**FINAL REPORT**

**Final Review**

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

June, 2015

**Submitted to**

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

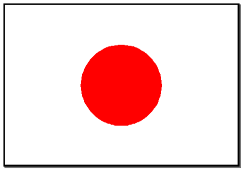
**United Nations Development Programme (UNDP)**

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**Submitted By**

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| Nazme Sabina  [nazme\_sabina@yahoo.com](mailto:nazme_sabina@yahoo.com); [nazme.sabina@gmail.com](mailto:nazme.sabina@gmail.com)  AND  Kirti Nishan Chakma  [knchakma@gmail.com](mailto:knchakma@gmail.com) |

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**Government of Japan**

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

**Acronyms**

ABDI : Area Based Development Initiative

ADB : Asian Development Bank

ADP : Agricultural Development Plan

BARI : Bangladesh Agricultural Research Institute

BPATC : Bangladesh Public Administration Training Centre

CBOs : Community Based Organizations

CD : Capacity Development

CDP : Capacity Development Plan

CE : Community Empowerment

CEP : Community Empowerment Programme

CF : Community Facilitator

CHSW : Community Health Service Worker

CHT : Chittagong Hill Tracts

CHTDB : Chittagong Hill Tracts Development Board

CHTDF : Chittagong Hill Tracts Development Facility

CHTRC : Chittagong Hill Tracts Regional Council

CHTRDP : Chittagong Hill Tracts Rural Development Project

CHTWON : Chittagong Hill Tracts Women’s Organizations Network

CIDA : Canadian International Development Agency

CLW : Community Livestock Worker

CPW : Community Poultry Worker

CMC : Clinic Management Committee

CSBA : Civil Surgeon

DAE : Directorate of Agricultural Extension

DC : Deputy Commissioner

DEX : Direct Execution

DLO : District Livestock Office

DoC : Directorate of Cooperatives

DPE : Directorate of Primary Education

DPEO : Deputy Primary Education Officer

DPFC : District Project Facilitation Committee

EU : European Union

FAO : Food and Agriculture Organization

FFS : Farmers’ Field School

FSF : Field School Facilitator

GoB : Government of Bangladesh

HDC : Hill District Council

HPNSDP : Health, Population and Nutrition Sector Development Programme

ICDP : Integrated Community Development Programme

IDPs : Internally Displaced Persons/Peoples

IGA : Income Generating Activities

ILO : International Labor Organization

IMED : Implementation, Monitoring and Evaluation Division

LCG : Local Consultative Group

LED : Local Economic Development

LGED : Local Government Education Department

LGIs : Local Government Institutions

LoA : Letter of Agreement

MDGs : Millennium Development Goals

MG : Mothers Group

MLE : Multi-lingual Education

MoA : Ministry of Agriculture

MoCHTA : Ministry of Chittagong Hill Tracts Affairs

MoLGRD&C : Ministry of Local Government, Rural Development and Cooperatives

NCTB : National Curriculum and Textbook Board

NEX :National Execution

NGO : Non-government Organization

NSC : National Steering Committee

PA : Peace Accord

PCJSS : ParbatyaChattagram Jana SamhatiSamity

PDC : Para Development Committee

PEDP : Primary Education Development Programme

PIC :Project Implementation Committee

PNDG : Para Nari Development Group

Pro-Doc : Programme Document

PSC : Primary School Certificate

PTA : Parents-Teachers Association

QIF : Quick Impact Fund

RCC : Regional Coordination Committee

RCM : Regional Coordination Meeting

RTPP : Revised Technical Project Pro-forma/Proposal

SMC : School Management Committee

TAPP : Technical Assistance Project Pro-forma/Proposal

THC : Thana Health Complex

THP : Tribal Health Plan

UFFSC :Upazila FFS Coordinator

UNDP : United Nations Development Programme

UnFC : Union Facilitation Team

Unicef : United Nations Children Fund

UNO : UpazillaNirbahi Officer

UNV : United Nations Volunteer

UP : Union Parishad

UPDF : United Peoples’ Democratic Front

UzAC : Upazilla Advisory Committee

UzP : UpazillaParishad

UzST : Upazilla Support Team

VSC : Victim Support Centre

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**Executive Summary**

Since 2003, UNDP supports the Promotion of Development and Confidence Building in the Chittagong Hill Tracts through the Chittagong Hill Tracts Development Facility (CHTDF) in partnership with the central and local government as well as Chittagong Hill Tracts (CHT) communities and NGOs. The Project has five outputs. These have specific targets/indicators which are integral to the Pro-Doc (for UNDP) and the Revised Technical Project Pro-forma / Proposal (RTPP for the government) and serves as monitoring benchmarks for the project. The outputs are:

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

The objective of the final review was to evaluate how far CHTDF has gone towards achieving the overall objective and immediate objectives as per the Revised Technical Assistance Project Proposal (RTPP) and draws upon the overall achievements and learning of CHTDF since its inception from the piloting up to date. The review was intended to:

* Provide a detailed account of achievements so far against the targets and component-wise expenditure as mentioned in the project document.
* Sum up what has worked well (good practice) and what has not worked well (lessons learned) as well as what factors have contributed towards achieving or not achieving intended results from inception of the project to date.
* Assess the sustainability of the development initiatives to date and provide strategic recommendations as to how the project could do better in sustaining results achieved so far in the new programme phase.

**Findings and Observations:**

The review reveals that CHTDF has comprehensively accomplished activities stipulated in the RTPP. The interventions are appreciated by the stakeholders as attested by the consultants’ team in their meetings/consultations. The grassroots communities have benefited greatly and the Community Empowerment Programmes (CEP) have played a strong factor fortheir social cohesion and economic advancement. Similarly, the various capacity building and confidence building initiatives by CHTDF have contributed towards preserving the largely stable condition in the region, albeit one that remains fragile to further shocks of instability. During 2003-2015, CHTDF spent BDT 10,612 million against the five (5) outputs of the project.

**Output 1: Develop Capacity of CHT institutions**

CHTDF has worked closely with the key institutions of the CHT decentralized governance setup (Ministry of Chittagong Hill Tracts Affairs, MoCHTA, Regional Council, RC and Hill District Council, HDCs) as well as with the other CHT specific institutions such as the office of the Circle Chiefs. The collaboration resulted in various support to policy development (agriculture, marketing, education, etc) and as well as joint policy advocacy on a broad range of areas.The implementation of MDG (Millennium Development Goal) acceleration activities with the local government institutions (Union, Upazilla and HDCs) contributed towards increasing the capacity of the CHT local institutions to implement development activities through participatory planning and budgeting through community involvement, promoting accountability and transparency of the Local Government Institutions (LGIs). CHTDF supported in developing ‘capacity development plans’ for the partner institutions based on which a training programme is being implemented.However, the delivery of the training should be re-considered. As of now, the delivery is largely executed by the institutions themselves and occasionally in partnership with Bangladesh Public Administration Training Centre (BPATC). In the same vein, the training should be organized more regularly and consistently rather than on anad-hoc basis which is currently the case.

