

**GRANT ARRANGEMENT**

**BETWEEN**

**THE DEPARTMENT OF FOREIGN AFFAIRS TRADE AND DEVELOPMENT**

**AND**

**THE UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)**

**Community Cohesion in Cox's Bazar**  
**DFATD Project Number: P006383**

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## GRANT ARRANGEMENT

**BETWEEN:** The Department of Foreign Affairs, Trade and Development  
(hereinafter referred to as "DFATD");

**AND:** The United Nations Development Programme/UNDP (hereinafter  
referred to as "the Organization");

Individually or together hereinafter referred to as the "Participant(s)".

DFATD wishes to provide a grant (hereinafter referred to as the "Grant") to support the Project/  
entitled "Community Cohesion in Cox's Bazar" in Bangladesh, (hereinafter referred to as the  
"Project");

The Organization will implement the Project directly or enter into agreement(s) with implementing  
partner(s)/third parties as necessary to ensure the successful implementation of the Project;

The purpose of this Grant Arrangement (hereinafter referred to as the "Arrangement") is to set out the  
terms concerning the transfer and administration of the Grant;

The respect for human rights, democratic principles, the rule of law, gender equality and good  
governance, including the fight against corruption, are fundamental principles on which the  
cooperation between the Participants rests and which constitute essential elements of this  
Arrangement;

NOW THEREFORE, under this Arrangement, the Participants have reached the following  
understanding:

### Paragraph I The Grant

1.1. Upon signature of this Arrangement by both Participants, DFATD will make a total payment of  
an amount of six million **Canadian Dollars (CDN \$6,000,000)** based on the following installment  
schedule for the purpose of the Project described in Annex A:

	Payment, no later than	Amount:	DFATD Fiscal Year
1.	March 31, 2019	\$3,000,000	2018-2019
2.	March 31, 2020	\$2,000,000	2019-2020
3.	March 31, 2021	\$1,000,000	2020-2021

1.2. Any change to the installment payment schedule above will be made through an amendment to  
this Arrangement in accordance with the provisions of Paragraph XVI below.

1.3. DFATD will make the payment(s) to the Organization through bank transfer(s), in the  
Organization's bank account as follows:

Account Number : 711442252220  
Bank Name : BANK OF AMERICA CANADA  
Account Name : United Nations Development Programme (CAD) Account  
SWIFT Address : BOFACATT  
Address : 200 Front St. West, 26th Floor, Toronto, Ontario M5V 3L2, CANADA

- 1.4. DFATD will inform the Organization when the Grant or any installment of the Grant is paid via an e-mail message with remittance information to [contributions@undp.org](mailto:contributions@undp.org). The Organization will confirm receipt of payment(s) and the value of the payment(s) to DFATD by email at [Yunus.Lubega@international.gc.ca](mailto:Yunus.Lubega@international.gc.ca).
- 1.5. The value of the Grant, made pursuant to this Arrangement, will be determined by applying the United Nations operational rate of exchange for US Dollars in effect on the date of payment(s). The Organization's commitments for implementation of the Project under this Arrangement are contingent upon receipt of the Grant and are limited by the value of the Grant.

#### **Paragraph II Utilization of the Grant**

- 2.1. The Grant will be received, administered, used and expended by the Organization in accordance with the Organization's regulations, rules, policies and procedures, as well as the terms of this Arrangement.
- 2.2. The Organization will ensure that the Grant is utilized exclusively for the purpose of the Project.
- 2.3. DFATD may withhold payment or request reimbursement of the Grant, should DFATD reasonably determine that the Organization:
  - a) Used the Grant for purpose other than the Project described in Annex A and Annex B. The Participants acknowledge that "used the Grant for a purpose other than the Project described in Annex A and Annex B" means when the Organization applies the Grant for a different project than the one described in Annex "A" and "B";
  - b) Receives a payment made in error. The Participants acknowledge that "error" will mean (a) when the payment is sent to the Organization by mistake as it should have been sent to a different organization and/or (b) when the Organization applies the payment to a different country programme and/or a different project than the one agreed by the Participants.
- 2.4. Sub-paragraph 2.3 a) will not apply to the misuse of funds by implementing partner(s)/third parties, which will be governed by paragraph XIX. The Participants understand that DFATD will, before withholding any payment, consult with the Organization as per paragraph XII of this Arrangement.

#### **Paragraph III Liability**

- 3.1. DFATD will not be held liable for any contractual commitments entered into by the Organization with any third party for the implementation of the Project.
- 3.2. DFATD will have no liability for any claims arising from the implementation of the Project or any infringements of intellectual property of others.

