

**United Nations Development Programme – Bangladesh**

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

## **Project Completion Report**

**(31 March 2008–20 June 2012)**



Prepared for

**Canadian International Development Agency (CIDA)**

**Chittagong Hill Tracts Development Facility (CHTDF)**  
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**Canada** 



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## PROJECT SUMMARY

- Contract No.:** Grant Agreement No. 7050151
- Date signed:** 31 March, 2008
- Project Title:** Promotion of Development and Confidence Building in the Chittagong Hill Tracts, Bangladesh
- Project Start Date:** 31 March, 2008
- Project End Date:** 20 June, 2012 (as per Amendment No.1: Sep 6, 2010)
- Reporting Period:** 31 March, 2008– 20 June 2012
- Project Budget:** CDN\$ 15 Million
- Executing Agency:** Chittagong Hill Tracts Development Facility, UNDP-Bangladesh
- Responsible Ministry:** Ministry of Chittagong Hill Tracts Affairs (MoCHTA)
- Project Area:** Hill districts of Rangamati, Bandarban and Khagrachari in the Chittagong Hill Tracts region of Bangladesh.
- Beneficiaries:** Underserved communities of the Chittagong Hill Tracts (CHT). CIDA's grants provided funding to expand operations of UNDP CHTDF to include an additional 100,000 people.
- Goal:** The goal of the project was to promote the socio-economic development of the Chittagong Hill Tracts (CHT), post-conflict region, in line with the principles of self-reliance, decentralization and sustained peace
- Purpose:** The purpose was that local communities' right and capacity to control social, economic and cultural development of local communities are enhanced and fully supported by effective CHT institutions.
- Components:** CIDA grants were utilized for the following main four components of the CHTDF program:
- Local governance and institutional capacity development;
  - Community empowerment;
  - Economic development and education;
  - Confidence building.
- Strategies:** The main strategies of the project were as follows:
- Providing technical assistance to build the capacities of the Regional and Hill District Councils, and the traditional Circle Office

administration, and managing the delivery of decentralized services.

- Providing training and technical assistance for communities to acquire business development skills and to gain the knowledge and ability required to build sustainable income generating activities.
- Empowering CHT communities in managing their own development affairs through strengthening a network of Para Development Committees (PDCs), Para Nari Development Groups (PNDGs) to engage women in development activity in their communities and influence local government development and service delivery.
- Bringing communities together to find solutions to common issues, area based planning and community cost sharing.
- Creating an environment conducive to engendering trust and cooperation amongst the diverse people of the CHT and its institutions.

**Target Results:** Major Key results desired were as follows:

- Effective development role and functioning of CHT institutions enhanced.
- Socio-economic opportunities throughout the CHT enhanced.
- Community Empowerment process for self reliant developed.
- Relationships among CHT communities, Institutions and Government agencies Improved.
- Technical services and donor coordination are effectively organized.

**Contact Person:** Director, CHT Development Facility, UNDP

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## Acronyms

BARI	Bangladesh Agricultural Research Institute
CDN	Canadian Dollars
CEDAW	Convention on Elimination of All forms of Discrimination against Women
CF	Community Facilitator
CHSWs	Community Health Service Workers
CHT	Chittagong Hill Tracts
CHTDF	Chittagong Hill Tracts Development Facility
CHTRC	Chittagong Hill Tracts Regional Council
CHTWON	Chittagong Hill Tracts Women Organizations Network
CIDA	Canadian International Development Agency
DG	Director General
DPE	Directorate of Primary Education
DPEO	District Primary Education Officer
EU	European Union
GoB	Government of Bangladesh
HDCs	Hill District Councils
ILO	International Labor Organization
IT	Information Technology
JSS	Jana Sanghati Samiti
LCG	Local Consultative Group
LED	Local Economic Development
LGD	Local Government Division
LGI	Local Government Institution
LOA	Letters of Agreement
MGs	Mothers Groups
MIS	Management Information System
MLGRD&C	Ministry of Local Government, Rural Development and Cooperatives
MLE	Mother-tongue based Multi Language Education
MoCHTA	Ministry of Chittagong Hill Tracts Affairs
MoPME	Ministry of Primary and Mass Education
NGOs	Non-Governmental Organizations
NUNV	National United Nations Volunteer
PEDPII	Primary Education Development Programme II
PDCs	Para Development Centers
PNDGs	Para Nari Development Groups
PNGOs	Partner NGOs
QIF	Quick Impact Fund
RC	Regional Council
RIPP	Regional Initiative on Indigenous Peoples' Rights and Development

SDPs	School Development Plans
SMCs	School Management Committees
TAC	Technical Advisory Committee
UNDP	United Nations Development Program
UnFC	Union Facilitation Committee
UP	Union Parishad
USD	United States Dollar
UzAC	Upazila Advisory Committee
UzST	Upazila Support Team
VSO	Volunteer Service Organization

# Executive Summary

## Introduction and Background:

A Chittagong Hill Tracts (CHT) Peace Accord signed in December 1997 ended the decades-long insurgency, allowing for the recognition of the rights of the peoples and tribes of the Chittagong Hill Tracts region which is home to both 11 distinctive indigenous groups and Bengalis. The implementation of the Peace Accord remained partial, however, due to both political and operational difficulties. Although the institutions were established as per the Accord, the subjects indicated in the Accord have not been fully transferred to these institutions. The political and socio-economic instability still exists in the CHT with frequent incidences of communal violence.

Against this backdrop, the Chittagong Hill Tracts Development Facility (CHTDF) of the UNDP Bangladesh commenced the 'Promotion of Development and Confidence Building in the Chittagong Hill Tracts' Project funded by the Canadian International Development Agency (CIDA) on March 31 2008 with the initial project timeframe up to June 30 2011, which was then extended to June 20 2012. The goal of the project was to promote the socio-economic development of the CHT in line with the principles of self-reliance, decentralization and sustained peace. The purpose was to ensure that rights and capacity to pursue social, economic and cultural development of local communities were enhanced and fully supported by effective CHT institutions. The project was operational in 20 Upazilas (sub-districts) across the 3 hill districts of the CHT region.

In implementing the project, the CHTDF worked closely with the Ministry of Chittagong Hill Tracts Affairs (MoCHTA), the CHT Regional Council (RC), the three Hill District Councils (HDCs), the traditional institutions of the three Circle Chiefs, International, National and CHT based NGOs, Civil Society Organizations, local leaders and representatives from local community based organizations.

This completion report (PCR) covers the results and activities achieved under the project for the period 31 March 2008 – 20 June 2012.

## Project results:

The CIDA-funds contributed to advancing the socio-economic development of the CHT through a range of interventions spanning across sectors such as capacity development of CHT institutions, economic development, community empowerment, education, confidence building, and gender.

## Outcome 1: Effective development role and functioning of CHT institutions enhanced

The CHT institutions were strengthened throughout the project period through a series of training and technical support. The CIDA funds contributed to the development of multi-year development plans for 7 CHT institutions such as 3 Hill District Councils (HDCs), 3 traditional Circles, and the Ministry of Chittagong Hill Tract Affairs (MoCHTA), based on self-capacity assessments. Moreover, a total of 1,000 participants from MoCHTA, Regional Council (RC), 3 HDCs and 3 traditional circle offices received training on financial management, basic office

## Project Overview

### Project

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

### Donor

*Canadian International Development Agency*

### Implementing Agency

*Chittagong Hill Tracts Development Facility (CHTDF), UNDP Bangladesh*

### Period

*31 March 2008 – 20 June 2012*

### Budget

*CAD 15,000,000 (USD 13,918,599)*

### Project Locations

*20 Upazilas (sub-districts) across the 3 hill districts of the CHT region*

### Main Interventions

*Capacity development of CHT institutions, Economic development, Community empowerment, Education, Confidence building, and Gender*

### Beneficiaries

*Indigenous People /Hill tribes, Permanent Bengalis, Bengali Settlers, CHT institutions Other local institutions*

management, project management, computer literacy, English Language, human rights, gender and leadership, leading to effective management of their responsibilities and service delivery. Mobilization of financial resources has also been initiated by the HDCs as a result of the training on the project formulation / design, leading to submission of project proposals to external organizations and the central government by the HDCs. The CIDA funds also contributed to the completion of Millennium Development Goal (MDG) mapping in all districts and the ongoing development of local MDG targets at Upazila and Union levels.

The project support has also resulted in increased management, institutional, and technical capacity of the CHT institutions in managing transferred subjects as per the Peace Accord. HDCs have managed operation of 300 primary schools, a network of 886 Community Health Service Workers (CHSWs), 16 mobile medical teams and 78 satellite clinics, providing approximately 20,000 children with access to quality education and 500,000 CHT people with access to basic health services. In financial terms, the 3 HDCs managed the budget allocation for service delivery in education, health, agriculture and women's empowerment sectors of US\$4.2m in 2010 to US\$7.2m in 2011.

### **Outcome 2: Socio-economic opportunities enhanced throughout the CHT**

The CIDA funds also contributed to improving the socio-economic status of the target CHT people through diversification of income sources, generation of additional employment opportunities, and creation of linkages between the local producers, service providers, and buyers. Gender inequality has also been promoted in the process, through training provided for 1,069 women on basic entrepreneurship, micro business planning and income generating activities, resulting in higher number of women being involved in their community-based economic activities. In addition, over 20,000 Para Development Committee (PDC) members benefited from technical trainings on livestock rearing, fisheries and agriculture provided through the Government of Bangladesh (GoB) line departments, resulting in increased knowledge base of communities. Moreover, 26 linkage workshops organized by the project between the producers and Micro Finance Institutes in three districts have also contributed to increasing the availability of financial services amongst entrepreneurs and community members, where previously such services were almost non-existent.

The project also addressed youth issues through provision of skill development training for 134 youths on tailoring and dress making, automobile, mobile phone technician, motor driving, thereby supporting them with employment opportunities in different sectors. The traditional 217 Weaver Groups members were also assisted through training and facilitation of market linkages, resulting in 94% of them establishing market linkages with buyers and ensuring sustainable income sources. As a result of these interventions, average income of target households increased by 20.4% within three years period (BDT 82,928 in 2011 from BDT 68,852 in 2009).

Furthermore, 16,080 community people including 5,202 traders have benefited from construction of 9 market related infrastructure facilities such as market-shed, pathways, stairways, drainage system, toilet facilities in the three hill districts. These facilities have allowed the producers and traders to run their business even during night and the rainy season without any difficulties, resulting in increased income for local producers, and better access to goods and services for the communities /consumers.

In the education sector, the CIDA funds contributed to providing around 20,000 children in remote areas of CHT with access to education through the establishment of 300 primary schools in 12 Upazilas under 3 districts via HDCs. Pre-primary Multi Language Education (MLE) materials were developed under the project for 11 ethnic groups and are being used in 132 CHTDF-supported schools. As a result, children in these schools have been able to access education in their mother tongue as agreed in the CHT Peace Accord. Moreover, a total of 600 teachers from the local area have been trained on child-friendly teaching-learning methods, and have been deployed in the 300 project-run schools under the management of HDCs which helped ensure retention of these teachers and increase quality of education as a whole. A total of 581 teachers were financially supported by the project. The project also supported the involvement of the communities in enhancing both quality of and access to education and mobilized School Management Committees (SMCs), Mother's Groups (MGs) and Parent Teacher Associations (PTAs) to ensure higher enrolment and retention levels of school aged children. At the end of the project, education indicators saw a good progress. A total number of school enrolment in the target schools has increased from 8,241 in 2009 to 19,088 in June 2012, and net enrolment and gross enrolment have reached 90% and 95% respectively. Student



attendance rate recorded 81.9% in the target schools, which is above 11.7% of the national rate as of 2009 (MICS Report, 2009). The passing rate of the Primary School Certificate Examination (PSC) reached 96% with 52% of the passing students being girls where previously very little schooling facilities existed.

Moreover, community ownership in ensuring quality of education has also increased as 47 School Management Committees (SMC) and Mother Groups have been empowered to initiate income generating activities and school saving practices for school development, where previously they were inactive / less active. In addition, as part of the policy and advocacy work, the project supported with registration process of the project-supported primary schools in the national system. 192 schools have submitted registration applications as a result with 3 of them receiving primary permission from the Directorate of Primary Education (DPE) for a possibility of attaining school registration

### **Outcome 3: Community Empowerment process for self-reliant development**

CHT communities have also been empowered to plan and manage their community development activities. 3,257 *Para* Development Committees (PDCs) and 1,685 *Para Nari* (Women) Development Groups (PNDGs) were formed in villages and supported to manage community level development activities through a series of training and mobilization work. Over 30,000 PDC members received training on project formulation and fund management. As a result, 92% of the 3,257 communities have developed their project management rules and 85% have developed fund management rules to manage the funds efficiently. Moreover, 86% of 3,257 communities increased capacity to deal with banks independently.

Training on different livelihood skills (Mushroom, Honey Bee Keeping, Livestock, Fisheries, Agriculture, Agro product processing & value addition, entrepreneurship, Micro business planning) reached a total of 62,482 PDCs members, enabling them to earn more income through better management of their resources with additional skills. They were also sensitized on water and sanitation and kitchen waste management and on gender issues through a series of awareness sessions.

Following the training, a total of 1,882 communities have received Quick Impact Funds (QIF) during the project to undertake community-based development activities, resulting in enhanced capacities of communities to manage their own development projects and availing technical services from line departments.

The project has also cultivated saving mentality among the CHT communities through promotion of saving practices, resulting in establishment of a community level resource base. The total cumulative savings by communities in all 3 districts has reached over US\$600,000 in 2012, which is a 25 per cent increase from the previous year.

### **Outcome 4: Improved relationships among CHT communities, institutions and Government of Bangladesh**

The project also enabled interaction and cooperation among different ethnic communities in CHT, CHT institutions, and the GoB through organizing number of dialogues, exposure visits, study tours, workshops, and monitoring visits, where such activities were not available previously, thereby promoting cross-cultural understanding among different ethnic communities as well as accelerating the implementation of the CHT Peace Accord.

Particularly, the mixing policing efforts has shown results as 150 ethnic police personnel of CHT origin that were previously deployed outside of the CHT were transferred back in all 25 police stations of the CHT as per the Peace Accord. In addition, in 2012, 5 functions under the department of Health, Agriculture, Fisheries, Livestock and Social Welfare have been handed over to the CHT Hill District Councils (HDCs) based on the prior transfer of the said subjects following CHT Peace Accord. Moreover, the government made a decision to amend the CHT Land Dispute Resolution Commission Act 2001 in line with the Peace Accord to resolve land disputes in the CHT, resulting in finalization of the draft amendment by the inter-ministerial meeting chaired by the law minister and its placement in the next Parliament session. The amendment reflected the consensus reached on 13 core points of the land disputes resolution among the key stakeholders.

Several high level policy dialogues organized by the project with the Ministry of Chittagong Hill Tracts Affairs (MoCHTA), Ministry of Home Affairs (MoHA), Police Head Quarter resulted in building a consensus on mix-policing in CHT, and advancement on land commission amendment. The project

also helped opening up the mezzanine channels to expedite inter-ministerial coordination and a transfer of the additional functionalities of the subjects to the HDCs. The result is evident in that the MoCHTA has been convening inter-ministerial meetings among 19 relevant ministries on transferring agreed subjects as per the Accord.

The project also supported several headsmen's conferences in CHT bringing together key government offices including the Ministry of Finance, Prime Minister's Office and other relevant ministries and stakeholders to resolve outstanding impediments of headmen and Karbari in exercising local governance roles. As a result, the honorarium of the headmen and karbari has been increased by the government to carry out their functions more effectively.

In the downstream interventions, targeted CHT communities were provided with opportunities of interactions with other ethnic communities through various livelihood and business practice activities. Cultural diversity festivals organized by the project also supported people from different ethnic communities to meet and carry out their own cultural performances, thereby promoting interaction, and cross-cultural understanding among these communities.

### **Outcome 5 Technical services and donor coordination are effectively organized**

The CHTDF through the CIDA funds supported various technical services and donor coordination mechanisms for effective implementation of the development and confidence building activities in the CHT. More than 90% of foreseen staffs were recruited and were operational of which 24% were women in CHTDF offices. Safety Management Unit (SMU) was fully operational with staffs located in all three districts. About 85% of concerned staffs received function specific need based technical development training. Moreover, donor coordination meetings were organized through the Local Consultative Sub-Group on CHT, while technical issues were discussed and resolved in Technical Advisory Committee (TAC) on respective sectors such as Education Agriculture, and Local Development involving key ministries, and CHT institutions. Moreover, the project supported the regular government monthly coordination meetings to take place at union, upazila and district levels.

### **Gender Outcome:**

The project mainstreamed gender and promoted women's leadership through meaningful participation in various political and development initiatives. For example, HDCs took the lead role in making the Gender Mainstreaming Policy. By way of further demonstration, female participation in administrative training sessions provided by the government exceeded 75%, and 55% of trainees of the income generating training were women. Moreover, the project underwent formation of 1,685 PNDGs, and provision of gender sensitization training among 2,031 (Male-1051, Female-980) community people. 1,685 PNDGs are managing and implementing small income generating projects currently. 90% of Para/Village Nari/Women Development Groups (PNDG) have project management rules to manage their projects in a more systematic and transparent way. 66% of PNDGs conduct meetings without external support and make decisions alone.

The interventions have also contributed to women's political empowerment and their sustainable engagement in the political sphere. A total of 342 women were elected in the Election 2011 of the Union Parishad in CHT and of them, 239 women were the representatives of the project-supported community organizations (PDCs). These women have been actively contributing to decision making processes of the Unions.

Moreover, the CHT Women Organizations Network (CHTWON) established and supported by the CHTDF has already been taking 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 has also been empowered to strengthen the capacity of comparatively weak and smaller organizations in CHT under its umbrella.

### **Financial Information:**

As reflected in the attached financial statement, expenditure under the project was CND 15 million against the total budget of CND 15 million (USD 13,918,599) recording 100% delivery.

# I. Introduction

## 1.1 Context of CHT and CHTDF

The Chittagong Hill Tracts (CHT) region had remained outside the mainstream of development in Bangladesh for more than 25 years due to the low level conflict in the area. In the 1990s, after decades of severe turmoil in the CHT region, the people of the CHT entered a new era of relative calm with the signing of the CHT Accord between the Government of Bangladesh and the Jana Sanghati Samiti (JSS) in 1997. This created space and opened opportunities for development assistance. Local people's enthusiasm and efforts were matched by the international donor community's support for the resumption of development in the region.