**Output 2: Economic Development and Delivery of Basic Services**

The output targets were grouped into four main areas: a) Economic; b) Environment; c) Health; and d) Education. The accomplishments of all components are well on target and the overall benefits do correspond to the needs of the people. In most cases, CHTDF acts as only a supporting source to obtain these basic services, as comparable services from other sources are virtually absent, specifically in remote areas. The major challenges faced under this output were: a) difficulty in getting expected results from value chain enhancement interventions within the initially planned timeframe; b) long term sustainability of health and education interventions.

**Output 3:Community Empowerment**

The outreach is impressive in many aspects; a) formation of 3,507 Para Development Committees (PDCs) in all upazillas of the region serves as the key institutional vehicles for outreach and delivery of services to the grassroots communities; b) gender is mainstreamed effectively in all CHTDF programme portfolios. The Para Nari Development Group (PNDGs) are the key vehicles to promote the women’s issues and also to channel resources specifically to the women; c) The ‘women trust-builders’ and Chittagong Hill Tracts Women Organization’s Network (CHTWON)are two initiatives of the Gender Cluster that play a crucial role inraising awareness on peace in the CHT and articulate the rights and concerns of the CHT women respectively.

There are challenges that exist in implementation and quality assurance of Area-Based Development Initiative (ABDIs) and PDC/PNDG activities, without support of local NGOs;particularly as the ABDIs focuson infrastructure facilities. A more pressing concern is the long-term sustainability of the PDCs. In addition, akey lacking in the execution of the CEP interventions has beenthe lack of attention to realize the potential ofreconciliation and confidence building among the grassroots communities.

**Output 4: Confidence Building**

As with the other outputs, CHTDF has comprehensively accomplished implementation of the scheduled activities. A remarkable achievement for CHTDF is the change in perception of the people on violence and mobility which has very significantly improved since the Peace Accord. A very notable initiative undertaken by CHTDF is its small grant initiative for confidence building. The advocacy of CHTDF has also made some very substantive policy outcomes already. For the first time, traditional leaders have been included as members of the government’s local development committees (Union Development Coordination Committee), formalized in a government circular. CHT has provided emergency humanitarian support to various cases of communal violence, the most recent being the Taindong case in 2013. It has also worked closely with the relevant stakeholder institutions, including the armed forces, in the promotion of Confidence Building in the region and in collaboration with the UN Systems Staff College, has organized a number of trainings on ‘Decentralized Governance and Conflict Prevention and Peacebuilding’. The collaboration with the Ministry of Home Affairs, the Police Head Quarters and the Ministry of CHT Affairs has led to the development of a training programme for the CHT police and as well as on community policing. The collaboration also included support on assorted logistics items (motor cycles, water purifier, solar panel, desks, tables, etc.) which are so vital for the proper functioning of the police in the CHT. This is a very crucial initiative for the region to see sustained peace and stability, for which a civilian-led law and order management must prevail. CHTDF has conducted a series of dialogues and study tours as well, however, these events should be carried out with a strategic vision and following a coherent approach. Further, the dialogues may not be limited exclusively to the Peace Accord and assorted political issues. In the current impasse-like situation of the CHT, this should be considered a pragmatic approach.

**Other cross cutting issues:**

The upcoming UN Joint Programming calls for a number of measures for the effectiveness of the interventions. There is a need for close coordination at all levels among the various agencies involved, but most importantly at the field to avoid contradictory and conflicting implementation mechanisms. The issue of coordination also applies equally to CHTDF’s internal operations.

Despite some improvements in the perception of the communities on the overall level of reduction in violence, the region remains plagued with widespread alleged human rights violence, most ominously against the girls and women. Ensuring quick and effective access to justice is surely the most appropriate remedy in this regard. This calls for continued advocacy for systemic reforms, sustained legal aid, advocacy against human rights abuses and violations and most significantly, the strengthening the capacity of the information justice delivery mechanism (e.g. courts of the Circle Chief and Headmen). This is a priority area for CHTDF to focus in the next phase with its mandate, expertise resources and most important, legitimacy vis-à-vis the stakeholders.

There is strong justification for continued presence of CHTDF for a further duration as the analysis of the present review makes amply clear. The **recommendations** below underscore the key issues that could be incorporated in the programming for the next phase.

**Output – 1: Institutional Capacity Building**

* A review of the training activities and corpus of training materials. Rather than the current ad-hoc arrangement of the delivery of the trainings, this should be carried out through a comprehensive programme which CHTDF should establish as quickly as possible.
* The national level trainings should ideally be anchored in a government institution, such as the BPATC under the overall guidance of MoCHTA while the district level trainings may be organized by the HDCs in coordination with the RC.
* The trainings will also have to comprise a broader range of stakeholders. To this end, they should organize systematic orientation activities on the ‘CHT relevant administrative, governance and social and ethnic diversity issues’ for the government officers posted in the CHT by batches of 20-30, and 2-3 times every year. The training should also look into including members of the armed forces.
* Letter of Agreement (LoA) management should be reviewed and the current Technical Advisory Committee (TAC) should be replaced with a Committee, with members comprising of representatives from the RC, MoCHTA, Line Departments and civil society.
* The LoA Management Unit should be placed within the respective Line Departments with only some key management staff working from the HDCs. The LoA management should function under the newly formed Supervisory Committee.
* Support the execution of the HDCs revenue generation plan to raise their own revenues.
* CHTDF should support in setting up a well-functioning ‘Monitoring Unit’ within the HDCs with a Planning Unit at the CHTRC. Both the Monitoring Unit and Planning Unit should be formed in coordination with the MoCHTA, the Planning Commission and the Implementation, Monitoring and Evaluation Division (IMED).

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

* Coordinate closely with Unicef under the facilitation of MoCHTA, RC and HDCs, for the continuation of the Health and Education interventions.
* Elaborate an institutional sustainability plan for the Health and Education interventions (including nationalization of the schools) in collaboration with the HDCs and MoCHTA.
* There is a need to further review the Marketing strategy to explore potentials for implementation considering the current context of the project. The review should also be based on the government’s decision to open cross-border trade with India.