#### **Paragraph IV Access to Information, Confidential Information and Intellectual Property**

- 4.1. The Participants acknowledge and agree that this Arrangement and information with respect to the Project described in Annex A and Annex B, and arising from the implementation of the Project will be disclosed in accordance with the Participants' respective access to information and privacy disclosure regulations, rules, policies, procedures and laws.
- 4.2. The Participants will mutually ensure that any information of a confidential nature will be treated as confidential. Any documents that one Participant provides to the other and which it considers to be confidential in nature will be clearly marked as such. The Participants will use all reasonable efforts to protect the confidential information from disclosure to any third party. Such efforts will be governed by the Participants' respective regulations, rules, policies, procedures and laws.

- 4.3. The Participants understand that any intellectual property resulting from the Project of the Organization undertaken under the Project set out herein will be vested in the Organization. The Organization agrees to allow DFATD use of such Intellectual Property, free of charge, for non-commercial Purposes. The Organization also acknowledges that the Project is part of an international assistance Program and that any Intellectual Property rights created by virtue of the Grant will only be asserted in a manner that promotes the interests and objectives of the Project of international assistance and where possible, maximizes the use of the products created by virtue of the Grant.
- 4.4. The Organization will make reasonable efforts to ensure that any intellectual property rights provided under this Arrangement will not infringe on the intellectual property rights of others.

#### **Paragraph V No employee or agency relationship**

- 5.1. This Arrangement is neither a contract for services nor a contract of service or employment. No provision in this Arrangement creates or may create a joint venture, an association, or a partnership, employment or agency relationship, mandate, representation or delegation between DFATD and the Organization.
- 5.2. The Organization is responsible to ensure its own security and the security of its personnel, in accordance with the Organization's regulations, rules, policies and procedures. DFATD assumes no responsibility for the security of the Organization or its personnel.

#### **Paragraph VI Equipment and Material Purchases**

- 6.1. Ownership of equipment, supplies and other properties financed from the Grant will vest in the Organization. Matters relating to the transfer of ownership by the Organization of such equipment, supplies and other properties will be determined in accordance with the relevant regulations, rules, policies and procedures of the Organization. Unless otherwise agreed to and specified in Annex A and Annex B. Procurement to be implemented by the Organization will be in accordance with the Organization's procurement regulations, rules, policies and procedures exclusively.

#### **Paragraph VII Administration and Reporting**

- 7.1. All financial accounts and statements will be expressed in United States dollars.
- 7.2. The Organization will provide DFATD with the following reports:
  - 7.2.1. An annual results-based narrative report, within three (3) months of the end of each calendar year including an interim financial report, which provides an evidence-based assessment of progress on or toward the achievement of expected outputs, outcomes and impact. This annual results-based narrative report should provide evidence of performance using actual data on output, outcome and impact level performance indicators, identified in the relevant results framework for this Project, in comparison to baseline and targets.

The annual results-based narrative report should be accompanied by an annex providing actual data on each performance indicator as per its collection frequency.

The annual-results based narrative report will outline the following:

    - a) an analysis of the key challenges and constraints internal and external to the Organization and which may influence the success of the Project as a whole, as well as explanations of variance between expected and actual results, lessons learned and mitigation measures. The organization will also describe the organization's efforts to ensure sustainability of results achieved and specify whether the Project is on track to achieve the Project's expected outputs, outcomes and impact;

- b) if relevant, an assessment of how the Organization's gender equality strategy, if any, is being implemented by the Project and how it is contributing to the achievement of expected Project results;
  - c) if relevant, a summary of environmental issues that affect and or arise from the Project and how they are being addressed to ensure expected results are achieved;
  - d) if relevant, a summary of what governance and human rights issues affect the Project and description of how governance considerations (i.e. capacity and responsiveness; efficiency and effectiveness; transparency and accountability; equity, equality and non-discrimination; participation and inclusion) have been taken into account to address the issues in the design, implementation, results and monitoring of the Project.
- 7.2.2. An annual certified financial report as of December 31st of every year to be submitted within six (6) months of the end of each calendar year.
- 7.2.3. If relevant a final narrative report within three (3) months of the completion of the Project, the expiry or termination of this Arrangement including an interim financial report. The report will include an evidence-based analysis of cumulative outputs, outcomes, and impact achieved over the course of the Project. This final narrative report should provide evidence of performance using actual data on output, outcome and impact level performance indicators, identified in the relevant results framework for this Project, in comparison to baseline and targets.
- The final narrative report should also be accompanied by an annex providing actual data on each performance indicator as per its collection frequency. The report should also outline challenges and lessons learned, and include a summary of considerations identified in above Paragraphs 7.2.1 b), c) and d), and how the Project is ensuring the sustainability of results achieved.
- 7.3. A final certified financial report to be submitted by 30 June of the following year of the completion of the Project, the expiry or termination of this Arrangement.
- 7.4. At DFATD's request and expense in consultation with the Organization, more frequent reports.

