized to support Para Community small projects across the CHT.

The output comprises of the following results/components;

1. Community Empowerment (CE) and Quick Impact Fund (QIF) Expanded
2. Community management and technical capacity enhanced
3. CHT Best Practices shared
4. NGO capacities enhanced
5. Strengthening the development role of the traditional and elected leaders
6. Gender Mainstreaming

The interventions are the pivots of CHTDF's support to the promotion of development and confidence building in the CHT region. The Output together with the Economic Development, Agriculture and Food Security Cluster is managed under a single management unit following a review in 2009 when the interventions were merged together. Furthermore, Natural Resource Management (NRM) was introduced in this cluster in 2012. The activities of Gender Cluster are also included under this Output.

The outreach of CHTDF at the community level is impressive by any means. CHTDF's interventions currently extend to 20 upazillas out of the total 25 and it has facilitated in establishing 3,257 Para Development Committees (PDC) In addition, a further 1685 Para Nari Development Groups (PNDG) have been set up as a positive move towards gender mainstreaming. Possibly, it is the first time that a development programme has reached to the remotest communities in the region.

Together with the grants from QIF and the Economic Development Cluster, on average a PDC and PNDG has so far received about 550,000 taka which amounts to a figure of 1.8 billion taka in total. This makes CHTDF, by far, the largest 'cash transfer' programme to the grassroots communities in the region in the history of Bangladesh according to an informed expert⁴.

⁴ Interview with Mr. Priti Kanti Tripura, a former senior official in the Planning Unit at CHTDB

The PDCs, in their overwhelming cases, seem to be running well. 90%⁵ of the PDCs have developed saving habits, with a cumulative savings of all the PDCs currently totaling at 46.8 million taka with

Case Study: A Success Story of a PDC
Baidhya Para, Dighinala sadar, Khagrachari

Baidhya Para is located in Dighinala Sadar Union under the Dighinala Upazila and it is about 8 KM distance from Upazila. The para was selected under CEP and a PDC and a PNDG were formed in 2010. The para has 84 households. Both the PDC and the PNDG each received 200,000 taka respectively. The PDC decided to implement a fishery project worth 400,000 taka. After one year they sold 350,000 taka of fish and from the proceeds, they bought a pond with the size of 1.6 acre. The PDC is still running the fishery project and this year (2012), they expect to sell a further 250,000 taka worth of fish. At the same time, they reclaimed the ponds they bought and submitted a proposal to K-HDC for funding on creek fishery. They also have launched a savings scheme among the members and together with the unspent amount from the sales proceeds, they currently have 350,000 taka in the bank accounts. They also have registered the PDC with the Department of Cooperative (DoC) and received 15,000 taka as grant from the DoC. Further 16 young people from the PDC took part in training course from the Department of Youth Development and 5 of them have received low interest loan at 35,000 taka each.

The PDC also has received 1 ton wheat as grant from the UP and they have agreed to provide 30,000 taka to a member as interest free loan for treatment of illness. Recently, they have won the 1st prize in the Upazilla Agro Product Fair.

The PDC also has been recently selected for ADP grant of 200,000 taka in April 2012. They have purchased 13 cows worth 192,000 taka from this amount. Four of the cows already have calves and the current market rate, the cows are worth at least 250,000 taka.

The experience with this particular PDC is an example of notable success of collective leadership and judicious use of grant support from CHTDF. *Source: CHTDF*

about 14,000 taka per PDC. In addition, the PDCs, together with PNDGs have a cumulative bank account balance of 606 million taka which accounts for sales proceeds from investment and own savings which currently is waiting for opportunities for re-investment. Finally, the PDCs and the PNDGs have various tangible assets and investment (community shed, CNG auto rickshaw, jeep, fishing boats and nets, agro-machineries, petty shop, solar panel, rice-bank, livestock, cash crops, orchards and plantation worth several hundreds million taka). Both the assets and the account balance exclude the profits already shared by the PDC members from the previous investments.

Thus the impacts of the Community Empowerment, by any yardstick, are tremendous. However, the impacts might not be measured only against economic benchmarks. The intangible factors such as linkages with the government and private sector service providers, awareness raised from trainings, external exposure and advocacy initiatives are equally important in that these should be considered as one of the most valuable outcomes of the CHTDF's interventions. These efforts of CHTDF have genuinely given a sense of empowerment to the communities with a measure of self-confidence to determine their future (see the case study on the above). CHTDF did not maintain the exhaustive

⁵ The absence of the remaining 10% should be understood as living in remote areas, thus too far away (usually several days of walk) from making the govt. facilities.

data but circumstantial evidences strongly suggest that a large number of persons involved/associated with the CE activities have emerged as successful community level leaders with many elected in the local government institutions (LGIs). The case study below is just one of such examples;

Longboti Tripura:

A Community Facilitator now Vice Chairwoman in the Upazilla Parishad, Rajasthali

Longboti Tripura, age approximately 40, was born in poor Tripura family in Rajasthali. With family conditions, she could only study up to HSC. When CHTDF started working on CEP in the upazilla in 2005, she was recruited as Community Facilitator (CF) by the partner NGO. She performed excellently in her role as organizer and facilitator of the communities and soon her leadership was starting to be recognized by the wider communities. She was greatly admired for the commitment for socio-economic development of the communities.

In 2009, she decided to take upon a greater challenge. She filed nomination for Vice Chairwoman in the upazilla council election. She won the contest by a comfortable margin.

Today, despite her recognized role as public leader, she remains humble of her achievement. She attributes to a great deal her success to the exposure and opportunity she received while serving a CF for CHTDF programme. Currently, she has taken another challenge; in the last 2 years, she has opened a hostel for young children where, the poor children from the remote areas are given shelter at a highly subsidized rate.

Source: CHTDF P-NGO and field level data

Nevertheless, there remain issues that CHTDF would need to address in the near future. A key concern is the bureaucratic procedures of managing the PDCs. Initially, communities were asked to maintain separate record books; however, recently this system has been merged and all together 12 different registers are now maintained by the PDCs and the PNDGs. Nevertheless, confusion at community level still seems to remain whereby some communities appear to be following the old system. Whereas, this might not be a major issue and could certainly be addressed easily, the overall documentation requirement could still be overwhelming to most of the PDCs and PNDGs given the level of education and other indicators of socio-economic development. Thus entire documentation needs should be re-assessed/streamlined with no more than 5-6 registers.

A more pressing concern is the long-term sustainability of the PDCs. CHTDF's funding support would not continue for long and indeed, this is a distinct possibility now that it starts gradually withdrawing the funding support. While this might be a decision based on practical reasons, CHTDF will have to develop a way about detailing the long term sustainability of the PDCs keeping in mind that there is no one-size-fit-all strategy in this regard and such a plan should be based on a flexible approach taking into account of the specific local conditions of each PDC. This will also entail a fresh assessment of the CE and PDC operations model focusing on how they can sustain themselves while CHTDF gradually withdraws.

A key miss, particularly from the point of view of confidence building at the inter-community level, is inter-PDC collaborative efforts/initiatives and to which CHTDF seems to have paid little attention. Such initiatives potentially can make tremendous contributions in strengthening inter-communal harmony, mutual collaboration and trust in the current context of CHT where communal flare-ups

are all too common a phenomenon. Such initiative should be particularly pursued which involved communities from more than one ethnic groups, although keeping in mind that this would require a meticulous preparation.

C.5.1. Role of NGOs

A number of NGOs across the three Hill Districts partner with CHTDF in the implementation of various programme activities and this also includes the NGOs which have been sub-contracted by the HDCs for the implementation of the 'transferred components' (e.g. Health). Although, by and large, the partnerships seem to be running well, there remain concerns in terms of sub-contracting process and for those working with the HDCs, the LoA management between the HDCs and CHTDF. A key issue is about the validity of the contract with the NGOs under UNDP's procurement rules which limit a term of maximum three years. Be that as it may as far as UNDP procurement rules are concerned but in the field interventions, this could cause significant uncertainty and even disruptions in the implementation when the NGOs which are already engaged by CHTDF could potentially face a discontinuation of the partnership and new NGOs come in. The issue is further elaborated in the following section C.7.3.

C.5.2: Role of Traditional and Development Leaders

The issue of involving and enhancing the role of the Traditional and Elected Leaders in development activities intersects with the Output – 1; Institutional Capacity Development. While the training and other assorted inputs for capacity building (e.g. logistics) are addressed under the Output – 1, from the present output, it is dealt with in two ways; first, involvement of Traditional and Elected leaders in the grassroots implementation activities in which they are all closely involved (e.g. UnFC and UzAC, etc) and second, partnering with them in execution of the select sub-components. The current initiative of realization of Millennium Development Goals (MDGs) through the office of the Chairmen of Union and Upazilla Parishad is one such example. Similarly, the construction of the community centers cum office of the headmen in all the 25 upazillas of the CHT is another.

C.5.3. Gender

Gender is a cross-cutting issue for the entire CHTDF operations including for its organizational management policy. CHTDF has developed its own Gender Mainstreaming Guidelines covering both issues and gender is well integrated in CHTDF both in the operational aspects and also in the overall staffing and organizational management aspects (see Output – 5). The PNDGs are a very important platform in raising the voices/rights of the women among the communities. Their collective initiatives have resulted with an economic output of BD Taka 300 million, a very commendable sum by any yardstick.

The setting up of the CHT Women's Network (CHTWON) is a very timely and judicious initiative. It currently includes more than 50 women-focused and/or women-led organizations from the three Hill Districts involving majority of the region's ethnic groups. The organization has already established itself as major platform and advocate on the issues of raising awareness on the rights of the women in the CHT region on a wide range of timely and relevant initiatives. Nevertheless, CHTDF would need to resolve a number of concerns as to the future sustainability of the organization. Till now, CHTWON remains almost totally dependent on CHTDF for funding and also technical guidance. While such patronage from CHTDF should be deemed understandable in the prevailing situation of CHT where there is a quasi absence of organized voice of the women and on women's issues (*which CHTWON is trying to fill up*), over long term the organization would need to gain a measure of financial independence from CHTDF. Second, CHTWON should pro-actively consider expanding its advocacy issues and as well as the concrete interventions. The issue of abuse and violation of women being so rampant in the present-day CHT making almost daily headlines on the major news media of the country, CHTWON should strategize for dealing with both the preventive (policy

advocacy) and curative aspects (legal aid, psycho-social rehabilitation). At present, it is notably active on the first but barely makes a mark on the second.

The initiative of Women Peacemakers is equally a timely and very relevant initiative. Worldwide, there are plethora of evidences of effective roles played by the women in peacemaking in post-conflict situations similar to CHT's. The modest efforts by CHTDF, indeed, seem to support these examples as evidenced by the role played by a courageous Bengali women in the recent riots in Rangamati (September 2012) and who earlier received support from CHTDF under the Women Peacemaker initiative.

Case study: Women Peacemaker
Shahnaz Begum Making a Difference for Social Harmony and Cohesion in CHT

Shahnaz Begum has been living in Gorjantoly suburb area in Rangamati town since her ancestors settled in CHT long time ago. She is thus an eye witness of many ups and downs and unexpected incidences over the CHT. In her neighborhood she is known to all and maintains very warm and friendly relationship with all the communities.

On the morning of 22nd September 2012, an unexpected and painful communal conflict was erupted all of a sudden in Rangamati town. The vested interest groups tried to spread out all sorts of rumors about killing of Bengali and ethnic communities that resulted in incredible level of panic and fear among the residents of Rangamati town.

The same situation prevailed in Shahnaz's neighborhood. As one of the women peacemakers she had received intensive training provided by UNDP-CHTDF in 2010 on peace building, conflict resolution, conflict mitigation and conflict transformation which was really conducive for her to shoulder the responsibilities despite extreme environment of panic and intimidation. On that day (on 22nd September 2012), when violence broke out in different pockets across the town, both communities started blaming each other critically and the tension arose high, she tried her best to lessen the extent of violence by protecting many innocent lives, properties and strongly took control of the adjacent areas of her neighborhood. She communicated very quickly over phone with all senior citizens and influential persons of both communities of her neighborhood and as well as the law enforces. She mobilized and motivated all young boys and students in her locality and boldly requested not to get engaged in any destructive or harmful activities. She led a strong and organized protection team for protecting the affected persons especially the ethnic minorities from the miscreants. She has also given them shelter and supplied adequate food to some ethnic women and elderly neighbors in her residence.

The miscreants from Bengali community critically blamed her for taking side of ethnic communities and even threw stones to intimidate her. But she remained undaunted and continued giving shelter to the victims in her house. She actively took part in the peace rally organized by local administration later. Shahnaz is determined and hopeful about establishing lasting peace and harmony among various ethnic communities and she assures to devote her services to make this coming into reality. *Source: CHTDF*

C.6. Output 4: Facilitate Confidence Building to solve long-standing problems to development and peace in the CHT.

One might assume this particular output as being the most ambitious for CHTDF and in many ways comprising of the most vital part of the programme, conceived in the backdrop of the post-conflict situation of the region. It includes the following distinct results/interventions;

1. Dialogue and Partnership for Joint Action Implemented
2. Study Tours on Innovative Development and Confidence Building Experiences
3. Exchange visits across CHT
4. GoB Initiatives for Land Dispute Resolution through the Land Commission Supported
5. Community Managed Forestry Piloted
6. Enhancement of the Police Force Working in the CHT Supported
7. GoB Electoral Initiatives Advised and Supported
8. Minority Interests and Cultural Diversity Promoted
9. Incentive programmes
10. GoB Initiatives for Returned Refugees/Internally Displaced Peoples and Ex-combatants Complemented

Confidence/Peace building is always a complex task and almost inevitably involves confronting daunting challenges. Any successful initiative in this regard entails smooth cooperation among a broad range of stakeholders, a common resolve by them to find out a mutually acceptable agreement on the outstanding issues of disputes, an attitude to offer concession on various tricky and often difficult issues and above all, organizational vision and resolve of the parties concerned about how to shape and conduct the entire peace process. In the real world, however, this could prove to be a difficult, if not tricky, combination to agree upon.

The issue of chronic instability and sporadic bouts of violence in the CHT region and about how to chart a course for a comprehensive and successful response to bring in normalcy has bedeviled the stakeholders, including successive governments over the last several decades. *The achievements and constraints for CHTDF are, thus, to be viewed in the above background.*

CHTDF has organized a series of dialogues, focusing principally on the implementation challenges of the CHT Accord, signed in December 1997 when the current government was also in power at that time. The most recent dialogues were organized during the Peace Accord anniversary in 2012 that drew a considerable number of officials from the government at the highest levels, including other stakeholders from civil society, media and CHT institutions. A number of commitments was made on the occasion which now await concrete realization.

CHTDF has also supported in organizing a number of study tours (5 since 2009) which took a very broad range of stakeholders to visiting various relevant places/locations similar to CHT's into a number of countries. The exposure by the visiting stakeholders and gains made from these study tours should not be underestimated as these experiences could constitute a major resource pool when serious attempts are made to realize successful confidence building in the region.