As Convener and Chair of the Local Consultative Group (LCG) sub-group on the CHT, UNDP played a leading coordinating and facilitating role in promoting sustainable, locally-appropriate socio-economic development in the region. From 2003, UNDP's Chittagong Hill Tracts Development Facility (CHTDF) continues to support the 'Promotion of Development and Confidence Building in the CHT'.

In implementing this program, UNDP works closely with the Ministry of Chittagong Hill Tracts Affairs (MoCHTA), the CHT Regional Council (RC), the three Hill District Councils (HDCs), the traditional institutions of the three Circle Chiefs, International, National and CHT based NGOs, Civil Society Organizations, local leaders and representatives from local community based organizations.

## 1.2 Project with CIDA

In March 2008, UNDP signed a cost sharing agreement with CIDA for 15 million Canadian Dollars to support the CHT development program implemented by CHTDF. The goal of the project was to promote socio-economic development of CHT in line with the principles of self-reliance, decentralization and sustained peace in the post conflict region of CHT. The purpose was that local communities' right and capacity to control social, economic and cultural development are enhanced and fully supported by effective CHT institutions. The ultimate beneficiaries were the peoples of the CHT who had been marginalized and excluded from Bangladesh's development process since independence. CIDA grant was utilized to expand operations to include an additional 100,000 people under the CHTDF intervention.

### 1.2.1 Project component

The CIDA grant was used primarily for the below five components of the CHTDF program:

- (1) Local Governance and Institutional Capacity Development**
- (2) Community Empowerment**
- (3) Economic development**
- (4) Education**
- (5) Confidence Building**

### 1.2.2 Expected Outcomes

1. Effective development role and functioning of CHT institutions enhanced.
2. Broad range of socio-economic opportunities enhanced throughout the CHT.
3. A Community Empowerment (CE) process for self-reliant development to support small scale projects at the para level institutionalized.
4. Improved relationships among CHT communities, institutions and government bodies to resolve long standing issues critical to development and peace.
5. Technical services and donor coordination effectively organized in the CHT region.

### 1.2.3 Expected Outputs

- 1.1 Improved management, organizational & HR capacity of CHT institutions.
- 1.2 Enhanced technical facilities & logistics of CHT institutions.
- 1.3 Increased levels of community outreach services and support to local development initiatives.
- 1.4 Strengthened capacities of institutional research and policies

2.1 Economic opportunities for local community development increased;  
2.2 Market access and prices for village products is improved through better marketing facilities;  
2.3 CHT children's access to basic primary education improved.

3.1 Empowerment and enhanced capacities of local communities and organizations.  
3.2 Increased self-reliant development capacity of local communities.

4.1 Exchange of information and experience sharing among the relevant organizations and communities through dialogues, study tours and exchange visits.  
4.2 Peace and Confidence building activities implemented.

5.1 Field presence, technical network and support improved to ensure quality of services to CHT local communities and organizations.  
5.2 Continued coordination and facilitation of donor support and activities in the region.

Gender Equality expected results were: a) Ensuring gender equality in all CHT institutions; and b) Meeting women's practical needs through community empowerment e.g. access to drinking water, health care facilities, reproductive health care for women and adolescent girls, education support to children, financial assistance for income generating activities.

#### **1.2.4 Project Area**

The project has undertaken activities in 20 Upazilas (sub districts) across the three Hill Districts viz: Rangamati Bandarban and Khagrachhari. District wise project Upazilas are given below.

##### **Rangamati district:**

Eight project Upazilas are Rangamati Sadar, Bilaichari, Barkal, Jurachari, Baghaichari, Rajasthali, Longadu and Kaptai. Two Upazilas (Longadu and Kaptai) were covered in the first quarter of 2011.

##### **Bandarban district:**

Six project Upazilas are Bandarban Sadar, Thanchi, Ruma, Rowangachari, Lama and Alikadam. One Upazila (Alikadam) was covered in the first quarter of 2011.

##### **Khagrachhari district:**

Six project Upazilas are Khagrachhari Sadar, Panchari, Matiranga, Lakshnichari, Mahalachari and Dighinala. One Upazila (Dighinala) was covered in the first quarter of 2011.

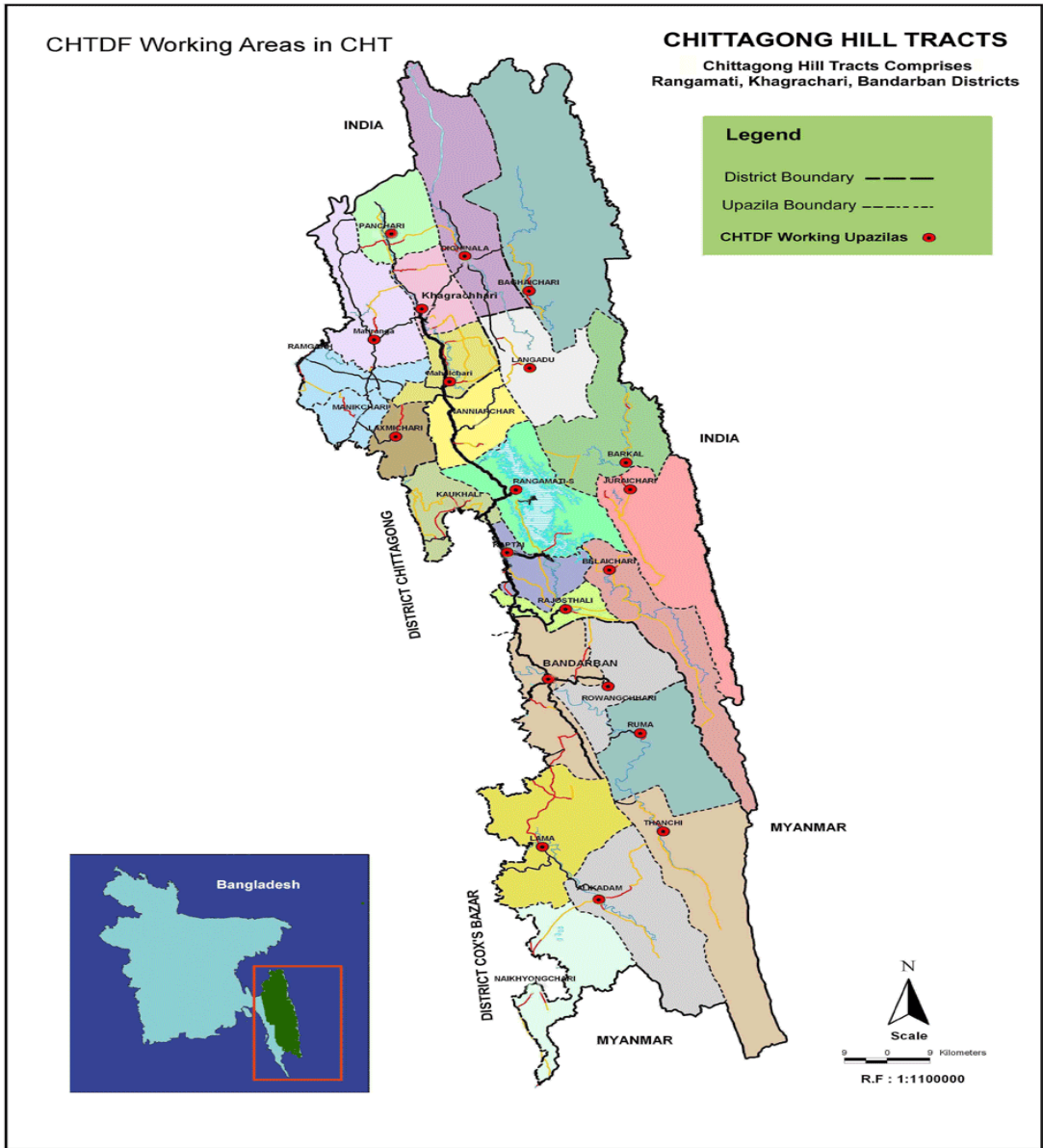


Figure-1: Project area map

## II. Activities Performed and Results Achieved

The project goal is to promote socio economic development of CHT in line with the principles of self-reliance, decentralization and sustained peace. The following results have contributed to achieving this goal.

The project provided capacity building support to the CHT institutions with a view to assisting the implementation of CHT Peace Accord, and increasing better access to services for those communities in the CHT. As a result, CHT institutions such as the MoCHTA, RC, HDCs and traditional circle offices have been capacitated to provide technical and logistics support to other institutions including IDP&R Taskforce, and CHT Land Commission. They have also been strengthened in their service delivery capacities and have been able to play increasing role in ensuring services in the CHT communities. In financial terms, the 3 HDCs managed the budget allocation for service delivery in education, health, agriculture and women's empowerment sectors of US\$4.2m in 2010 to US\$7.2m in 2011. All the 3 HDCs successfully managed community-based outreach programs including operation of 300 primary schools, agricultural support and women empowerment. The line departments of transferred subjects as per the CHT Peace Accord also provided various services to the CHT community people. The strengthened capacities of these institutions have enabled a transfer of additional government functionalities in subjects such as Health, Agriculture, Fisheries and Livestock, and Social Welfare to the HDCs as of November 2012.

As a result of the project interventions, various market linkages have been created between local producers and outside buyers and service providers for achieving more sustainable and viable economic development in the region. The small enterprises were supported through training on improving products quality and enhancing business linkages. Community people have been able to diversify incomes through training provided and/or opportunities created for increasing agro-products, processing, and value addition, alternative income options and entrepreneurship. Facilitated by the project, Microfinance NGOs and banks have been able to provide services to these community members, and as a result, average income of households increased by 20.4% within three years period (BDT 82,928 in 2011 from BDT 68,852 in 2009).

Moreover, the CHT communities have been empowered to plan and manage their own development activities through formation of 3,257 Para Development Committees (PDCs) and 1,686 Para Nari Development Groups (PNDGs) and various training provided to these community organizations. The PDCs and PNDGs have been trained so that their activities are transparent and accountable to the rest of the community members. As a result of the interventions, the targeted community people have increased access to services and opportunities from the government line departments. 53.7% households of agriculture project received extension services from government line departments. Moreover, a total of 300 School Management Committees (SMC) were established promoting better education for children in the CHT while also activity seeking HDCs' support for operating schools. With a view to achieving sustainability of interventions, efforts towards registration of the project-supported primary schools in the national system have also continued. As a result, out of the target 300 primary schools, 192 have submitted applications for school registration to the District Primary Education Officers (DPEO) with 5 of them having received the school registration certificates and 3 of them having a possibility of getting registration soon.

The project also enabled interaction and cooperation among different ethnic communities in CHT through provision of inter-community training, awareness sessions, workshops, exchange and monitoring visits, where such activities were not available previously. Targeted communities were able to learn new livelihood activities and business practices through interaction with other ethnic communities. These activities simultaneously exposed these communities to cultural and regional diversity. Cultural diversity festivals organized by the project also supported people from different ethnic communities to meet and carry out their own cultural performances, thereby promoting interaction, and cross-cultural understanding among these communities.

The following activities have contributed to achieving the above results under each of the result areas.

## **2.1 Outcome-1 Effective development role and functioning of CHT institutions enhanced**

Through a range of capacity building activities, the project contributed to strengthening and enhancing roles of CHT Institutions such as the Ministry of CHT Affairs (MoCHTA), Hill District Councils (HDCs), Regional Council (RC), Upazilas, Unions, Para Development Committees and the Traditional Leaders in support of grassroots and multi-community development. Each of these institutions had specific roles to play in improving the quality of lives of people in the CHT in accordance with existing laws, rules and regulations.

The CHTDF strategy on capacity-development were two-fold: (1) to improve the institutional capacity of these CHT institutions; and (2) to increase the ownership and sustainability of the CHT institutions by providing them with opportunities to deliver project activities and manage project funds for service delivery in the CHT. In this spirit, UNDP together with funding from donors supported not only for technical assistance and capacity building activities but also for managing and implementing project activities. A whole range of capacity building activities have been provided in the areas of planning and budgeting, tracking delivery and reporting with better transparency, and fair recruitment and procurement processes. The support has resulted in increased management, institutional, and technical capacity of the HDCs particularly on those subjects transferred so far to these institutions as per the CHT Peace Accord. As of today, HDCs manage community-based outreach programs in the transferred subjects such as Agriculture and Food Security, Education and Health in 20 out of 25 Upazilas of the CHT.

### **2.1.1 Output-1.1 Improved management, organizational & HR capacity of CHT institutions**

Under the project, the CHT institutions have been supported with provision of training as well as office supplies, equipment and recruitment of staff with a view to holistically supporting the improvement of the organizational and HR capacities. For example, RC and HDCs have been supported with provision of office supplies and logistics, electronic and IT equipment such as computers and printers while also being provided with financial support to recruit additional HR requirements.

On the training front, HDCs have been provided with training on planning and budgeting, tracking delivery, reporting, fair recruitment and procurement process. The enhanced capacity building not only supported the HDCs in better management of the subjects transferred to them but also made a stronger case for the transfer of the remaining subjects to the HDCs as agreed in the CHT Peace Accord. As of November 8<sup>th</sup> 2012, government functionalities of additional subjects such as Health, Agriculture, Fisheries and Livestock, and Social Welfare to the HDCs have been transferred to the HDCs.

The project support has also been extended to creating linkages among various stakeholders in the CHT for managing and achieving better results. For instance, through a number of workshops and discussions facilitated by the project, coordination and closer linkages have been agreed among the HDCs and the Local Government Institutions (LGIs) such as Union and Upazila Parishads with a view to avoiding overlaps of activities and better managing project implementation. They have also increased better coordination at the district level with transferred line departments and NGOs working in the corresponding sectors.

The project support also included the establishment of organizational structure in these institutions. The Planning & Monitoring cells established in MoCHTA and 3 HDCs under the project have been well functioning to date, while additional human resources such as the Planning Officer and Monitoring Officer in 3 HDCs and Monitoring Specialist and Planning Specialist in MoCHTA have further strengthened the capacity of these established units. Information Resource Center has also been established in the RC for providing data on different sectors, enabling communities to access information as needed. The Information Technology (IT) Units have also been established in the HDCs and have been updating websites, ensuring communication including Wireless LAN Internet connectivity, and providing IT training to staffs and local women volunteers.

Self-Institutional Capacity Assessments (ICA) completed by MoCHTA, CHT Regional Council, 3 Circle Offices and 3 HDCs with support of the project enhanced the ownership of institutions in developing their own institutional capacity development plans while they gave direct stakeholders the opportunity to participate in the assessment and made the leaders of the institutions accountable to stakeholders. Based on the assessments, the 7 institutions have also drafted organizational capacity development plans.

The project also supported preparation of the project implementation manual (PIM) for the HDCs through holding workshops and discussions. Concerned government staffs were capacitated on the project management process, and were able to ensure accountability and transparency, effective monitoring and reporting system. Implementation guideline for local NGOs activities were also developed and shared with the stakeholders. In line with the guidelines, local NGO have made good progress in implementing different activities including the adult literacy program and school feeding programs under the education interventions.

Promotion of gender equality has been mainstreamed in the capacity building of CHT institutions. The placement of local women volunteers in various partner organizations and CHT institutions have continued. For example, local women volunteers have been placed in the Gender Service Unit of the three HDCs. Training has been organized for CHT female graduates on community development approaches, which helped preparing the graduates for work placements in the CHT. 74 recent graduates and trained CHT women were placed under various organizations and institutions in CHT to assist in capacity development and program implementation and to strengthen the capacities of the institutions. The women volunteers have also participated in various events and activities including a Learning and Experience Sharing Workshop and exchange visits in Cox's Bazar district, which included visiting refugee camps. Through these exchange visits, they have learnt about various biodiversity conservation projects, grassroots level monitoring, project implementation and poverty alleviation activities.

The project provided technical support to HDCs in preparing the Gender Mainstreaming Policy based on the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and on national legislation. The policy was in line with the Bangladesh Constitution and the National Women Development Policy. It relates to mainstreaming women's participation in socio-economic development and advancing both men and women in local government institutions. Consultation workshops were organized to share and receive feedback on the gender policy.

#### **Results per indicator:**

- CHT Development Vision & Strategy was formulated by the CHTDF, published, and discussed with all relevant stakeholders.
- The project provided support to CHT institutions (RC, HDCs and traditional Circle offices) in developing Institutional Management Reform Plan through reviewing their organogram, based on which they recruited new staffs against the vacant positions and smoothly implemented the project activities.
- Technical support has been provided to the Regional Council, HDCs and Circle Offices in organizational development, revenue enhancement and development of activity plan, capacity development plan, MDG acceleration plan, monitoring and evaluation plan, and participatory budgeting and monitoring of the project activities.
- A total of 29 Operational Rules have been developed by the Regional Council and reviewed by MoCHTA. Compendium of CHT related laws have been published and disseminated.
- A total of 1,000 participants from MoCHTA, Regional Council, 3 Hill District Councils and 3 traditional circle offices received training on financial management, basic office management, project management, computer literacy, English Language, human rights, gender and leadership.
- The project capacitated 74 local fresh graduate women on community development approaches and promoted volunteerism for peace and development in the CHT. They are placed as local and national UN volunteers in various sectors with CHT institutions and local organizations and increased their participation in development activities.



Gender sensitization training was provided to key staff members of all HDCs. HDCs formulated the Gender Mainstreaming Policy based on the Convention on Elimination of All forms of Discrimination against Women (CEDAW) and national legislation.

- Planning & Monitoring cells were established in MoCHTA and 3 HDCs. The cells are well functioning both in HDCs and MoCHTA, and HDCs' capacity has been enhanced with regard to planning and implementing the monitoring activities as per established M&E System within the HDCs.

### **2.1.2. Output-1.2 Enhanced technical facilities & logistics of CHT institutions**

The project supported establishing a permanent 'Development and NGO Coordination Unit' on NGO Affairs within the HDCs for better coordination and partnering with NGOs. This has resulted in enhanced coordination and cooperation among NGOs and HDCs through introduction and implementation of new reporting system and format. As a result, over 90% of NGOs are submitting their bi-monthly reports and over 80% of the NGOs are attending NGO Coordination meetings to discuss issues and solutions in delivering services on behalf of the CHT institutions. The NGO profiles have been uploaded on the HDC website, enabling stakeholders to utilize the documents for various purposes including building linkages among NGOs themselves.