#### **Paragraph VIII Administrative and Support Services**

- 8.1. The Grant will be subject to cost recovery for indirect costs (General Management Support (GMS)) services equal to 8% of the total value of the Grant in accordance with the Organization cost recovery policy. Furthermore, as long as they are unequivocally linked to the Project, all direct costs of implementation of the Project, including the costs of the third parties, will be borne by the Grant and reflected in the Project budget.

#### **Paragraph IX Audit**

- 9.1. The Grant will be subject exclusively to the provisions on external and internal audit provided for in the Organization's financial regulations, rules, policies and procedures. The external audit report will be disclosed by the United Nations Board of Auditors at <http://www.un.org/en/auditors/board/reports.shtml>, or at such other URL as the Board of Auditors may from time to time decide. The internal audit report will be publicly disclosed in accordance with the protocols established by the Organization's Executive Board, subject to limitations contained in the relevant decisions of the Organization's Executive Board. The Organization will inform DFATD when the external audit reports are disclosed and if there is a change in URL.

- 9.2. Any part of the Grant transferred to implementing partner(s)/third parties will be audited and the corresponding report disclosed in accordance with the Organization's financial regulations, rules, policies and procedures.

**Paragraph X Evaluation**

- 10.1. The Project will be evaluated in accordance with Organization's regulations, rules, policies and procedures.
- 10.2. The evaluation reports of the Organization which are publicly disclosed can be found at: <https://erc.undp.org>, or at such other URL as the Organisation may from time to time decide. The Organization will inform DFATD when the evaluation report is disclosed and if there is a change in URL <https://erc.undp.org>.

**Paragraph XI Visibility**

- 11.1. Where appropriate, the Organization will ensure visibility and provide public recognition of DFATD's support in publications, speeches, press releases, websites, social media or other communication material in accordance with the Organization's policies and procedures. The Organization will supply DFATD with a copy of any written or electronic material acknowledging DFATD's support. DFATD may provide content and input acceptable to the Organization into any supporting communication material.
- 11.2. The Organization will provide at least fifteen (15) days advance notice to DFATD (unless otherwise agreed upon) of any planned initial public announcement of Canada's support. DFATD reserves the right to make the initial public announcement or participate in any official ceremony, public event or announcement made by the Organization.
- 11.3. All public materials issued jointly by DFATD and the Organization must be judged acceptable by both Participants and will be made available in both English and French.

**Paragraph XII Consultation**

- 12.1. DFATD and the Organization will consult each other in respect of any matter that may arise in relation to this Arrangement.

**Paragraph XIII Suspension**

- 13.1. Following consultations as provided for in paragraph XII, either Participant may at any time suspend this Arrangement in whole or in part by a written notice of its intent to do so to the other Participant. Both Participants will endeavour to identify ways and means to manage the suspension, thereby mitigating the impact on the Project until such time that the suspension is lifted.
- 13.2. DFATD will nevertheless cover any commitments entered by the Organization up to the date on which the notice of suspension takes effect.

**Paragraph XIV Notification of Completion of activities and Termination;**

- 14.1. The Organization will notify DFATD when all activities relating to the Project have been completed.
- 14.2. Following consultations as provided for in paragraph XII, either Participant may at any time terminate this Arrangement in whole or in part by giving ninety (90) days' written notice of its intent to do so to the other Participant.
- 14.3. DFATD will nevertheless cover any commitments entered by the Organization up to the date on which the notice of termination takes effect. The Organization will continue to hold unutilized

portion of the Grant in order for the Organization to bring the Project activities to an orderly conclusion.

- 14.4. Any portion of the Grant that remains unexpended after such commitments have been satisfied will be reallocated by the Organization, in consultation and agreement with DFATD.