Alongside the study tours, CHTDF facilitated in organizing 40 exposure visits involving several hundred community members across CHT. This appears to be a very relevant initiative, concretely facilitating in establishing mutual acquaintances and bonding among the communities belonging to various ethnic groups.

During the past several years, CHTDF organized diversity fair to promote the rich cultural diversity of the region and raise awareness about how to preserve and promote this diversity. Despite certain odd constraints, the initiative should be judged on a positive light, raising awareness and a degree of appreciation by the general population many of whom are not aware of the rich cultural traditions of the CHT peoples which very much enrich Bangladesh.

CHTDF has recently resumed the sports for peace programme, supporting in organizing various sports tournament in all three districts. This is greatly appreciated by the people in general and potentially, could very much help in creating mutual understanding and trust among the stakeholders, particularly among the young people.

In the recent months, CHTDF has signed a LoA with the CHT Refugee Task Force which include carrying out a survey to determine the number of internally displaced persons (IDPs). This is a very laudable initiative as the resolution of the issues of the IDPs remains one of the key challenges for the successful implementation of the CHT Accord.

However, despite the efforts made by CHTDF under this output (*as elaborated above*) and even if one considers that Confidence/Peace Building is complex and could be strenuous, in overall terms, one might desire a stronger and concerted efforts from CHTDF in tandem with the government. The slow pace of progress is possibly, in part, explained with the amount of time that has elapsed since the signing of the Accord and consequently the lack of momentum for the stakeholders to accelerate the process. This calls for a fresh rethinking as to the overall strategy, modus operandi for interventions for confidence building in the region reflecting the overall social, economic, cultural, demographic and political dynamics since the signing of the peace accord. Such exercise should involve a broad array of all possible stakeholders under the joint leadership of MoCHTA and RC. UNDP's Bureau of Crisis Prevention and Recovery (BCPR) was involved in the past, but possibly, it still can play a meaningful role.

One exercise that CHTDF can plan and implement is organizing a series of 'dialogue' on various issues. The topics could indeed be on very broad themes; not only on Land Commission or other politically sensitive issues but also on topics such as, cultural diversity, decentralization, governance, empowerment, local economy, delivery of development services etc. These dialogues could potentially create new allies for CHTDF for eventually building a momentum in support of effective confidence building in the region.

There is a general tendency to view the Confidence Building in terms of progress on the implementation of the CHT Accord. Yet, it is so much more than that. It involves reconciliation among the antagonistic parties, establishment of mutual trust and bonding among fellow communities and peoples, and realization of transitional justice for all who have been affected by the conflicts. Indeed, many of these are being carried out by CHTDF albeit not necessarily under the banner of Confidence Building; for example, the launching awards of excellence in a modest scale under the CE. This should be further re-brushed with visibility and bigger profile. A possible response might be to set up a Trust Fund under an independent authority or institution which will be vested with giving awards on various issues, for example, on peace building.

It is thus imperative that all interventions, activities of CHTDF are planned and executed from the perspective of Confidence Building i.e. the interventions create a conducive atmosphere in promoting/strengthening Confidence Building in the region. This also entails a vision and organizational resolve for CHTDF itself. The issue is eminently vital as CHTDF has the scale in terms of interventions, enjoy ownership by the stakeholders who come from a very broad range, legitimacy vis-à-vis its partners and finally, the high expectation from all the sides concerned. Fundamentally,

this is also about inculcating shared ideas, norms and vision for sustainable development in the CHT among all its stakeholders. This is a challenging task, of course, but one that is vital and extremely important for the lasting peace in the CHT.

C.7. Other outstanding and cross-cutting issues

There are a number of issues that cut across all the 5 outputs and which are very important for the future viability/success of CHTDF. These are, thus, elaborated separately hereunder;

C.7.1 Institutional Sustainability of the Interventions

This is the most crucial issue as CHTDF has passed its first decade of operations for the CHT. The overall achievements by CHTDF, in particular, under the output 2 and 3 are genuinely impressive. Both in terms of scale and quality of the interventions, CHTDF should be appreciated for the accomplishments. However, a burning issue remains whether and how long these interventions would continue without the funding support and technical backstopping of CHTDF?

The transfer of the various components under Output – 2 to the HDCs was a judicious decision by CHTDF; both to support these institutions in fully assuming their mandate and to building of their capacity through ‘learning by doing’. As mentioned in the preceding pages of this report, the performance of the HDCs in managing the LoAs appears commendable and the delivery of these services genuinely responds to the needs of the grassroots communities where similar services from the government are essentially non-existent (e.g. Health).

However, it is unrealistic to expect that, in short term, HDCs would be able to run the LoA activities should CHTDF funding support come to a stop. A more pragmatic approach should be to elaborate as soon as possible a plan detailing gradual assumption of these activities by the HDCs. Ideally, such a plan should take into view a period of at least 10-12 years by which time, the HDCs would have completely assumed the overall management, financial and budgetary responsibility of the interventions from CHTDF.

There are indeed examples of similar approaches. The Integrated Community Development Programme (ICDP) was undertaken by Unicef in collaboration with the CHT Development Board (CHTDB) in mid-1980s. For more than a decade, CHTDB was almost entirely dependent on Unicef for the fund mobilization. However, both organizations with the involvement of the government, developed a modality of gradually reducing Unicef’s funding while raising the level of the contribution by the government. The ICDP, as of now, is almost entirely funded by the government, thus assuring the long-term sustainability of the interventions. The example should be scrutinized here as a possible model.

Another modality to explore is that the HDCs directly seek funding assistance from the donors (multilateral and bi-lateral) instead of CHTDF serving as intermediary. With their autonomous status, they have the authority to do so. There is indeed window of opportunity for the HDCs in this regard. The government’s Primary Education Development Programme, Phase III (PEDP III) and the Health, Population and Nutrition Sectoral Programme (HPNSP) should have specific allocations for the ethnic minorities/tribal peoples, as the principal funders of these two sectoral programs; World Bank and Asian Development Bank (ADB) are obliged to include stipulations in the programme documents to comply with the safeguard policies of their respective institutions. In practice, however, this is seldom done in such a way. Also in the current reality, the HDCs will need to develop their institutional capacity along with reinforcement of their mandate before they are able to tap such resources independently of CHTDF. Nevertheless, CHTDF and the HDCs may consider to take into

account this factor too while they work on the plan for gradual assumption of the responsibilities of the interventions by the HDCs.

The sustainability plan for the HDCs should also focus on the issues of the bureaucratic process of CHTDF and the HDCs. In several areas, there are options for improvement to raise efficiency in the delivery and these should be seriously considered. The details are elaborated in the section below.

A further area of attention with regard to sustainability concerns the extensive networks of the PDCs. This is particularly urgent in view of the CHTDF's recent decision of gradually withdrawing its funding support from the PDCs. If done in a hurry and without coherent plan, this would mean that most of the PDCs are likely to cease to function properly. This will be a serious misstep given that the network of the PDCs seems to be not only a platform of channeling development resources to the grassroots communities but equally, they collectively represent a force of the most marginalized and disadvantaged and indeed they seemed to have proved it already as illustrated in the case studies included in this report. Further, it is also significant to note that the ADB supported CHT Rural Development Project Phase II has adopted the PDCs to channel its funds to the communities, instead of creating its own community based organizations (CBOs).

There is no 'one-size-fit-all' strategy for this. However, it should be a flexible approach tailored to fit to the local conditions of each PDC. While legal registration from a relevant government department could be an option, other options such as linking them with other organizations (e.g. CHTRDP II, NGOs or LGIs) could be as valid an option. The formal linkage with the LGIs (UP and UZs) could be a very effective option whereby the PDCs continue to receive block grants from the LGIs.

In all cases, CHTDF would require to elaborate a detailed exit strategy in this regard.

C.7.2. Policy coordination and harmonization (HDCs, RC vs. Ministries, Sectoral Policies, etc.)

CHTDF has been, by and large, capable of managing and facilitating the plethora of stakeholders required to effectively run the programs implementation. However, as it enters into a crucial stage with further focus on policy advocacy and capacity building of the partner institutions, it would need a much more vigorous focus in the area of policy coordination and harmonization. This could be a primary focus for the Institutional Capacity Building (output – 1) but also, to a very large extent for the Confidence Building (Output – 4) as well, in particular on policy advocacy.

The focus involves two parallel fronts; first, a greater degree of coordination among the key partner organizations for implementation and supervision (MoCHTA, CHTRC and HDCs) and further policy harmonization with the national level rules and policies while also seeking necessary reforms of those laws, rules and policies in order to reflect the concerns specific to CHT and its peoples.

A major thrust could be about how to involve the MoCHTA and in particular, the CHTRC in the implementation of the activities under LoA with the HDCs. While the performance of the HDCs in this regard appears to be effective (as mentioned also in the preceding pages), the modality of managing the LoAs should be re-assessed. Instead of leaving the entire responsibility alone to the HDCs, other institutional stakeholders should be involved for due oversight with the HDCs being responsible for the implementation. In such a scenario a Committee can be formed under RC with members drawn from MoCHTA and other relevant ministries, LGIs, civil society and HDCs themselves. In a face-to-face interview for the purpose of this review, the MoCHTA representatives also appeared inclined to accept this modality.

A vigorous initiative of advocacy for policy reforms should be undertaken by CHTDF during the upcoming phase of the project. With its unique decentralized set up functioning in parallel to the

traditional governance system and the overwhelmingly centralized character of the state of Bangladesh, many of the policies devised for the country often do not accommodate appropriately the administrative functionalities and the concerns of the region and its peoples. An example is the coordination between the LGIs vs. the HDCs, CHTRC, and even MoCHTA. Under the current rules, UPs, UZs and the Municipalities are under the direct jurisdiction of the Ministry of Local Government and Rural Development (MoLGRD) whereas the HDCs, although they are the principal institutional vehicle for local development in their respective districts in CHT, are under MoCHTA and have no formal jurisdiction over the LGIs. This creates ambiguous and overlapping mandates among the institutions and could lead to conflicting interpretations of the rules by the respective stakeholders. A recent example is the impasse in Rangamati Hill District over setting up of the institutional implementation arrangement for the MDGs realization initiative with contradictory interpretation of the relevant rules between the HDC and LGIs. The issue of the resource mobilization for the HDCs under the current sectoral programs of the government, as mentioned above, is also another case. This sort of mismatch did happen because of a lack of clear understanding of the region's unique governance and administrative system but also because of policy ambiguity where the relevant ministries are the anchor institutions for the respective sectoral programs where as in CHT, these are 'transfer subjects' under the HDCs.

C.7.3. Implementation arrangements (LoA, Procurement issues, etc.)

This mostly concerns the UNDP procurement rules and the LoA management modalities between CHTDF and the HDCs, and to a lesser extent also with CHTRC and MoCHTA. CHTDF has delegation to procure goods and services upto US \$ 30,000 and beyond which, it needs the approval of the Country Office. While the oversight of the Country Office is crucial as a 'check and balance' of CHTDF's operations, this also sometimes cause inordinate delays, as attested by the consultants team during their interview with the MoCHTA representatives. Thus, the procurement of goods and services needs further streamlining and increased efficiency.

The management (renewal) of LoAs also often faces inordinate delays as raised by the HDCs, stemming both from bureaucratic procedures of CHTDF/UNDP and also a lack of capacity of the HDCs who are simply not on the 'same wavelength' in terms of organizational culture and efficiency. In this regard, there could be a re-thinking of the internal management system of the LoAs within the HDCs. As per current system, all the documents require 2 signatures for approval; the Chairman and the CEO. This is the standard procedure for the HDCs as per the government rules. However, in the cases of LoA activities, this often causes long delays as one of the two signatories is usually most of the time away from office. A possibly way might be to manage the CHTDF LoAs separately outside the purview of this standard rule where one signatory of these two, along with another official (an HDC member or LOA staff, for example) is sufficient. Another option could be to have a designated official within each HDC who is authorized to deal with all the LoA related matters. Indeed, CHTDF also seems to have made this request recently.

The sub-contracting of the NGOs are done following standard UNDP procurement rules which allows renewal of a contract for three subsequent years upon satisfactory performance by the NGOs. However, application of this rule complicates the smooth continuation and functioning of the community level activities. When new bid is called, uncertainty arises about whether the NGO already contracted would win the bid. In particular when a new NGO wins the bid, for a short period, this hampers the activities quite significantly for the time the new NGO usually requires to familiarize itself with the programme activities. This demands attention by UNDP and CHTDF about how to ensure smooth transition and continuity of the field level interventions.

C.7.4. Donor/UN Coordination (LOA with ILO, FAO, ADB/CHTRDP III, etc)

Although CHTDF is the largest donor supported programme in the CHT, there are equally other donor funded programmes as well, albeit smaller in scale. It is important that relevant coordination is ensured among all these interventions to avoid any potential programme overlapping and duplication. To an extent, the Local Consultative Group (LCG) is meant to serve this purpose and coordination among the UN Agencies is ensured through the internal UN coordination mechanisms.

However, for the upcoming period CHTDF will require to make closer coordination and collaboration with the ADB supported CHTRDP II. This concerns two issues: CHTRDP II's decision to adopt the PDCs as institutional platform at community level for the implementation of one of its components, which will require that both develop close cooperation. Second, CHTRDP II also has an Institutional Development component with the objective of capacity building of the HDCs, CHTRC, MoCHTA and PDCs, among other stakeholders. Given this, it is important to explore the modalities for close cooperation and where possible, even to draw a common resource pool for the activities which are common to both. Further, ADB is also currently interested to support in developing the CHT Regional Development Plan, as follow up to a similar plan that it supported immediately after the signing of the CHT Accord.

C.7.5. Knowledge Management

CHTDF, by now, has generated a vast body of knowledge in the form of research reports, articles, press coverage, audio and video materials, etc. The Knowledge Management Cluster is the custodian and responsible for the dissemination and sharing of these reports and documents within CHTDF.

However, given the paucity of reliable information and well researched documentations on CHT in general, this general body of knowledge should be shared with the wider audience except in cases where such a step could compromise the institutional confidentiality of CHTDF. It is important that CHTDF considers such a measure; for establishing the objectives to serve as gateway to knowledge and information on the CHT and its peoples.

The website that maintains www.chtdf.org could serve as portal for this initiative. Further, CHTDF should invest its technical expertise in developing a common communication and exchange portal for the CHT institutions and other stakeholders vesting its management and maintenance to one of the key CHT institutions. MoCHTA and/or CHTRC can assume these responsibilities. In the case of CHTRC, the advocacy unit (which was established with support from CHTDF) could perform these necessary responsibility and either existing website of CHTDF could serve for this purpose or if the situation so warrants, to develop a new domain address.

The initiative, needless to mention, will very much complement in achieving the government's goal of building a 'Digital Bangladesh'.

D. Concluding Remarks and Recommendations

The 'no cost extension' for which the present review is commissioned is eminently necessary for CHTDF to continue its intervention for the CHT and its peoples. As the preceding pages should make it amply clear, the continued presence of CHTDF in the region is justified and necessary for the delivery of basic services to the grassroots communities, for the strengthening of the region's decentralized governance systems and finally, despite the slow progress in the past years, for effective confidence building among the stakeholders.