**Output – 3: Community Empowerment**

* Expand and replicate the Area Based Development Initiative (ABDI) and manage the interventions from the objective of ‘confidence building’.
* Merge the MDGs acceleration interventions with ABDI and execute the subsequent programme in a re-conceptualized format.
* Start an initiative for statutory recognition of the PDCas a ‘village governance unit’.
* Start an initiative for the sustainability of CHTWON with capacity for both ‘preventative’ and ‘curative’ support to the victims of sexual abuse and violence.
* CHTWON’s activities should be linked with the police for their support towards the ‘victim support centre’*.* The latter should be expanded into more thanas, if possible, linking them with the PNDGs.

**Output 4: Facilitate Confidence Building**

* Create a CHT Confidence Building Strategy with focus on the key advocacy issues for the next phase
* ‘Dialogues’ should be the key component of the above strategy and they should be carried out under a coherent plan as part of the above strategy. Regardless of the topic for the dialogues, the Confidence Building cluster should take the lead.
* Support the HDCs, RC and MoCHTA in implementing their organizational advocacy plan, prepared with the support of CHTDF.
* Scale up the training and community policing activities in relations to the CHT Police. Link the training activities as part of the comprehensive training package discussed under the Output 1.
* Continue with the small grant initiative and note that it should be managed with the objective of ‘coalition building’ with a larger number of stakeholders.
* The sports for Peace, School and college level debate and Trust builders activities should be scaled up with a well thought-out ‘Award’ programme.
* A distinct component on preservation and promotion of the indigenous minority groups’ cultural traditions and heritage should be included as a key initiative of Confidence Building in the next phase. The support should include their representative institutions and traditional social structures/institutions
* Start implementing the recommendations of the surveys on Small Ethnic Groups and Social Capital. Give priority to the most remote, underserved and smaller minorities as beneficiaries in the next phase.

**6.2. Cross-cutting Issues**

**6.2.1. Institutional Coordination**

* PDCs should remain the overarching institutional platform at the community level for all interventions under the Joint UN Programming in the next phase, and used by all UN agencies for their interventions.
* A cluster, ideally, the CEP, should take lead for all the community level interventions of CHTDF notwithstanding the intra-CHTDF source of funds.
* Clarify the management/operational modality between the HDCs and CHTDB for the Pillar – 2 in the next phase.

**6.2.1. Sustainability of Interventions**

* Work on a strategy for transfer of the community level interventions to the HDCs with ‘sustainability’ as their objectives. In the long-term, CHTDF’s role should be limited to fundraising, donor coordination and technical backstopping.
* Start working on statutory recognition of the PDCs along with the process of channelling all funds to the community level through the PDCs. The statutory recognition of the PDCs should be strategically ‘conceptualized’ as a pilot case for advancing village governance in Bangladesh.

**6.2.2. Major Policy Advocacy Issues for the Next Phase**

* Harmonization of the rules and laws for effective functioning of the decentralized governance setup in the region should be a key priority focus of CHTDF’s advocacy and dialogues. This should be led by the Institutional Capacity Building Cluster in close coordination with the Confidence Building team. The advocacy activities should encompass comprehensively the broadest range of issues from the national level down to the local government level.
* Support the MoCHTA in strengthening the Planning Unit with specialized skills in area based planning, research on socio-economic issues, and development monitoring.
* Further support to the implementation of the CHT Accord should be provided, including in the areas of confidence building, functioning of the Land dispute Resolution Commission, Refugee Task Force, Access to Justice and Peace Building and Reconciliation.
  + 1. **Economic development and private investment**
* Facilitate and encourage private sector development and investment in the region by linking its grassroots community level interventions with the private sector.
* Commission a study to explore private sector investment and job creation opportunities in the region.

**6.2.4. Minority rights and cultural traditions**

* Develop a full component on the issue and extend support to the protection and strengthening of the cultural traditions and heritage of the CHT indigenous minorities.

**6.2.5. Customary Land Tenure Security and Access to Natural Resources**

* Work closely with the government on the resolution of land disputes through the activation of the Land Dispute Resolution Commission.
* Commission a study on the land use pattern, forest coverage and topographical features in the region.

1. **About the Review**

In partnership with the central and local Government as well as Chittagong Hill Tracts (CHT) communities and NGOs, UNDP supports the Promotion of Development and Confidence Building in the Chittagong Hill Tracts through the Chittagong Hill Tracts Development Facility (CHTDF). Following on Preparatory Assistance phase (2003/2004) the initial phase of the facility ran from December 2005 to September 2009. Building on this initial phase and as agreed in the National Steering Committee (NSC) meeting held in August 2008, the extended phase ran from October 2009 to September 2013 and later, on the basis of a review carried out in early 2013, another no-cost extension of the project was approved for 2 years from October 2013 to September 2015 as per decision of the NSC with an increased emphasis on providing capacity building support to institutions and relevant partners in the CHT in order to enable them to take over the development initiative gradually to continue local services in the CHT.

The objective of the final review is to evaluate how far CHTDF has gone towards achieving the overall objective and immediate objectives as per Revised Technical Assistance Project Proposal (RTPP) and draws upon the overall achievements and learnings of CHTDF since its inception from the piloting in 2003 up to date.

## 1.1 Scope of the Review

The review period covers from 2003 to date.

Within the overall terms and conditions laid down in the Terms of Reference (detailed TOR attached as Annex - 1) for the consultant’s team, the review delves into the following issues and areas as specified in the TOR (excerpts);

The review was intended to:

* Provide a detailed account of achievements so far against the targets and component-wise expenditure, as mentioned in the project document.
* Sum up what has worked well (good practices) and what has not worked well (lessons learned) as well as what factors have contributed to achieving or not achieving intended results from inception of the project to date.
* Assess the sustainability of the development initiatives to date and provide strategic recommendations as to how the project could do better in sustaining results achieved so far in the new programme phase

## 1.2 Methodology

The review followed the methodology shown and described below:

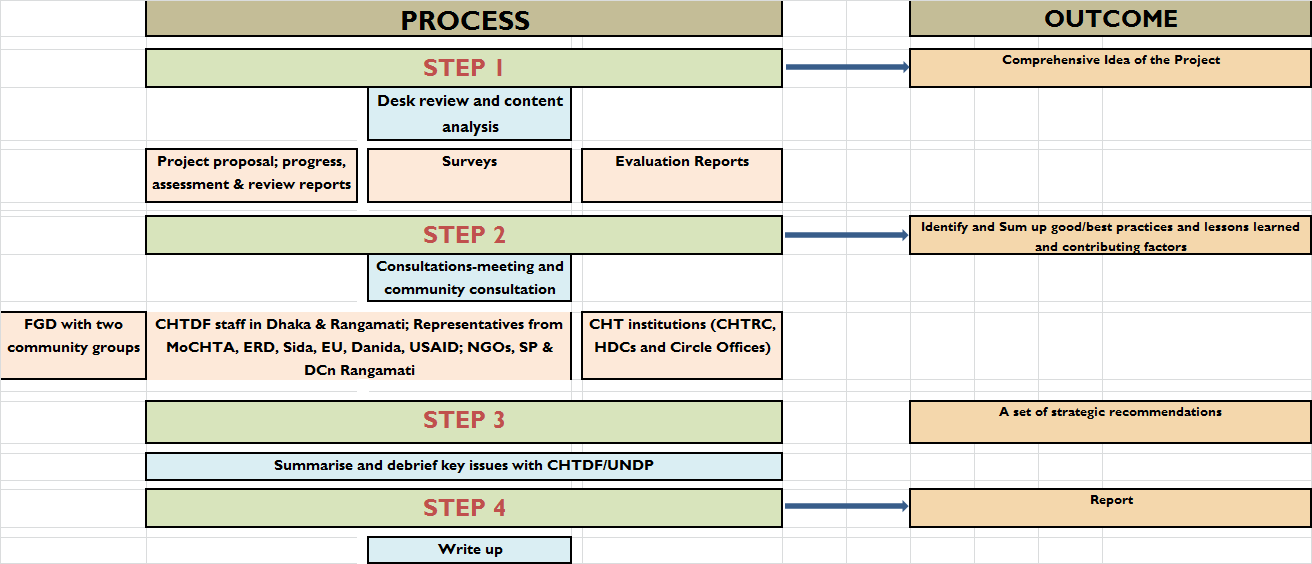


Figure 1: Methodology

**STEP 1**

Desk Review - three levels to get a comprehensive idea of the project

1. Review Revised Technical Assistance Project Proposal (RTPP), strategic review report 2008, project review report 2013: vision, mission, strategies, the key barriers, challenges, etc.
2. Surveys: generate benchmark information for understanding periodic progress attained through interventions made into the region by UNDP-CHTDF, an extensive knowledge-base on multifarious aspects of livelihoods of all living in the region.
3. Evaluation report: intended and unintended results, factors, sustainability of the initiatives

A list of these reports consulted for review is given in the Annex - 2. The **outcome** was a deeper understanding of the Project.

**STEP 2**

Consultations at four levels - this was through interview, meeting, and field interactions:

1. At the project staff level.
2. At the government level (such as, representatives from the Ministry of Chittagong Hill Tracts Affairs, Planning Commission, etc) and at development partner level (Sida, USAid, Danida, EU).
3. At the relevant CHT institutions levels – CHTRC, HDCs and Circle Offices.
4. At community level: Two focus group discussions with people.

The information from the desk review of reports were then cross-checked and tallied with further information collected during field visits (a detailed schedule is attached in the annex) in Rangamati(due to time constraint) through ‘Focus Group Discussion’ (FGD) and interviews with key stakeholders both in Rangamati and Dhaka. The field visit in Rangamati includes visits to four different community groups (Bengali, Marma, Tanchangya and Chakma) in Sadar and Rajasthali upazilla. The team of consultants also met equally with a broad group of relevant stakeholders; government line agencies, CHT decentralized institutions, traditional leaders, local government representatives and as well as informed persons from civil society on the relevant programmatic issues. The list of the stakeholders consulted for the review is given in the annex - 3. The **outcome** was to identify and sum up good/best practices and lessons learned and contributing factors.

**STEP 3**

The **Outcome** was a set of strategic recommendations based on the assessment of achievement against targets and sustainability.

## 1.3 Limitation to the Review

The present exercise is a review of CHTDF’s programmatic accomplishments against the set targets as laid down in the project RTPP, covering the period since its inception in 2003 to present. The report, thus, should not be taken as an evaluation. Consequently, the report does not provide a detailed cross-examination of CHTDF’s achievement.

1. **Chittagong Hill Tracts: Socio-Economic, Political and Administrative Features**
   1. **Chittagong Hill Tracts: Introductory Notes**

The region of the Chittagong Hill Tracts is comprised of the 3 Hill Districts of Bandarban, Rangamati and Khagrachari and is located at the south-eastern corner of the country. There are a total of 25 Upazilasand 121 Union Parishads in the region.