**Paragraph XV Environmental Assessment**

- 15.1. This Arrangement may involve the carrying out of one or more components that is likely to cause negative environmental effects. The Organization will ensure that the project is not likely to cause significant adverse environmental effects. The Organization will ensure that the management of environmental effects, including any analysis, is carried out in accordance with the environmental processes and requirements of the Organization.
- 15.2. Upon DFATD's request, the Organization will provide DFATD with a copy of any environmental analysis(-es) and any supporting documentation.
- 15.3. DFATD may also evaluate whether the management of environmental effects was carried out in accordance with the environmental process(-es) and requirements of the Organization.
- 15.4. The Organization will explicitly and systematically implement environmental considerations identified in the Arrangement, and in any subsequent environmental analysis, at all stages of the project.
- 15.5. As part of its regular reporting, the Organization will report to DFATD on the application of the above provisions.

**Paragraph XVI Amendment of the Arrangement**

- 16.1. This Arrangement may only be amended prior to the expiration or earlier termination of this Arrangement in writing and must be signed and dated by both DFATD and the Organization.

**Paragraph XVII Notice**

- 17.1. Any notice to be given to either Participant with respect to this Arrangement will be effectively given if delivered or sent by registered letter or facsimile addressed to the other Participant at the address given in this Paragraph. The address of either Participant may be changed by notice in the manner set out in this Paragraph.
- 17.2. Any notice to DFATD will be addressed to:
- Yunus Lubega  
First Secretary, Development  
High Commission of Canada  
United Nations Road  
Dhaka, Bangladesh 1212  
Telephone: +88-02-5566-8444 [Ext. 319-3454]  
Facsimile: +88-02-5566-8423  
E-mail: [Yunus.Lubega@international.gc.ca](mailto:Yunus.Lubega@international.gc.ca)
- 17.3. Any notice to the Organization will be addressed to :
- Sudipto Mukerjee  
Resident Representative a.i.  
United Nations Development Programme  
IDB Bhanan, Shar-E-Bangla Nagar, Agargaon  
Dhaka, Bangladesh  
Telephone: +88 02 55667788 Ext. 1803

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Facsimile: +88 02 918-3099  
Email: [sudipto.mukerjee@undp.org](mailto:sudipto.mukerjee@undp.org)

**Paragraph XVIII Entire Understanding**

- 18.1. This Arrangement together with Annex A and Annex B, which form an integral part hereof, constitutes the entire understanding between DFATD and the Organization with respect to the Project.

**Paragraph XIX Proscribed Practices (Anti-Corruption)**

- 19.1. The Organization and DFATD understand that it is important to take all necessary precautions to avoid any proscribed practice as this term is defined in the Organization's Oversight Policy. To this end, the Organization will, inter alia, maintain standards of conduct that govern the conduct of its staff, including the prohibition of proscribed practices in connection with the award and administration of contracts, agreements, grants, or other benefits, as set forth in the Staff Regulations and Rules of the United Nations, the Organization's Financial Regulations and Rules, and the Organization's Procurement Policies and Procedures.
- 19.2. Any investigation into allegations of proscribed practices under sub-paragraph 19.1 or attempts to recover any misused Grant funds will be subject exclusively to the terms of the Organization's regulations, rules, policies and procedures, the terms of the Organization's Oversight Policy, and the relevant resolutions and decisions of the General Assembly.
- 19.3. In respect of such amount(s) of the Grant that the Organization has been able to recover as provided for in sub-paragraph 19.2 above, the Participants will consult to decide whether the amount be returned to DFATD or be re-programmed at DFATD's request.

**Paragraph XX Anti-Terrorism**

- 20.1. Consistent with numerous United Nations Security Council resolutions, including, but not limited to S/RES/1269 (1999), S/RES/1368 (2001), and S/RES/1373 (2001), both DFATD and the Organization are firmly committed to the international fight against terrorism, and in particular, against the financing of terrorism. It is the laws of Canada that none of its funds are used, directly or indirectly, to support individuals or entities associated with terrorism.
- 20.2. As required by the Organization's regulations, rules, policies and procedures, the Organization will screen potential third parties to ensure the Organization does not knowingly work with any implementing partner(s)/third parties appearing on the Consolidated United Nations Security Council Sanctions List as modified during this Arrangement.
- 20.3. The Organization will make its best efforts to provide to DFATD a list of implementing partner(s)/third parties before the signature of this Arrangement. If not received before signature, the Organization will provide to DFATD the list of third parties as soon as it is available.
- 20.4. Any payments to implementing partner(s)/third parties that the Organization will make from the Grant will be made only to third parties listed in Annex A. Any change to the list of third parties included in Annex A will be submitted to DFATD in writing, no later than thirty (30) days before signing any agreement with the proposed new third party. Annex A will be updated as necessary without a formal amendment as stated in Paragraph XVI.
- 20.5. DFATD may, from time to time, inform the Organization in writing if it has identified implementing partner(s)/third parties included in Annex A that are associated directly or indirectly with terrorism. In such instance, DFATD and the Organization will discuss and determine in good faith an appropriate course of action, including reallocation of remaining funds, suspension or termination of this Arrangement.