The recommendations below, thus, are drawn in light of the issues examined and discussed in the preceding chapters and pages of the review. These reflect not so much of 'what should be done' but rather 'what can be practically done' and which demands priority focus from CHTDF in the upcoming period. They are elaborated as follows;

D.1. Programme components/interventions

D.1.1. Output – 1: Institutional Capacity Building

- CHTDF will need further thrust in accelerating the activities under the output in the upcoming period. This is particularly important as it enters into a new phase where the sustainability of the interventions will take crucial priority. And unless the relevant institutions have acquired the necessary capacity, the objective of sustainability of the interventions will remain compromised.
- The approach to capacity building will comprise both training and also learning by doing method. In this regard, the LoA implementation should be continued as an incentive for capacity development of the respective institutions
- CHTDF will need to make a major focus on the need of developing a coherent and comprehensive development vision and plan comprising all the relevant institutions including the LGIs and the Traditional Institutions. Such an initiative also should be coordinated with ADB if their proposed idea about a similar Regional Development Plan ever comes into reality.
- At the very least, the implementation of the Capacity Development Plans (CDPs) already developed by the HDCs, Circle Chiefs, MoCHTA and CHTRC should be done in mutual coordination and by addressing the contradictory and conflicting interventions/ideas that any of these CDPs might potentially have. A concerted initiative is necessary in this regard notwithstanding the practical difficulties for such an effort.
- As for the training, CHTDF would require to develop a Training strategy spelling out overall modality and delivery mechanisms. Ideally, training for the government officials should be anchored in an appropriate government institution (e.g. BPATC). For the regional and district level trainings, the training units of RC and HDCs also should be considered.
- *Please see also the Section B, for further recommendations.*

D.1.2. Output – 2: Region-wide Initiatives

D.1.2.1. Health

- The Health Education Awareness activities will need a further thrust in the upcoming period given the prevailing lack of awareness on various related issues.
- The component will need to make a major advocacy focus on policy reforms and harmonization, including on resource mobilization for the HDCs over long term despite the progress recently made on the advocacy work which resulted in inclusion of CHT fund allocation within the HPNSDP 2011-2016.

- *Please see also the Section B, for further recommendations.*

D.1.2.2. Education

- A focus is necessary on the long-term institutional sustainability of the schools. Although, currently there is very limited hope of registration of the schools following the recent declaration by the Prime Minister, the issue should remain a top priority in the next months and years.
- A further re-thinking as to the approach and strategy of the Multi-lingual Education schools is necessary, re-assessing the target pupils. A suggestion might be to strengthen the MLE focus on primary level, rather than pre-primary level as currently is the case. In this case, the pupils are likely to be more susceptible of learning their own mother tongue, a key objective of the initiative.
- Alongside, further training for the teachers will also be necessary.

D.1.2.3. Agriculture, Natural Resources Management and Economic Development

- CHTDF should support further research/action research on relevant issues such as, hill farming methods and techniques, cropping patterns and crop varieties, etc. At the same time, it should take initiative to disseminate and apply the findings of the pilot Jhum studies.
- The Streamside plantation initiative should be managed from the perspective of waterside management rather than carrying it out as plantation of cash crop orchards.
- CHTDF should strengthen focus on market linkage and value addition, leading to creation of CHT specific brands.
- It should elaborate strategies for the improvement of production putting emphasis on management practices and crop rotations which allow: timely cultivation, control of pests and diseases, and management of soil fertility.
- In order to enhance the activities of CHTDF, linkages with service provider agencies should get more priority in project plan and activities. In this regard, the project could arrange regular meetings with the frontline staff, connect service providers with the farmers, and arrange regular dialogues between growers and service providers so that the immediate needs can be identified and met.
- CHTDF need to focus on developing suitable storage technologies to be established at village and market levels.
- CHTDF will require to put further focus and importance on the sustainability of the Rice Banks given the role these play in responding to the concerns food (in)security of the communities.
- CHTDF should strengthen linkages with credit institutions to continue ensuring that the growers have easy access to necessary finances.
- Alongside, a market information dissemination system should be undertaken for the communities. Community radio, despite the assorted political sensitivity is an option. But equally, other methods, such as SMS through mobile telephony networks also could be examined.

D.1.3. Output – 3: Community Empowerment

- The remaining 5 upazillas should be included in the CE portfolio of activities.
- The Component would need to also put focus on PDCs that involves reinvestment of their resources, in addition to production focused groups as currently is the case. This is particularly important in view of non-use of funds by the PDCs which are laying idle in their bank accounts for months, even years.
- The CE component will have to develop as soon as possible a possible sustainability plan which also includes an 'exit strategy' for CHTDF.

- The operational modality of the PDCs should be made much easier without burdening them with cumbersome documentation and recording.
- CHTDF should support CHTWON in achieving institutional sustainability, while facilitating an expansion of its interventions, in particular on the curative aspects.

D.1.4. Confidence building

- The Confidence Building component needs a fresh rethinking as to its strategy in order to reflect the changed social, economic, cultural, demographic and political dynamics of in the region since the signing of the Peace Accord.
- Such exercise should involve a broad array of all possible stakeholders under the joint leadership of MoCHTA and RC. BCPR was involved in the past, but possibly, it still can play a meaningful role.
- One exercise that CHTDF can plan and implement is to continue organizing a series of 'dialogue' on various issues. The topics could indeed be on very broad issues; not only on Land Commission or other politically sensitive subjects but also on topics such as, cultural diversity, decentralization, governance, empowerment, local economy, delivery of development services etc. These dialogues could potentially create new allies for CHTDF for eventually building a momentum in support of implementation of the Accord.
- Along with the broader national level policy issues, CHTDF should also focus at the grassroots level; reconciliation between the communities and ethnic groups, creation of trust and tolerance among them, etc. To this end, joint initiatives involving multiple communities and ethnic groups should be supported.
- The launching of the Awards of Excellence could be very good initiative in supporting peace building and recognition. CHTDF should make consideration for such an initiative with appropriate implementation modalities.
- It is imperative that all interventions, activities of CHTDF are planned and executed from the perspective of Confidence Building i.e. the interventions create a conducive atmosphere in promoting/strengthening Confidence Building in the region. The strategy, as mentioned above, must be built upon this very foundational basis and the official inside CHTDF responsible for the Confidence Building component has a say in the conception, design and implementation of the activities/programmes under the 4 other remaining outputs.
- Finally, CHTDF should organize intra-organizational brainstorming sessions, at regular intervals (2 sessions per year) on the issue of the organizational focus and vision on the Confidence Building related issues.

D.2. Cross-cutting Issues

D.2.1. Institutional Sustainability of the Interventions

- It is important that CHTDF starts developing a plan/strategy of gradually handing over the management and operational responsibility of the implementation of the various LoA activities to the HDCs, taking into consideration of the a long-term period between 10-12 years.
- Such plans should incorporate distinct steps for fund mobilization by the HDCs whereby CHTDF would no more serve as intermediary.
- These plans also must take into account the overall capacity building needs of the HDCs which are very much crucial for the HDCs eventually taking over the LoA management from CHTDF.

D.2.2. Implementation arrangements (LoA, Procurement issues, etc.)

- The LoA management will need priority focus both by CHTDF and the HDCs. As for HDCs, they may decide to nominate a focal person with the authority of decision taking on the LoA related issues. Other options also should be explored, including change of signature authority being limited only to either the Chairman or the CEO, instead of the current requirement of having signature of both.

D.2.3. Policy coordination and harmonization (HDCs, RC vs. Ministries, Sectoral Policies, etc.)

- This will be the major focus for CHTDF, for both the Institutional Capacity Building and Confidence Building components. On the one hand, this will require efforts to ensure closer coordination among the partner institutions but also more vigorous focus on realizing policy reforms in various relevant areas.
- The current modality of HDCs alone managing the LoA activities should be re-organized with role of supervision vested to the CHTRC. Alongside, other stakeholders, including the MoCHTA and other relevant ministries, civil society and traditional institutions also should be included in the system.

D.2.4. Donor/UN Coordination (LOA with ILO, FAO, ADB/CHTRDP III, etc)

- A closer collaboration mechanism with the CHTRDP II should be explored in view of common implementation approach through the PDCs and areas of intervention on capacity building. The collaboration also should seek ways and means of creating common resource pools where both CHTDF and CHTRDP II have common activities.

D.2.5. Knowledge Management

- CHTDF should devise ways for wider dissemination and sharing of the general body of knowledge it has generated over the past years. The knowledge management cluster should play a more pro-active role in this regard.
- CHTDF should consider creating a common information dissemination portal by utilizing the current www.chtdf.org website or setting up a new web-based domain with the overall management responsibility vested to a partner institution, preferably either MoCHTA or CHTRC.

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Terms of Reference for Project Review

**Project Name: Promotion of Development and Confidence Building in the Chittagong Hill Tracts
Chittagong Hill Tracts Development Facility (CHTDF), UNDP**

1. Background

Twenty five years of protracted conflict in the Chittagong Hill Tracts have left the majority of its inhabitants in conditions of extreme poverty, and tensions over land tenure, resource access, and ethno-demographics remain challenges to sustainable development. Three quarters of the population live below the national poverty line; 50% of primary-enrolled children drop out in their first few years; and it is estimated that 40% of the CHT workforce is either unemployed or underemployed.

A CHT Peace Accord was signed in December 1997 and was recognized as a significant political achievement for the region which is home to 11 distinctive indigenous groups and Bengalis. It raised high expectations that it would serve as the cornerstone of a successful peace building process and as a means for opening up new opportunities for development. Relevant institutions have been established to support this process although not all subjects as per the CHT Peace Accord have yet been transferred to them, and several parts of the Peace Accord are yet to be implemented.

In partnership with the central and local Government as well as CHT communities and NGOs, UNDP supports the Promotion of Development and Confidence Building in the Chittagong Hill Tracts through the Chittagong Hill Tracts Development Facility (CHTDF). Following on Preparatory Assistance phase (2003/2004) the initial phase of the Facility ran from December 2005 to September 2009. Building on this initial phase and as agreed in the National Steering Committee conveyed in August 2008, the extended phase runs from October 2009 to September 2013 with an increased emphasis on providing capacity building support to all partner institutions as a prelude to eventual handover of project activities.

The overall development objective of the project is to support the government of Bangladesh, and to further enable the institutions of the CHT and local communities, to pursue accelerated and sustainable socio-economic development based on the principles of self-reliance and decentralized development in order to reduce poverty across the hill tracts region.

Extension and expansion of the project was agreed for a period of four years (2009 – 2013) in order to:

- Intensify capacity building in CHT institutions, in order to integrate all components into government or NGO partners, and gradually transfer authority, resources and responsibility.
- Expand the health, education, economic development and community empowerment components to all un-served remote communities in selected Upazilas of CHT.
- Increase emphasis on agriculture, food security and sustainable community-based forestry, as mentioned in the project document.
- Continue confidence building and facilitate forums for discussion to accelerate implementation of the peace accord

Based on the overall development objective above, the following 5 target outputs of the project are:
Output 1: Build capacity and enhance the roles of CHT institutions in support of grassroots and multi-community development.

Output 2: Programme and Regional/cross community initiatives developed and implemented.

Output 3: Community Empowerment Process for self-reliant development enhanced and institutionalized to support Para Community small projects across the CHT.

Output 4: Facilitate Confidence Building to solve long-standing problems to development and peace in the CHT.

Output 5: UNDP operational infrastructure and capacities to support CHT development, confidence building and donor coordination are enhanced.

More specifically, the CHTDF intends to ensure a successful peace building process and improve the development conditions of the Chittagong Hill Tracts (CHT) people through community empowerment, economic development, capacity building of CHT institutions, confidence building, multi-level participatory planning and implementation, health and education, and awareness-raising on gender issues.

With a total budget of USD 160.5 million, and 200 staff, the Chittagong Hill Tracts Development Facility (CHTDF) is one of UNDP's large interventions spanning across governance, peace-building and multiple sectors within one Facility.

In addition to UNDP's own resources, funds have been made available by the European Union, Canada (CIDA), Denmark (DANIDA), USA (USAID), Norway, Australia (AusAID) and the Embassy of Japan since the inception. The Facility manages the respective donor agreements within one programmatic framework.

The National Steering Committee (NSC) of the Facility held on 11 March 2012 discussed and decided in principal on a continuation of the Facility beyond the current timeframe (October 2009 to September 2013). Extension is expected to facilitate a smooth transition to a possible new project, under national execution modality, Moreover NSC decided that with the present phase ending September 2013 it is time to assess and review project activities and results.

2. Project Implementation Area

At present, CHTDF operates in 20 out of the total 25 upazilas in the three hill districts and intend to expand its coverage to 5 remaining upazilas during the remaining implementation timeframe. Currently in Khagrachari CHTDF covers 6 out of 8 upazilas, in Rangamati 8 upazilas out of 10 and in Bandarban 6 upazilas out of 7.

3. Objectives and Scope of the Review

The objective of the review is to evaluate how far CHTDF has gone towards achieving the overall objective and immediate objectives as per Revised Technical Assistance Project Proposal (RTPP). Accordingly, the review period will cover from October 2009 to date.

This review is proposed by the CHTDF Project National Steering Committee (NSC) to provide the status of project implementation with regard to resource utilization and the achievement of results in order to recommend options for future strategies and assist the government and UNDP as well as development partners to decide on an extension of the project after September 2013.

The target audience and the main users of the review will be the National Steering Committee, including the Ministry of Chittagong Hill Tracts (MoCHTA), Planning Commission, IMED, MOHFW, MoPME, MoA, HDCs, CHTDB and UNDP. However, CHTDF's international donors might also be benefited from the findings.

A strategic review of the project was conducted in 2008 to review its progress up to 2008 and recommend strategic options in order for the project to meet its development objectives. Accordingly the strategic review mission prepared the review report of the project. This strategic review report and the Revised Technical Assistance Project Proposal (RTPP) should be the basis for this review.

The review is intended to:

- Provide a detail account of achievements so far against the targets as mentioned in the project document.
- Sum up what has worked well (good practice) and what has not worked well (lessons learned) as well as what factors have contributed to achieving or not achieving intended results from September 2009 to date.
- Assess the sustainability of the project to date and suggest as to how the project could do better in sustaining results during the proposed extended period.
- Review the strength of partnerships (between CHTDF-UNDP and MOCHTA, and NGOs, and CHT local government institutions).
- Review the effectiveness and efficiency of project coordination, management and administration and what factors contributed to it.

This should include specific reference to:

- a. Organizational/institutional arrangements for collaboration among the various partner institutions involved in project execution;
- b. Administrative, operational and/or technical problems, constraints, and opportunities that have influenced the effective implementation of the project (including recommendations for necessary operational changes and alignments within the scope of the project);
- c. Recommend any necessary adjustments to the overall project activities and timetable for the purposes of enhancing the achievement of project targets.