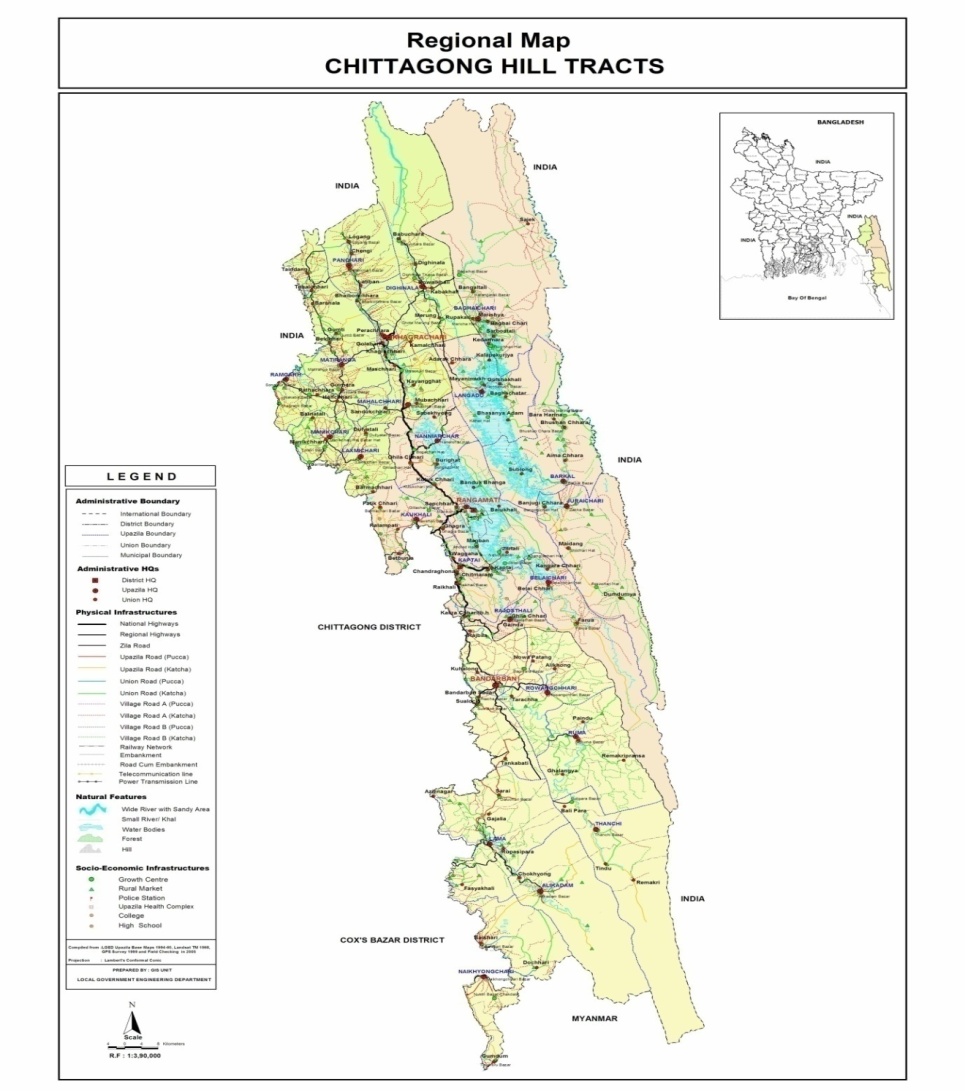


Figure 2: Regional Map Chittagong Hill Tracts

* 1. **Ethnic and social features**

The region contains rich diversity in terms of geography, religion and ethnicity, with as many as 16 different ethnic groups including the Bengalis. The recent censuses do not provide ethnically disaggregated data but the most recent one in 2011, estimates a total population of 1.58 million comprising of all ethnic groups. However, inferring from the previous census data of 1991 (the most recent that includes ethnically disaggregated data figures), it is generally believed that the overall population is evenly divided among indigenous ethnic minorities and the majority are Bengalis, with the latter group at present, possibly having a slight majority in all 3 Hill Districts.

Of 15 ethnic minority groups living in the region, the CHT Peace Accord recognizes 11 as indigenous to the region; 1) Chakma, 2) Marma, 3) Tripura, 4) Mro, 5) Bawm, 6) Khyang, 7) Tanchangya, 8) Pankho, 9) Lushai, 10) Chak and 11) Khumi. In addition, four other ethnic groups - 1) Gurkha, 2) Asam, 3) Santals and 4) Rakhain – also live in the CHT*.* Among the indigenous groups, the Chakmasare the largest ethnic group, followed with the Marmas and the Tripuras. These three groups together constitute about 80 percent of the total indigenous population, with the Chakmas alone making up about 50 percent.

The majority ethnic group – the Bengalis – largely follow Islam with a minority adhering to Hinduism and Buddhism. Among the indigenous ethnic minority groups; the Chakmas, Tanchangyas, Marmas, Khyangs and Chaks are followers of Theravada Buddhism while the Tripuras follow Hinduism. Christianity is largely confined to a number of smaller ethnic groups; Lushai, Pankho and Bawm. The Mros and Khumis traditionally used to follow Buddhism, mixed with animistic beliefs. Subsequently, since mid-1980s, they started to follow a new religion called ‘Krama’. But in recent years, many of them have been converting to various Christian denominations. This is also equally true for a large section of the Tripura and the Khyang peoples.

The evolution of the demographic situation of the region has a historical pattern. The region was awarded to the erstwhile East Pakistan (present-day Bangladesh) during the 1947 partition. However at that time, Bengalis constituted a negligible percentage of the region’s total population. During the entire Pakistan period in-migration from the plain areas continued, albeit in a constrained manner, but nevertheless making the Bengalis about 20 percent of the total population at the time of the independence of Bangladesh in 1971. During the post-independent period, following the turmoil of 1975 and with the onset of insurgency in the subsequent years, the Government reportedly sponsored a programme of rehabilitating about 300,000 Bengalis inside CHT from the different parts of the country. The programme brought about a dramatic shift in the demography of the region and by 1991 they were 49 percent of the total population. The subsequent censuses did not include ethnically disaggregated data, but now it is generally agreed that the Bengalis constitute the majority in the region.

The detailed ethnographic picture of the region is given in the Annex -6.

* 1. **History: post conflict background**

The British annexed the territory of what now constitutes the region of Chittagong Hill Tracts in late 18th century. However, its administration was largely left to its indigenous chiefs, of whom the Chakma Chief was the most dominant.

In 1860s, the region was curved out as a separate administrative district and a few years later, the district headquarters was transferred to Rangamati from Chandraghona, thus bringing it under direct British control. Further, in the early 1880s, another circle – Mong Circle - was curved out of the Chakma circle, which made the region comprised of three circles – Chakma, Bohmong and Mong – an arrangement that continues till today.

The region was awarded to Pakistan in 1947. In the 1960s, the then Pakistani government commissioned the construction of a hydro-electric dam which submerged reportedly 40% of the cultivable land tracts and led to displacement of about one-third of the region’s population. The affected population’s compensation by the then government was far from being adequate and this large-scale dislocation from ancestral homestead together with scant and faulty compensation measure from the government potentially sowed the seeds of discontent which would come to the fore at the aftermath of the country’s independence in 1971.

Bangladesh became independent in 1971 following a particularly bloody war in which 3 million people allegedly died. At the immediate aftermath of independence, the region’s Member of Parliament, ManabendraNayaranLarma, raised demands for regional autonomy, which was rejected. Subsequently, he went on to found a regional political party – Parbattya Chattagram Jana Samhati Samity (PCJSS) in 1972, as a platform to raise the political aspirations of the region’s ethnic minority peoples.

The brutal assassination of the country’s founding father Bangabandhu Sheikh Mujibar Rahman with most of his family members in August 1975 was a turning point for the CHT region as well. In the ensuing turmoil, Larma went underground and opted for waging a low-intensity guerrilla warfare through PCJSS’ armed wing ‘Shanti Bahini’. The countermeasures adopted by the government to confront PCJSS included an array of initiatives, two of which were to leave longstanding impacts on the region. The region saw large-scale deployment of the armed forces to combat the PCJSS insurgents and in a counter-insurgency measure, took steps to rehabilitate ethnic Bengalis from the plains regions of the country. This changed the demographic balance almost overnight and resulting tensions over competition of land and natural resources still continues to plague region in regular bouts of violence, unfortunately often, along communal affiliations.

The conflicts ‘formally’ came to an end with the signing of the CHT Accord on 2 December 1997, between the Government of Bangladesh and PCJSS. The Accord stipulates measures for devolution of power to a decentralized administrative setup along with initiatives for longstanding peace in the region *(please see the Box below for the key features of the CHT Accord).*

Following the signing of the Accord, the PCJSS laid down arms and a certain number of the ex-combatants were absorbed in the police. The Ministry of CHT Affairs and as well as the CHT Regional council was set up. The erstwhile Local District Councils were renamed a Hill District Council (HDC) and their authority and power were expanded with respective parliamentary legislations. The government also allowed donor supported programmes with UNDP and ADB taking a lead.