- 20.6. The Organization will include an appropriate clause in its agreements with implementing partner(s)/third parties requiring that the third parties use all reasonable efforts to ensure that no funds transferred are used to benefit individuals or entities appearing on the Consolidated United Nations Security Council Sanctions List.

**Paragraph XXI Economic Sanctions**

- 21.1. It is a term of this Arrangement that the Organization will respect the international economic sanctions imposed by the United Nations.
- 21.2. DFATD may, from time to time, inform the Organization in writing if it has identified a third party acting in violation of international economic sanctions imposed by the United Nations. In such instances, DFATD and the Organization will discuss and determine in good faith an appropriate course of action, including reallocation of remaining funds, suspension or termination of this Arrangement.

**Paragraph XXII General Provisions**

- 22.1. DFATD seeks to ensure that no current or former public office holder, member of the Canadian House of Commons, member of the Senate or public servant of the Government of Canada who is not in compliance with the Canadian Conflict of Interest Act, 2006, c. 9, s. 2, the Conflict of Interest Code for Members of the House of Commons, the Conflict of interest code for Senators, the Values and Ethics Code for the Public Service and the Values and Ethics Code for the Public Sector will derive a direct benefit from this Arrangement. It is the obligation of such persons to ensure compliance with their obligations under the above Canadian laws and codes.
- 22.2. This Arrangement will not be assigned by the Organization without the prior written consent of DFATD.
- 22.3. Any payment to be made under this Arrangement is subject to there being an appropriation by the Parliament of Canada for the fiscal year in which the payment is to be made. If DFATD's appropriation is changed by the Parliament of Canada, DFATD may reduce the Grant or terminate this Arrangement with a written notice to the Organization.
- 22.4. This Arrangement is not an international treaty and does not create any obligation under public or private international law. It is an administrative arrangement between DFATD and the Organization.
- 22.5. Nothing in or relating to any provision in this Arrangement will be construed as constituting a waiver, express or implied, of any of the privileges and immunities of the Participants.
- 22.6. Any difference arising out of or relating to this Arrangement will be settled amicably by the Participants.

**Paragraph XXIII Coming into Effect; Term; Expiration**

23.1. The Arrangement will come into effect on the date of the last signature and will remain in effect until the completion of the Project activities by **31 December 2021**.

Done in the English language in two (2) copies,

For the Department of Foreign Affairs,  
Trade and Development

For the United Nations Development  
Programme (UNDP)

Signature: J. Durno

Signature: [Signature] 21/12/18

Name: James Durno

Name: Sudipto Mukerjee

Title: Director, Bangladesh  
Development

Title: Resident Representative a.i.

Date: December 11, 2018

Date: \_\_\_\_\_



[Handwritten initials]

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**ANNEX A**  
**PROJECT DESCRIPTION**

**1. Project Objective**

The goal of the project is to strengthen economic resilience of the host communities affected by the Rohingya crisis in Cox's Bazar and facilitate social cohesion among the host communities and the refugees. It will be achieved by reducing the drivers of conflict and violence, including perceptions of unfair treatment, help host communities to feel engaged and included in the Rohingya response and improve social cohesion. The project will provide skills training and employment support for women and young men in the host communities, as well as quick-impact community development projects to rehabilitate infrastructure and improve the safety and security of women and girls. The project will build local capacity to address and defuse conflicts, and empower women as community mediators and champions of peace. Skills training will be provided to Rohingya in the camps and a Multi-Purpose Women's Centre will be established.

**2. Beneficiaries**

The economic resilience component will provide improved livelihood opportunities for 1,000 young women and 2,000 young men skills training for 3,000 Rohingya refugees (half of them women). The establishment of a Multi-Purpose Women's Centre to provide skills training for women and adolescents in the camps as well as information on sexual and gender-based violence (SGBV), sexual and reproductive health and rights, trafficking, and child marriage will reaching an estimated 6,000 women per year, with skills training for approximately 360 women. The social cohesion component will directly benefit 700 people (over 50% women and girls) and will reach approximately 178,875 people in the host communities.

**3. Expected Results and Implementation**

The intermediate outcomes and indicative activities are:

Intermediate Outcome -1: improved economic resilience of affected host communities in Cox's Bazar, including women and girls:

- Provision of basic skills training for host community members and Rohingya refugees where possible
- Creation of short-term employment opportunities through on-the-job training through infrastructure rehabilitation
- Provision of support to sustainable long-term employment opportunities

Intermediate Outcome – 2: enhanced social cohesion within the affected host communities in Cox's Bazar with a focus on empowering women as community mediators and champions of peace.