In addition, the project continued supporting all HDCs by providing funds for staff salaries and office logistics. HDCs have procured desktop computers, a printer and office supplies for program staff. Social Welfare Officer and Advocacy Officer in the RC, Implementation Officer and Finance Officer in the Circle Chief Offices, and Finance Associate and Office Assistant in the HDCs have been recruited with a view to strengthening HR capacity in respective institutions. Their recruitment resulted in a smoother operation of accounts and other activities. Program staff members were also recruited by HDCs including UN volunteers (national and international), Volunteer Services Overseas (VSO) volunteers and local volunteers engaging in providing capacity development support to key CHT institutions such as HDCs, Circle offices and local NGOs in areas such as management advice, IT, documentation and organizational development.

The project also supported HDCs in establishing Information Technology (IT) for wider dissemination of information of their activities. The Information Technology Unit (ITU) was strengthened in all the HDCs including its capacity to operate websites through Content Management System (CMS). HDC staffs and local women volunteers also received training on basic computer skills including follow up sessions, which helped them carry out their daily work more effectively.

#### **Results per indicator:**

- RC and HDCs have had internet connection in place. 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.
- ICT Development Plan was formulated and operational. A total of 142 staffs from 3 HDCs, Regional Council and local volunteers received training on IT, of which 35% were female. Follow-up sessions were conducted after the training. Through this training, HDCs, RC and local volunteers acquired computer skills, and have began utilizing in their daily activities.
- CHT institutions (MoCHTA, RC, 3 HDCs, 3 Circle Offices, Land Commission and IDP&R Taskforce,) have been equipped with essentials communication and technical equipment.
- The project provided support on the logistical requirements of key institutions like RC, HDCs, and Circle Offices.

### 2.1.3. Output 1.3 Increased levels of community outreach services and support to local development initiatives.

Throughout the project period, HDCs have successfully managed community-based outreach programs in agriculture and food security, education and health in 20 out of 25 Upazilas. A number of outreach activities have been carried out across the communities in the CHT including awareness session on safe drinking water, sanitation and kitchen waste management, information dissemination workshops on the services available in respective Unions and Upazilas, livestock vaccination and de-worming campaigns, and Farmers Field Days which promoted the improved agricultural technology for these communities. Over 187 vaccination and de-worming campaigns were organized at Union levels in collaboration with the Department of Livestock Services in three hill districts benefitting the communities with increased knowledge. In addition, a total of 37,198 animals were vaccinated and de-wormed (vaccinated: 26,034 animals and de-wormed: 11,164) and vaccines and de-worming medicines were provided to the community people for their cattle, goat and poultry birds, major of which are: Anthrax, Haemorrhagic Septicemia, Black Quarter and FMD.



**Acceleration Framework Workshop**

In order to reach communities in a more coordinated manner, the project also supported the HDCs in developing a guideline on working modalities with the Local Government Institutions (LGIs) such as Upazila Parishad and Union Parishad (UP). The guideline covers the fund allocation, fund delivery model and financial management between HDCs and the LGIs. This process strengthened the linkages between the HDC and the UPs, and enabled the transfers of funds between these institutions for undertaking small scale activities related to MDG based plan at ward/union level. For example, the project supported two types of grants to UPs; one for Annual Development Plan (ADP) and another for MDG acceleration based on the MDG localization plan while it also assisted HDCs to transfer and monitor funds in Upazila Parishads.

The project also provided training on planning & formulation of development projects proposals (DPP) for 43 participants from the RC, HDCs, and districts officials with a view to ensuring the outreach of development projects across the board. Several sets of **MDG Acceleration and MDG Mapping** training and workshops were also organized for CHT institutions with participation of the transferred line department's officials. As a result, all three districts have collected data and prepared MDG mapping to be used for selection of MDGs for acceleration process.

The project also enabled the discussions and planning on **area based development initiatives** to take shape through several workshops conducted in the respective districts with participation of local government institutions namely Upazila Parishads, Union Parishads and HDCS, and relevant government line department officials, NGOs, traditional leaders and community representatives. The result of the workshops was the development of



**Consultation workshop at Bandarban**

an Operational Manual on the Area Based Development Initiative. The Manual also included the environment considerations such as necessary tools and formats to be used to screen projects on environmental impact.

#### **Results per indicator:**

- Community people through PDC/PNDGs have been able to develop tools for their own planning and monitoring of project activities. They monitor progress of project activities and review their

plans while receiving information on community outreach services from the CHT institutions through volunteers and facilitators developed by the project at the community level.

- HDCs have successfully managed community-based outreach programs in agriculture and food security, education and health in 20 out of 25 Upazilas. The Regional Council has established an Information Resource Centre (IRC) and hired an Information Officer and managed the center properly. People from different sectors like govt. NGOs and students etc. used information from this centre. IRC was equipped with Geographical Information System.

#### **2.1.4. Output-1.4 Strengthened capacities of institutional research and policies**

The HDCs have also been supported with involvement in research and policy work. For example, with the project support, the HDCs managed 3 researchers from Department of Agricultural Extension (DAE) and Bangladesh Rice Research Institute (BARI) to carry out research on rice varieties to produce high yield in Jum field of the CHT which found that Narika yield was good and that the local varieties with improved cultural management would give better production.



**CHT Agricultural Development Strategy workshop**

The project has also assisted the CHT institutions with formulation of a CHT agricultural development strategy in line with national agricultural policies through organizing a regional consultative workshop. The process has contributed to developing an agricultural strategy peculiar to the region.

### **Outcome 2: Socio-economic opportunities enhanced throughout the CHT**

#### **2.2.1. Output-2.1 Economic opportunities for local community development increased**

As a result of the project interventions, the economic status of the target CHT people have been improved through diversification of income sources, additional employment opportunities created, and linkages facilitated between the local producers and service providers and buyers. Gender inequality has also been promoted in the process, through training provided to 1,069 women on basic entrepreneurship, micro business planning and income generating activities. As a result, women are now more vocal and more involved in their community-based economic activities. Microfinance NGOs and banks have been able to provide increased services to these community members. As a result of these interventions, average income of households increased by 20.4% within three years period (BDT 82,928 in 2011 from BDT 68,852 in 2009).

Skill development training provided to 134 youths of the three hill districts on different trades such as tailoring and dress making, automobile, mobile phone technician, motor driving increased economic and income generating opportunities for these youth. The subject of the training was carefully selected based on a survey conducted to identify some marketable skills beneficial for youth. In addition, over 20,000 Para Development Committee (PDC) members benefited from technical trainings on livestock rearing, fisheries and agriculture provided through the GoB line departments. Members of PDCs and PNDGs have been able to strengthen their linkages with the extension service providers as a result of the training. It has also enabled these members to share their learning with the rest of the community members in their monthly meetings, resulting in increased knowledge base of communities as a whole.

The project has also cultivated saving mentality among the CHT communities, resulting in establishment of a community level resource base. The community saving practice has become an integral part of PDC activities and has been regularly monitored by the PDC members. As a result of the project interventions, 93 % of the target communities have developed Savings Management Rules. 86% have been able to liaise with banks independently. The total cumulative savings by communities in all 3 districts has reached over US\$600,000 in 2012, which is a 25 per cent increase from the previous year. To facilitate better financial management in their collective financial assets, the project has also provided sound financial advice on how communities can leverage their savings for possible small scale projects, or an equitable distribution of the savings, which will benefit even the marginalized segments of the community people. Some PDCs have been empowered to support members of those in need through giving interest free loans from savings fund for emergencies purposes such as medical treatment. Also some PDCs have started providing loan to members for investing in income generating activities.

**Reforming Weaver Groups:** Support has also been extended to reforming traditional 16 Weaver Groups or 217 members and facilitating market linkages between these local producers and buyers for achieving more sustainable and viable economic development. Workshops to reform weaver groups were organized at district level to include other interested and potential weavers. Other workshops were also organized to establish business linkages between the weavers and input traders, to diversify weaving products, and to increase yarn quality. As a result, weaver group members have been empowered to actively seek economic opportunities from marketing their own products and improving product quality as well as managing businesses through opening and maintaining group savings bank accounts. All the groups have also undertaken need based initiatives such as establishing common production centers, buying necessary equipment and machineries, purchasing raw material to gear up their small business initiatives.

The project's support to weaver groups resulted in the following changes:

- 77% of the trained weaver group members diversified their product range to attract more buyers.
- 65% of the trained weaver group members applied their marketing & branding training learning.
- 72% of the trained participants applied their training learning in costing, pricing and also adding value to their product.
- 94% of the weaver groups established market linkages with buyers and among them 25% were able to establish linkages with outside buyers.

**Agro products fairs and CHT Award of Excellence:** With a view to promoting locally available agro-products, fairs on the CHT products were organized at Upazila level focusing on local products such as vegetables, seasonal fruits, honey, mushroom and other crops. The fairs involved the community people of different unions and service providers including input traders and buyers at Upazila level, helping them exchange knowledge. Most of the stalls were represented by the women members of the PDCs, who also took opportunities of selling their home made items. Upazila administration, representatives from GoB line departments and local government were also present in the fairs.

CHT Award of Excellences organized by the project helped promoting the work of CHT producers and artisans, giving incentives to producers to improve the quality of their products and to promote the brand image of the CHT. Of a total of 387 products from the three hill districts, 15 products were selected for best quality and 5 products for Awards of Excellence based on the criteria of creative innovation, the CHT heritage and marketing.



**HDC Chairman visits Agro Product Fair stall**



**Linkage Strengthened amongst Financial Service Providers & Entrepreneurs:** 26 linkage building workshops were organized with the participation of producers, PDCs, PNDGs and financial service providers throughout all 3 hill districts, enhancing community access to financial products such as loans, investments and savings accounts. As a result of these workshops, financial service providers have agreed to cooperate with producers in the process of community loan acquisition. In addition, weaver groups have opened bank accounts and been able to gain access to loans to expand their businesses. Local financial organizations have also agreed to include project beneficiaries (particularly weavers) in their micro credit program.



**Wife and husband in their own grocery shop**

### **Maheshwar Chakma Transformed His Small Tea Stall into a Grocery Store**

Maheshwar Chakma, a 43 year old farmer, lives in a remote village in Bandukbhanga Union. He was the only earning member of his 5 family member and they all lived with a small income from a tea stall in his village. He was not able to support his family and had to take loans of Tk 70,000 from different NGOs. He was not able to repay his loan installments on time.

As a member of the Para Development Committee, he participated in a three-day long training on Basic Entrepreneurship Development in 2009. As a result he became more aware and confident on initiating businesses, leading to pursue his dream to establish a shop. In 2011, his wife Bharati Chakma received the same training. Together, using the skills and knowledge they acquired from the training, they expanded the tea stall, which gradually has become a small grocery shop. Within a short time, they began to see profits out of this business. Bharati describes his success story:

“...I received training and my wife also received the training. Now we know the correct buying and selling techniques. I go to the district town to purchase goods for sale in our business. On an average our monthly sales proceeds was about Tk 150,000 from which we get a profit of Tk.16,000 to 18,000 per month. This was possible because we work together. My wife also runs the business when I am away”.

Maheshwar also set up a 20 watt solar panel which he uses to earn Tk. 50 per day by recharging mobile phones. He has almost repaid his loans and was able to cover all his family's expenses including the education expenses of his children.

Maheshwar and Bharati want to expand their shop and to make roof resistant to heavy rainfall by taking a loan. They have become more confident not only on managing finances but also on playing role in social decision making process for their community.

### **Key Results:**

- About 134 youths from the three hill districts received skill development training on different trades such as tailoring & dress making, automobile, mobile phone technician, motor driving etc. Approximately 37% trained participants have become self-employed or employed by any organization/Company.
- A survey was conducted on different technical & vocational training institutes in CHT to identify marketable skills for youth. Accordingly youth from three hill districts were trained on the identified skills.
- About 62,482 PDCs members were trained on different technical skills (Mushroom, Honey Bee Keeping, Livestock, Fisheries, Agriculture, Agro product processing & value addition, Entrepreneurship, Micro business planning) which diversified their income sources and created additional employment opportunities.

- A total of 217 weaver group members and community people were trained on different technical skills related to weaving practice and getting good price for their products through improving quality of products and diversified product development.
- About 1,069 women were trained on basic entrepreneurship, micro business planning and different income generating activities like, mushroom, honey bee keeping and are engaged in production and marketing.
- The project organized 26 linkage workshops between the producers and Micro Finance Institutes in three districts. Linkage, liaison and communication were strengthened amongst Financial Service Providers & Entrepreneur.

### 2.2.2. Output -2.2 Market access and prices for village products is improved through better marketing facilities



The market-shed constructed by CHTDF

#### **Renovation and Construction of Market Infrastructure:**

Similar to other services, access to marketing facilities has been a major challenge for the CHT communities. Poor market infrastructure facilities have affected the producer communities to get fair price for their produces. In this context, and based on the findings of the need assessment, a total of 9 market related infrastructure facilities have been constructed under the project, including market-shed, pathways, stairways, drainage system, toilet facilities in 5 markets and 4 market collection points in the three hill districts, benefitting 16,080 community people including 5,202 traders. These facilities have allowed the producers and traders to run their business even during night and the rainy season without any difficulties, resulting in increased income for local producers, and better access to goods and services for the communities /consumers. In addition, market collection points were being managed by nearby market and community leaders, thereby increasing the sense of ownership among these communities.

**Training on marketing and alternative income generation:** In addition to the construction of market related infrastructure, the project has supported improvement of market access through provision of training for 21,282 community people on marketing and alternative income generation activities. In addition, approximately 12,800 people from producer groups and PDCs have received training on group management, technical training on processing, preservation, packaging, storage, distribution and marketing techniques, thereby gaining access to market with better bargaining power.

**Value Chain Assessments and Development:** Under the project, a value chain analysis in sub-sectors such as banana, beef, and papaya, has been conducted with a view to upgrading these value-chains. The subsectors have been selected based on the assessment by the stakeholders during the LED (Local Economic Development) mission that these would have potential for business growth in CHT. Based on the finding of the value-chain analysis, interventions and activities have been selected on the basis of three criteria -1) Potential impact on poverty reduction, 2) Potential impact on growth and 3) Potential for systemic change.

As a next step toward upgrading value chains in the region, the project has facilitated the formation of the Local Economic Development Forum (LEDF) at Upazila level involving representatives from producers, consumers, traders, buyers, key local decision-making institutions and business opinion leaders. The Forum has supported the value chain upgrading initiatives through giving business advice at the Upazila and Union levels, sharing of information and best practices, addressing different constraints and challenges related to economic growth of the selected sub-sectors and providing gradually support to other local economic development issues.

### **Marketing Linkage brought a big Change in Banana Marketing by PDC Members**

Dakbhanga *para* (village) is a small village with a total population of 34 families, situated below hills and 15 minutes way from *Barkal sadar*. The community people mainly depend on Jum cultivation and are also engaged in production of ginger, turmeric, sesame & banana. Among these, banana production is most profitable.

In August 2011, 20 households from Dakbhanga *para* development committee (PDC) participated in 'Marketing extension & management training', organized by Strategic Actions Society (SAS), a Partner organization of the project. In the training community people learned to identify potential products within the community, perform cost-benefit analysis, explore value addition and assess different market information for some of their major products. As part of the training, a small committee from the PDC visited *Banorupa Bazar* of Rangamati to assess Banana and Turmeric markets and learned that the market price for Banana was comparatively higher in this market than in their local market in Barkal.

One of the local *bepari*/trader of PDC expressed, *".....earlier we hardly used to get outside market information and actual demand for Banana in advance which even sometimes resulted in great loss after taking product to the local market. We used to offer the same market price to the producer for each week without knowing the prevailing market price and demand. As a result, sometimes we had to buy at comparatively high price from the producers and selling them at lower price since we made no contact with the outside buyers before taking product in to the market. After receiving this training we are now aware of the importance of market assessment before selling product"*.

They have also established linkages with about 10 outside traders who provide them with information related to prevailing market price and demand in outside markets. General producers of the PDC and other neighboring community producers who gather their products to a collection point for selling to local *bepari*/trader are happy with the new practice which offers fair market price. Previously the marketing cost of banana per *chari* (per bunch) was Tk 50-60. Now it has reduced to Tk 45-50. Moreover producers of the community are getting more financial benefit. Community has been planning to cover fallow land and extend business. The marketing extension training introduced a big change at Dakbhanga *para*.

#### **Results per indicator:**

- A total of 9 market infrastructure facilities have been established benefiting 16,080 CHT people, including 5,202 traders who are now able to run their businesses at night or during the rainy season.
- 3 market outlet centers have been established in three local NGOs at districts level for marketing new products i.e. Mushroom, Honey, Bio-briquette and related equipments and materials.
- The project has drafted a strategy on Local Economic Development (LED) in CHT and also conducted value chain analysis of three priority sub sectors in the region- Banana, Turmeric and Pineapple involving relevant local stakeholders. Based on the recommended strategies and activities a value chain upgrading initiative is underway.

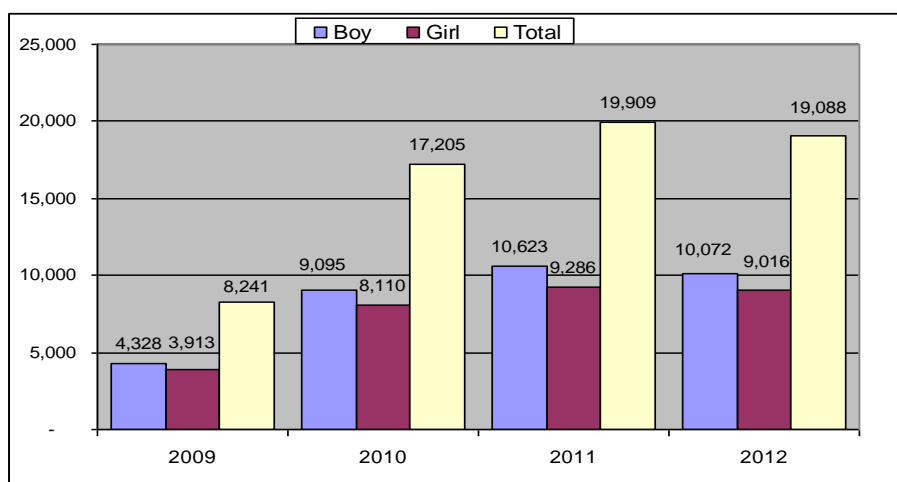
### **2.2.3. Output-2.3 CHT children's access to basic primary education improved**

The project's intervention in the education sector focused on five main components including (i) policy and advocacy, (ii) strengthening systems, (iii) Access to education, (iv) Quality education, (v) Multi language education (MLE) of culturally sensitive curricula in different local languages. The CIDA funds contributed to providing 20,000 children in remote areas of CHT with access to education through the establishment of 300 primary schools. In 132 of these schools, children have been able to access education in their mother tongue as agreed in the CHT Peace Accord. A total of 600 teachers from the local area have been trained on child-friendly teaching-learning methods, and have been deployed in the 300 project-run schools under the HDCs which helped ensure retention of these teachers and

increase quality of education as a whole. A total of 581 teachers were financially supported by the project. The project also supported the involvement of the communities in enhancing both quality of and access to education and mobilized School Management Committees (SMCs), Mother's Groups (MGs) and Parent Teacher Associations (PTAs) to ensure higher enrolment and retention levels of school aged children. As a result, a total number of school enrolment in the target schools has increased from 8,241 in 2009 to 19,088 in June 2012, and net enrolment and gross enrolment have reached 90% and 95% respectively. Similarly, the passing rate of the Primary School Certificate Examination (PSC) reached 96% with 52% of the passing students being girls where previously very little schooling facilities existed.