**Box 1: Key Features of the CHT Accord**

The CHT Accord is broadly divided into 4 distinct parts.

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

However, immediately after the Accord, the PCJSS splintered into rival factions over the realizations of the Accord itself and the opposing group emerged as a separate political party, United Peoples’ Democratic Front (UPDF) accusing the Accord as a sale out to the government. Further during the previous emergency rule between 2007-2008 the PCJSS further splintered and opposing faction founded a rival party, PCJSS (MN Larma), popularly known as reformist. Meantime, there remains ongoing controversy over the implementation of the Accord between the government and PCJSS, each side has an almost diametrically opposite view to the extent that the Accord has been already implemented.

The resulting situation remains volatile with sporadic bouts of violence along ethnic and communal lines as a frequent occurrence. The three factions of the regional political parties also continue to weigh an ominous impact with violent clashes among all three groups often with fatal casualties. Finally, the devolution of power to the decentralized administrative and governance setup remains an ongoing process, which also means that the region’s inhabitants continue to wait to reap the full potential benefits of the decentralized governance. This is further elaborated in the next section.

* 1. **Administrative and governance features**

The CHT has a particular administrative and governance setup, which is intimately linked to the distinct history of the region. As mentioned in the preceding section, the British at the time brought it under colonial suzerainty and largely left the administration to the local indigenous chiefs. When they ‘formally’ took control following the declaration of the district in 1860s, they continued with the same arrangement albeit with new rules and laws meant for revenue generation.

This was formalized with a new law – The CHT Regulation Act 1900 – popularly known as CHT Manual, promulgated in 1900. The law formally codifies the power of the chief and the subordinate indigenous institutions (e.g. Headmen and Karbaris), revenue administration system and most importantly, land and natural resources management regime. In the subsequent decades, the law has been amended a number of times but nevertheless it remains a cornerstone for administration of the region, particularly in matters related to tribal judicial system, land rights and natural resources management.

The singing of the CHT Accord gave birth to a number of legislations and consequent institutions. At the apex remains the CHT Regional Council (RC) with the authority for ‘supervision and coordination’ of the region’s administration and development interventions through the Hill District Councils (HDCs) of the 3 hill districts with the MoCHTA meant to be the main organ of the State to facilitate, coordinate and administer.

However, the devolution of power to the RC and HDCs remains an ongoing process, which means that these institutions are yet to fully assume their legally mandated authority. Meanwhile, the traditional institution under the aegis of the Circle Chief remains a vibrant institutional platform in matters related to their original mandate as per the CHT Regular Act, 1900. Meantime, the lowest tier of the local government structures – the Union Parishad and UpazillaParishad – also remain functional all through the country. At present, the CHT administration functions at parallel where there is a great need for coordination and supervision at the district and regional level. This is even more true as the RC and the HDCs are still to be vested with their legally mandated authority (only a fraction of the government department have been vested to the HDCs as ‘transfer subjects and the RC exercises little or no authority over the HDCs for their key role in matters of ‘supervision and coordination’.

The current administrative and governance picture of the region is presented in the diagram attached as Annex - 7.

1. **The Project: Outputs, Components and Clusters**
   1. **Project Background:**

UNDP fielded a three-member ‘Need Assessment Team’ in 1998 in a bid to have a preliminary idea of the development needs of the peoples in the region. This was done considering the development challenges and opportunities that the recently signed CHT Peace Accord had generated among the donors and the Government of Bangladesh. Subsequently, a “Risk Assessment Mission” was carried out in 2001 to ascertain whether the overall security conditions were favorable for undertaking of donor supported development interventions in the region.

**Pilot Phase**

**April2003 to**

**Sept. 2005**

**KEY POINTS**

>Networking & relationship building with stakeholders & communities

>Roll-out of Quick Impact Fund (QIF)

Piloting of ideas, initiatives and testing feasibility & effectiveness

> Fund raising> Guidelines development for community empowerment & confidence building

> Drafting main project document

**First Phase**

**Second Phase**

**Second phase: No cost extension**

**Sept. 2005 to**

**Sept. 2009**

**KEY POINTS**

> Implementation with substantial involvement of NGOs

>Health pilot started from 2006

>Education pilot started from 2006

> Community empowerment &QIF, economic development through PDC/PNDG

>Local governance & institutional capacity development

> Confidence building

> Disaster management

> Affirmative actions & scholarship

> Gender mainstreaming

**Oct. 2009 to**

**Sept. 2013**

**Oct. 2013 to**

**Sept. 2015**

**KEY POINTS**

>Policy advocacy support on CHT issues, platform for dialogue & promoting cultural diversity

> Capacity assessment of CHT institutions and support for institutional capacity development

> Implementation of service delivery activities through CHT institutions

>Participatory planning, monitoring, MDG mapping, and implementation of MDG acceleration activities through HDCs & local govt. institutions

>Community development, Area-based Development Initiatives (ABDI), Economic development & women empowerment

> Agriculture development & Food Security

> Conflict prevention & local peace building

**KEY POINTS**

>High level policy advocacy support on CHT issues

> Conflict prevention & local peace building

> Strengthening capacity of CHT and local govt. institutions to manage local services

>Continue implementation of MDG Acceleration activities

> Continue implementation of ABDI project

>Strengthening local police in CHT& promoting conflict-sensitive policing; community policing

>Continue implementation of local peace building activities, engaging local youths

>Gender equality & women empowerment

>Phasing out service delivery and more government ownership

Cooperating Agency: **MoCHTA**

Cooperating Agency: **MoCHTA**

Cooperating Agency: **MoCHTA**

Cooperating Agency: **MoCHTA**

Figure 3 Different Phase of CHTDF

Based on the findings of the Risk Assessment Mission, UNDP started the pilot programme, ‘Promotion of Development and Confidence Building in the Chittagong Hill Tracts[[1]](#footnote-1)’ in April 2003. These lessons and experiences of the piloting served to prepare a fully-developed programme that received the government’s approval from September 2005. The second phase started in October 2009, which upon its completion in 2013, was given a ‘no cost extension’ for a period upto September 2015.

The subsequent phase is envisaged under the framework of Joint UN Programming whereby a number of UN agencies will collaborate and coordinate their activities for the delivery of the support and services to the region’s stakeholders. A joint UN programming document has already been developed by the UN agencies, identifying the interventions under 3 programme pillars:

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

These pillars are to be led respectively by FAO, Unicef and UNDP. Currently, a full programme proposal is being elaborated based on the Joint UN Programming Document, which will be submitted to the government for approval.