- Provision of support to women peacebuilders and groups
- Provision of local mediator training
- Provision of inter-and intra-faith leadership and dialogue

**Key Performance Indicators**

The Organization will incorporate the following output indicators to the project's Results Framework (attached in Annex B) and will report on them on them in the annual narrative report described in Paragraph VII above.

- 1) Number of people (M/F) reached by projects that support women's economic empowerment; and
- 2) Amount of funds invested and number of civil-society organizations, including women's organizations, supported to increase participation of women in peace negotiations and conflict-prevention efforts.

### **Gender Equality**

Gender equality and the empowerment of women and girls is an essential and core component of the project. During project inception, the Organization will review the Results Framework attached in Annex B, including indicators and targets to ensure they measure women's empowerment and that targets are set that advance gender equality. Throughout implementation, the Organization will ensure action on gender equality and empowerment of women and girls. The Organization will also consider involving women's right organizations in all activities.

### **Prevention of Sexual Exploitation and Abuse (PSEA)**

The Organization is expected to take all appropriate measures to prevent sexual exploitation or abuse of anyone by its employees or any other persons engaged and controlled by the Organization to perform any services funded by the Organization. The Organization will implement the zero tolerance policy to sexual exploitation and abuse, as outlined in UN Secretary-General's Bulletin on Special Measures for protection from sexual exploitation and abuse (ST/SGB/2003/13). The policy applies to UN personnel, as well as implementing partners and their subcontractors.

As per the UN Secretary-General's Bulletin, the zero-tolerance policy

- Prohibits sexual activities with persons under the age of 18 regardless of the age of majority or consent locally;
- Prohibits the exchange of money, employment, assistance, goods or services for sex, including sexual favours or other forms of humiliating, degrading or exploitive conduct;
- Strongly discourages sexual relationships between personnel and beneficiaries of assistance, since they are based on inherently unequal power dynamics, undermine the credibility and integrity of UN agencies' work.

The Organization is also expected to operationalize PSEA Commitments with implementing partners and contractors. PSEA measures with implementing partners are further guided by the UN Protocol on Allegations of Sexual Exploitation and Abuse Involving Implementing Partners ([https://www.un.org/preventing-sexual-exploitation-and-abuse/sites/www.un.org/preventing-sexual-exploitation-and-abuse/files/un\\_protocol\\_on\\_sea\\_allegations\\_involving\\_implementing\\_partners\\_en.pdf](https://www.un.org/preventing-sexual-exploitation-and-abuse/sites/www.un.org/preventing-sexual-exploitation-and-abuse/files/un_protocol_on_sea_allegations_involving_implementing_partners_en.pdf)). This protocol outlines requirements of the United Nations, including its funds and programmes (collectively, the "UN"), when working with implementing partners, to ensure adequate safeguards and appropriate action related to sexual exploitation and abuse (SEA).

### **Environmental Integration**

The Organization will explicitly and systematically implement the environmental considerations described in Paragraph XV of the Arrangement, and in any subsequent environmental analysis, at all stages of the project. In addition, the Organization will through its project progress report describe the steps to mitigate potential negative environmental effects and measures adopted to enhance environmental sustainability regarding Intermediate Outcome, "Improved economic resilience of affected host communities in Cox's Bazar, including women and girls". The Organization will also demonstrate how its Social and Environmental Standards (SES) is going to be applied to the project for this Intermediate Outcome.

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## **4. Governance And Management Arrangements**

### **Management Arrangements**

The project will be jointly implemented by the Organization and UN Women. The Organization will be the main coordinating partner, responsible for the overall management and reporting to the donor. Gender specific activities will be implemented by UN Women, with the Organization channeling funds through a pass-through arrangement. To ensure a fast and flexible implementation of activities, the Organization will use the existing Direct Implementation Modality (DIM) provided under its Early Recovery Facility (ERF). This initiative will be administered by the Organization's Country Office in Bangladesh under the leadership of Country Director and Deputy Country Director via the head of the Organization's sub-office in Cox's Bazar. The project's technical implementation will be led by a Project Manager, supported by a project team consisting of national and international experts and staff.