**Table-5: District wise students in project schools by sex (as on Jun 2012)**

District	Pre School Students (No.)			Primary School Students (No.)			All		
	Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total
Rangamati	840	738	1578	1862	1603	3465	2702	2341	5,043
Bandarban	574	542	1116	3815	3667	7482	4389	4209	8,598
Khagrachhari	627	548	1175	2354	1918	4272	2981	2466	5447
<b>Total</b>	<b>2,041</b>	<b>1,828</b>	<b>3,869</b>	<b>8,031</b>	<b>7,188</b>	<b>15,219</b>	<b>10,072</b>	<b>9,016</b>	<b>19,088</b>
<b>%</b>	<b>52.8</b>	<b>47.2</b>	<b>100</b>	<b>52.8</b>	<b>47.2</b>	<b>100</b>	<b>52.8</b>	<b>47.2</b>	<b>100</b>



**Figure 2: Year wise student enrollment in the project supported schools (2009-2012)**

The project has also ensured providing support for students of all ethnic communities in the CHT. Ethnic students comprised 84% of the total target students (where Chakma-28%, Marma-16%, Tripura-16%, Mro-12%, Tanchangya-7% and other-5%) along with students from Bengali communities (16%).

As part of the policy and advocacy work, efforts towards registration of the project-supported primary schools in the national system have continued. Of the total 300 primary schools supported by the project, 192 submitted applications for school registration to the District Primary Education Officers (DPEO) with 3 of them having a possibility of getting school registration soon. The stakeholders including HDCs, SMCs, DPEOs, and Upazila Education Officers (UEOs) have become proactive in this process, enabling them to discuss the issues further through joint monitoring visits to these schools. A series of workshops organized on school registration had helped the schools to prepare registration documents. A special letter signed by the MoCHTA Secretary along with list of project supported schools was sent to the Secretary of the Ministry of Primary and Mass Education (MoPME) for adopting special provisions for accommodating these schools in the nationalization process. Another special letter signed by the honorable state minister of MOCHTA was sent to the Ministry of Environment and Forest (MoEF) requesting for provision of no-objection certificate or lease in favor of the 44 project non-government primary school (NGPS) established in the reserved forest.



**Table-4: Project-supported teachers in schools by district (in no.)**

District	Teachers supported in 2010			Teachers supported in 2011		
	Male	Female	Total	Male	Female	Total
Bandarban	126	64	190	139	52	191
Khagrachhari	156	51	207	115	92	207
Rangamati	142	56	198	131	52	183
<b>Total</b>	<b>424</b>	<b>171</b>	<b>595</b>	<b>385</b>	<b>196</b>	<b>581</b>

**Multi Language Education (MLE):** Introduction of mother-tongue based Multi-Language Education (MLE) in 132 pre-primary schools has provided space for early childhood development for children from 11 CHT ethnic groups and for smoother transaction to primary school environment where the medium of instruction is Bangla. Pre-primary MLE materials for all ethnic communities were developed. The project has ensured the quality of MLE materials through organizing validation workshops. Introduction of mother-tongue based MLE in pre-primary level has also helped to increase school attendance rate to 94% in schools with the MLE. During 2012, student attendance rate in the target schools has been recorded as 81.9% which is above 11.7% of the national rate as of 2009 (MICS Report, 2009). Mother-tongue based supplementary MLE materials alongside the curriculum of the National Curriculum Textbook Board (NCTB) for grade 1 has already been disseminated.

**Child-centered methodology:** The unique feature of the project supported schools is the application of a child-centered methodology that encourages the participation of children and promotes an interactive learning environment. Teachers used at least one form of child-centered methodology in 65% of the project-supported schools, and teachers and students of 44% schools applied the MLE. About 67% of total 300 projects supported schools, and all the 132 MLE schools are practicing child-centered seating arrangements. The drop-out rates in the project-supported schools are significantly lower than the national average (over 10% in every grade except grade 5) of the mainstream government primary schools (GPS) as reported in School Survey Report 2007.

**Teaching Guidelines and Manual:**

Under the project, various workshops have been held in order to develop teaching guidelines and Manuals for increasing the quality of education. As a result of these workshops, “Basic Teacher Guide”, “Refresher Training Guide”, “Monitoring and Mentoring Manual” “Head Teachers Manual” and “Guidelines for starting the Adult Literacy Program and School Feeding program” have been developed by involving all stakeholders such as local government officials, teachers, Local NGO staff and head teachers.

**School Management Committees (SMCs) and Mothers Groups (MG):** The project focused on increasing community ownership in the education sector through mobilizing School Management Committees (SMC) and Mother Groups (MG). It supported these groups in formulating School Development Plans, raising community awareness and mobilizing community resources to promote access to quality education. All SMC members of 300 project schools and additional 180 government schools received training on better school management. As a result, 300 School Development Plans (SDP) have been developed and implemented by SMCs along with MGs, PTAs and parents of students. The project ensured transparency by publicly displaying the grant amount allocated to each school. Moreover, the SMCs and MGs have been empowered to initiate income generating activities and school saving practices for school development.

**Mothers Group Reduced Students Dropout**

Saheb Sardar Para is a village under Taindong union of Matiranga Upazila, where a school was established about 15 years ago. As it was not functioning properly for long time, the school was included under the project. At the beginning, the teachers and students were not regular in the school. Many students were dropping out, and the school management committee (SMC) was not functioning properly, and no participation of women was found. In this context, the project supported the reformation of a Mothers Group (MG) for increasing women participation in the school activities. The SMC and MG were provided with training on their roles and responsibilities.

The chairperson of Mother Group Ms. Rahima Begum said, "After the formation of Mothers Group, regular meetings were held but most of the members did not join. We were not clear about our roles and responsibilities, and even earlier we never heard about the Mother Group. However, after receiving training, we realized that participation in the meeting was very important. Then we started organizing monthly meetings." She continued "We discuss in the meetings about how we can continue sending our children in the school. If anybody does not send their children, then we go to the house, and discuss with them about importance of education. Previously, the attendant rate was low, but it has now increased to almost 100% due to continuous effort of our group."

The Mother Group has taken some other initiatives. They held special meetings for supporting children especially orphans to continue education in schools. Sometimes the Chairperson of Mothers Group provides necessary shelter in her house. Such initiative for education was an exception in their society. As a part of social responsibility, these have created examples to support children for their better future.

The other activities carried out under the project included formation of Education Network Forum at Upazila and district levels, organization of events under the project to promote quality of education including International Mother Language Day, Child Rights Day, International Literacy Day, and the formation and organization of regular meetings of Technical Advisory Committees in Dhaka where policy issues such as on registration of project schools, establishing schools in "villages without schools" were discussed.

#### **Monitoring of progress:**

The project also undertook the development and modification of monitoring and evaluation (M&E) formats for updating the required data collection process. A Management Information System (MIS) based on MS Access was also developed and introduced to the HDCs and local NGOs. The monthly reporting (MR) data and other quarterly monitoring data including the Child Survey and SMC-MG assessment were captured within this MIS. This system was being used by the HDCs and LINGO staff at both Upazila and district level. The annual child survey was conducted in all the catchment areas of 300 schools and computer data processing were done through developing data entry interface by the project staff and support staff of HDCs. The format used for the Child Survey was synchronized to the government primary schools format.

#### **Results per indicator:**

- Formulation Mission for Support to Basic Education in the CHT, prepared a report based on analysis and reviewed the status of primary education and relevant policies.
- Introduction of mother-tongue based Multi-Language Education (MLE) in pre-primary level has provided space for early childhood development for children from 11 CHT ethnic groups and for smoother transition to primary school environment where the medium of instruction is Bangla. A total of 337 persons were trained on child centered methodology and MLE Mother-tongue based supplementary MLE materials alongside the curriculum of the National Curriculum Textbook Board (NCTB) for grade 1 has already been disseminated and for grade 2 and 3, it is now under development with the aim to sustain the children in the national curriculum-based primary education.
- The project supported the operation of 300 community based schools in 12 Upazilas under 3 districts through HDC. Of them, SMCs constructed 120 new school buildings and renovated 276 school buildings with the project funds through HDCs. School Management Committees (SMCs) were formed /reformed according to govt. guideline and were provided with training. Mothers' Groups (MGs) have been formed and provided with support to implement School Development Plans (SDPs). In addition, the project provided capacity building training to 180 SMCs of government primary schools and enhanced their capacity on school management.
- This project was a joint initiative with HDCs. Formal Letter of Agreements (LOA) was signed with 3 HDCs to run the program. Around 50% budget of Annual Work Plan was allocated for HDC during the year 2010, 2011 & 2012.
- Directorate of Primary Education (DPE) issued a letter to all government concerned authority in the project area requesting to support and cooperate project activities. Government line department officials facilitated 1 regional and 12 Upazila level workshops to support the initiative towards school registration of project supported non government primary schools.

### 2.3.1 Outcome 3: Community Empowerment process for self reliant development

The project aimed to empower communities through strengthening communities' own knowledge base, skills, resources and assets through achieving the following outputs:

#### 2.3.1. Output - 3.1 Empowerment and enhanced capacities of local communities and organizations.

##### **Para (village) Development Committee and Para Nari (Village Women) Development Groups (PNDGs):**

The project has established and capacitated 3,257 Para Development Committees (PDC) and 1685 Para Nari Development Groups (PNDG) comprised of village members so that they can manage their own development and community affairs in a sustainable manner.

A series of training have been provided to the PDCs and PNDG members. Over 30,000 PDC members received training on project formulation and fund management. As a result, 92% of the 3,257 communities have developed their project management rules and 85% have developed fund management rules to manage the funds efficiently. Moreover, 86% of 3,257 communities increased capacity to deal with banks independently. Community people were also sensitized on water and sanitation and kitchen waste management through holding awareness sessions in the community. Gender sensitization training was also organized for PDC and PNDG members, where the participants learned about various roles of men and women have in their society and the importance of women's participation in community development activities.

Furthermore, a total of 22,030 community people (14,713 PDC and 7,317 PNDG representatives) have received technical trainings from the GoB line departments on livestock rearing, fisheries and agriculture. As a result of such support, PDCs and PNDGs have been able to strengthen their linkage among extension service providers and to share their learning in above areas in monthly meetings of PDCs and PNDGs, resulting in increased knowledge base of communities as a whole.

Following the training, the community grants have been provided to the PDCs to undertake community-based development activities, resulting in enhanced capacities of communities to manage their own development projects and availing technical services from line departments. A total of 1,882 communities have received Quick Impact Funds (QIF) during the project. Timely disbursement of QIF to community people helped implementation of social and economic development activities with better results. In order to monitor the fund disbursements, the project also ensured



that the project management tool was in place by using the electronic information system for the QIF.

**Technical training on livestock & fisheries**

As a result of these interventions, the communities have become capable to conduct regular meetings and write meeting notes, deal with the banks and manage their organizational savings. PDCs have held 35,806 meetings during the project period (with male 59 per cent, female 41 per cent) while PNDG held 17,339 meetings.

The project has also cultivated saving mentality among the CHT communities, resulting in establishment of a community level resource base. The community saving practice is an integral part of PDC activities and has been regularly monitored by the PDC members. 93 per cent of the target communities have developed Savings Management Rules. The total cumulative savings by communities in all 3 districts, as a result, has reached over US\$600,000, which is a 25 per cent increase from previous year.



**Financial management and bookkeeping training**

In addition, the PDCs have been empowered to play a larger role in their communities. In 2011, members from 44 per cent of PDCs participated in the Union Parishad elections and have successfully been elected.

Support to PDCs have also included provision of community assets such as livestock, CNG /auto rickshaw / Jeep / Chendergari, fishing boat/ boat, nursery / fruit garden, fishing nets, cultivable land, power tiller/paddy thresher machine, rice mill/ rice husking machine, small shop, solar panel, rice bank /storehouse etc resulting in an increase of assets among 87% of targeted communities. The support has contributed to the attainment of sustainable livelihood practices by the community people, as they have been generating income through utilizing these effectively.

With a view to capacitating local NGOs, the project hired NGOs in 20 Upazilas to implement community development activities (mobilization, planning, training, awareness raising, linkage building, coordination, follow-up, monitoring, technical assistance to community based organizations and Union Parishads, etc) and to build the capacities of PDCs and PNDGs in turn. The NGOs have provided support to over 3,200 communities, mobilizing support from 98 Union Facilitation Committees (UnFCs), 20 Upazila Advisory Committees (UzACs) and 20 Upazila Support Teams (UzSTs).

As part of the quality assurance, the project conducted performance evaluations of these NGOs which assessed the efficiency of the NGOs in managing and implementing the community empowerment and economic development activities in the respective Upazilas. The assessment helped highlighting strengths and areas for further improvement.

The project also trained CHT Women as Peacemakers in 2010 aiming at mainstreaming the ideas and needs of women of the CHT in development and peace building processes. 22 CHT women leaders who have been trained as Women Peacemakers under the project have now been playing mediators role in resolving social disputes in their respective communities, contributing to the confidence building of the communities.



**Peace Building and Conflict Transformation training**

**Best Practices:** The project emphasized the value of shared knowledge, experiences and best practices amongst between various stakeholders. To this end, information dissemination workshops at union level at which different GoB line departments were organized to explain the services available to communities. These workshops created a solid platform for recipients and service providers to interact and explore problems and solutions in a collaborative manner. The project also organized exchange visits within the CHT involving multiple stakeholders. The exchange visit participants included community members, local leaders (Headman, Karbaries and UnFC members), government line department staff, PNGO staff. The teams visited various Upazilas and Districts, gaining understanding of plans and outcomes produced by other communities and promoting interaction among different ethnic communities.

#### **Results per indicator:**

- A total of 3,258 PDCs were formed and implemented small scale projects for their own development.
- 1,882 communities have received Quick Impact Funds.
- 607 Women Managed Projects were implemented for their development.
- Electronic information system for Quick Impact Fund (QIF) project management was in place and operational.
- Over 30,000 PDC members received training on project formulation and fund management. As a result, 92% of 3,258 communities developed their project management rules and 85% developed fund management rules to manage the funds efficiently and 86% of 3,258 communities increased capacity to deal with banks independently.
- 22,030 community people (14,713 PDC and 7,317 PNDG representatives) received training from the Government line departments on agriculture/horticulture, fisheries and livestock.



- 13 partner NGOs covering 20 Upazilas in CHT were provided with capacity development training on community empowerment guideline, PDC formation, participatory planning, monitoring and reporting, participatory appraisals etc resulting in increased technical capacities of the partners.
- 20 Upazila Support Teams (UzST) and 94 Union Facilitation Committees (UnFC) were formed and have been operational.
- Women of all ethnic communities were represented in the PDC Executive body and participated in planning and decision-making process. They attended regular monthly PDC meetings. 1,685 PNDGs were established where women managed their own projects and regularly contributed to planning and decision making for both PNDG and PDC activities. A total of 342 women were elected in UP Election 2011 and of them, 239 women were the representatives of the project-supported community organizations and played active role in taking proper decision at the Union Parishad.

### 2.3.2. Output - 3.2 Increased self-reliant development capacity of local communities

The community interventions such as provision of training and mobilization process have resulted in the formulation of development plans / rules / guidelines by these community members themselves, including Para Development Plans, a Fund Management Guideline, General Ledger, Project Management Rules, Meeting Management Rules, Savings Management Rules etc. To date, these rules and guidelines have been followed by the community members with support from Community Facilitators (CFs) who assist the PDCs and PNDGs to manage community issues. In addition, more than 3,000 communities have developed resource maps, thereby providing information data base on development resources available within the communities to be utilized. HDCs have also developed Citizen Chartered focusing on the services available at the HDCs for the community people while they plan to develop resource map under their own capacity development plans.

Various activities on sensitizing gender have also been organized and resulted in some tangible outcome. A series of training organized for the Chittagong Hill Tracts Women Organizations Network (CHTWON), a network of women organizations that carries out initiatives towards advocacy on women's rights and elimination of discrimination against women in the CHT have resulted in them taking a lead role in organizing advocacy events on elimination of discriminatory laws in CHT and Policy Dialogue on CHT Women's Inheritance Rights. Their training included subjects such as proposal writing, annual work planning, and empowerment for female NGO workers, advocacy management, and stopping violence against women and children, girls in particular. Moreover, advocacy workshops on Property Endowment for CHT Women were organized for the CHTWON to promote awareness among major decision makers of CHT on equal inheritance rights and to encourage leaders to set an example and practice property endowment for women.



**Headmen and karbaries in workshop**

The project developed a guideline for small grants on gender and provided grants to different women organizations to promote gender equality. The CHTWON was one of the organizations which received grants, taking a lead role in organizing several advocacy events as described above, thereby contributing to increasing the recognition of women, particularly in rural areas. In addition, through initiatives such as exposure visits, members of CHTWON became more committed to advocacy, especially for the women in hard to reach areas inhabited by the smallest ethnic communities. With the project support, the CHTWON also organized a study tour to Nepal to share experiences on NGO networking in the field of gender and women's rights and strengthen linkages between development and gender activists in Nepal and the CHT. Based on these experiences, the network has managed to strengthen the capacity of comparatively weak and smaller organizations under its umbrella.