Starting point for background information: <http://www.chtdf.org/>

4. Methodology

The consultants are expected to coordinate with UNDP-CHTDF offices in the districts and upazilas during field work. The detail of the survey's methodological approach is to be determined by the contracted consultancy. However the data collection techniques will primarily be focused on;

1. Desk review and content analysis of key project documents including data/information included in earlier project progress reports, monitoring reports, evaluations and surveys.
2. Focus Group Discussion with a selection of beneficiaries/partners including Para Development Committee (PDC), Para Nari Development Committee (PNDG) and a group of partner NGOs.
3. Interview/meeting with MoCHTA personnel, CHT Regional Council, HDCs, and Circle offices, representative of concerned line department of the govt. and concerned ministries (if required).

4. Individual interviews with key project staffs.

5. Deliverables

The following deliverables will produce from this contract;

- i. Briefing on findings on field works to CHTDF/UNDP and relevant stakeholders.
- ii. Review draft report: Submission of draft review report and presentation of the findings of thereview to CHTDF, MoCHTA and other relevant stakeholders.
- iii. Final review report: Submission and acceptance of detailed hard and soft copy of final report to CHTDF and MoCHTA considering both “quantitative” and “qualitative” findings, where “quantitative” findings could be drawn from the existing CHTDF database. The report will cover a minimum of executive summary, background, methodology, review findings with detailed attention to lessons learnt, issues to be addressed and recommendations. All the relevant documents (ToR, itinerary, list of documents reviewed, list of people met, tools used and summary of results/tables) will be included as annex. The final report will be formatted to A4 size paper, and in a condition which can be printed without any need for further adjustments.

The below link related to UNDP review report template and quality standards’ could be useful for preparing the review report: <http://web.undp.org/evaluation/handbook/Annex7.html>.

6. Timeline

The period of assignment is approximately 15 working days. The draft report is to be submitted within 35 days of contract commencement, while a detailed presentation of findings is to be made to CHTDF, UNDP and relevant stakeholders. After incorporating feedback into the report, the review team will submit the final report within 47 days of contract commencement.

Activities	Timeline
Review of key project documents and discussion with key selected staff	5 working days
Finalize the review design and methods with a detailed plan and submit to CHTDF and MoCHTA	
Field work including interviews and Group Discussions (including central level in Dhaka)	12 working days
Briefing on findings on field works to CHTDF/UNDP and relevant stakeholders	
Submission of Draft Report to CHTDF-UNDP and MoCHTA	10 working days
Review of the draft report and feedback (by CHTDF-UNDP and MoCHTA)	10 working days * This will not be counted as part of the working days for consultants
Finalization and submission of the review report to CHTDF and MoCHTA incorporating the feedback above	3 working days

7. Inputs

CHTDF will assist with financial support based on the financial proposal. All the required budget line will be submitted to the CHTDF accordingly. Consultants should have his/her own laptop.

In addition,

- CHTDF will arrange security briefing for the consultants prior to field movement, arrange necessary security clearance and necessary logistics.
- Any travel related to works assigned will be arranged.
- Workshops/meetings/ FGDs etc. will be organized according to work plan submitted but CHTDF will borne this cost from the agreed budget with consultants.
- All inputs to carry out the survey will have to be financed by the contracted consultants.

8. Requirements of the Consultant

This review will be conducted by one Bangladeshi national consultant with experiences of similar assignments in the past. He will manage all the tasks and ensure UNDP/CHTDF requirements of this review as per ToR.

Responsibilities and Qualifications of the Team Leader

Responsibilities:

The consultant will have overall responsibility for the quality and timely submission of the final review report to UNDP. Specifically, the consultant will perform the following tasks:

- Manage the evaluation;
- Design the detailed review scope, methodology and approach;
- Conduct the review in accordance with the proposed objective and scope of the review;
- Oversee the administration and analysis of the results of the exercise;
- Prepare and present a briefing to UNDP Senior Management and other interested parties as needed
- Draft and communicate the review report;
- Finalize the review report in English and submit it to UNDP/CHTDF.

Qualifications

- At least 10 years of professional experience in review, evaluation and impact assessment of peace-building and/or development projects / programmes in Bangladesh and overseas, in the areas such as community and women's empowerment, economic development, health and education, governance and institutional development.
- At least a Masters Degree or equivalent level in social sciences
- Past experience as a team leader in a related assignment (s) which includes project review/evaluation.
- Experience in results-based monitoring and evaluation techniques.
- Demonstrated analytical ability and excellent report writing skills with relevant experience and produced at least 5 reports for donor/UN agencies.
- Technical knowledge and experience in UNDP thematic areas and cross-cutting issues such as gender, conflict sensitivity, rights-based approach and capacity development.
- Prior experience working with international organizations.
- Excellent interviewing skills, including at high levels;
- Knowledge of Indigenous Peoples issues in CHT is an advantage.
- Strong task management and team leading competencies; and

- Fluency in written and spoken English.

Annex – 2: References/List of Documents Consulted

1. Revised Technical Project Proposal (2009 – 2013)
2. UNDP/CHTDF Programme Document (2009 – 2013)
3. CHTDF Programme Annual Report for the years 2008, 2009, 2010 and 2011
4. CHTDF programme quarterly reports; 1st, 2nd and 3rd quarterly reports for 2012
5. Project Proposal submitted to EC for Education September 2009 – April 2011
6. Project Proposal submitted to CIDA, July 2007
7. Project Proposal Submitted to Danida, October 2009
8. Annual Progress Report submitted to Danida (AFS component) Janu-Dec, 2011
9. Do, Janu – Dec'2010
10. Do, September 2009 – March 2010
11. Project Completion Report submitted to CIDA, March 2008–June 2012
12. Project Completion Report submitted to EC, Feb 2007 – July 2010
13. Project Completion Report submitted to EC, Apr 2010 – Sept 2011
14. Project Completion Report to EC on Health, Dec 2008 – Feb 2012
15. Progress Report for EC on Education, Janu – Dec 2010
16. Progress Report to EC on Supporting Local Development, Janu 2011 – Mar 2012
17. Evaluation by EC of CHTDF, November 2009
18. Results Assessment Report for EC on AFS, Oct 2011
19. Programme Document for EC, Supporting Local Government, 2011 – 2013
20. Community Empowerment Guidelines, CHTDF (revised in 2010)
21. CHT Socio-economic Baseline Survey, HDRC for CHTDF, April 2009

Annex -3: List of Stakeholders/Institutions Consulted

In Dhaka

- CHTDF Management
- Secretary, Ministry of CHT Affairs
- Parliamentary Standing Committee, MoCHTA
- Chairman, CHT Refugee Task Force
- Ministry of Health
- Ministry of Primary Education
- Directorate of Primary Education (DPE)
- Ministry of Agriculture
- Planning Commission
- CHTDF donors (EC and Danida)
- Parliamentary Caucus on Indigenous Peoples

In Rangamati

- CHTDF Field Management
- CHT Regional Council
- HDC, Rangamati
- Line Departments
- Communities
- CHT Traditional Leaders
- Local Governments (UP...)
- Partner NGOs and CHTWON

In Khagrachari

- District CHTDF management
- HDC, Khagrachari
- Communities
- Local governments

In Bandarban

- District CHTDF management
- HDC, Bandarban
- Line departments
- Deputy Commissioner
- Communities
- Local governments and Traditional leaders
- P-NGOs & CHTWON

List of Communities Visited

Rangamati

- Duluchari(Tanchangya) in Maghban UP, SadarUpazilla) - PDC, PNDG, ADP, FFS, Rice Bank (24 November 2012)
- Shilchari (Chakma Para) in Shubalong UP, Barkal Upazilla: PDC, PNDG, ADP

Khagrachari

- Tanakya Para (Bengali) in Taindong UP, MatirangaUpazilla –Mobile Health Clinic,
- SahebSardar Para (Bengali) in Tabalchari UP, MatirangaUpazilla : Non-registered Primary School (27 November 2012)
- Judda Kumar Para (Tripura) in Belchari, MatirangaUpazilla: PDC, PNDG, Non-registered Primary School

Bandarban

- Saktoi Commander Para (Mro), Balipara Union, ThanchiUpazilla: PDC, PNDG, FFS, Community School and MLE class (30 November 2012)
- Ramri Para (Mro), Tonkbori UP, SadarUpazilla: PDC, PNDG, FFS, Streamside Plantation, Jum Piloting
- Sualok Bazar para (Bengali), Sualok UP, Sadar Upazilla (PDC, ADP) on 1 December 2012

**In addition, the consultants participated in the PIC meetings between R-HDC and CHTDF*

List of Persons consulted/interviewed for the Review (in no particular order)

1. NabaBikram Kishore Tripura, Honorable Secretary, MoCHTA
2. Henrik Larsen, Director, CHTDF/UNDP
3. Robert Stoelman, Chief, Field Operations and Implementation, UNDP/CHTDF
4. Mogens Strunge Larsen, Danida
5. Fabrizio Senesi, European Commission
6. Rafiqul Islam, Deputy Director, Directorate of Primary Education
7. Dr. Din Mohammed, Deputy Director, Directorate of Health
8. Naqib Bin Mahbub, Joint Chief, Ministry of Agriculture
9. BasudebAcharya, Joint Secretary, MoCHTA
10. JyotirindraBodhipriyaLarma, Honorable Chairman, CHTRC
11. Goutam Kumar Chakma, Member, CHTRC
12. Nikhil Kuma Chakma, Honorable Chairman, Rangamati HDC
13. Arunendu Tripura, PRO, Rangamati HDC
14. Marufur Rashid, Executive Officer, Rangamati HDC
15. Brishaketu Chakma, Member, Rangamati HDC
16. PritiKanti Tripura, ex-CHTDB

17. Jatindra Lal Tripura, MP and Honorable Chairman, CHT Refugee Task Force
18. Hemanta Bikash Tripura, PS to the Honorable Chairman and MP
19. Sunil Baran Das, District Livestock Officer, Bandarban
20. Bilkis Ara Begum, District Primary Education Officer, Bandarban
21. KM Tariqul Islam, Deputy Commissioner, Bandarban
22. Kya Swe Hla, Honorable Chairman, Bandarban HDC
23. Jatan Marma, PC to the Honorable Chairman
24. Shivraj Pokhrel, I-UNV, UNDP/CHTDF
25. Abdur Rahman Tarafdar, Executive Officer, Khagrachari HDC
26. Md Salahuddin, CEO, Khagrachari HDC
27. Kya Zari Marma, Member, Khagrachari HDC
28. Mohammad Ali, Executive Director, Shining Hill (PNGO)
29. Bimalendu Chakma, CIPD (PNGO)
30. Tanay Dewan, Hille Hilli Foundation (PNGO)
31. Lalit C. Chakma, SAS (PNGO)
32. Biplab Chakma, Taungya (PNGO)
33. Prabartak Chakma, Upazilla Chairman, Jurachari
34. Arun Kanti Chakma UP Chairman, Moghban, Rangamati
35. Bijoy Kumar Chakma, Headman, Bakcharimouza
36. Thoai Aung Marma, Headman, Varjyatolimouza
37. Kerol Chakma, Headman and General Secretary, Rangamati Headman Association
38. Barun Kanti Chakma, Bandukbhanga UP, Rangamati
39. Aiko Cakir, Programme Manager, UNDP/CHTDF
40. Shaila Khan, Assistant Country Director, UNDP
41. Jefarson Chakma, Monitoring Officer, UNDP/CHTF
42. Hossain Shahid, Cluster Leader, Confidence Building, UNDP/CHTDF
43. Melina Nathan, Programme Adviser, Confidence Building, UNDP/CHTDF
44. Mahmudur Rahman, Programme Officer, UNDP/CHTDF
45. Abdus Sabur, Adviser, Health, UNDP/CHTDF
46. Sontosh Tripura, Advocacy Officer, UNDP/CHTDF
47. Biplab Chakma, Chief, Community Empowerment & Economic Development, UNDP/CHTDF
48. Swe Aung Prue, Cluster Leader, Education, UNDP/CHTDF
49. Jhuma Dewan, Cluster Leader, Gender, UNDP/CHTDF
50. Ratan Khisa, Cluster Leader, Operations, UNDP/CHTDF
51. SY Khan Majlish, UNDP/CHTDF
52. Priyatar Chakma, Khagrachari District Manager, UNDP/CHTDF
53. Khushiray Tripura, Bandarban District Manager, UNDP/CHTDF
54. Oisharja Chakma, Rangamati District Manager, UNDP/CHTDF
55. Pulak Chakma, District Economic development expert, CHTDF, Khagrachari
56. Kya Swe Prue Marma (Kong), District Agriculture expert, CHTDF, Khagrachari
57. Zhantu Bikash Chakma, District Livestock expert, CHTDF, Khagrachari
58. Bikram Kishore Chakma, CEP expert, CHTDF, Khagrachari
59. Ushingmong Chowdhury, CHTDF, Bandarban

Annex – 4: Time Schedule for Programme Evaluation and Field Visit Schedule

Date	Tasks/Specific Outputs	Remarks
14 November, Wednesday	<ul style="list-style-type: none"> Contract signing and initial briefing Desk review of literature 	<ul style="list-style-type: none"> Received the Prodoc and the RTPP (soft and Hardcopy)
15 November, Thursday	<ul style="list-style-type: none"> Finalization of contract signing Literature review Meeting with the Confidence Building Team (in the afternoon) Meeting with the Government Liaison Coordinator 	<ul style="list-style-type: none"> Ask for the Programme reports Cluster Leader, Programme Officer & Adviser Mr. S. Y. Khan Majlish (former Secretary)
FRIDAY FRIDAYFRIDAYFRIDAY		
17 November, Saturday	<ul style="list-style-type: none"> Review of documents/Literature 	<ul style="list-style-type: none"> Work from Home
18 November, Sunday	<ul style="list-style-type: none"> Review of Documents/Literature Meeting with the Director (Henrik Larsen) Meeting with ACD (Shaila Khan) 	<ul style="list-style-type: none"> In the morning Forwarded, to be done after return to Dhaka
19 November, Monday	<ul style="list-style-type: none"> Meeting with Danida Meeting with Department of Primary Education 	<ul style="list-style-type: none"> Mogens Strunge Larsen (Counselor, Development, moglar@um.dk) Md. Rafiqul Islam, DD (Policy), DPE (nazmus1988@yahoo.com, +880-1716242 564, +880-2-901 5493)
20 November, Tuesday	<ul style="list-style-type: none"> Meeting with Deputy Director; Primary Health Care & Line Director, Essential Services Delivery (DGHS) European Union Ministry of Agriculture 	<p>Mr. Din Mohammad, Deputy Director, PHC and Line Director, ESD</p> <p>Fabrizio Senesi, Programme Manager, Governance & Human Rights, European Union</p> <p>Naquib Bin Mahbub, Joint Chief, Ministry of Agriculture</p>
Date	Tasks/Specific Outputs	Remarks
21 November, Wednesday	<ul style="list-style-type: none"> Desk Review and Recruitment of ED EXPert Finalization of the Programme Schedule and detailed methodology Departure for Chittagong and overnight stay 	<ul style="list-style-type: none"> Mr. Shah Alam, MP