* 1. **Implementation Modality**

Since inception, CHTDF is implemented following UNDP’s Direct Execution (DEX) modality with the Ministry of Chittagong Hill Tracts Affairs (MoCHTA) as the main government nodal agency. A National Steering Committee (NSC) serves as the main policy guiding body with members comprised of representatives from other stakeholder institutions, from CHT and other government ministries and department in Dhaka. These functions are reciprocated at regional, district, upazilla and union level by the following committees:

* Regional Coordination Committee (RCC)
* District Project Facilitation Committee (DPFC)
* Upazilla Advisory Committee (UzAC) and Upazilla Support Team (UzST)
* Union Development Coordination Committee (UDCC)

During the upcoming phase, the project will, however, follow a combination of both Direct Execution (DEX) and National Execution (NEX) with certain activities remaining under DEX modalities while others would follow NEX. Consequently, the nomenclature, role and functions of the above support committees also could see considerable revisions.

* 1. **Outputs and components**

The CHTDF project is comprised of 5 outputs and each of these outputs have a number of distinct components/interventions. These components are grouped under ‘clusters’ each led by a Cluster Leader for operational convenience.

**At a Glance CHTDF project**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Project title** | **Promotion of Development and Confidence Building in the Chittagong Hill Tracts (CHTDF)** | | | | |
| **Overall Development Objective** | Support the Government of Bangladesh, and to further enable the institutions of the CHT and local communities, to pursue accelerated and sustainable socio-economic development based on the principles of self-reliance and decentralized development in order to reduce poverty across the hill tracts region | | | | |
| **Expected Results** | Develop capacity & enhance the roles of CHT institutions in support of grassroots & multi-community development | Programme and Regional/cross community initiatives developed and implemented | Community empowerment process for self-reliant development enhanced and institutionalized to support Para Community small projects across CHT | Facilitate Confidence Building to solve long-standing problems to development and peace in the CHT | UNDP operational infrastructure and capacities to support CHT development, confidence building and donor coordination are enhanced |
| **Implementation Modality** | Direct execution (DEX) with Ministry of CHT Affairs (MoCHTA) | | | | |
| Para Development Committee (PDC) at grassroots community level | | | | |
| Union Facilitation Committee (UnFC) (anchored at Union Parishad) | | | | |
| Upazila Advisory Committee (UzAC) &Upazila Support team (UzST) (anchored at UpazilaParishad) | | | | |
| District Project Facilitation Committee (DPFC) (anchored at Hill Distict Council, HDC) | | | | |
| Regional Coordination Committee (RCC) (anchored at Chittagong Hill Tracts Regional Council, CHTRC) | | | | |
| National Steering Committee (NSC) (anchored at MoCHTA) | | | | |
| Technical Advisory Committee at national level | | | | |
| **Donors** | EU (60%), CIDA (9%), DANIDA (7.8%), Norway (0.8%), AusAID (0.3%), USAID (9.6%), Sida (0.3%), Japan (0.3%), UNDP (11.9%) | | | | |
|
| **Implementation Area** | 8 upazilas of Khagrachari | | 10 upazilas of Rangamati | | 7 upazilas of Banderban |
| **Overall Budget** | **USD 160.5 million (To be mobilized: USD 6.8 million)** | | | | |

Figure 4 CHTDF Project at a Glance

The Outputs have specific targets/indicators, which are integral to the Pro-Doc (for UNDP) and the RTTP (for the government) and serves as monitoring benchmarks for the project. The outputs are:

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

1. **Key Observation and Findings**

**Overall observations**

*During the project period, CHTDF has comprehensively accomplished the targeted activ****i****ties as mentioned in the RTPP. This is provided in the Annex – 1 to this report.*

There are, however, a number of components – under the output ‘confidence building’ that largely did not make much progress. This is mainly as a result of the prevailing absence of consensus among the key stakeholders about possible approaches for resolution of the longstanding conflicts that mire the region in protracted instability.

The overall accomplishments of CHTDF against the targets/indicators in the RTTP are provided in the Annex. The analysis below, therefore, rather focuses on the programmatic challenges that CHTDF encountered and, based on that, attempts to provide suggestions which could be incorporated in the next phase as CHTDF/UNDP along with the other peer UN Agencies currently develop the Programme Document.

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

This particular output is designed with the objective of providing support to the strengthening of the decentralized administrative and governance setup that emerged from the signing of the CHT Accord. It includes the following components;

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

CHTDF has comprehensively accomplished the scheduled tasks, as noted above. The observations below, thus, reflect on the gaps which should be addressed in the next phase including in the following one-year ‘no cost extension’ period.

CHTDF has closely worked with the key government institutions (MoCHTA, RC and HDCS) as well as the CHT specific institutions such as the office of the Circle Chiefs and also the local government institutions, most notably the UnionParishad. It has supported in developing of a number of specific strategies and policies (on Education, Agriculture, etc.) for the HDCs. Similar support has also been provided to the RC and MoCHTAwhile the former has published, with CHTDF’s support, a compendium of the CHT specific laws which is already considered a reference for the users and practitioners.

CHTDF also has provided assorted logistics support to the above institutions which include vehicles, IT and office equipment. This includes support to develop websites and as well as establishing LAN connection in their offices besides complementary support to publishing newsletter, booklets on CHT rules and regulations and annual report. As a result, today most of the HDCs’ circulars and notices on commercial bids, recruitments and tendering are done through their e-management system based on their organizational website. To ensure smooth functioning of the setup CHTDF supported in establishing IT Units within the 3 HDCs. CHTDF also provided support in setting up an Information and Resource Centre at the CHT Regional Council (RC) where the people now have access to various relevant information. Finally, MoCHTA has been supported to establish legal cell to review the existing laws whether these laws comply with the spirit of the CHT Accord Peace, and to provide advice and support on legal matters.

More significantly, it supported in developing a range of training materials and modules (in total 24 modules) for the staff of these institutions based on which a series of trainings have been organized. Some of these trainings have been delivered in partnership with Bangladesh Public Administration Training Centre (BPATC), others organized by the concerned institutions themselves. The trainings are definitely useful as attested by the consultants’ team during their meetings with the HDCs and RC and undoubtedly helped them to improving their performance in the job.

CHTDF has also supported all the above-mentioned institutions in developing their respective Institutional multi-year Capacity Development Plan. But, the consultants’ team found that their implementation remains very much patchy at best, with scant follow up from CHTDF. However, revenue enhancement plans of the HDCs developed with support from CHTDF and have contributed in raising revenue collection considerably; 18 percent, 13 percent and 10 percent, respectively with the Khagrachari, Rangamati and Bandarban HDCs. This was possible as the plans helped the HDCs to identify new revenue generation stream.