As part of advocacy on the women friendly social arbitration system, consultative workshops organized with Headmen on understanding the current practice of social arbitration process by traditional leaders in the CHT in three hill districts provided platforms for identifying the discriminatory practices which are hindering the process of social justice for women. A total of 125 Headmen attended the three workshops including 3 women Headmen and 4 women Karbaries with close engagement of the CHTWON with the aim to lobby the circle chief offices to introduce a written guideline on social arbitration and court procedure.

It was revealed in the workshops that participation of women in the social arbitration process was, to some extent, accepted in society which constitutes progress as in the past there had been no participation of women at all in the arbitration process. Participants also stated that this changing trend was particularly due to the increase in awareness of gender issues in the community and as a result of the introduction of PDC and women groups (PNDGs) formed through the project. Moreover, observations indicate that traditional leaders have begun to appreciate the importance of women's participation in social arbitration processes. Most of the headmen and karbaries admitted that the current social arbitration process needs to be upgraded to reflect modern social changes.

Apart from the above, a range of disaster risk mitigation and preparedness training have also been organized for communities with a view to increasing the self-reliance during the disaster situations. The results are provided below.



#### Results per indicator:

- A total of 3,258 PDCs were supported to formulate Para Development Plans and implemented small scale development projects as per the plan. 84% of 3,258 communities increased capacities to plan, implement and monitor their own development activities in a more systematic way.
- More than 3,000 communities developed own resource maps. HDCs developed Citizen Chartered focusing on services available at the HDCs for the community people and have planned to develop resource map soon under their own capacity development plan.
- A total of 675 community people including 310 women and members of the Disaster Management Committee (DMC) were trained on identifying the local level potential resources in reducing earthquake vulnerabilities through organizing 27 contingency planning workshops at ward level in three municipalities of three hill districts. Four committees on i) search & rescue, ii) first aid support, iii) shelter management and iv) relief management were formed at ward level with their roles and responsibilities in case of emergency.
- A total of 220 municipalities' registered masons were trained and enhanced their knowledge and skill on the earthquake-resistant construction technology and rules and regulations about Bangladesh National Building Code (BNBC) through 13 training organized to promote safe building construction methods.
- 196 private builders in three municipalities participated in training and oriented on safe construction and government legislations that regulate the quality of building materials and safe construction practices.
- 160 Municipality Work Assistant/ supervisor who were engaged in day-to-day supervision of the construction activities of different infrastructure i.e school, public buildings, government office buildings etc were oriented and skilled in better quality control of public/private construction works.
- 31 Civil Engineers were trained on application of the computer aided structure analysis software. The participants have acquired technical knowledge on the use of software in checking building design submitted for municipality approval.
- 303 urban volunteers including 152 female were trained and developed their knowledge on earthquake preparedness, first aid, and search and rescue operations.

- 125 religious leaders were trained on earthquake preparedness and risk reduction option. These religious leaders work as agents to create awareness of the community people on earthquake preparedness and risk reduction.
- 17,000 sets of leaflets, 25,000 sets of posters were produced and disseminated/distributed among institutions, community people and school children for awareness and message on school evacuation plans, school drill and school safety tips.
- 12 billboards were placed in the strategic location of three hill municipalities carried message of earthquake vulnerabilities in CHT and kind of preparedness they can undertake even at family level.
- About 36,000 community people participated on awareness development training session and aware on earthquake preparedness in each ward of three hill municipalities.
- 30 Schools Mock Drill organized for teachers and students and participants adopted with necessary measure before, during and after an earthquake for their safety.
- Earthquake Simulation organized in each of three hill municipalities where 2,000 students and community members participated and developed their knowledge on earthquake preparedness, rescue operation and first aid activities.

## **2.4. Outcome 4: Improved relationships among CHT communities, institutions and Government of Bangladesh**

With a view to facilitating confidence building and solving long-standing problems in the CHT for sustainable peace and development, the initiatives in this result area included those activities to encourage harmonious co-existence of different ethnicities and to build the confidence of the CHT people to improve the socio-economic condition of the region as a whole. With this view, the project promoted and facilitated dialogues, organized exposure visits, and engaged in advocacy work on the implementation of the CHT Peace Accord including mix-policing in the CHT, provision of logistic and technical support to organizations such as the Internally Displaced persons (IDP) Task Force and the Land Commission.

Particularly, the mixing policing efforts has shown results as 100 ethnic police personnel of CHT origin that were previously deployed outside of the CHT were transferred back in all 25 police stations of the CHT as per the Peace Accord. In addition, in 2012, 5 functions under the department of Health, Agriculture, Fisheries, Livestock and Social Welfare have been handed over to the CHT Hill District Councils (HDCs) based on the prior transfer of the said subjects. Moreover, the government made a decision to amend the CHT Land Dispute Resolution Commission Act 2001 in line with the Peace Accord to resolve land disputes in the CHT, resulting in finalization of the draft amendment by the inter-ministerial meeting chaired by the law minister and its placement in the next Parliament session. The amendment reflected the consensus reached on 13 core points of the land disputes resolution among the key stakeholders.

Several high level policy dialogues organized by the project with the Ministry of Chittagong Hill Tracts Affairs (MoCHTA), Ministry of Home Affairs (MoHA), Police Head Quarter resulted in building a consensus on mix-policing in CHT, and advancement on land commission amendment. The project also helped opening up the mezzanine channels to expedite inter-ministerial coordination and a transfer of the additional functionalities of the subjects to the HDCs. The result is evident in that the MoCHTA has been convening inter-ministerial meetings among 19 relevant ministries on transferring agreed subjects as per the Accord.

### **2.4.1 Output - 4.1 Exchange of information and experience sharing among the relevant organizations and communities through dialogues, study tours and exchange visits.**

A number of dialogues, exposure visits, study tours, workshops have been organized to promote cross-cultural understanding among different ethnic communities and promote the implementation of the CHT Peace Accord. A high-level exposure visit to the CHT for MoCHTA was organized where

they discussed CHT-related issues to be included in the national Five Year Plan. The subsequent workshop organized shared issues with the Government Planning Commission, to be used in preparing the next national Five Year Plan. The MoCHTA involved all relevant stakeholders from the CHT (HDCs, RCs, Circle Chiefs and NGOs), government line agencies, the Parliamentary Standing Committee and the Planning Commission. This was the first time that an event brought all of the key CHT stakeholders together, including more than 200 participants from the three hill districts, with a view to developing a plan for the region. In addition, three Technical Advisory Committees (TAC) visits in Health, Education and Agriculture sectors were held in the CHT. A joint team including the International Center for Integrated Mountain Development (ICIMOD) also visited the project interventions in Rangamati and Bandarban accompanied by MoCHTA. They shared experiences of best practices in other mountainous country contexts.

District Primary Education Officer (DPEO) and Upazila Education Officer (UEO) held regular monitoring visits jointly and shared key education issues with different education actors including the national registration of the project-supported schools. The government officials felt to be more attached to the non-government primary school (NGPS) under the project and became more supportive to different initiatives including school registration. As a result, 192 schools have submitted applications to DPEO for registration, and a good number of schools have been submitted to Directorate of Primary Education (DPE) for getting recommendation for primary permission and establishment of school as the first step towards registration.

11 International study tours have also been organized with 19% women participants with a view to sharing understanding on various issues including an India visit for government officials and elected representatives on land management practices in decentralized service delivery system, an Italy visit for the CHT policymakers on regional autonomous governance structure and fiscal system, and a Malaysia and Indonesia visit for CHT policy makers and senior government officials on land management and community reconciliation processes. GoB policy makers and CHT leaders also visited Australia and New Zealand where they saw how the governments implemented legal safeguards protecting the rights of minority groups and various affirmative actions undertaken by these governments.

Exchange visits have been conducted across communities of the CHT with the participation of the GoB officers and community people. These visits provided a strong base for the stakeholders and GoB service providers to gain idea on community activities. These activities simultaneously exposed these communities to cultural and regional diversity, which has led to greater understanding and linkages between these communities.



**Participants in exchange visit within CHT**

**Results per Indicator:**

- A total of 11 international study tours were conducted, of which women participants were 19%.
- During Mar'08-June'12, a total of 159 exchange visits were organized where 2,263 people participated, of which 38% were women and exchanged information and shared experiences with each other.
- Interactions increased among the political leaders, Indigenous peoples and the government officials to exchange views and resolve the CHT issues through organizing workshop, training, capacity assessment etc. In addition, the level of understanding between communities and institutions has been increased. As a result, community people received services from the transferred line departments especially the department of Livestock, Agriculture, Fisheries, Health and Education.



## 2.4.2. Output - 4.2 Peace and Confidence building activities implemented

Through dialogues promoted under the project, interactions increased among the political leaders, Indigenous peoples and the government officials to exchange views and resolve the CHT issues. The level of understanding amongst communities and institutions had increased, and community people received better services from the transferred line departments such as the department of Livestock, Agriculture, Fisheries, Health and Education.

**Policy Dialogues on CHT Development:** The project advocated development assistance and the formulation and implementation of better policies and programs for CHT. It led inter-agency discussions, field visits by the Government and donor representatives, and follow-up activities of policy implementation. Policy dialogues were held to promote the implantation of the Peace Accord involving other government and non-government institutions including on policy dialogues on CHT Accord, and Development and Amendment of Constitution by the CHT Regional Council (CHT RC) in collaboration with the civil society organizations of three hill districts. All these emphasized on implementation of the Peace Accord and decentralized development in the CHT.

**Cultural Diversity Festivals:** Cultural diversity festivals were organized with the participation of artists (Indigenous and Bengali) from 27 ethnic groups from CHT and plain land, promoting greater understanding on the CHT Peace Accord and on cultural diversity in Bangladesh. These events are the major CHT related events. Prime Minister (PM) publicly committed to full implementation of the CHT Accord and provided a platform for national dialogue on CHT issues. The PM also diffused tensions caused by the Ministry of Foreign Affairs' controversial statement that there are no indigenous peoples in Bangladesh. The PM assigned her Special Advisor to visit CHT and meet with RC Chair, Mr. Larma for Accord dialogue. The Accord Implementation Committee agreed upon the amendment of the Land Dispute Settlement Commission Act and temporary suspension of the Land Commission. Such festivals had extensive media coverage and were attended by distinguished national and international representatives. It provided a platform for national dialogue on CHT issues as well. The participation of key government and local leaders at the festival contributed to creating a more conducive environment at the national level to engage in resolving the long-standing issues faced by ethnic minorities in the CHT.

**Multidisciplinary idea exchange:** The MoCHTA and the International Centre for Integrated Mountain Development (ICIMOD) co-hosted a day-long seminar on sustainable development in the CHT and way forward in cooperation with UNDP and ILO. It provided the opportunity for a multidisciplinary exchange of ideas on the future prospects and strategies for sustainable development, including sustainable management of natural resources and watershed development in the CHT. It was opined that the CHT has good prospects for livelihood improvements and contributing to national growth though it was facing some unique challenges. The government along with other CHT institutions needs to be in the driving seat for any attempt to address the challenges of sustainable development.

**Capacity Building Needs Assessment for Ethnic Minority:** The project organized workshops with selected ethnic minority groups to understand the major capacity-building constraints and concerns of the small ethnic minorities in the region and to closely assess the capacity-building needs from targeted participants in terms of their development. The representatives of diverse range of participants from Chak, Khayang, Mro, Bawm, Lushai and Tanchangya ethnic groups attended these workshops.

The project took initiatives for connecting girls and inspiring their future recognizing that every International Women's Day event will includes girls in some way. With the support from the project, the CHTWON organized girls' football matches in district levels where a good number of girls participated in various sports like football, cricket, volleyball, karate, judo, etc. at both regional and national levels. This increased interaction amongst girls of various communities in CHT.



Girls football match in Rangamati

The project supported the Bangladesh Indigenous People's Forum (BIPF) to mark the Indigenous Peoples Days.

Events included solidarity football matches, which helped the communities to demonstrate respect for cultural differences and celebration of cultural diversity.

The project extended support for celebration of traditional Jum tax collection festivals commonly known as Rajpunnyah in CHT. This unique festival became an integral part of the CHT culture and heritage, and it includes events such as the inaugural ceremony of the tax collection, fair cultural program, etc. These traditional events have a significant role to play in building the social cohesion, confidence and trust among the different ethnic groups in the CHT and in building peace and stability in CHT as well. These events were graced by the Honorable State Minister of MoCHTA, traditional leaders such as Headman & Karbari, local leaders, local government representative, government and non-government officials, UNDP representative and other UN officials, journalist, local people, the tourists, etc. The participants have given stress on implementation of the CHT Peace Accord.

The Jum Aesthetics Council was supported in order to assist in the celebration of the Boi-Sa-Bi festivals. These are the largest cultural events in the CHT, and attract visitors from all three Hill Districts and other parts of the country. Small grants were also provided to assist local NGOs with promotion and awareness-raising related to the international celebration of the International Day of the World's Indigenous People.

**Case Management Function of Land Commission:** To develop the capacity of government institutions in implementation of the Peace Accord, the project provided logistical support for the Land Commission which is responsible for evaluating and resolving cases filed by individuals pertaining to land ownership disputes. The logistical assistance improved the efficiency of the Commission in processing and resolving filed cases.

**Mix-policing in the CHT:** The mix-policing efforts of the project has shown results with several policy dialogues organized among MoCHTA (Secretary, Joint Secretary, and Deputy Secretary), MoHA (Joint Secretary, Deputy Secretary), and Police Headquarter. Approximately 150 ethnic police of CHT origin have been transferred to CHT in late 2012 from other areas of Bangladesh as a result of the intense engagement of the project, thereby contributing to the confidence building of CHT local communities. Policy engagement strategies developed under the project were shared with different stakeholders including Prime Minister's Office (PMO), RC and MoCHTA. These events have helped building consensus on mix-policing.

**Assisting Headsmen:** The project also supported several headsmen's conferences in CHT bringing together key government offices including the Ministry of Finance, Prime Minister's Office and other relevant ministries and stakeholders to resolve outstanding impediments of headmen and Karbari in exercising local governance roles. As a result, the honorarium of the headmen and karbari has been increased to carry out their functions more effectively.

**IDP&R Taskforce:** The project provided logistic and technical support to the IDP&R Taskforce. Rules of business were approved and staffs were recruited

**Public representative role in implementing CHT Peace Accord:** A series of workshop on the role of public representative in implementing CHT Peace Accord and Development were organized with the project support. The people representative from Union Parishad and Upazila Parishad became aware of their roles and emphasized on the CHTRC Act and HDC Act. They highlighted socio-economic situation, scenario of education and health, so-called rubber plantation, land graving by the outsiders, etc. They also raised the issue of Rohingya Refugees with due importance along with other local problems and prospects. It served as the best forum for sharing opinions, and they suggested organizing such workshops at the village and union levels. Workshops were also held in the three hill districts levels, where communities' understanding of the CHT Accord was strengthened and determined the strategies required to improve the quality of life of the CHT people.

**Grants for Peace and Development Activities:** Grant support was awarded to local organizations in the CHT to facilitate the observation of various National Days, seminars, workshops, rallies and cultural programs. These raised awareness on National and CHT issues and to promote harmonious co-existence of all ethnicities in the CHT.

**Development of Advocacy Strategy:** The project supported the Regional Council (RC) to develop a strong advocacy strategy, and to develop their capacity to make their voice heard, and extended support for advocacy events. MoCHTA was also supported in a range of ways (e.g. major advocacy events as further outlined below and inter-ministerial dialogue). MoCHTA and RC agreed to work closely to develop an Advocacy Strategy. CHTDF supported each institution in policy analysis and advocating for their position to create a healthy dialogue on implementing the CHT Peace Accord.

**Results per indicator:**

- Five National Cultural Diversity Festivals were organized, which promoted to grow confidence of more than 1,600 artists of Ethnic and Bengali communities from the CHT and Plain land in Bangladesh. Through the events, the project supported establishing linkages for the prominent artists to perform at the national level, resulting in 120 of them successfully performing in the inauguration ceremony of World Cup Cricket-2011 held in Bangladesh.
- The project has established market linkages between the CHT Producer/Weaver Groups and national level buyers. The weavers groups have already received several delivery orders of CHT products resulting in increased income and employment opportunities for these women.
- Intangible cultural heritage on CHT Indigenous music was collected and made available for the larger public.
- The project organized girls' football match in Rangamati resulting increased interaction girls of various communities in CHT.
- The CHTDF discussed the issue on holding HDCs and Regional Council elections with government and different institutions and stakeholders in CHT. It was decided to hire a Civil Society Organization (CSO) for conducting multi-level dialogue and achieving consensus on elections was in process.
- Logistic and technical supports were provided to the CHT land Dispute & Resolution Commission to activate the Land Commission. In addition, as a result of the advocacy work, the government made a decision to amend the CHT Land Dispute Resolution Commission Act 2001 in line with the Peace Accord to resolve land disputes in the CHT, resulting in finalization of the draft amendment by the inter-ministerial meeting chaired by the law minister and its placement in the next Parliament session. The amendment reflected the consensus reached on 13 core points of the land disputes resolution among the key stakeholders.
- A total of 342 women elected in UP Election 2011 and of them 239 women are representatives of the CHTDF supported community organizations. This demonstrates the high impact of the CHTDF supported services on women's political empowerment. Implementation of 1,573 agricultural development projects (ADP), 50% of this ADP grants were allocated and managed by women, which helped to increase women's access to agro-based productive activities.
- CHT Best Practices were documented and shared with community people and relevant stakeholders across the CHT. In addition Baseline survey on CHT socio-economic issues have been conducted and distributed to the relevant institutions and persons.
- Mixed policing got momentum through consecutive police dialogues between Police, MoCHTA and UNDP. 150 IP police from different ethnic communities were transferred to CHT from other areas of Bangladesh. Further 100 IP police will be transferred in CHT after 6 months, if it is received positive response. This initiative will enhance confidence of ethnic people to come at the police station for support from the law enforcement agencies.
- Cooperation between police and UN agencies working in CHT increased through regular meeting, sharing information and officially informed to them for police escort of UN Staffs during field movement in the CHT.

## 2.5. Outcome 5: Technical services and donor coordination are effectively organized

The project aimed to coordinate donors and facilitate technical inputs effectively in the CHT region by achieving the following outputs:

### 2.5.1. Output - 5.1 Field presence, technical network and support improved to ensure quality of services to CHT local communities and organizations.