		<ul style="list-style-type: none"> • Evening flight around 5-6 pm (?)
22 November, Thursday	<ul style="list-style-type: none"> • Arrival in Rangamati and Briefing from Field Programme Team • Meeting with HDC (in the Quarterly Progress Review and PIC Meeting – morning and afternoon) 	<ul style="list-style-type: none"> • Biplab, Rob (Capacity Development and ED Team + Education and Health?)
FRIDAY (Rest Day)	FRIDAY (Rest Day)	FRIDAY
	<ul style="list-style-type: none"> • Meeting with Chairman, RC (6 pm) 	FRIDAY
24 November, Saturday	<ul style="list-style-type: none"> • PCD/PNDC visit <ul style="list-style-type: none"> ○ Should cover CE, ED, Agriculture, et • Meeting with Raja Devasish Roy (evening) 	<ul style="list-style-type: none"> • 2 communities: Chakma and Tanchangya. CE Team to select communities (FGD)
25 November, Sunday	<ul style="list-style-type: none"> • Meeting with P-NGOs and CHTWON • Meeting with Line Departments (Agriculture?) • Meeting with UP Chairmen and (LGIs) Traditional Leaders 	<ul style="list-style-type: none"> • (FGD) • Could be two separate meetings (FGD)
26 November, Monday	<ul style="list-style-type: none"> • Departure for Khagrachari • Presentation with the District Programme Team • Meeting with HDC 	<ul style="list-style-type: none"> • As above • For community visit:
27 November, Tuesday	<ul style="list-style-type: none"> • Community visit 	<ul style="list-style-type: none"> • Bengali and Tripura (FGD)
28 November, Wednesday	<ul style="list-style-type: none"> • Departure for Bandarban via Chittagong • Meeting with the P-NGOs and CHTWON (late afternoon/evening) 	<ul style="list-style-type: none"> • (FGD)
29 November, Thursday	<ul style="list-style-type: none"> • Meeting with HDCs • Meeting with Line Departments • Meeting with DC • Meeting with UP Chairmen and Traditional leaders 	<ul style="list-style-type: none"> • (FGD)
30 November, Friday	<ul style="list-style-type: none"> • Community visit 	<ul style="list-style-type: none"> •
Date	Tasks/Specific Outputs	Remarks
1 December, Saturday	<ul style="list-style-type: none"> • Continue with Community visit • Return to Dhaka (via Chittagong with evening flight) 	Mro, Marma and Bengali (FGD)

Annex – 5:

Summary of Achievements against Targets (as per RTPP) Chittagong Hill Tracts Development Facility (CHTDF), UNDP

A. Capacity Development

Achievements up to November 2008	Period; Jan 2009-Sept 2013		Remarks
	Targets	Achievement up to September 2012	
<ul style="list-style-type: none"> 4 strategic workshop organized and developed CHT development mission 	<ul style="list-style-type: none"> Organize strategic planning workshop Organize sectoral planning workshop Develop long term development strategy 	<ul style="list-style-type: none"> Integrated CHT Sector Policy Strategy drafted. 3 Sector policy strategic workshops were organized in three districts. Planning guidelines drafted and discussed in TAC Decentralized and Local Governance. 	
<ul style="list-style-type: none"> Participatory supervision and monitoring guideline (draft) developed 	<ul style="list-style-type: none"> Improve institution's internal organization and management, establish and operationalize units per recommendation of OD study, develop procedures and guidelines. Improve institutions working process, implement capacity development strategy. 	<ul style="list-style-type: none"> Planning cell established in three HDCs as recommended in the organizational development (OD) study of HDCs by the HDCs consultants. Participatory Planning guideline for three HDCs developed to enhance HDCs' capacity with regards to planning and to shift the planning process from traditional resource-based planning system to a need-based one. A total of 7 Institutional Capacity Assessments (ICA) on CHT institutions completed to date (i.e.3 HDCs, 3 Circle Offices and MoCHTA). The 7 institutions have developed organizational capacity development plan based on comprehensive Capacity Assessments. CHTDF provided Capacity Development grants for the implementation of these plans. Capacity assessments for Regional Council and UpazilaParishads are under preparation. 3 HDCs have been organized monthly CHT 	

Achievements up to November 2008	Period; Jan 2009-Sept 2013		Remarks
	Targets	Achievement up to September 2012	
	<ul style="list-style-type: none"> ▪ Introduce and implement participatory monitoring system. ▪ Improve financial management system. ▪ Conduct internal and external audit. ▪ Increase internal revenue and later planning of internal revenue. ▪ Improved contacting and tendering. 	<p>coordination meetings with respective CHT government and non-government institutions.</p> <ul style="list-style-type: none"> ▪ A permanent desk on NGO Affairs was established within HDCs. ▪ Project Implementation Management Guidelines were drafted by HDCs. ▪ Planning and monitoring cells is established in MoCHTA. ▪ Participatory planning and monitoring system has been used within HDCs. ▪ FAPAD audit conducted in three HDCs. ▪ Local revenue enhancement plan developed and identified new avenues for revenue generation. ▪ Improved recruitment, tendering, procurement, and contacting system and using in the HDCs website and following the Government recruitment policy. ▪ Increased participation of line departments in HDC district coordination meetings. 	
<ul style="list-style-type: none"> • Training organized for 1st class officers of CHT institutions on Modern Office Management at BPATC. • Training organized for 2nd class officers of CHT institutions on Basic Office Management at RPATC. • Training organized for 1st class officers of CHT institutions on Human Resource Management at BPATC. 	<ul style="list-style-type: none"> ▪ Develop 20 training modules in the context pf CHT ▪ Organize training for 300 staff of CHT institutions based on the developed training module 	<ul style="list-style-type: none"> ▪ About 10 training modules were developed in the context of CHT and used in training for capacity development of CHT institutions staffs, communities and local partners as well. ▪ Organized 17 training events and about 750 staff of HDCs, Circles offices and CHT Regional Council trained on financial management, basic office management, Leadership and management, Development project proposal, Advance & Basic English course, Good governance, human rights and gender development, Basic Computer course, roles and responsibilities of traditional leaders, GIS certificate course, capacity development plan, 	

Achievements up to November 2008	Period; Jan 2009-Sept 2013		Remarks
	Targets	Achievement up to September 2012	
<ul style="list-style-type: none"> • Training organized for 2nd class officers of CHT institutions on Modern Office Management at RPATC. • Training organized for 3rd class officers of CHT institution on File and Record Management at BPATC. • English Language course for RHDC policy makers and staff. • English Language course for RC staff. 		<p>MDG mapping and acceleration, report writing, Monitoring and evaluation, CHT rules and regulation, delegation of financial power etc.</p>	
<ul style="list-style-type: none"> • Vehicles, computers, printers, scanners, cameras, photocopiers etc were provided to RC, HDCs and Circles 	<ul style="list-style-type: none"> ▪ Logistics and technical support to institutions. ▪ Provide CHT Land Commission, IDP Task Force and Judiciary with technical, advisory, training of staff and logistic support. 	<ul style="list-style-type: none"> ▪ Logistics (Vehicles, Motorbikes, IT equipment, furniture, etc), and technical support were provided to the institutions (CHTRC, HDCs and Circle offices) ▪ Provided logistic support (Vehicles, motorbikes, IT equipments etc.) to the CHT Land Commission and IDP Task Force. 	
<ul style="list-style-type: none"> • Guideline prepared for District Periodic Plan (Draft) 	<ul style="list-style-type: none"> ▪ Introduce Participatory Planning process, prepare Annual Development Plan, and institutionalize participatory planning process ▪ Develop Sectoral and District Periodic Plan; link Periodic Plan with Sectoral, Area and Annual Development Plan. ▪ Institutionalize Gender Mainstreaming in Participatory Planning Process. 	<ul style="list-style-type: none"> ▪ Monthly coordination meetings at union, Upazila and district levels are being held. ▪ HDCs and thematic task forces have identified targets and indicators for MDG mapping exercise. Collecting of data at district level completed and verification of data at Upazila level have almost completed. ▪ HDCs and line departments trained on MDG acceleration planning. ▪ Guidelines for sectoral strategy developed for HDCs. Agriculture Strategy and District Education Strategy are under process of development. ▪ 29 new regulations and rules drafted and 	

Achievements up to November 2008	Period; Jan 2009-Sept 2013		Remarks
	Targets	Achievement up to September 2012	
		<p>developed by the regional council.</p> <ul style="list-style-type: none"> All HDCs have formulated own gender mainstreaming policy. Women participation in planning, monitoring and implementing of project activities have been ensured at the community level through Para Development Committee (PDC) and Para Nari Development Group (PNDG). 	
<ul style="list-style-type: none"> LAN and PABX system installed in RC. LAN and PANX system installed in KHDC. 	<ul style="list-style-type: none"> Establish Information Resource Centre & ensure it is effective functioning. Set up and train staff on GIS and use in planning and monitoring. <p>Introduce Transparent Mechanism, set up public hearing and audit.</p> <ul style="list-style-type: none"> Produce resource and poverty maps. 	<ul style="list-style-type: none"> Information and resource centre in CHT Regional Council (RC) was established and people have access to information from this resource center. Staffs from CHTDF, HDCs and RC trained on GIS. Establishment of IT Units within 3 HDCs resulted in increased IT capacity including the availability of website, provision of IT training to staff, and on-line connection of the senior officials etc. Financial management software system developed in three HDCs. 1078 communities have developed their own resource maps. Preparation of poverty maps is underway through MDG acceleration initiatives of CHTDF. 	
<ul style="list-style-type: none"> Training module developed for the traditional and elected leaders. 1180 traditional and elected leaders were trained on their roles and responsibilities. 	<ul style="list-style-type: none"> Enhance capacity building of NGOs Develop Model Mouza/Area Development Plan Implement Mouza Plans 	<ul style="list-style-type: none"> Partner NGOs' capacity were enhanced with regards to PDC formation, Project formulation and Para Development Plan, organizational development, basics of community empowerment, planning, monitoring, financial management and basic bookkeeping management, Financial management Monitoring, PDC/PNDG Management, gender etc. Circles have developed organizational Capacity Development plans, based on comprehensive Capacity Assessment. CHTDF is providing grant for 	

Achievements up to November 2008	Period; Jan 2009-Sept 2013		Remarks
	Targets	Achievement up to September 2012	
		implementation.	
<ul style="list-style-type: none"> Developing of Rule and Regulations as per Regional Council Act 1998. Compilation of CHT related laws. 	<ul style="list-style-type: none"> Establish Horizontal and Vertical Linkages Enhance Advocacy Capacity Conduct Gender Budget Audit 	<ul style="list-style-type: none"> With financial support from CHTDF, CHTRC has drafted compendium of all CHT related acts and laws. Organogram and rules of business were developed by the CHTRC and IDP taskforce and approved by the government. Advocacy officer recruited for CHTRC & CHTDF as well. Advocacy training for staffs of CHT institutions and CHTDF planned. CHTDF works closely with the CHTRC for formulating Regional Advocacy Strategy. Technical Assistance is planned for MoCHTA and CHTRC for reviewing the all existing laws and policies. 3 workshops for assessing the current picture of gender equality and women empowerment in 3 hill districts were organized. Gender Assessment is ongoing. 	

B. Economic Development

Achievements up to November 2008	Period; Jan 2009-Sept 2013		Remarks
	Targets	Achievement up to September 2012	
<ul style="list-style-type: none"> Primary evaluation of EOIs for scoping study on- Bamboo & Rattan NTFPs, Forestry, MSME, Handicraft, Communication system 	<ol style="list-style-type: none"> Income generation opportunities increased and diversified <ul style="list-style-type: none"> Training and support in added value activities 	<ul style="list-style-type: none"> 2, 244 HHs trained on new income generating activities like Mushroom, Honey bee keeping, bio briquette making etc. and among them 1153 HHs diversified their income options through being involved with these IGAs. 1,275 HHs trained on agro product processing and value addition and accordingly developed their knowledge base and skill on improved post harvest practices in case of Banana, Turmeric, Ginger and pineapple. 	

Achievements up to November 2008	Period; Jan 2009-Sept 2013		Remarks
	Targets	Achievement up to September 2012	
	<ul style="list-style-type: none"> ▪ Training and support in cash-crop agriculture ▪ Linkage(MOU) with buyers/agents ▪ Market chain development ▪ Skills development to enhance employment opportunities(market 	<ul style="list-style-type: none"> • 305 members from 16 weaver groups trained on diversified product development, natural dye, silk & cotton, frame loom & pit loom which added value to their product & also in their existing practices. • 10,537 participants trained in cash crop agriculture. 47,908 HHs under 1,535 PDCs were supported through QIF grant and technical training on cash crop agriculture like- Rice, Turmeric, Ginger etc. • 28 linkage workshops organized between agro product producers, buyers and input traders. As a result, good rapport established between 1308 producers and buyers/agents of different agro products like Turmeric, Ginger, Banana, Pineapple etc. and also with the agricultural input (Fertilizer, seed, pesticides etc.) traders. • Linkage established between 10 Weaver groups/ members and 14 buyers within and outside of CHT. These buyers are –Prabartana, Dhaka, Sozpodor, Rangamati, IshaKhaBostraBitan , Narayangonj , Naskshi Katha , Dhaka and Hill Vision , Boyon Textile, Immanuel Textile, Rangamati , Jumline Handcraft, Khagrachari& Nagar Dola, Rong, Joyita, Dhaka , Rinai , Siamkung& Hill Boutique , Bandarban and Viator Bangladesh. • Market chain developed for new products like – Mushroom and Honey through linking producers with the district level market outlet center operated by 3 local NGOs. • Analyzed value chain of three prioritized sub sectors in CHT-Banana, Turmeric and Pineapple. Hiring of an expert International organization for implementing Banana value chain upgrading activities in 3 hill districts is underway. • 104 youths from three hill districts were trained on 	

Achievements up to November 2008	Period; Jan 2009-Sept 2013		Remarks
	Targets	Achievement up to September 2012	
	<p>oriented)</p> <ul style="list-style-type: none"> ▪ Internship/apprenticeship program ▪ Technical support 	<p>different market oriented trades (Driving, Tailoring, Mobile technician, Automobile) through 3 Hill District Councils. Among the trained youths already 31 are employed (self employed -15, employed by organization/company -16)</p> <ul style="list-style-type: none"> • One National United Nations Volunteer (NUNV) was assigned for capacity building of the community level households on entrepreneurship development and successfully completed 1 year internship. • Technical skills of partner NGOs assigned in 20 Upazilas have been developed in different areas of economic development (entrepreneurship development, diversifying income options, marketing extension etc.). These local partners have been providing technical backstopping support directly to the beneficiaries. 	
<ul style="list-style-type: none"> • LoA signed between HDC in 3 Hill Districts for weaver groups training. • Orientation of ICIMOD activities in 3 districts was organized. 	<p>2. Entrepreneurship development</p> <ul style="list-style-type: none"> ▪ Training for community people, especially for youth on sericulture, apiculture, Medium Small Micro Enterprise, weaving, vegetable dying and agro based small entrepreneurship. ▪ Provide micro grants for agro-based and other entrepreneurs ▪ Exposure/cross visit on entrepreneurship in country and abroad 	<ul style="list-style-type: none"> • 1204 community people (Male-659, Female-545) trained on basic entrepreneurship, 89 on micro business planning and management and 1,055 on marketing extension and management, 866 (Male-632, Female-234) on honey bee keeping, 1060 (Male- 515, Female-545)on Mushroom cultivation. • BDT 4, 30,902, 888 provided to 1078 communities which covered 33,707 HHs. With the grants communities have been implementing small scale agro based project/enterprise e.g. turmeric & ginger cultivation, cow rearing, fish culture, mixed fruit garden etc. • 3 Exchange visits were organized on marketing and entrepreneurship for PDC representatives and PNGO staff in other districts to learn marketing practices from other communities in similar context. About 45 participants participated in these visits. 	