### **Coordination at National Level - Project Board:**

At project initiation, the Organization will convene a Project Board (PB). The board will provide high-level policy direction and oversight to the Project. The overarching responsibility of the Project Board is to assist the Organization's Country Office to carry-out their oversight responsibilities, especially with regards to annual plans, strategic planning, overall quality assurance and risk management requirements as related to project outcomes and to influence the course of the project. The PB will be co-chaired by the Organization's Country Director and UN Women Country Representative, and participants will include representatives of relevant government agencies and development partners, as well as UN agencies.

The Project Board will meet at least once in every six months. It will be a high-level policy formation body that will:

- Review progress of the project and discuss policy implications;
- Recommend actions to reflect new policy directions in national planning documents
- Provide proper policy guidelines to overcome the problems of the project and assist the Organization to implement development solutions, priorities and emerging challenges
- Advise regarding opportunities for inter-departmental/ministerial cooperation and coordination;

### **Coordination at Cox's Bazar Level**

Both the Organization and UN Women have established Sub-Offices in Cox's Bazar that operate with technical and operational support from the Country Offices in Dhaka. Coordination between the two agencies will be done regularly at the Sub-office level. Heads of Sub-offices for both the Organization and UN Women will hold monthly coordination meetings with the Project Manager in Cox's Bazar.

Both agencies engage regularly with other UN agencies, and local and international NGOs operating on the ground in Cox's Bazar through the ISCG coordination mechanism. The Organization and UN Women will also coordinate bilaterally with other UN agencies if required, to ensure active cooperation towards shared objectives.

### **Project Team**

The Project Team will consist of five staff from the Organization and UN Women staff who will report to and work under the guidance of a the Organization Project Manager, and will be based at the Organization Sub-Office in Cox's Bazar. The Project Manager will report to the head of the Organization Sub-office in Cox's Bazar who will coordinate closely with the head of UN Women sub-office.

The Project Team will include a Skills Training Specialist and two Field Facilitators who will also be Social Cohesion and Gender technical staff. The Project Team will also be supported by an Operations Officer in Cox's Bazar and other operations personnel in Dhaka. International experts will provide technical assistance to the team on a short-term basis throughout the project.

### 5. Monitoring And Evaluation

In accordance with the Organization's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: Monitoring and Evaluation Plans will be adapted to project context, as needed]*

#### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per the Organization's Social and Environmental Standards. Audits will be conducted in accordance with the Organization's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		

		integrated back into the project.				
<b>Annual Project Quality Assurance</b>		The quality of the project will be assessed against the Organization's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
<b>Review and Make Course Corrections</b>		Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
<b>Project Report</b>		A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			
<b>Project Review (Project Board)</b>		The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the	At least annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		

	<p>life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.</p>				
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**Evaluation Plan<sup>1</sup>**

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
e.g., Mid-Term Evaluation						

<sup>1</sup> Optional, if needed



**ANNEX B**

**RESULTS FRAMEWORK**

*[Note: Results Framework will be adapted to project context, as needed]*

<b>Bangladesh UNDAF Outcome:</b> No 2. Develop and implement improved social policies and programmes that focus on good governance, reduction of structural inequalities and advancement of vulnerable individuals and groups.											
<b>Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:</b> <i>Bangladesh</i> <i>Indicator 2.1.1.: Extent to which there is a strengthened environment for civic engagement, including legal/regulatory framework for civil society organizations to function in the public sphere and contribute to development, and effective mechanisms/platforms to engage civil society (with a focus on women, youth or excluded groups)</i> <i>Baseline (2016): low (on 3 groups), target (2020): medium (on 3 groups);</i>											
<b>Applicable Output(s) from the Organization Strategic Plan:</b> Outcome 2: Citizen expectations for voice, development, rule of law, and accountability are met by stronger systems of democratic governance.											
<b>Project title and Atlas Project Number: 00113358 (Community Cohesion in CXB)</b>											
EXPECTED OUTPUTS	OUTPUT & ACTIVITIES INDICATORS <sup>2</sup>			DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
					Value	Year	Year 1	Year 2	Year 3	FINAL	
Output 1: Economic Resilience	1.1 Percent of trainees a) finding employment in the sector in which they received skill development support b) disaggregated (%) by sex.	A	the Organization								
		B									