More than 90% of foreseen staffs were recruited and were operational of which 24% were women in CHTDF offices. Safety Management Unit (SMU) was fully operational with staffs located in all three districts. About 85% of concerned staffs received function specific need based technical development training such as training on PDC formation, Project formulation and development of Para Development Plan, Organizational Development, Financial Management, M&E and Report Writing, Community Based M&E system, Institutional Capacity Assessment, MDG Mapping, Capacity Development Plan, Planning & Formulation of Development Projects Proposal, Basic Entrepreneurship Development, Agro product processing and Value Addition, Marketing Extension and Management etc.

Local, national and international organizations provided technical support to both communities and CHT institutions among which about 6 NGOs extended support to the health cluster, 4 NGOs to the education including one International NGO (Save the Children UK) and 13 NGOs to community empowerment program.

**Monitoring Visit to Support Community:** Joint monitoring visits were conducted at different levels by the communities and others stakeholders. The PDCs played key role in overseeing different activities at community level starting from beneficiary selection to implementation. Similarly, Union Facilitation Committees (UnFC) members and UzAC-UzST conducted periodic monitoring visits to see the progress of activities and provided necessary guidance/advice to the communities. Moreover, GoB line departments, NGO staffs and CHTDF staffs visited fields and provided necessary support as needed.

**Technical Advisory Committees (TACs):** Technical Advisory Committee (TAC) on various sectors have been held to resolve outstanding issues in the respective sectors. For example, TAC agriculture held meetings by representatives from MoCHTA, Ministry of Agriculture, Ministry of Fisheries and Livestock, DG Offices (Agriculture, Livestock, and Fisheries), the CHT RC and HDCs. The TAC on supporting local development in the CHT held meetings by representatives of the Joint Secretary of MoCHTA, LGD (Local Government Division), European Union, planning commission, HDCs and CHTDF. They took the decisions viz: raising issue on transfer of responsibilities from the project specific committees to regular government development coordination committees, appropriate actions in consultation with the LG division of MLGRD&C, LGD of MLGRD&C for issuing circular on inclusion of traditional leaders in CHT development coordination committees, support MOCHTA to bring CHT Union Parishads (UP) and Upazila Parishads (UZP) under CHT decentralized governance framework (MoCHTA, RC and HDCs).

#### Results per indicator:

- More than 90% of foreseen staffs were recruited and all were operational.
- About 85% of concerned staffs received function specific need based technical development training such as training on PDC formation, Project formulation and development of Para Development Plan, Organizational Development, Financial Management, M&E and Report Writing, Community Based M&E system, Institutional Capacity Assessment, MDG Mapping, Capacity Development Plan, Planning & Formulation of Development Projects Proposal, Basic Entrepreneurship Development, Agro product processing and Value Addition, Marketing Extension and Management etc.
- More than 24% staffs (48 out of total 203 staffs) were women in the CHTDF offices.

- Safety Management Unit (SMU) was in place in Rangamati office with staffs located in Bandarban and Khagrachhari, and SMU was fully operational.
- Local, national and international organizations are provided technical support to both communities and CHT institutions among which about 6 NGOs extended support to health cluster, 4 NGOs to education including one International NGO (Save the Children UK) and 13 NGOs to community empowerment program.

## **2.5.2. Output- 5.2 Continued coordination and facilitation of donor support and activities in the region.**

### **Coordination strengthened**

CHTDF provided support to the regular government monthly coordination meetings at union, Upazila and district level through HDCs, and the employment of union, Upazila development facilitators and district development officers. Financial support was extended for development coordination meetings and salaries/logistics for Union and Upazila officers. CHTDF planned to support the functioning of the Union development coordination meeting as envisaged established by Government.

Coordination and cooperation were strengthened between the RC and CHTDF. RC Chairman and Councils members, Director of CHTDF, Chief of Implementation and all cluster leaders of CHTDF held meetings frequently. These provided technical support for capacity building, advocacy strategy development and implementation of advocacy activities at CHT and national level.

### **Local Consultative Group (LCG) Subgroup**

Local Consultative Group (LCG) subgroup meetings were held by representatives from UNDP, MoCHTA, EU (including ECHO), Embassy of Denmark, Embassy of Norway, ILO, WHO, JICA and others. LCG was part of a larger structure of donor coordination in Bangladesh where there was a Plenary and 18 different Working Groups of which CHT is one of them. LCG promoted dialogue between the Government of Bangladesh and donors for more coordination and to chart progress of the 18 LCGs that feed into the development results framework. UNDP presented several options for development partners on sector program support. It initiated to discuss how sector programs can be compliant with Peace Accord Implementation.

### **Results per indicator**

- Donor coordination took place formally through the Local Consultative Sub-Group on CHT. This group met on adhoc basis to raise issues, disseminate information, respond to emerging needs and coordinate advocacy interventions.
- CHTDF shared updated project status with donors through sharing reports, organizing meeting and project areas visit in CHT.
- The project organized several high level missions to CHT to donors' representatives to experience CHT situations, meet with local government officials, elected members and visit project beneficiaries. High Commissioner of Canadian to Bangladesh, CIDA representatives, European Union Ambassador and representatives, UNDP Country Director and UN Resident Coordinator visited the project areas. These visits made an opportunity for the community people and representatives of CHT institutions to share their experiences and issues with the missions and donor representatives.
- Meeting minutes were documented and disseminated to relevant donors and other stakeholders on a regular basis.

### **III. Cross Cutting Issues**

#### **Gender Equity**

The project mainstreamed gender and promoted women's leadership through meaningful participation in various political and development initiatives. For example, HDCs took the lead role in making the Gender Mainstreaming Policy. By way of further demonstration, female participation in administrative training sessions provided by the government exceeded 75%, and 55% of trainees of the income generating training were women. Moreover, the project underwent formation of 1,685 PNDGs, and provision of gender sensitization training among 2,031 (Male-1051, Female-980) community people. 1,685 PNDGs are managing and implementing small income generating projects currently. 90% of Para/Village Nari/Women Development Groups (PNDG) have project management rules to manage their projects in a more systematic and transparent way. 66% of PNDGs conduct meetings without external support and make decisions alone.

The interventions have also contributed to women's political empowerment and their sustainable engagement in the political sphere. A total of 342 women were elected in the Election 2011 of the Union Parishad in CHT and of them, 239 women were the representatives of the project-supported community organizations (PDCs). These women have been actively contributing to decision making processes of the Unions.

Moreover, the CHT Women Organizations Network (CHTWON) established and supported by the CHTDF has already been taking 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 has also been empowered to strengthen the capacity of comparatively weak and smaller organizations in CHT under its umbrella.

#### **Environment**

The project was guided by environmentally-friendly and disaster-risk-sensitive considerations. For example, the project included activities for promoting environmentally-friendly livelihood practices, such as the awareness sessions on kitchen waste management in addition to activities for raising awareness among its beneficiary communities on the importance of disaster risk management and preparedness.

In addition, under the project, an Environmental Impact Assessment was conducted, which stated that the project activities made positive contributions to the environment, including the decrease in bacteriological contamination of surface water due to the construction of sanitary latrines; the decreased usage of synthetic fertilizer by the use of cow dung; and the decreased demand on surface waters by building water tube wells.

## **IV. Monitoring and Evaluation**

The project developed and implemented result-based M&E system and administered different tools for monitoring at the field level. Project staffs routinely collected data using data collection tools. The data were stored centrally in a project database system. All the staffs of HDCs and PNGOs/LNGOs were trained on M&E.

In 2010, the Planning, Monitoring and Reporting (PMR) unit was strengthened to include dedicated planning, monitoring, data management, reporting and financial staff. PMR Unit developed business process for monitoring, evaluation and reporting including project M&E and results framework. Existing data collection tools and guidelines for capturing results were revised and employed in the field. The project also introduced indicator tracking system.

At district level, CHTDF organized monthly progress review meeting with all partner NGOs and HDCs. These meetings played an important role in smooth implementation of the project activities. At regional/cluster level, the planned activities and achievements were shared and reviewed in the cluster coordination meeting. The clusters monitored the field activities and achievements through regular field visits made by different cluster members.

## **V. Challenges and Lessons Learnt**

### **1. Local governance and institutional capacity development**

The coordination between government institutions, Union and Upazila Parishad, HDCs and RC remained a challenge. The working modality between HDCs, Union and Upazila Parishads was not covered by government guidelines. For this, review of government rules was required in order to decide on modalities for future development interventions. Moreover, reporting requirements and complex government procedures have also delayed some planned activities under the agreement with the HDCs.

Despite the difficulties, the project support to the RC and the HDCs to develop local development strategies improved local accountability and ownership of development in the CHT. Utilization of government committees (District, Upazila and Union) and governance structures established by the project (UnFc, UzAC, PDCs) for participatory local development planning, budget setting and results monitoring strengthened capacity building initiatives.

### **2. Community empowerment**

Proper record keeping was a challenging task for the PDC members who were often illiterate. In addition, due to seasonal workload and Jum harvest, in some cases, attendance ratio of PDCs/PNDGs was low in meetings and awareness sessions. In such instances, regular monitoring visits to community and provision of appropriate guidance played a key role in supporting grassroots level activities, while regular monitoring visits in some Upazilas of Rangamati and Khagrachari had to be limited due to security reasons. Monitoring by members of UzAC, UzST and UnFC encouraged community members to move forward with implementation of activities.

Ensuring technical support by GoB line departments particularly in the remote areas remained also a challenge. Against this backdrop, agro-product fairs were successful events to strengthen collaboration among Upazila administration, local government bodies, GoB line departments and community people, providing opportunities for those in remote areas in interacting with stakeholders for better service delivery.

### **3. Economic Development**

The Quick Impact Fund (QIF) was a good tool to boost socio-economic activities in the communities including the diversification of agricultural activities. Timely disbursement of quick impact fund (QIF) to the community people helped performance of the community activities, yielding better results. Moreover, additional support to farming households and local producer groups on value addition techniques encouraged them to start small businesses in preserving, processing and packaging of their produce. These supported entrepreneurs within rural communities to develop further business ideas based on the cultural and environmental uniqueness of the CHT.

### **4. Education**

Recruitment of teachers within the community was found effective and sustainable, as it not only reduced the language barriers but also improved the school contact hours by addressing the late arrival and early departure tendency.

Meeting the criteria of school registration process was challenging in the CHT. For example, a minimum 4 teachers in a school are required for starting school registration process, whereas the project had the provision of supporting maximum 3 teachers. Many schools were established in reserved forest areas that require a 'No Objection Certificate' from the department of forest prior to proceeding for registration. DPEOs were supposed to pay inspection visits to schools within 3 months of receiving applications from the SMCs for primary permission and school establishment. But this proved difficult since it was hardly possible for one person to visit a large number of schools within the stipulated time and inevitably delayed the school registration process.



It was also learnt that the additional advocacy work was needed to attain support on the unique education needs of CHT from the central government, create linkages between the project supported schools and the government establishments, and to promote development of MLE and other contextual based educational system. However, lack of adequate resources and authority to maintain effective coordination between education department and other line department affected these initiatives.

## **5. Confidence Building**

Strengthening capacity of the civil society organization (CSO) to facilitate dialogue and advocacy on CHT issues was a challenge, which required maintaining a balance in focusing on Government and CSOs. Efforts were made in designing or adapting a civil society institution/facility to take over advocacy and confidence building activities. Regular contact and bilateral meetings expedited mutual trust.

It was also challenging to build consensus among the key stakeholders especially those who were directly related to implementing the CHT Accord and building peace in CHT. Continuous efforts were made on advocacy to build such consensus and yield actual results including the success in enabling the mix-policing in the CHT.

## VI. Sustainability

The sustainability issues are articulated under each of four components below.

**a) Local Governance and Institutional Capacity Development:** With a view to increasing sustainability of interventions, the project focused on the capacity building of CHT institutions including HDCs in managing development projects and service delivery. The sense of ownership has been developed and HDCs have been searching for funding opportunities from various local and international donors to sustain interventions. The interventions have also led the HDCs to identify new potential areas of revenue collection. The increased revenue source for these institutions will contribute to ensuring their financial sustainability and will also result in enhanced coverage of service delivery and development activities in the CHT, thereby addressing the needs of the region in the long run.

**b) Community Empowerment:**

CHTDF's community interventions have been designed with a view to achieving sustainability. Community people have been capacitated to get return /profit from implementing their projects and generating new projects or making reinvestments. Common savings schemes were established and practiced at the community level. Moreover, they monitor the project progress on a regular basis with a participatory monitoring approach. PDCs and PNDGs are running their activities in a more effective manner including the coordination of technical training offered by GoB line departments. In addition, they have been capacitated to seek technical service from GoB line departments based on the needs of the community people. The interventions have also contributed to women's political empowerment and their sustainable engagement in the political sphere as 239 women members of Para Development Committees (PDCs) have successfully been elected in the local government bodies such as Union Parishad (UP) during the Election 2011. These women have been actively contributing to decision-making processes of the Unions, thereby sustainably addressing the community development issues. However, the continued support is required to enhance their capacities further including on the collective roles of the PDCs and PNDGs in achieving local economic development and accelerating the area-based development.

**c) Economic development:** PDCs members have gained skills for diversifying and continuing income-generating activities through interventions on product quality improvement, entrepreneurial and marketing skills. This has allowed them to take advantage of various market opportunities and continue improving their income status.

The project support has also taken the shape of creating market linkages between the local producers and outside buyers for achieving more sustainable and viable economic development. Such linkages have helped the producers to get fair prices for their products and determine ways to sustain their production and income, thereby enabling them to secure more sustainable income sources.

The project also supported the establishment of 9 marketing infrastructure facilities which are crucial for enabling the local economic development in the CHT. These facilities have been utilized by the community people and various market actors, and managed and maintained by the HDCs and local community people, thereby increasing their sense of ownership.

**d) Education:**

Moving away from direct provision of assistance including the establishment of schools to capacity building of the HDCs in managing the Primary Education and improving the quality of education has been a unique initiative of the project. Although the experience has found that the lack of adequate resources and authority to maintain effective coordination with the line department officials were challenges for achieving quality education in the context of CHT, the project continued to strengthen both capacity and resources of HDCs with a view to addressing the sustainability of interventions beyond the lifespan of the project as well as accelerating the implementation of the Peace Accord. As part of the efforts, the project supported the registration process of the 192 schools in the national system.

Similarly as part of the sustainability measures, the project has focused on increasing community ownership through mobilizing School Management Committees (SMC) and Mother Groups (MG) in

developing School Development Plans, raising community awareness and mobilizing community resources to promote access to quality education. As a result, 47 SMCs and MGs have been capacitated to initiate income generating activities and school saving practices for school development.

However, more initiatives are needed to enhance the capacity of the teachers, community and the HDCs in order to create an enabling environment for quality education in CHT including setting up a complete indigenous language educational system based upon the needs and abilities of the communities.

**e) Confidence Building:** The advocacy work on the implementation of the CHT Peace Accord continued under the project in order to attain sustainable development and peace in the CHT. However, further advocacy work will enable revitalizing the Land Commission and supporting quality policing in the region, as well as integrating the returned refugees and internally displaced persons.

## **VII. Visibility and Communication**

As a part of action planning process, the project had a communication and visibility plan. The purposes of such plan were to: increase visibility and raise awareness and understanding on CHT issues and the project interventions, increase visibility of donors, raise awareness on public services, build confidence among CHT communities in local government institutions and build support for development actions in the CHT.

### **Information on CHTDF and CHT Development:**

Information related to CHTDF and CHT development issues was uploaded in the website and shared with other stakeholders. Such information includes CHTDF news, events, clusters' activities, and development issues related to CHT, case studies, jobs, procurement opportunities, photo gallery, photo stories and relevant web links.

### **CHT Development News**

CHT Development News was produced and project activities and results were widely disseminated through the UNDP Country Office website, UNDP Country Office communication material and the CHTDF website. The newsletter features stories on project achievements, CHT development issues and stories on partner NGOs and donors working in the CHT. Such newsletter helped raising awareness about development interventions in the CHT, roles and functions of the CHT institutions and cultural diversity of CHT.