Achievements up to November 2008	Period; Jan 2009-Sept 2013		Remarks
	Targets	Achievement up to September 2012	
	<ul style="list-style-type: none"> ▪ Linkage with financial support institution ▪ Advising, counseling ▪ Network/coordination development ▪ Promotional activities 	<ul style="list-style-type: none"> • The project has organized an exchange visit for the PNGO staff and PDC representatives on economic activities in similar context of north east part of Nepal – Jiri. Out of the total 17, participants in the programme, there were 3 key staffs from partner organizations and 12 were PDC members. • 20 Linkage workshops between producers and financial support institutions organized in three hill districts where 770 participants including producers and financial service providers (bank, NGO, relevant government agencies etc.) from three hill districts participated and exchanged their opinions and suggestion regarding access to finance for small & medium enterprises. • Technical advices provided to local institutions (Hill district council, Chamber of Commerce, NGOs, BSCIC etc) e.g. enabling environment created through initiating dialogue on strengthening bazaar fund under Rangamati hill district council, initiated dialogue with Danida’s Business Development Partnership Programme on matchmaking between Danish companies and CHT entrepreneurs. • Initiatives undertaken to establish Network of PDCs at Union/Upazila level for economic empowerment. A strategy formulation workshop has been organized. • 51 Agro products fair organized (at Upazila level and district sadar) in three hill districts which created opportunities for the community level producers and also different Govt. line departments, private service providers to exchange views and technology and established linkages. • Developed different promotional material like- leaflet on Bio briquette, honey and published hand 	

Achievements up to November 2008	Period; Jan 2009-Sept 2013		Remarks
	Targets	Achievement up to September 2012	
	<ul style="list-style-type: none"> ▪ Women entrepreneurship development ▪ Business center development 	<p>book on Ginger cultivation & marketing, Beekeeping Trainer's Resource book, brochure on CHT Award of Excellence etc.</p> <ul style="list-style-type: none"> • 76 women weaver group members and 545 women PDC members trained on basic entrepreneurship development • Three (03) market outlet centers established in three hill districts to support marketing of newlyintroduced product like- honey, Mushroom, Bio briquette etc. 	
<ul style="list-style-type: none"> • Workshop and exchange visit organized on NTFP. • Organized 2 workshops- one with weaver groups and the other with different stakeholders. • Organized ToT on Bee keeping for 20 persons and already completed 2 batch training at household level • 3 Feasibility and scoping studies have been conducted on Ginger, Medicinal & Aromatic Plant and Mushroom • Organized 1 batch entrepreneurship training for 15 PNGO staff. • Provided yarn support to 18 selected weaver groups and facilitated their participation 	<p>3. CHT brand and quality benchmarks created</p> <ul style="list-style-type: none"> ▪ Capacity building to the committee ▪ Advocacy for recognition of the brand ▪ Market promotion activities ▪ Development of benchmark and standard. 	<ul style="list-style-type: none"> • Developed quality criteria for different product categories (Indigenous textiles, Jewelry, Bamboo, Rattan & Wooden product and processed Agro product etc.) and also judging process of CHT Award of Excellence event in consultation with the resource persons or Judges Committee. Through this process the Judges committee comprised of both national and local level resource persons were oriented on the whole process of CHT award of Excellence and their capacity enhanced in judging the products. • Two (02) CHT Award of Excellence events organized in 2009 and 2011 to encourage CHT producers in improving their product quality and create brand image for CHT products. At the 2009 and 2011 CHT Award of Excellence Event 40 CHT products received award for best Quality and 10 CHT products received Award of Excellence under indigenous textiles, bamboo & Rattan/Wooden, Jewelry, processed agro product etc. The award recognized the quality of their product to various buyers in CHT and even contributed in linkage building with outside buyers in 	

Achievements up to November 2008	Period; Jan 2009-Sept 2013		Remarks
	Targets	Achievement up to September 2012	
<p>with different products in cultural festival.</p> <ul style="list-style-type: none"> • Support provided to 5 representatives of different institutes involved with crafts and CHT policy for participation in the workshop on UNESCO SEAL held in Thailand. • Organized exchange visit for 4 Representatives of different stakeholders in China. • Developed concept on Business Development center. • Organized exchange visit for 14 representatives of different institutions of CHT including CHT Ministry on Ginger processing and value addition. 		<p>Dhaka.</p> <ul style="list-style-type: none"> • Provided necessary support to the CHT producers and entrepreneurs to participate in four (04) national level Cultural Diversity Festivals which is organized in every year at Dhaka. Approximately 100 producers and entrepreneurs from CHT participate every year in this fair with their products. This event contributed in promoting CHT traditional textiles and other products in the mainstream market and linkage between CHT entrepreneurs/producers and outside buyers. • Quality benchmark and standard for different categories of products developed with the technical assistance from both national and local level relevant resource persons in the following areas –Indigenous textiles, Jewelry, Bamboo, Rattan & Wooden product. 	
	<p>4. Develop niche market</p> <ul style="list-style-type: none"> ▪ Cultural industry development ▪ Bamboo & rattan handicraft(products) ▪ NTFPS (non-timber forest product) ▪ Products marketing 	<ul style="list-style-type: none"> • 16 Weaver groups Supported which covered 451 HHs in increasing their production and related business through small grants and necessary technical support (training, linkage building, business counseling etc.). • A regional conference Organized on back strap loom weaving at Dhaka where weaver representative from 7 south Asian countries and also weavers from 12 ethnic communities within and outside of CHT participated with their products and loom and exchanged their experiences with wide range of audiences and buyers. This event was a great exposure of potential of CHT weaving products. • A scoping study was conducted in collaboration with International Network for Bamboo & Rattan (INBAR) on Bamboo & Rattan and Non Timber Forest Products 	

Achievements up to November 2008	Period; Jan 2009-Sept 2013		Remarks
	Targets	Achievement up to September 2012	
		<p>(NTFPs) in CHT. The study identified potential NTFPs and analyzed their market potential and identified constraints & opportunities related to NTFPs and Bamboo & Rattan sector development and came up with some policy recommendation for further improvement of this sector.</p> <ul style="list-style-type: none"> The project has been supporting the PDC members and also weaver group members in marketing their product through related skill development training like- marketing & branding, costing & pricing , marketing extension & management. As a result, they are now more confident in negotiating with local & outside buyers for exploiting various market opportunities. 	
	<p>5. Building Economic- institutional capacity (chamber, bazar fund, HDC and line department)</p> <ul style="list-style-type: none"> Equipment and Logistics support Market information system development Market infrastructure development <ul style="list-style-type: none"> -Construction/renovations of 150 markets/commodity collection centers/growth center Training & exposure visit 	<ul style="list-style-type: none"> Provided equipment & logistic support to the Bazar Fund of Rangamati Hill District Council for strengthening capacity of Bazar Fund in delivering quality services to the clients. Computers and internet facilities were provided so that Bazar Fund can preserve different market and land related information electronically in a systematic manner. This arrangement will help clients to get better services from Bazar Fund. Renovated 5 markets and constructed 4 market collection centers in three districts under LOA with 3 HDCs. 	
	<p>6. Private Sector Development in CHT</p> <ul style="list-style-type: none"> -Network formation -Capacity building -Advocacy & lobbying 	<ul style="list-style-type: none"> Dialogue initiated with DANIDA to support private sector development in CHT under its Business Development Partnership Programme. As a part of the initiative, 4 CHT entrepreneurs have been invited to participate in the Food & Agro Processing business delegation where Danish Companies will 	

Achievements up to November 2008	Period; Jan 2009-Sept 2013		Remarks
	Targets	Achievement up to September 2012	
		meet Bangladeshi Companies/Entrepreneurs for joint venture.	
	7. Eco Tourism development in CHT <ul style="list-style-type: none"> ▪ Motivation and capacity building ▪ Linkages and coordination ▪ Motivation and capacity building ▪ Infrastructure development 	-	
	8. Monitoring and documentation <ul style="list-style-type: none"> ▪ Learning documentation ▪ Monitoring and evaluation 	<ul style="list-style-type: none"> • One result assessment conducted on Agriculture and Food Security in 2011 and another one for 2012 is ongoing. • M&E data are collected, analyzed on a periodic basis and used the findings for the betterment of the project. • Success stories collected on a regular basis and published in quarterly/annual report. • Monitoring is done by PNGOs, GoB line departments and CHTDF regularly. Monitoring report produced and shared with relevant staffs for further improvement. 	
	9. Support of implementation of the project Personnel <ul style="list-style-type: none"> ▪ Advisor-1, Cluster Leader-1, Program Officer-1, Expert-6, Supervisor-6, Associate-1, Assistant-2 ▪ Office equipment ▪ Transport and logistics ▪ Staff development ▪ Implementing partners. 	<ul style="list-style-type: none"> • Following project personnel are on-board to support implementation of the project: <ul style="list-style-type: none"> - Chief, Community Empowerment (01) - Programme Officer (04) - Expert (06) - Supervisor (22) - Associate (02) - Assistant (03) • Necessary office equipments (computer, furniture, photocopier etc.) and logistics (vehicles etc.) are in place. • Staffs have been trained on different issues (PDC/PNDG management, financial management, 	

Achievements up to November 2008	Period; Jan 2009-Sept 2013		Remarks
	Targets	Achievement up to September 2012	
		monitoring etc.) <ul style="list-style-type: none"> 13 partner NGOs have been recruited to implement field level activities in 20 upazilas 	

C. Health Development Programs

Achievements up to November 2008	Period; Jan 2009-Sept 2013		Remarks
	Targets	Achievement up to September 2012	
<ul style="list-style-type: none"> Total health intervention by UNDP in 6 Upazillas. 	<ul style="list-style-type: none"> Health program be implemented to 22 Upazillas in CHT. 	<ul style="list-style-type: none"> Health intervention in 15-Upazillas with 16-Mobile Team is operational 	
<ul style="list-style-type: none"> 310,000 cases have been treated. 	<ul style="list-style-type: none"> 3000,000 cases will be treated. 	<ul style="list-style-type: none"> 1,729,498 cases were treated by both CHSWs and Satellite Clinics (up to September 2012) 1263 emergency patients referred to improved health facilities by SCs and CHSWs 	
<ul style="list-style-type: none"> 12000 pregnant mothers have been provided anti-natal and post natal care. 	<ul style="list-style-type: none"> 60000 pregnant mother will be provided care by the mobile clinic and CHSWs. 	<ul style="list-style-type: none"> 25,144 pregnant mothers received care by the mobile clinic and CHSWs. In addition, 3327 mothers received post delivery care and 330 complicated pregnant mothers received emergency obstetrical services (up to September 2012). 577 safe deliveries were conducted by the developed and operational 51 Community-based Skill Births Attendant (CSBA) 	
<ul style="list-style-type: none"> Significant increase in immunization coverage in intervention Upazilla. 	<ul style="list-style-type: none"> Immunization coverage will up to 10% from the current coverage. 	<ul style="list-style-type: none"> As per National EPI Coverage Evaluation Survey, on an average 10% increase Full Vaccine Coverage (FVC) under one year 0children in all CHT district 	
<ul style="list-style-type: none"> 35,100 malaria cases have been treated. 	<ul style="list-style-type: none"> 200,000 malaria patients will be treated. 	<ul style="list-style-type: none"> 47,570 malaria patients were diagnosed, treated and cured (up to September 2012). 	
<ul style="list-style-type: none"> 2000 malnourished child has been screened for treated. 	<ul style="list-style-type: none"> 10000 malnourished children will be screened for treatment. 	<ul style="list-style-type: none"> 8131 under five children were screened for malnutrition 	
<ul style="list-style-type: none"> 4 Special supports have been provided to the National campaign/health activity. 	<ul style="list-style-type: none"> 50 Special supports will be provided to different national health activity. 	<ul style="list-style-type: none"> 31 special support (World Health Day, World Breast Feeding Week and World AIDS Day) events were accomplished. 	
<ul style="list-style-type: none"> De-worming 3000 child 	<ul style="list-style-type: none"> 10000 children will be provided to 	<ul style="list-style-type: none"> 7744 children were dewormed. 	

Achievements up to November 2008	Period; Jan 2009-Sept 2013		Remarks
	Targets	Achievement up to September 2012	
completed.	de-worming tablet.		
<ul style="list-style-type: none"> Reduce the morbidity and mortality from communicable diseases including malaria tuberculosis and HIV/AIDS. Significant achievements (No mortality due to malaria and pregnant related complications). 	<ul style="list-style-type: none"> Reduce the morbidity and mortality from communicable diseases including malaria tuberculosis and HIV/AIDS. Significant achievements (No mortality due to malaria and pregnant related complications) and to reach the MDGs goal and target. 	<ul style="list-style-type: none"> Both GoB and CHTDF data shows significant number of reduction in morbidity and mortality from Malaria and TB. (There is observable reduction in mortality from Malaria and TB) No malaria and pregnant related death in the intervention areas reported. (Death of pregnant women due to malaria was not also observed during the period) 	
<ul style="list-style-type: none"> 272 Community Health Service Workers (CHSWs) have been trained and they provided health services in their communities. 	<ul style="list-style-type: none"> 1500 CHSWs will be trained in 22 Upazillas. 200 CSBA (Community Skills Birth Attendance) will be trained 	<ul style="list-style-type: none"> 1119 CHSWs received training. 886 CHSWs are operational. In 2011, this number was about 1000 CHSWs 72 CSBA trained and ensure safe deliveries in their communities 	Amid 233 left out CHSWs, some were absorbed in GoB system, obtained better opportunity or terminated for poor performances.
<ul style="list-style-type: none"> 7 Mobile Clinics is providing health service and technical support to the CHSWs. 	<ul style="list-style-type: none"> 23 Mobile Clinics will provide health service and technical support 22 Upazillas. 	<ul style="list-style-type: none"> CHTDF provided technical support to 16 Mobile clinics and they provided health services to the community people in CHT. 	
<ul style="list-style-type: none"> Integration of GoB health and FP program with Mobile Clinics and CHSWs: 6 Upazillas. 	<ul style="list-style-type: none"> Integration of GoB health and FP program with Mobile Clinics and CHSWs: 22 Upazillas. 	<ul style="list-style-type: none"> Integration of GoB health and FP program with Mobile clinics and CHSWs initiated. (HDCs submitted a proposal on community health services to MOH&FW through MoCHTA) 	
	<ul style="list-style-type: none"> Construction/renovation/equipping of 100 health infrastructure facilities on need based assessment report. 	<ul style="list-style-type: none"> 31 infrastructures and logistics support were provided to Government healthcare facilities such as 22 Upazila Health Complex, 3 SadarUpazila and 6 district hospital. In addition 3 Fast boats in Kaptai Lake and 1 ambulance for Banbdarban. 	