	<b>1.2 Percent of trainees a) remaining in employment at least six months/ one year after receiving skill development support b) disaggregated (%) by sex.</b>	A	the Organization									
		B										
	<b>1.3 Percent of trainees a) with a reduction in their multi-dimensional poverty b) disaggregated (%) by sex.</b>	A	the Organization									
		B										
	<b>1.4 Number of women self-reported to benefit from capacity enhancement and skills development training</b>		UN Women									
	<b>Percentage of trained women started income generating/ entrepreneurial activities to reduce economic vulnerability and protection risks</b>		UN Women									
<b>Activity 1.1:</b> Skills Training: Host Communities	<b>1.1.1 Number of beneficiaries receiving: a) skills and leadership development training, b) disaggregated (%) by sex.</b>	A	the Organization									
		B	the Organization									
	<b>1.1.2 Percent of beneficiaries who a) found employment six months after receiving skills development training, b) disaggregated by sex</b>	A	the Organization									
		B	the Organization									
	<b>1.1.3 Number of host community women received livelihood and business development skills training to protect and start rebuilding livelihood assets</b>		the Organization / UN Women									
<b>Activity 1.2:</b> Skills Training: Rohingya	<b>1.2.1 Number of beneficiaries receiving: a) resilience and life skills training, b) disaggregated (%) by sex.</b>	A	the Organization									
		B	the Organization									
	<b>1.2.2 Percent of beneficiaries who a) found source of income in camps, b) disaggregated by sex</b>	A	the Organization									
		B	the Organization									

	1.2.3 Number of refugee women and girls received basic literacy, leadership, life and livelihood skills training		UN Women											
<b>Activity 1.3</b> On the job training – infrastructure rehabilitation – short term employment opportunities	1.3.1 a) Number of trained skilled workers employed through infrastructure rehabilitation schemes b) disaggregated by sex	A	the Organization											
		B	the Organization											
	1.3.2 Number of wage workers employed through infrastructure rehabilitation schemes		the Organization											
	1.3.3 number of person days of short term employment created		the Organization											
	1.3.4 Average income per person / family		the Organization											
<b>Activity 1.4</b> Support to sustainable long term employment opportunities	1.4.1 Number of trained skilled people who have completed apprenticeships		the Organization											
	1.4.2 Number of people who have found jobs through job placement		the Organization											
	1.4.3 Number of people who have found jobs themselves		the Organization											
	1.4.4 Number of people who have received start up kits		the Organization / UN Women											
	1.4.5 Number of people who have received cash grant		the Organization / UN Women											
	1.4.6 Number of wage workers who have found employment with self-employed beneficiaries		the Organization											
	1.4.7 Number of small businesses sustained for more than 6 months		the Organization / UN Women											
<b>Output 2: SOCIAL COHESION</b>	2.1 Number of dialogue processes held in "hot spot" communities to bring together community members to discuss concerns related to drivers of violence.		the Organization											
	2.2. Number of community members who a) report a better understanding	A	the Organization											

	<i>of peacebuilding concepts b) disaggregated (%) by sex.</i>	B	the Organization							
	<b>2.3 Perceptions of respondents from host communities on whether they believe their quality of life has increased since the lows experienced immediately after the crisis began</b>		the Organization							
	<b>2.4 Percentage change or increase in respondents who believe that the Rohingya crisis response has contributed something to their community</b>		the Organization							
	<b>2.5 Number of dialogues among women's support groups, women committees and women development forum held at communities at risks to discuss concern related to drivers of communal violence and extremism</b>		UN Women							
2.1 Support to Women Peacebuilders and Groups	<b>2.1.1 Percentage of women who felt skills training or consultation was 'useful' or 'very useful' once session completed</b>		the Organization							
	<b>2.1.2 Percentage improvement in scores from a test administered at start of a training session when compared to a test administered at the end</b>		the Organization							
	<b>2.1.3 Number of female beneficiaries attending training sessions or discussions</b>		the Organization							
	<b>2.1.4 No of women's support group formed as a safe forum for women to share their concerns and needs</b>		UN Women							
2.2 Local Mediator Training	<b>2.2.1 Number of recipients of a) mediator training, b) disaggregated (%) by sex.</b>	A	the Organization							
		B	the Organization							
	<b>2.2.2 Percentage improvement in scores from a test administered at start of a training session when compared to a test administered at the end.</b>		the Organization							
	<b>2.2.3 Percent of beneficiaries who state that they have used these mediation skills "frequently" or "very frequently" six months</b>		the Organization							

	<i>after being trained.</i>								
2.3 Inter and Intra-Faith Leadership & Dialogue	2.3.1 Number of religious organizations adding a PVE or social cohesion element to existing programming	the Organization							
	2.3.2 Number of religious leaders given training or materials to recognize and defend against extremist or intolerant narratives in their communities	the Organization							
	2.3.3 Number of religious leaders given training or materials to recognize and address the gendered aspects of PVE.	the Organization							
2.4 Plan for Host Community Engagement	2.4.1 Plan for Host Community Engagement developed and operationalised	the Organization							