### Annex-1: Results Based Logical Framework Analysis (March 2008 - June 2012)

	Narrative Summary	Expected Results	Results Achieved
<p><b>Program Objective</b></p>	<p>Socio economic development of Chittagong Hill Tracts is promoted in line with the principles of self-reliance, decentralization and sustained peace.</p>	<p>a) Access to economic and employment opportunities, and social services increased compared to pre-Peace Accord period.</p> <p>b) Increased interaction and institutionalized cooperation among different ethnic communities through formal and informal exchange.</p> <p>c) Community level organizations empowered for development and sustained by continuing their development activities beyond direct financial aid.</p> <p>d) CHT institutions functioning as development agencies in service to people.</p>	<p>a) The project stimulated small enterprise promotion, strengthened weavers networks, improved products quality and enhanced business linkages. The Awards of Excellence introduced encouraged CHT producers and artisans to improve quality of the CHT products and promoted the brand image of the CHT products. People's skills were developed on agro-product processing and value addition, alternative income options, entrepreneurship, mushroom cultivation and honey bee keeping.</p> <p>Improvement and construction of market related infrastructure facilities including collection points at 9 locations in three hill districts benefited 16,080 CHT people, including 5,202 traders who are now able to run their businesses. The availability of such facilities resulted in higher income opportunities and better services available for the community people. The CHT communities were supported with creation of linkages with financial service provider for better access to financial services with microfinance NGOs and Banks.</p> <p>As a result of these initiatives, people had increased access to economic and employment opportunities compared to pre-Peace Accord period in the CHT.</p> <p>b) Interaction and cooperation was increased among different ethnic communities in CHT resulting from CHTDF initiatives. For instance, CHTDF conducted capacity building training for the PDC and PNDG members through ensuring participation from different ethnic communities and organized exchange visit and joint monitoring visit between different PDC/PNDGs. CHTDF also organized different workshops, seminars, awareness sessions and observed different days with participation of different ethnic community people, local leaders, and development activists etc. In addition, CHTDF organized Cultural Diversity Festival in which people from different ethnic communities participated and carried out their own cultural performances.</p> <p>c) The CHT communities have been empowered to manage and carry out their own development activities through the formation of 3,258 PDCs and 1,686 PNDGs and a range of training provided to these organizations including on transparency and local accountability, decision making and strengthening local governance structures at union and Upazila level. As a result of project initiatives, 84% of 3,258 communities increased capacities to plan, implement and monitor their own development activities in a more systematic way and 86% communities increased capacity to deal with banks independently and communicate with banks, maintain their savings, withdraw money from bank, etc;</p>

	Narrative Summary	Expected Results	Results Achieved
			<p>3258 communities established saving groups in their para/village and mobilized savings on a regular basis and deposited money to respective bank accounts regularly. Up to 2011, the communities' cumulative savings was USD 610,081 while it was USD 489,084 in 2010 registering 25% increase.</p> <p>d) RC, HDCs and traditional circle offices played and increased role to provide services to the community people in different ways. The HDCs' citizen charter has become in place describing the services available through HDCs and services delivery process. The 3 HDCs successfully managed the increased activities and budget allocation for service delivery in education, health, agriculture and women's empowerment sectors from US\$4.2m in 2010 to US\$7.2m in 2011. The transferred line departments provided services to the community people on health, education, agriculture, livestock, fisheries etc. With support from the project, 3 HDCs operated 300 primary schools, enabling access to education for about 20,000 children in the remote areas of CHT. The community people have gained access to information from the Information Resource Center established and operational in the Regional Center.</p>
<b>Project Purpose</b>	Local communities' right and capacity to control social, economic and cultural development are enhanced and fully supported by effective CHT institutions.	<p>1) Targeted CHT institutions are performing development role/mandate and supporting community need-based projects by the end of the project and beyond.</p> <p>2) Targeted CHT community peoples are aware of development opportunities and services and have increased access to these opportunities, services, facilities and resources made available by the public and non-governmental organizations by the end of the project and beyond.</p> <p>3) Income level of targeted community people is on upward trend and general living standard improved by the end of the project.</p> <p>4) Reported incidences of political/ethnic tension showing a decreasing trend by the end of the project period.</p> <p>5) Increased donor cooperation and attention to</p>	<p>1) The project strengthened institutional and technical capacity of CHT institutions like the MoCHTA, Regional Council, three HDCs and traditional circle offices through provision of equipment and supplies, combined with training, as well as financial support to HR requirements. A wide range of support has enabled these Institutions to provide technical and logistics support in turn to other institutions such as IDP&amp;R Taskforce, and CHT Land Commission.</p> <p>The provision of training to HDCs on planning and budgeting, tracking delivery and reporting with better transparency, fair recruitment and procurement processes enabled them to better manage the subjects so far transferred to them as per the CHT Peace Accord.</p> <p>2) As a result of different project activities, awareness of the targeted community people on development opportunities, services and facilities of govt. and non-govt. organizations in CHT have been increased. Their access to these services and opportunities from the govt. line departments has increased. For example, 53.7% households of targeted communities of Agriculture project received extension services from government line departments (agriculture, fisheries, livestock) whereas it was 15% during the project inception period. The communities have been empowered to establish 300 School Management Committees (SMC) and to actively seek support from HDCs for national school registration of the target</p>



	Narrative Summary	Expected Results	Results Achieved
		development of CHT.	<p>schools. As a result, 192 schools have submitted applications for permission to District Primary Education Officers (DPEOs) with a total of 5 schools having been able to be registered and 3 having received temporary permission for registration. In addition community people have gained better access to information through strengthened capacity of the CHT institutions such as the RC and HDCs.</p> <p>3) The project interventions contributed to increasing income level of the targeted community people in CHT. As per Results Assessment conducted in 2011, average households' income of targeted agriculture project supported communities increased by 26% from baseline in 2009. As per Socio-economic Baseline Survey, 2009, Households' income was BDT 68,852 which increased to BDT 82,928 in end of 2011.</p> <p>4) As per the Socio-economic Baseline Survey of CHT, 2009, about 42% of the CHT households with 46% indigenous and 38% Bangalees do not feel secured in moving outside of their own community. However the CHT Development Facility has initiated conducting Household Survey in CHT as of the end of 2012 which will provide detail information on the change in sense of security of these community people.</p> <p>5) Donor cooperation took place formally through the local consultative sub-group on CHT.</p>
<b>Outputs:</b>			
<b>R. 1. Effective development role and functioning of CHT Institutions enhanced</b>			
	1.1 Improved management, organizational & HR capacity of CHT institutions.	<p>1.1.1 CHT Development Vision &amp; Strategy formulated and disseminated amongst the key CHT Institutions by the end of year 2007.</p> <p>1.1.2 CHT Institutional Management Reform Plan developed and disseminated amongst the key CHT Institutions by the end of year 2008.</p> <p>1.1.3 CHT Institutional Management Reform Plan initiated and institutional efficiency and effectiveness enhanced.</p> <p>1.1.4 Inter CHT Institutional Coordination Plan developed and functioning by the end of 2008.</p>	<p>1.1.1 Papers on 'Common Vision and Strategy' prepared and discussed with all relevant stakeholders. CHTDF prepared and published CHT Development Strategy published.</p> <p>1.1.2 The project provided support to CHT institutions (RC, HDCs and traditional Circle offices) in developing Institutional Management Reform Plan through reviewing their organogram based on which they recruited new staffs against the vacant positions and smoothly implemented the project activities.</p> <p>1.1.3 Technical support provided to the Regional Council, HDCs and Circle Offices in organizational development, revenue enhancement and development of activity plan, capacity development plan, MDG acceleration plan, monitoring and evaluation plan, and participatory budgeting and monitoring of the project activities.</p>

	Narrative Summery	Expected Results	Results Achieved
		<p>1.1.5 40% of CHT Institutions key staff received function specific technical development training (e.g., Gender and Development; ICT; Participatory Appraisals; Multi Community Planning and Programming; Monitoring and Evaluation; Management Skills; Accounting,) by the end of 2008.</p> <p>1.1.6 Women have equal access to training and capacity building initiatives, and are actively participating and involved in decision making at various institutions by the end of the project period.</p> <p>1.1.7 Planning / Research Cells are in place within the key CHT Institutions by the end of 2007 to actively promote CHT Development.</p>	<p>1.1.4 Through the project support, a total of 29 Operational Rules have been developed by the Regional Council and reviewed by MoCHTA. Compendium of CHT related laws have been published and disseminated.</p> <p>1.1.5 A total of 1,000 participants from MoCHTA, Regional Council, 3 Hill District Councils and 3 traditional circle offices received training on financial management, basic office management, project management, computer literacy, English Language, human rights, gender and leadership.</p> <p>1.1.6. CHTDF capacitated 74 local fresh graduate women on community development approaches and promoted volunteerism for peace and development in the CHT. They are placed as local and national UN volunteers in various sectors within CHT institutions and local organizations and increased their participation in development activities.</p> <p>Gender sensitization training was provided to key staff members of all HDCs. HDCs formulated the Gender Mainstreaming Policy based on the Convention on Elimination of All forms of Discrimination against Women (CEDAW) and national legislation.</p> <p>The CHT Women Organizations Network (CHTWON) in the CHT has been established and its' activities contributed to sensitization on women's rights in CHT. CHTWON through the project organized Policy Dialogue on CHT Women's Inheritance Rights.</p> <p>1.1.7 Planning &amp; Monitoring cells were established in MoCHTA and 3 HDCs. The cells are well functioning both in HDCs and MoCHTA, and HDCs' capacity enhanced with regards to planning and implementing the monitoring activities as per established M&amp;E System within the HDCs.</p>
	<p>1.2 Enhanced technical facilities &amp; logistics of CHT institutions.</p>	<p>1.2.1 Key CHT institutions are provided with internet connection through VSAT system by the end of 2008.</p> <p>1.2.2 A CHT-wide ICT development plan is formulated and operational within the targeted CHT Institutions by the end of 2008.</p> <p>1.2.3 CHT Institutions are equipped with essential communication and technical</p>	<p>1.2.1 RC and HDCs have had internet connection though Optic, Radio Link and EDGE/GPRS Modem. 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.</p> <p>1.2.2 ICT Development Plan was formulated and operational. The establishment of IT Units within 3 HDCs resulted in increased IT capacity including the availability of website, established LAN and provision of IT training to staff, and on-line connection of the HDCs officials. A total of 142 staffs from 3 HDCs, Regional Council and local volunteers received training on IT, of which 35% were female. Follow-up sessions were conducted after the training. Through this training, HDCs,</p>

	<b>Narrative Summary</b>	<b>Expected Results</b>	<b>Results Achieved</b>
		<p>equipment (PCs, UPS, printers, photocopiers, scanners, network hubs, multi-media projectors, UHF and VHF radio links) as specified in the project document throughout the project phase.</p> <p>1.2.4 Logistics plan completed detailing the logistical requirement of the key CHT Institutions (motor cycles, vehicles, boats), and implemented by the end of 2007.</p>	<p>RC and local volunteers acquired computer skills, enabling them to conduct daily activities including producing report in a more efficient and effective manner.</p> <p>1.2.3 CHT institutions (MoCHTA, RC, 3 HDCs, 3 Circle Offices, Land Commission and IDP&amp;R Taskforce,) are equipped with essentials commutation and technical equipments.</p> <p>1.2.4 The project provided support on the logistical requirements of key institutions like RC, HDCs, and Circle Offices.</p>
	1.3 Increased level of community outreach services and support local development initiatives.	<p>1.3.1 Information databases, updated market data and analysis, tools for planning are progressively made available to the communities.</p> <p>1.3.2 CHT Institutions are increasingly involved in community outreach support and activities.</p> <p>1.3.3 Selected communities are connected to the internet as pilot initiative by the end of 2008.</p>	<p>1.3.1 Community people through PDC/PNDGs developed tools for their own planning and monitoring of project activities. They sat together and discussed on progress of project activities after an every certain period and reviewed their plan accordingly. They received information on community outreach services from the CHT institutions through volunteers and facilitators developed by the project at the community level.</p> <p>1.3.2 HDCs successfully managed community-based outreach programs in agriculture and food security, education and health in 20 out of 25 Upazilas. The Regional Council has established an Information Resource Centre (IRC) and hired an Information Officer and managed the center properly. People from different sectors like govt. NGOs and students etc. used information from this centre. IRC was equipped with Geographical Information System.</p>
	1.4 Capacities of institutional research and policies strengthened.	1.4.1 Research, planning and policy cells established and functioning in the various CHT institutions at national and regional levels.	1.4.1 Planning and Monitoring cells were established in MoCHTA and 3 HDCs. Planning Officer and Monitoring Officer in 3 HDCs and Monitoring Specialist and Planning Specialist were recruited in MoCHTA. The cell has been well-functioning both in HDCs and MoCHTA. RC established an information and resource center and operated successfully.
<b>R. 2. Broad range of socioeconomic opportunities enhanced throughout CHT</b>			
	2.1 Economic opportunities for local community development increased.	<p>2.1.1 Youth Employment Fund is initiated and operational as a facilitating device for increased youth employment.</p> <p>2.1.2 Decreased number of unemployed youth in the targeted areas of CHT in line with Economic Opportunities Cluster Document.</p> <p>2.1.3 Viable technical skills and innovation opportunities are identified through a Market Survey (based on specific market conditions) by</p>	<p>2.1.1 About 134 youths from the three hill districts received Skill development training on different trades like- tailoring &amp; dress making, automobile, mobile phone technician, motor driving etc. which increased their skill on those particular trades and about 37% of the trained participants are self-employed or employed by any organization/Company.</p> <p>2.1.2 Data will be collected through Household survey being carried out in end of 2012.</p> <p>2.1.3 A survey was conducted on different technical &amp; vocational training institutes in CHT and identified some marketable skills for the youth. Accordingly youth from</p>

	Narrative Summary	Expected Results	Results Achieved
		<p>the end of 2008.</p> <p>2.1.4 Local communities and organizations trained in technical skills according to the findings of Market Survey during 2007-09.</p> <p>2.1.5 Increased number of women engaged in entrepreneurship within the CHT by the end of the project period.</p> <p>2.1.6 Marketing System, aimed at streamlining market infrastructure and channels (village roads, trail networks, farmer-buyer linkages), is implemented in targeted areas across three hill districts by the end of project period.</p> <p>2.1.7 Increased access to market information (electronic communication systems) to the local communities / producers.</p> <p>2.1.8 Increased institutional linkages / partnerships between different private sector actors (e.g., Chambers of Commerce, Business / Trade Associations).</p> <p>2.1.9 CHT Investment Fund to facilitate economic development initiatives and investment opportunities in the CHT is operational by the end of 2008.</p>	<p>three hill districts were trained on the identified skills so that they feel confident to compete in the job market and also are encouraged to become self employed.</p> <p>2.1.4 About 62,482 PDCs members have been trained on different technical skills (Mushroom, Honey Bee Keeping, Livestock, Fisheries, Agriculture, Agro product processing &amp; value addition, Entrepreneurship, Micro business planning) which enabled them to earn more income through better management of their resources and created employment.</p> <p>217 Weaver group members and community people were trained on different technical skills related to weaving practice and getting good price for their products through improving quality of products and diversified product development.</p> <p>2.1.5. About 1,069 women were trained on basic entrepreneurship, micro business planning and different income generating activities like, mushroom, honey bee keeping and are engaged in production and marketing.</p> <p>2.1.6 Five irrigation schemes have been constructed resulting in increased irrigation facilities covering 328 hectares of land for 1,557 HHs under 62 communities. In addition, 9 market infrastructure facilities have been established aiming at marketing system improvement in three hill districts and benefited 16,080 CHT people, including 5,202 traders who are now able to run their businesses at night or in the rainy season, which in turn resulted in higher incomes and better services.</p> <p>Three market outlet centers have been established in three local NGOs at districts level for marketing new products i.e Mushroom, Honey, Bio-briquette and related equipments and materials.</p> <p>The project has drafted a strategy on Local Economic Development (LED) in CHT and also conducted value chain analysis of three priority sub sectors in the region- Banana, Turmeric and Pineapple involving relevant local stakeholders. Based on the recommended strategies and activities a value chain upgrading initiative was underway in three districts hiring an International Expert organization as implementing partner.</p> <p>2.1.8 The project organized 26 linkage workshops between the producers and Micro Finance Institutes in three districts. Linkage, liaison and communication were strengthened amongst Financial Service Providers &amp; Entrepreneurs, and it enhanced community access to financial products such as loans, investments and savings accounts. Financial service providers agreed to cooperate with producers in the process of community loan acquisition.</p>

	Narrative Summary	Expected Results	Results Achieved
	<p>2.3 CHT children's access to basic primary education improved.</p>	<p>2.3.1 CHT Basic Education Situation Analysis Report prepared and disseminated among the relevant institutions and communities by end 2007.</p> <p>2.3.2 Teaching methodologies/contents are sensitized in relation to local context and specific demand.</p> <p>2.3.3 CHT Community Based Basic Education Initiative launched and functional in targeted areas.</p> <p>2.3.4 Increased cooperation between relevant local authorities (HDCs, RC and Ministry of Education) towards a workable division of responsibilities.</p>	<p>2.3.1 . Formulation Mission for Support to Basic Education in the CHT, prepared a report based on analysis and reviewed the status of primary education and relevant policies.</p> <p>2.3.2 Introduction of mother-tongue based Multi-Lingual Education (MLE) in pre-primary level has enabled space for early childhood development for children from 11 CHT ethnic groups and for smoother transaction to primary school environment where the medium of instruction is Bangla. Mother-tongue based supplementary MLE materials alongside the curriculum of the National Curriculum Textbook Board (NCTB) for grade 1 has already been disseminated and for grade 2 and 3, it is now under development with the aim to sustain the children in the national curriculum-based primary education. A total of 337 persons were trained on child centered methodology</p> <p>2.3.3 The project through HDCs supported the operation of 300 Community based schools in 12 Upazilas under 3 districts. Of these schools, construction of 120 new school buildings and renovation of 276 school buildings have been completed by School Management Committees (SMCs) with the project funds that were managed through HDCs. SMCs were formed /reformed according to govt. guideline and were provided with training. The project also supported formation of Mothers' Groups (MGs) and empowered them to implement School Development Plans (SDPs). In addition, the project provided capacity building training to 180 SMCs of government primary schools and enhanced their capacity on school management.</p> <p>2.3.4 This project was a joint initiative with HDCs. Formal Letter of Agreements (LOA) was signed with 3 HDCs to run the program. Around 50% budget of Annual Work Plan was allocated for HDC during the year 2010, 2011 &amp; 2012.</p> <p>Directorate of Primary Education (DPE) issued a letter to all government concerned authority in the project area requesting to support and cooperate project activities. Government line department officials facilitated 1 regional and 12 Upazila level workshops to support the initiative towards school registration of project supported non-government primary schools.</p> <p>Joined monitoring visits were organized with officials of DPE i.e. DPEO, Upazila Education Officer (UEO), Assistant Upazila Education Officer (AUEO) and project staffs. In addition, a special letter (called DO, which shows the urgency of the matter) signed by the MoCHTA Secretary along with a list of the list of CHTDF supported schools was sent to the Secretary MoPME for adopting special provisions for accommodating CHTDF supported schools in the nationalization process. Another special DO letter (signed by the honorable state minister of MOCHTA) was sent to the Ministry of Environment and Forest (MoEF) requesting</p>

	Narrative Summary	Expected Results	Results Achieved
			for awarding NOC or lease in favor of the 44 CHTDF supported non-govt. primary school (NGPS) established in the reserved forest. The District Education Strategy formulation committees headed by the Conveners (education) of HDCs constituted in three hill districts.
<b>R 3: A Community Empowerment (CE) process for self reliant development to support small scale projects at the Para level Institutionalized</b>			
	3.1 Empowerment and enhanced capacities of local communities and organizations.	<p>3.1.1 Community empowerment model developed, field tested and finalized for wider expansion</p> <p>3.1.2 Developed and reviewed guidelines/manuals relevant to community empowerment</p> <p>3.1.3 More than 2000 Para Development Committees (PDCs) formed and operational by the end of 2009.</p> <p>3.1.4 Regular and timely disbursement of Quick Impact Fund to 2000 plus communities by the end of 2009.</p> <p>3.1.5 Implementation of 300 Women Managed Projects by the end of 2009.</p> <p>3.1.6 Electronic information system for Quick Impact Fund (QIF) project management is operational.</p> <p>3.1.7 Increased knowledge and skills of community people in the areas of Participatory Project Appraisals, Project Formulation &amp; Implementation and Fund Management.</p> <p>3.1.8 2,000 plus communities are oriented/engaged in different socio-economic development activities/best practices such as Horticulture, Livestock, Agriculture, Rural Power Supply, Rural Infrastructure Development, Water and Sanitation, Small Business/ Enterprises, Food Security Cooperatives, Community Based</p>	<p>3.1.2 The existing Community Empowerment Guideline was reviewed and finalized with involvement of different stakeholders. This guideline was used as unique guideline for Community Empowerment &amp; Economic Development Programme. Quick Impact Fund (QIF) guideline was also reviewed after discussion with different stakeholders to implement Community Empowerment and Economic Development (CE&amp;ED) activities according to the unique guideline. Different training modules were developed /reviewed as part of community empowerment process i.e organization development guideline, module on accounts &amp; book keeping, training module on community rice banks, training module on Para Development Plan (PDP), Community Based Monitoring &amp; Evaluation (CBM&amp;E) etc. Relevant stakeholders were oriented on those guidelines/modules and implemented community level activities in efficient ways.</p> <p>3.1.3. A total of 3,258 PDCs were formed and implemented small scale projects for their own development.</p> <p>3.1.4. 1,882 communities have received Quick Impact Fund grants.</p> <p>3.1.5. 607 Women Managed Projects were implemented for their development.</p> <p>3.1.6 Electronic information system for Quick Impact Fund (QIF) project management has been in place and operational.</p> <p>3.1.7 Over 30,000 PDC members received training on project formulation and fund management resulting in 92% of 3,258 communities having developed their project management rules, 85% of them having developed fund management rules to manage the funds efficiently, and 86% of them having increased capacity to deal with banks independently.</p> <p>3.1.8. 22,030 community people (14,713 PDC and 7,317 PNDG representatives) received training from the Government line departments on agriculture/horticulture, fisheries and livestock.</p> <p>3.1.9 13 partner NGOs covering 20 Upazilas in CHT were provided with capacity</p>