D. Education Development Programs

Achievements up to November 2008	Period; Jan 2009-Sept 2013		Remarks
	Targets	Achievement up to September 2012	
<ul style="list-style-type: none"> Renovation of 72 schools 	<ul style="list-style-type: none"> 300 schools constructed/ renovated 	<ul style="list-style-type: none"> A total of 300 schools constructed/ renovated 	

Achievements up to November 2008	Period; Jan 2009-Sept 2013		Remarks
	Targets	Achievement up to September 2012	
<p>(predominantly community owned).</p> <ul style="list-style-type: none"> Developing a design for 2 classroom blocks. It's also intended to construct 60,2 block classrooms by the end of Phase I to serve new communities currently with no educational provision. 	<p>with four rooms and with all necessary facilities. Project will also follow existing PEDP-II policy and guidelines in this regard.</p> <ul style="list-style-type: none"> 300 SMCs meeting regularly and taking decisions. 80% Para people with increased awareness on the importance of education. 80% increased enrolment in para covered by existing and new schools. 80% increase in para people involvement in SMC, PTA and mother's group. 	<p>with three to four rooms schools in areas with previously no public schools and with all other necessary facilities.</p> <ul style="list-style-type: none"> 300 SMCs meeting every month and taking decisions for implementing school development plans and school betterment. This information will be collected through HH survey to be conducted in 4th quarter of 2012. About 20,000 students have enrolled in project supported community managed primary schools; of which 53.4% are boys and 46.6% are girls. More than 10,000 community people are involved (of which, around 4000 SMC members, 2400 Mothers and 4000 guardians) in SMC, PTA and Mother's group established with 300 project schools to enhance community people ensuring women engagement in education process. 	
<ul style="list-style-type: none"> Technical Specialist NGO identified for Teacher Training: DAM Teacher training needs assessment conducted by DAM Trainer training workshop conducted by DAM Implementing Partner NGOs trained at District level in Teacher training: 2 completed, 3 scheduled by the end of Phase I. Teachers have received training: 25 teachers in 5 separate workshops. 	<ul style="list-style-type: none"> Exposure visits or study tour organized and 500 persons gained experience. One technical partner for teacher training recruited and supported activities. The Program planned, reviewed and coordinated regularly. 300 SMCs received funds and school 	<ul style="list-style-type: none"> 39 exposure visits within CHT area organized and more than 600 persons of which 34% were women and exchanged information and shared experience with each other. In 2010, Save the Children and in 2011 Grontmij/Carl Bro was contracted for teacher training and different training on Reflection, ToT for Teachers, Refresher for Teachers, Supervision Monitoring, M&E and MLE were provided to different target audiences. Upazila, District and Cluster Coordination Meeting held on a regular basis for program planning, reviewing and coordinating the activities at upazila, district and cluster level smoothly. 	

Achievements up to November 2008	Period; Jan 2009-Sept 2013		Remarks
	Targets	Achievement up to September 2012	
	facilities improved.	<ul style="list-style-type: none"> All the 300 SMCs received funds and school facilities improved (e.g. 82% schools have access to sanitation and 100% schools have access to safe drinking water, and improved school infrastructures and other materials) 	
<ul style="list-style-type: none"> Technical Specialist NGO identified for MLE: SC (UK) and SIL (International Indigenous Language Specialists). 7 representative indigenous Language Committees (LCs) established. IPNGO trainings conducted in MLE by SIL. Teacher training guidelines developed in indigenous language. Pre-primary curriculum in development in indigenous languages (PP-L1, Grade V:90% Bangla, 10% L1)-PP will be finished by end of phase I.(see Appendix 3 for sample MLE materials developed). 	<ul style="list-style-type: none"> One technical partner for MLE activities contracted and facilities improved 11 language groups organized and supported activities. Awareness rose towards MLE and 80% community interested in MLE schools. 	<ul style="list-style-type: none"> In 2010 Save the Children and in 2011 Grontmij/Carl Bro was contracted and they performed MLE activities and other relevant activities and thus facilities improved for quality education. Mother-tongue based supplementary MLE materials alongside the NCTB curriculum for grade 1 has been disseminated and for grade 2 and 3 is now under development with the aim to sustain the children in the national curriculum based primary education. 8 (eight) Language Group formed for different communities and education material for 11 different community produced. Introduction of mother-tongue based MLE in pre-primary level at 132 project schools helped to increase school attendance rate to 94% in schools with MLE. Community people are now more aware on MLE 	
<ul style="list-style-type: none"> Sharing sessions with key stakeholders held for unique education need of CHT 	<ul style="list-style-type: none"> Workshop organized -12 at district level, 4 at regional level and 2 at national level and awareness increased on education and MLE. Three (3) study or exposure visits outside CHT organized and 60 persons gained experience. Advocacy workshops/3 district, 2 regional and 3 national levels 	<ul style="list-style-type: none"> Workshops were organized at district and regional level in all the districts and some workshops on education were organized at national level planned and implemented. Three Exposure visits were conducted in 2011 and around 90 persons gained experience. Advocacy workshops at district and regional level 	

Achievements up to November 2008	Period; Jan 2009-Sept 2013		Remarks
	Targets	Achievement up to September 2012	
	<p>organized and increased support for the programme.</p> <ul style="list-style-type: none"> 15 education forums established at Upazilla and district levels and supported education programme. Forum meetings/192 at Upazilla and 24 at district levels organized and initiated action plans. 	<p>were organized with more than 100 participants and thus increased support provided for the program.</p> <ul style="list-style-type: none"> 12 education forums were established at Upazila level with an action plan layout developed and 3 district level education forums were established to support the education program. Total 192 project schools have been submitted for registration. Forum has been established in 2nd quarter of 2012 and they did not conduct meeting yet but they have planned to conduct meeting regularly. 	
<ul style="list-style-type: none"> No programme in present phase 	<ul style="list-style-type: none"> Survey in 6 Upazillas completed. Material for adult literacy program available. 300 schools for adult literacy running. 	<ul style="list-style-type: none"> With facilitation from Upazila Advisory Committee and Union Facilitation Committee, survey for the selection of 150 schools in six upazilas were completed A pilot program for adult literacy program is under progress and materials will be developed. 30 schools have been selected for adult literacy program. A plan prepared for adult literacy. 	

E. Community Empowerment

Achievements up to November 2008	Period; Jan 2009-Sept 2013		Remarks
	Targets	Achievement up to September 2012	
<ul style="list-style-type: none"> 2177 PDCs formed and supported with QIF grants. 	<ul style="list-style-type: none"> 2000 PDCs supported with QIF grants. 	<ul style="list-style-type: none"> 1081 PDCs formed and supported with QIF grants 	<ul style="list-style-type: none"> At present total 3,258 PDC and total 1,678

Achievements up to November 2008	Period; Jan 2009-Sept 2013		Remarks
	Targets	Achievement up to September 2012	
<ul style="list-style-type: none"> • 600 Para Nari Development Groups formed and supported with Women Managed Projects(WMP) • About 45,000 community people trained by partner NGOs. • About 20,000 Women trained by partner NGOs. • About 24,000 People trained by Govt. line department. • 28 National UN volunteers trained • 300 NGO staffs trained on PRA, gender, facilitation, PDC formation, financial management, entrepreneurship etc. • 118 Exchange Visits organized. • 19 Partner NGOs supported (presently 15 working) • 3 District Project Facilitation Committees (DPFCs) formed and regular meetings were organized. • 16 Upazilla Advisory Committees (UzAC) formed and regular meetings were organized. • 16 Upazila Support Teams(UzST) formed and regular meetings were organized • 75 Union Facilitation Committee (UnFC) formed and regular meetings were 	<ul style="list-style-type: none"> • 1200 Para Nari Development Groups (PNDG) supported with women managed projects. • 40,000 community people trained by partner NGOs. • 225 Para technicians developed and supported. • 3000 lessons primer printed and distributed to communities. • 136 information dissemination workshops conducted. • 6 National & International Days observed at 25 Upazillas& 111 Unions. • 20,000 Women trained by partner NGOs, • 15,000 community people trained by Govt. line department. • 200 Exchange visits (within CHT). • 20 PNGOs supported for capacity development. • 2000 communities provided with agriculture support. • 9 UzAC formed. • 9 UzST formed. • 37 UnFC formed. 	<ul style="list-style-type: none"> ▪ 1078 Para Nari Development Groups formed and supported with Women Managed Projects (WMP) ▪ 59,463 community people trained by partner NGOs. ▪ 182 Para technicians (Community Poultry Workers-CPW & Community Livestock Workers-CLW) developed & supported ▪ Lesson primer has not printed yet. ▪ 328 information dissemination workshops (of which, 299 at union & 29 at Upazila level) conducted. ▪ 6 National & international Days (International Mothers Language Day, International Women's Day, National Independence Day, World Environment Day, World Indigenous Peoples Day & National Victory Day) observed at 20 Upazilas& 98 Unions ▪ About 28,880 women trained by partner NGOs. ▪ About 59,750 community people trained by Govt. line department. ▪ 119 Exchange Visits were organized within CHT. ▪ 13 PNGOs for 20 upazilas supported for capacity development. 704 staffs of 13 PNGOs (working in 20 upazilas) received training/refresher training on CEP basic, PDC & PNDG management, Gender, Para Development Plan, Community Based Monitoring etc. ▪ 1078 communities provided with agriculture support. ▪ 4 UzAC formed and functioning. UzAC organized quarterly meetings to review progress of the project within the Upazila. Monitoring visits were conducted by UzAC members to communities to oversee field level activities and provide guidance. ▪ 4 UzST formed and functioning. UzST ensured 	<p>PNDG were formed.</p>

Achievements up to November 2008	Period; Jan 2009-Sept 2013		Remarks
	Targets	Achievement up to September 2012	
<p>organized.</p> <ul style="list-style-type: none"> 7000 rat-flood affected families supported with assistance (food grains and seeds). 	<ul style="list-style-type: none"> 45 Gender sensitization workshops organized for UnFC&UzAC 	<p>technical support to the communities through providing necessary trainings, conducting field visits and so on.</p> <ul style="list-style-type: none"> 23 UnFC formed and reviewed progress of the community level activities The UnFC selected beneficiary communities within the union, reviewed and approved community projects, reviewed progress of community level activities and provided necessary guidance to the project. Gender sensitization trainings were provided to all UnFC&UzAC in 2007. However several members of UnFC and UzFC received training on gender sensitization as members of PDC and PNDG in 2009 & 2010. 	

F. Confidence Building

Achievements up to November 2008	Period; Jan 2009-Sept 2013		Remarks
	Targets	Achievement up to September 2012	
<ul style="list-style-type: none"> Confidence Building Unit established-national programme officer recruited. Confidence Building and Development Advisor recruited- arrival shortly. CHT Trust and Confidence Building Initiative' Component Document Finalized and granted funding from UNDP Bureau of Crisis Prevention and Recovery (BCPR) for the first year: \$563,000. Provided training in 	<ul style="list-style-type: none"> Organize national and local level dialogue with key stakeholders on CHT issues. An event to promote women as Peace Makers. Develop community outreach and advocacy strategy. Develop advocacy and campaigning guidelines. 	<ul style="list-style-type: none"> Dialogues were organized at national and local level involving all stakeholders on CHT issues and implementation of CHT Peace Accord. Conflict prevention and peace building trainings were conducted for women activists. 22 CHT women leaders developed as Women Peacemakers. They have been playing mediators role in resolving social disputes and conflict management contributed to CHT peace building. The formulation process of the Regional Advocacy strategy is underway by the Regional Council (RC) with the project's support. 05 days training course on advocacy has been planned 	

Achievements up to November 2008	Period; Jan 2009-Sept 2013		Remarks
	Targets	Achievement up to September 2012	
<p>ecologically based integrated rodent past management to more than 2000 local leaders and government officials.</p> <ul style="list-style-type: none"> Commissioned a comprehensive scientific study on bamboo flowering and rodent ecology in the CHT. Provided emergency food aid to 7000 severely rodent affected families. Produces a documentary film focused on a group of student volunteers from Dhaka University who traveled to constructed school in a remote village. Commissioned a study on nutritional health and food security emphasizing women and children in rodent affected communities, Organized five study tours on post conflict experiences. First one in Philippines, Indonesia (Kalimantan) & Malaysia (Sabah-Sarawak), second one in Guatemala and Canada, Third in the Philippines, fourth and fifth in Australia. Around 100 people (CHT leaders, govt. officials, members of parliament and civil society) participated in the study tour. Organized debriefing sessions 	<ul style="list-style-type: none"> Planning of community outreach and advocacy activities. Establish CHT stakeholder network and organize quarterly meetings. Establish National Stakeholder network and organize bi-annual meetings. Establish CHT women network and organize quarterly meetings. Preparation of Concept Notes on critical issues in advance of National Dialogue Event. National dialogue Event among the networks on critical issues. 	<p>to enhance advocacy capacity of the CHT institutions, CHTDF Staffs and other relevant stakeholders.</p> <ul style="list-style-type: none"> 4 Technical Advisory Committees (TACs) on agriculture, local governance, health and education involving key stakeholders from the relevant line ministries, Planning Commission, local government, development partners and CHTDF were formed and meeting held regularly Inter-Ministerial meetings were held with Local Government Rural Development (LGRD) and Cooperatives with a view to aligning the HDCs and regular LGs in the CHT. Workshops on "Harmonization of laws of the Hill District Councils (HDCs) and other Local Government Institutions" were held. Policy engagement strategies developed and shared with different stakeholders e.g. PMO, EU, UNDP CO, RC and MoCHTA. The CHT Women Organizations Network (CHTWON) established and capacitated and takes the lead role in organizing advocacy events on elimination of discriminatory laws in CHT and Policy Dialogue on CHT Women's Inheritance Rights. The network managed to strengthen the capacity of comparatively weak and smaller organizations in CHT under its umbrella. CHT Newsletter has been published regularly on a 	