	Narrative Summary	Expected Results	Results Achieved
		<p>Education, Fishery, Poultry by the end of 2009.</p> <p>3.1.9 Technical capacities of the 18 partner NGOs increased in different areas (e.g. Community Empowerment guideline; Gender sensitization; Training for Facilitators; Participatory Appraisals; PDC formation; Planning, Monitoring &amp; Reporting; English Language Course) to implement the program effectively.</p> <p>3.1.10. Sixteen (16) Upazila Support Teams (UzST) and 75 Union Facilitation Committees (UnFC) are formed, trained and operational to implement the QIF projects effectively and efficiently.</p> <p>3.1.11 Increased participation of women in decision making process both at family, community and local organizations levels in the targeted areas by the end of the project.</p>	<p>development training on community empowerment guideline, PDC formation, participatory planning, monitoring and reporting, participatory appraisals etc resulting in increased technical capacities of these partners.</p> <p>3.1.10. 20 Upazila Support Teams (UzST) and 94 Union Facilitation Committees (UnFC) have been formed and operational.</p> <p>3.1.11 Women of all ethnic communities were represented in the PDC Executive body and participated in planning and decision-making process. They attended regular monthly PDC meetings. 1,686 PNDGs have been established where women managed their own projects and regularly contributed to planning and decision making for both PNDG and PDC activities. A total of 342 women were elected in UP Election 2011 and of them, 239 women are representatives of the CHTDF supported community organizations and played active role in taking proper decision at the Union Parishad.</p>
	<p>3.2 Increased self reliant development capacity of local communities.</p>	<p>3.2.1 PDCs are supported to develop long-term development plans and to initiate locally-financed development projects.</p> <p>3.2.2 Resource Mapping of CHT institutions provides information data base on development resources available to communities and tapped by them.</p> <p>3.2.3 Community people are equipped with knowledge and skills to cope with disaster situations.</p> <p>3.2.4 Communities are aware about women and children's special needs during disaster situations and steps taken accordingly.</p>	<p>3.2.1 3,258 PDCs were supported to develop Para Development Plans and to implement small scale development project as per the plan. 84% of 3,258 communities increased capacities to plan, implement and monitor their own development activities in a more systematic way</p> <p>3.2.2 More than 3,000 communities developed own resource maps. HDCs developed Citizen Chartered focusing on services available at the HDCs for the community people and have planned to develop resource map soon under their own capacity development plan.</p> <p>3.2.3 A total of 675 community people including 310 women and members of the Disaster Management Committee (DMC) have been trained on identifying the local level potential resources in reducing earthquake vulnerabilities through organizing 27 contingency planning workshops at ward level in three municipalities of three hill district. Four committees on i) search &amp; rescue, ii) first aid support, iii) shelter management and iv) relief management were formed at ward level with their roles and responsibilities in case of emergency.</p> <p>A total of 220 municipalities' registered masons have been trained and enhanced their knowledge and skills on the earthquake-resistant construction technology and</p>



	Narrative Summary	Expected Results	Results Achieved
			<p>rules and regulations about Bangladesh National Building Code (BNBC) through 13 training organized to promote safe building construction methods.</p> <p>196 private builders in three municipalities participated in training and were oriented on safe construction and government legislations that regulate the quality of building materials and safe construction practices.</p> <p>160 Municipality Work Assistants/ supervisors who were engaged in day-to-day supervision of the construction activities of different infrastructure facilities i.e school, public buildings, government office buildings etc were oriented and provided with skill training on better quality control of public/private construction works.</p> <p>31 Civil Engineers were trained on application of the computer aided structure analysis software. The participants have acquired technical knowledge on the use of software in checking building designs which were submitted for municipality approval.</p> <p>303 urban volunteers including 152 female were trained and developed their knowledge on earthquake preparedness, first aid, and search and rescue operations.</p> <p>125 religious leaders were trained on earthquake preparedness and risk reduction option. These religious leaders work as agents to create awareness of the community people on earthquake preparedness and risk reduction.</p> <p>17,000 sets of leaflets, 25,000 sets of posters produced and disseminated/distributed among institutions, community people and school children for awareness, message on school evacuation plans, school drill and school safety tips.</p> <p>12 billboards were placed in the strategic locations of three hill municipalities with a message of earthquake vulnerabilities in CHT and preparedness even at family level.</p> <p>11,190 (male: 6,658 and female: 4,532) community people along with PDCs and other stakeholders i.e. Headman, Karbari and UP Chairman and Members participated in the World Environment Day at the Union level. The people were oriented and became aware on social forestation, social erosion, green house effect &amp; natural hazards, water pollution, environment friendly tree plantation, preservation of reserve forest &amp; wild animal, discouraged of using poly bag and use of sanitation.</p> <p>3.2.4 About 36,000 community people participated in awareness development</p>

	Narrative Summary	Expected Results	Results Achieved
			<p>training session and became aware on earthquake preparedness in each ward of three hill municipalities.</p> <p>30 Schools Mock Drill organized for teachers and students and participants adopted with necessary measure before, during and after an earthquake for their safety.</p> <p>Earthquake Simulations were organized in each of three hill municipalities in which 2,000 students and community members participated and developed their knowledge on earthquake preparedness, rescue operation and first aid activities.</p>
<b>R. 4. Improved relations among CHT communities, institutions, and government bodies to resolve long standing issues critical to development and peace.</b>			
	<p>4.1 Exchange of information and experience sharing among the relevant organizations and communities through dialogues, study tours and exchange visits.</p>	<p>4.1.1 Up to four study tours and multiple exchange visits organized and facilitated by the end of 2009.</p> <p>4.1.2 Study tour / exchange visit delegations will comprise at least 30% women participants.</p> <p>4.1.3 Increased level of understanding on issues relevant to CHT through regular dialogues among and between CHT Communities and Institutions and other relevant stakeholders from national level.</p>	<p>4.1.1 Eleven (11) International study tours were conducted, with 19% of participants being women.</p> <p>4.1.2 During Mar'08-June'12, a total of 159 exchange visits were organized with participation of 2,263 people of whom 38% were women. The visits enabled these women from different ethnic communities to exchange information and share experiences where such opportunities were not possible otherwise.</p> <p>4.1.3 Interactions increased among the political leaders, Indigenous peoples and the government officials to exchange views and resolve the CHT issues through organizing workshops, training, capacity assessment etc. In addition, the level of understanding between communities and institutions has been increased resulting in better access to services from the transferred line departments especially the department of Livestock, Agriculture, Fisheries, Health and Education.</p>
	<p>4.2 Natural Resource Management Capacities of the CHT Institutions and local communities enhanced.</p>	<p>4.2.1 The Government CHT Land Commission is supported to gradually assume its mandated role of resolving land disputes in the CHT by the end of the project period.</p> <p>4.2.2 Women are active participants in political and legal reform processes (like Social Forestry, Land Regulations).</p> <p>4.2.3 Up to three Community Based Forest Management initiatives are piloted by the end of 2009.</p> <p>4.2.4 CHT Best Practices in Natural Resources Management and Socio-Economic Development documented and disseminated across the CHT.</p>	<p>4.2.1 Logistic and technical support was provided to the CHT land Dispute &amp; Resolution Commission to activate the Land Commission. In addition, as a result of the advocacy work, the government made a decision to amend the CHT Land Dispute Resolution Commission Act 2001 in line with the Peace Accord to resolve land disputes in the CHT, resulting in finalization of the draft amendment by the inter-ministerial meeting chaired by the law minister and its placement in the next Parliament session. The amendment reflected the consensus reached on 13 core points of the land disputes resolution among the key stakeholders.</p> <p>4.2.2 A total of 342 women were elected in UP Election 2011 of whom 239 women were the representatives of the project supported community organizations. This demonstrates the high impact of the project-supported services on women's political empowerment. Implementation of 1,573 agricultural development projects (ADP), 50% of this ADP grants were allocated and managed by women, which</p>

	Narrative Summary	Expected Results	Results Achieved
			<p>helped to increase women's access to agro-based productive activities.</p> <p>The CHT Women Organizations Network (CHTWON) has been established and capacitated to take the lead role in organizing advocacy events on elimination of discriminatory laws in CHT and Policy Dialogue on CHT Women's Inheritance Rights. 22 CHT women leaders have been trained as Women Peacemakers. They played mediators role in social arbitration and conflict management contributed to CHT peace building.</p> <p>4.2.4 CHT Best Practices were documented and shared with community people and relevant stakeholders across the CHT. In addition Baseline survey on CHT socio-economic issues have been conducted and distributed to the relevant institutions and persons.</p>
	4.3 Improved security practices in the CHT.	<p>4.3.1 Operational capacity of the Police Force working in the CHT is strengthened through training in policing practices and human rights, as well as logistical and technical support, by the end of the project period</p> <p>4.3.2 Increased cooperation regarding human security and safety between police and UN / development agencies working in CHT.</p>	<p>4.3.1 Mixed policing got momentum through consecutive police dialogues between Police, MoCHTA and UNDP. 100 IP police from different ethnic communities have been transferred to CHT from other areas of Bangladesh. Further 100 IP police will be transferred in CHT after 6 months, if it is received positive response. This initiative will enhance confidence of ethnic people to come at the police station for support from the law enforcement agencies.</p> <p>CHTDF and MoCHTA will develop a 2 days CHT specific module in consultation with relevant stakeholders focusing on the CHT context soon and afterwards training will be given to Police in CHT.</p> <p>4.3.2 Cooperation between police and UN agencies working in CHT increased through regular meeting, sharing information and officially informed to them for police escort of UN Staffs during field movement in the CHT.</p>
	4.4 Peace and Confidence Building activities Implemented	<p>4.4.1 Increased general awareness about CHT indigenous customs, practices, arts, laws and values within CHT and throughout Bangladesh by the end of the project period.</p> <p>4.4.2 Materials regarding tribal culture, traditions, histories and values are developed and progressively made available for the larger public of the country.</p> <p>4.4.3 Increased interaction among the various local communities through 'Sports for Peace' initiatives (e.g. Annual Football tournament, Handball tournament for women).</p> <p>4.4.4 Increased awareness among the targeted</p>	<p>4.4.1 National Cultural Diversity Festivals organized by MoCHTA with support from the project promoted to grow confidence of more than 1,600 artists of Ethnic and Bengali communities from the CHT and Plain land of Bangladesh. Through the events, CHTDF supported establishing linkages for the prominent artists to perform at the national level, resulting in 120 of them successfully performing in the inauguration ceremony of World Cup Cricket-2011 held in Bangladesh.</p> <p>The project has established market linkages between the CHT Producer/Weaver Groups and national level buyers. The weavers groups have already received several delivery orders of CHT products resulting in increased income and employment opportunities for these women.</p> <p>4.4.2 Intangible cultural heritage on CHT Indigenous music collected and made available for the larger public.</p>

	Narrative Summary	Expected Results	Results Achieved
		<p>community people about their human and legal rights.</p> <p>4.4.5 Under the aegis of and in collaboration with the Government, the CHT Refugee Task Force is supported to gradually assume its mandated roles and responsibilities.</p> <p>4.4.6 Special humanitarian fund for returnee refugees, Ex- Combatants and the internally displaced people is operational by the end of project period.</p> <p>4.4.7 Exploratory and preparatory measures as guided by Government for holding district and regional elections.</p>	<p>4.4.3 The project organized girls' football match in Rangamati resulting in increased interaction among girls of various communities in CHT.</p> <p>4.4.4 Household survey to be conducted in 2012 will provide the detail information.</p> <p>4.4.5 &amp; 4.4.6 Logistic and technical support were provided to the IDP&amp;R Taskforce. Rules of business was approved and 12 staffs were needed to be transferred to the Taskforce (pursued by MoCHTA and IDP Taskforce), to be followed by finalization of LoA between IDP Taskforce and CHTDF. But special humanitarian fund for returnee refugees is yet to be given due to having some constraints.</p> <p>4.4.7 CHTDF discussed the issue on holding HDCs and Regional Council elections with government and different institutions and stakeholders in CHT. It was decided to hire CSO for conducting multi-level dialogue and achieving consensus on elections was in process.</p>
<b>R.5. Technical services and donor coordination effectively organized in the CHT region</b>			
	<p>5.1 Field presence, technical network and support improved to ensure quality of services to CHT local communities and organizations.</p>	<p>5.1.1 Required number of staff presently foreseen are recruited and Operational.</p> <p>5.1.2. 60% of concerned staff received function specific need based technical development training throughout the project period.</p> <p>5.1.3 Increased number of women staff in CHTDF offices.</p> <p>5.1.4 Safety Management Unit is in place and fully operational.</p> <p>5.1.5 Technical Support organizations (e.g. BRAC, BPATC, SDNP, Accenture) are selected and are providing need based technical support to CHT communities and institutions throughout the project period.</p>	<p>5.1.1 More than 90% of foreseen staffs were recruited and all were operational.</p> <p>5.1.2 About 85% of concerned staffs received function specific need based technical development training such as training on PDC formation, Project formulation and development of Para Development Plan, Organizational Development, Financial Management, M&amp;E and Report Writing, Community Based M&amp;E system, Institutional Capacity Assessment, MDG Mapping, Capacity Development Plan, Planning &amp; Formulation of Development Projects Proposal, Basic Entrepreneurship Development, Agro product processing and Value Addition, Marketing Extension and Management etc.</p> <p>5.1.3 More than 24% staffs (48 out of total 203 staffs) were women in CHTDF offices.</p> <p>5.1.4 Safety Management Unit (SMU) was put in place in Rangamati office with staffs located in Bandarban and Khagrachhari, and SMU was fully operational.</p> <p>5.1.5 Local, national and international organizations have provided technical support to both communities and CHT institutions among which about 6 NGOs extended support to health cluster, 4 NGOs to education including one International NGO (Save the Children UK) and 13 NGOs to community empowerment program.</p>
	<p>5.2 Continued coordination and facilitation of donor support and activities in</p>	<p>5.2.1 Donor coordination meetings are organized on a periodic Basis.</p> <p>5.2.2 Donors are regularly kept informed with</p>	<p>5.2.1 &amp; 5.2.4 Donor coordination took place formally through the Local Consultative Sub-Group on CHT. This group met on adhoc basis to raise issues, disseminate information, respond to emerging crisis and coordinate advocacy interventions.</p>

	<b>Narrative Summary</b>	<b>Expected Results</b>	<b>Results Achieved</b>
	the region.	<p>updated project Status.</p> <p>5.2.3 Regular visits by the donor communities to the project areas in the region are facilitated by CHTDF.</p> <p>5.2.4 Local Consultative Group (LCG) meetings are organized and Facilitated.</p> <p>5.2.5 Meeting minutes are documented and disseminated to relevant donors and other stakeholders.</p>	<p>5.2.2 CHTDF shared updated project status with donors through sharing reports, organizing meeting and project areas visit in CHT.</p> <p>5.2.3 The project organized a series of high level missions to CHT to donors' representatives to experience CHT situations, meet with local government officials, elected members and visit project beneficiaries. High Commissioner of Canadian to Bangladesh, CIDA representatives, European Union Ambassador and representatives, UNDP Country Director and UN Resident Coordinator visited the project areas. These visits made an opportunity for the community people and representatives of CHT institutions to share their experiences and issues with the missions and donor representatives.</p> <p>5.2.5 Meeting minutes were documented and disseminated to relevant donors and other stakeholders on a regular basis.</p>

**Annex-2**  
**Summary of the CIDA Fund utilization form April 2008 to 20th June 2012**

Outputs	As per donor agreement (revised 2009)		Expenditure Report from 01.04.08 to 20.06.12	
	CAD	US\$	US\$	CAD
Capacity Development	1,401,869	1,300,804	783,581	844,461
Economic Development	2,336,449	2,168,006	570,479	614,802
Education	2,803,738	2,601,607	1,627,810	1,754,282
Community Empowerment	4,158,879	3,859,051	8,712,658	9,389,585
Confidence Building	2,803,738	2,601,607	1,097,279	1,182,531
Gender	514,019	476,961	216,230	233,030
<b>Sub Total</b>	<b>14,018,692</b>	<b>13,008,036</b>	<b>13,008,036</b>	<b>14,018,691</b>
GMS 7%	981,308	910,563	910,563	981,308
<b>Grand Total</b>	<b>15,000,000</b>	<b>13,918,599</b>	<b>13,918,599</b>	<b>15,000,000</b>

	CAD	US\$	Exchange rate	
Fund Received 2008	5,000,000	4,906,771	Y-2008	1 US\$ = CAD 1.019
Fund Received 2009	5,000,000	3,993,610	Y-2009	1 US\$ = CAD 1.252
Fund Received 2010	3,000,000	2,923,977	Y-2010	1 US\$ = CAD 1.026
Fund Received 2011	2,000,000	2,094,241	Y-2011	1 US\$ = CAD 1.026
<b>Total Received</b>	<b>15,000,000</b>	<b>13,918,599</b>		
<b>Average Exchange Rate</b>		<b>1.078</b>		