Achievements up to November 2008	Period; Jan 2009-Sept 2013		Remarks
	Targets	Achievement up to September 2012	
<p>on the learning of study tours.</p> <ul style="list-style-type: none"> • Finalized component document on “Minority Rights and Cultural Diversity”. • Linkages established with local government institutions in CHT. • Preparing underway for key stakeholder dialogues series on different important issues e.g. <ul style="list-style-type: none"> - CHT Jhum Cultivation, sustainable livelihoods and alternative - Overseeing development programmes in CHT, rules of CHT Institutions. - Customary Rights and Practices of the indigenous people of CHT. - The management system of Local Resources and Indigenous Knowledge: CHT perspective. - Reflection of Indigenous people’s culture in the school education curricula and children’s attitude on Indigenous peoples. - Organize other dialogues related to implementation of the Peace Accord: <ul style="list-style-type: none"> - Access to Justice for Indigenous People in Bangladesh. - Rehabilitation of Returned Refugees Internally Displaces People and Ex-Combatant. 	<ul style="list-style-type: none"> • Regular publication of Newsletter • Regular e-news bulletins • Special publications • Organize international study tours with key stakeholders to countries with similar post-conflict experience and/or decentralized governance. • Support the organization of a study tour and follow up lessons learnt and learning applied. • Organize exchange visits to and from the CHT for the purpose of confidence building. • Organize exchange visits within CHT and to and from the CHT (4). • Gathering of Best Practices in Bangladesh or abroad related to conflict resolution, confidence building and development. • Develop Knowledge Management Strategy • Develop Knowledge Management Guidelines • Planning of Knowledge Management Activities • Collect and disseminate best practice information among clusters through the establishment of regular information sharing meetings • Publication of CHT Best Practices 	<p>monthly basis and shared with stakeholders.</p> <ul style="list-style-type: none"> • Eleven (11) International study tours were conducted for the government policy makers to different indigenous territories, where 19% women participated. • More than 100 regional exchange visits were organized for the community leaders, entrepreneurs and traditional leaders. • Best Practices in Bangladesh and in the region was collected through liaison with civil society organizations working on this issue in Bangladesh and through the regional centers of UNDP for global practices. • Knowledge Management Strategy developed and shared with the Project staff. • Knowledge management guidelines and Communication Strategy developed and shared. • Knowledge management activities includes regular publication of newsletter, updating the CHTDF website, disseminating the project factsheet widely and publishing the annual report were done. • Regional Coordination Meeting is held once a month with all clusters where relevant information is shared 	

Achievements up to November 2008	Period; Jan 2009-Sept 2013		Remarks
	Targets	Achievement up to September 2012	
<p>- Means of free, fair and participatory elections in CHT: voter list and effective electoral rules, procedures and systems.</p> <p>- Effective Land Management in CHT: strengthening CHT Land Commission and Land Dispute Resolution.</p> <p>- CHT Peace accord: challenges of implementations and ways forward.</p> <p>- Human right and social security of the indigenous people in Bangladesh.</p> <ul style="list-style-type: none"> • Prepared concept notes on resource mobilization and land issues. • Preliminary consultation with MoCHTA and key stakeholders for the Dialogue. • Formed Management Committees of the Multi-Purpose Community Center(MPCC) and handed over these centers to the committees. • PDC members and community people are using the MCC for different social function e.t. weeding ceremony, meetings etc. • Singed "Sports for Peace Contact" agreement with CHT Regional Council. First installment disbursed to 	<p>(case studies, lessons learnt etc.)</p> <ul style="list-style-type: none"> • Sharing of Best Practices from elsewhere in Bangladesh and abroad through desk based reviews, study tours, exchange visits and dialogue • Land Dispute Resolution support plan and budget to be developed in close cooperation with Ministry of Land, MoCHTA and RC. • Study on Natural Resource Management in the CHT to be carried out at various times throughout the year. • Training programme for Police Force in CHT with special focus on modern policing and investigative techniques and police management. • CHT Police Force Logistics and Support. • Technical and logistic support in organizing and conducting the HDC elections. • Special Electoral database for the CHT. • Organize national and international cultural festivals and events. • Development of indigenous Knowledge Products (including culture and customs) • Publication and dissemination of knowledge products to promote minority interests and cultural 	<p>with everyone.</p> <ul style="list-style-type: none"> • Regular publication of newsletters, update in website, publication of case studies in donor reports and their promotional items has taken place. • Same as point above. • Land commission was operational with the logistic support from the CHTDF and they had invited application from the people. Near about 5000 applications were submitted to the commission. But commission's activities were later suspended by the government and it could not be able to resolve the disputes. Land Commission amendment bill is finalized and will be passed soon. CHTDF's support will be provided after the amendment. • Study on Natural Resource Management in the CHT yet to be conducted. • The Mix-Policing in the CHT got momentum through holding several policy dialogues between MoCHTA, MoHA, Police HQ and CHTDF. The police department has in principle agreed to transfer the ethnic police personals that are currently deployed in the outside of the CHT will transfer to the region. • CHTDF and police have agreed to carry out some joint initiatives for building capacity of local police. Motorbikes and other important logistics will be provided by CHTDF. • CHT specific training will be organized for the police personnel of CHT. • CHTDF has organized one regional and 4 national cultural diversity festival (in 2007, 2008, 2009 and 2010) and provided support to the Ministry of CHT Affairs (MoCHTA) for organizing national cultural 	

Achievements up to November 2008	Period; Jan 2009-Sept 2013		Remarks
	Targets	Achievement up to September 2012	
<p>CHTRC.</p> <ul style="list-style-type: none"> Organized Football tournament for all communities in the CHT. Organized 40 exposure visit is for communities, PDC members and local elected and traditional leaders across the CHT. Organized two large cultural festivals in Dhaka in 2007 and 2008 and in the CHT several smaller ones. Facilitated approximately 20 events to promote CHT culture. Provide financial and technical support to different Civil Society Organization to promote indigenous culture and their rights. Facilitated observation at local level numerous awareness raising international days. 	<p>diversity-launches linked to cultural events, observation of special days: New Year Festival, Indigenous People's Day, and Cultural Festival.</p> <ul style="list-style-type: none"> Small Grants for community and civil society organizations. CHT Development Facility to be established. Establish library/e-library and other resources. Purchase books, journals, DVDs, recordings and other resources for the library English Language training for students from vulnerable groups. CHT public awards to recognize contributions to confidence building and development in the CHT. Sports for Peace programme organized in three Hill Districts. An assessment of the situation of IDPs, ex combatants and India returned refugees. Funds to be provided to IDP Task Force to support rehabilitation of IDPs and ex-combatants and India Returned Refugees. 	<p>diversity festival in 2011.</p> <ul style="list-style-type: none"> Small grants provided to CSOs and CBOs. Sports events, tournaments, talent hunts and coaching were organized by the RC and HDCs supported by CHTDF. Logistic supports were provided to the IDP task force. Taskforce had undertaken various initiatives with that assistance. Sports for Peace programme held on. Taskforce will be provided financial support through LOA modalities to undertake study and other activities. 	<ul style="list-style-type: none"> ▪

Annex – 6: Institutional Health Management Scenario in the CHT Region

Information of Health Facilities and Human Resource in CHT (Source: MOH&FW)

Rangamati	Name of Upazila	# of Union	Population	UHC		# of FWC	# CC	# of CHCSP	HA		FWA	
				# MO (position)	MO(at present)				# of HA (position)	HA (present)	# of FWA (position)	FWA (present)
	Baghaichhari	7	102,714	16	3	5	6	13	35	25	21	21
	Jurachhari	4	29,086	13	3	3	3	7	10	9	12	12
	Langadu	7	84,843	16	3	5	7	14	25	20	24	20
	Barkal	5	52,577	14	4	3	3	9	15	13	15	14
	Bilaichhari	3	31,674	12	3	2	3	5	10	8	9	9
	Naniyarchar	4	47,129	13	3	3	3	7	15	13	13	13
	Kawkhali	4	61,130	13	5	3	4	8	15	15	16	16
	Kaptai	5	86,692	16	8	5	6	8	35	35	20	17
	Rajasthali	3	28,815	12	3	2	3	5	10	10	9	9
	Rangamati sadar	6	122,507	9	3	6	6	12	15	15	21	20
	G. Hospital			33	16							
	TOTAL	48	647,167	167	54	37	44	88	185	163	160	151
Khagrachari	Panchari	4	89,955	13	4	0	5	0	25	25	15	15
	Matiranga	7	106,320	19	5	6	10	10	20	20	24	23
	Mahalchari	5	43,545	14	5	4	6	8	15	15	15	12
	Laxmichari	3	21,532	12	2	2	2	5	20	17	9	8
	Khagrachari Sadar	6	98,769	8	8	4	3	9	39	39	20	20

Dighinala	5	91,933	14	3	3	9	11	35	35	19	15
Manikchari	4	61,004	11	3	0	6	6	15	15	8	7
Ramgor	4	78,116	13	5	3	7	6	35	32	13	12
S. Hospital			20	10							
TOTAL	38	591,174	124	45	22	48	55	204	198	123	112

Bandarban

Bandarban Sadar	5	43,063	3	2	5	5	9	17	17	18	17
Rawangchari	4	26,819	9	3	2	3	8	13	13	12	12
Ruma	4	31,157	9	5	2	2	8	16	16	12	11
Thanchi	4	19,917	9	5	1	3	7	13	12	12	9
Lama	7	100,028	9	3	9	10	14	45	45	25	21
Alikadam	2	44,443	9	3	1	3	4	15	15	11	9
Naikhyangchari	5	66,923	9	2	3	3	8	25	25	13	12
S. Hospital			21	11							
TOTAL	31	332,350	78	34	23	29	58	144	143	103	91

Annex – 7: Some potential technologies for CHTDF project

- Vegetable cultivation

Vegetable cultivation in croplands and homesteads is a common practice in Bangladesh. Farmers use to grow both winter and summer vegetable. However, this scenario is not common for the farmers of CHT districts. There is serious lack of cultivable lands in the CHT districts. Also the farmers of Kharachari and Bandarban districts suffer from lack of water for irrigation. Most of the people are very poor there. Also they have very limited croplands to grow vegetable.

Regarding the inputs availability, vegetable seeds are available in the market. However, farmers usually complain about their (seed) quality and price. This area is deficit in vegetable production. As a result there is a big demand for vegetable. It can also grow in short period.

The most popular crop cultivation system is practiced in the “Ghona” (valleys of hills or foot hill areas). As the ghona lands are not widely available, the cropping intensity is very high there. Usually, farmers cultivate horticulture crops in the higher parts of the ghona and rice in the shallower parts. Also, in the ghona, farmers practice both trellis and non- trellis cultivation systems.

High value crops in hydroponics/ aquaponics system could also be cultivated here to deal with limited land resource.

Hydroponics/aquaponics could be a suitable technology option for vegetable cultivation in Rangamati district. Although the farmers here have not practiced this technology, however, some of them have seen it in a television programme. In this system vegetable are cultivated in metal or plastic tanks with fresh water and necessary nutrients are added at regular basis. Fish also produced in this system. The primary investment is comparatively higher for this technology. This could be done also by community approach. Besides, pit cultivation could be another potential technology option here for vegetable cultivation. In this system, small pits are made and are filled up with manure or compost in a jute sac and seedlings are planted thereby.

Again, in the plain lands of Khagrachori, dyke cropping could be a useful and practical technology option for vegetable cultivation. Farmers grow vegetable on dykes of rice fields in many parts of Bangladesh. Many organizations (e.g. CARE-Bangladesh, FAO, DANIDA, etc.) have promoted this technology. Production cost is also low here.

- Mushroom and or orchid culture

They have mentioned that the climatic condition here is very much suitable for mushroom cultivation and many of them made significant profit from mushroom cultivation. However, the technology is not well known to the farmers and initial investment is high and market linkage yet to be established.

The idea of orchid culture came from the FGD participants while discussing about high value crop. They have mentioned that the CHT districts are the home of spectacular orchid. The demand for orchid flowers is also very high in the urban market. They are also expensive.

- Promotion of GIFT Tilapia

Tilapia is one of the most potential fish species for aquaculture. Now a day tilapia is available at local level. Although mono-sex tilapia cultivation is getting popularize, it has some limitations; e.g. hatcheries are not close to these areas, continuous dependency on hatchery operators, etc. Tilapia could be promoted here through introducing developing satellite brood rearers and decentralized seed production technologies.

- Decentralized (fish) Seed Production (DSP)

DSP is extremely simple. Usually farmers collect the matured tilapia from farmer's ponds and stock in the irrigated rice fields, which are prepared by rising dikes, digging small ditches or trenches. Brood tilapia gradually become accustomed to this environment and it lays eggs in the trenches or ditch. Nursing of fertile eggs/ hatchlings is done inside the mouth cavity of tilapia for few days to void predation. After few days, hatchlings move to the rice fields and use it for feeding. Hatchlings reach fry/ fingerling size within 1.5 to 2 months. It is wise to harvest the fry/ fingerling partially when they reach 4 – 5 cm size. It helps to maintain optimum stocking density to get better production and survival rate.

- Cage aquaculture

Cage aquaculture is a technique of cultivating fishes in a confined device (usually made up with nets). The net cages are put in either ponds or open water-bodies. Fishes are stocked in high density and are supplied with supplementary feed. Cage culture contributes effectively to sustainable rural livelihoods, generating income at critical times of the year when food shortage reaches its peak, and when casual employment is limited.

Cage aquaculture could be a very attractive and profitable option instead of crick fishery for the poor and community people next to the Kaptailake. They can do it individually or community based in canals or in ponds. Cage culture is a low cost technology, labor inputs are quite low, even poor women can manage cage successfully and technology is flexible, so it can be adapted to individual needs.

- Poultry/Swan/ Duck rearing

In most of the PDCs, farmers used to rear poultry birds. Some birds died due to avian influenza. However, farmers, particularly women are very much interested to rear poultry birds, particularly broody hens. Proper vaccination has to be ensured for this purpose.

- Fodder cultivation (German grass on dykes/embankment)

Crisis of fodder is rigorous here. Community based or even individual level fodder cultivation on the roadside, dykes of rice fields and on the slopes of the embankment could be very much useful technology option. This will help to rear cows.

- Sheep rearing

Sheep is commonly known as hardy animal. It can tolerate stress conditions and are less susceptible to diseases. Usually they need very minimum care. Sheep rearing could be a very profitable technology option here. Improved technologies could be adopted for sheep rearing; e.g. stall feeding, semi-scavenging system, etc.

- Stall feeding (goat/cow/sheep)

Cow and goat rearing is very common in this region. Here, greenery is disappearing day by day due to many reasons. As a result number of cows and goats are reducing significantly. Also farmers are facing severe problem to increase organic matters in their fields. In this situation stall feeding of goat, sheep and cows could help to increase their (LS) population as well as bring profit to farmers. In stall-feeding system animals are kept in bamboo made small cages in a well-ventilated room and fed them in stalls.

- Beef Fattening

Beef fattening is a popular technology to make remarkable profit within short period. Usually weak oxen are fed with quality supplementary feed, nurse for couple of months and are sold during festivals to obtain higher price.

- Farmers' Service Centers (FSCs)

In order to help farmers in adopting the potential technologies there must have an arrangement so that they can get the complimentary inputs at their doorsteps. Also the arrangement for marketing of produces, especially the cash crops may help in using the modern technologies in these crops by its producers. In this fact, some Local Extensionists (Les) could be developed who can operate Farmers' Service Centers (FSCs). It could be established at the Union/ Block level with the following facilities:

- Soil and water testing facilities
- Supply of all necessary agricultural inputs such as fertilizers, pesticides, herbicides, HYV/ hybrid seeds, and agricultural implements.
- Workshop for repairing the agricultural machinery and equipments with minimum charges and fees.
- Buying of cash crops and seasonal crops from the farmers at reasonable prices.
- Vaccination programme for animals and birds.
- Supply fingerlings to the pond owners