Currently, with the assistance of CHTDF, the local government institutions (LGIs) jointly plan, execute, and monitor development initiatives aligned to the Millennium Development Goals (MDGs). In 2013, district-based MDG master acceleration plans were developed by the three districts to achieve results against localized MDG targets. The formulation of localized MDG plans involved a series of consultations among over 1,000 district stakeholders. Under the MDG acceleration plans, LGIs such asUnion and UpazilaParishad have begun working with the HDCs to implement coordinated MDG annual activity plans. This process provides opportunities for both the HDCs and Upazila and Union Parishad - often confused on their overlapping mandates - to jointly implement and monitor development plans, thereby reducing duplication of activities through coordinated exercises. In 2013, to support this coordinated approach and based on detailed self-capacity assessments, the project began providing logistics grants with technical assistance to 25 UpazilaParishads and 118 Union Parishads. Under acceleration work on MDG 1[[2]](#footnote-2) in Khagrachari and Rangamati, 199 infrastructural facilities such as irrigation systems, earthen roads, and bridges was completed directly benefitting over 10,300 households in addition to investments in livelihood diversification of around 6,500 people. The implementation of MDG acceleration activities contributed to increasing the capacity of the CHT local institutions to implement development activities through participatory planning and budgeting involving communities (with participation of 5,870 community people in public budgeting meetings), promoting accountability and transparency of the local government institutions. Under the acceleration work on MDG 2[[3]](#footnote-3) education resources in Bandarban were expanded through significant investment in, but not limited to, renovation of 110 schools, construction of school playgrounds, training of 2,871 School Management Committee (SMC) members and the provision of education recreational materials.

**Progress under MDG 1 and MDG 2**

**MDG 1 (Rangamati and Khagrachhari)**

* Construction of 95 irrigation facilities; 56 earthen roads and 3 wooden bridges was completed, directly benefitting over 7,500 households;
* Livelihood opportunities were diversified for roughly 3,000 marginalized farmers through the provision of livestock, sewing machines and small grants support;
* Distribution of quality seeds for 2,888 households, agriculture equipment (i.e. water pumps, tractors) for over 1800 households;
* Establishment of 14 fish nurseries benefiting 60 households, construction of 66 earthen dam/embankment for fish cultivation resulting in the creation of 308 acres of water body for fish cultivation benefiting 1,094 households and distribution of 105,777 fish fingerlings for fish culture accordingly;
* Construction of 3 market collection centres completed directly benefiting 1,050 households; and
* 6,500 people upskilled on income generating activities such as vegetable gardening, livestock, fishery, crop cultivation, tailoring, weaving, driving, mushroom, and using computers.

**MDG 1 (Bandarban)**

* Education resources were expanded through the renovation of 103 schools, construction of 19 school playgrounds and boundary walls, establishment of solar/electricity in 7 schools; improvement of communication and transport facilities (road/culvert/bridge and country boat) in 11 schools, and education recreational materials for 17 schools and furniture for 88 schools was also provided;
* School uniforms were distributed for over 5,000 students, further contributing to the attendance of students;
* Investments into local education governance was made through the training of over 2,870 SMC members; and
* Access to potable drinking water and hygienic latrines were ensured through the installation of 13 tube wells and 20 toilets facilities.

The major challenge faced under the outcome of MDG acceleration was the limited understanding of stakeholders (HDCs, Upazilas and Union Parishads) on the financial requirement for completing the MDG acceleration work in the CHT based on the master plan that was developed in 2013. In order to ensure coherent resource planning, the project responded to this need during this reporting period by supporting HDCs, Upazila, and Unions to develop a MDG acceleration resource plan (budget) for each district, identifying financial requirements (i.e. funding gaps) for addressing unfinished business of the MDG acceleration. Learning from this exercise was that the acceleration work under this project accounts for only 15 percent of the total financial resources claimed as required for completing the MDG 1 and 2 in the region, indicating further requirement for resource mobilization and capacity building of HDCs and Upazila/Union Parishads for undertaking larger scale development interventions going forward. This is an outstanding task for CHTDF in the next phase, not so much to raise the entire estimated funds by itself for these particular activities, but to continue its facilitation and capacity building by which the LGIs themselves could tap other sources of funding including from the government.

A key aspect of CHTDF’s approach as regard the capacity building is its partnership for implementation of various interventions. Through the mechanisms of ‘Letter of Agreement’, CHTDF has established a broad-based partnership with the institutions, most notably, with the HDCs. As of now, CHTDF has been implementing a number of components – Health, Education, Agriculture, among others – with the HDCs with CHTDF essentially assuming the role of technical backstopping and, follow up and monitoring. The recent launching of the ‘MDG Acceleration Programme’ with the HDCs along with also the UPs and the Upazilas is a continuation of this approach. This has given the institutions an opportunity to gain practical skills and experience through ‘learning by doing’ in managing donor-funded programmes and to extend their outreach to the communities.

However, the management of the LoAs will need much rethought in the next phase. The current modality is unusually encumbered by bureaucratic tangles both by HDCs and UNDP, effectively putting a compromise on the partnership’s efficiency. But far more crucial is the organization set up within the HDCs. As of now, an entire implementation team sits within the respective HDC. While this might be a preferable option for the HDCs, to manage the team and the activities, a more judicious and far-sighted setup should have put the team within the respective line departments. Similarly, the overall management and oversight responsibility of the LoAs should also be further re-considered. As of now, the HDCs are the sole authority for the management of the LoA activities. An alternate proposition might be to set up a ‘Supervisory Committee’ with members from RC, MoCHTA and Line Departments under the chair of the HDCs. Such an approach is also totally in response to the spirit of decentralized administrative setup for the region as envisioned in the Peace Accord. This LoA management and CHTDF’s partnership with the HDCs is further elaborated in next sub-section of this report.

Similarly, the delivery of the training should be re-considered. As of now, it consists of motley methods; largely by the institutions themselves and occasionally in partnership with a government institution, in this case the BPATC. In the same vein, the training should be organized more regularly and consistently rather than the ad-hoc basis, so far done currently. Not unsurprising, the ‘capacity assessments’ previously done with the MoCHTA, all HDCs and the office of the Circle Chiefs has so far received only occasional follow ups as regards their implementation. This issue is eminently important; the capacity of the institutions that are custodians of the development undertakings in the region must be raised from their current level is the impacts of the CHTDF’s (and other) interventions were to be sustainable. Only capable institutions could assume this role and consolidate the gains in confidence building to ensure stability and peace in the region.

This issue, thus, calls for chalking out a systematic training plan for the institutions and as well as its implementation. The trainings should be, ideally, delivered in partnership with a relevant government institution for the officer level staff and organized locally for the non-cadre level personnel. Also, the training should include further institutions which, though not directly involved in the CHT administration, indirectly have a role to play by virtue of their functions and mandate. A good example is the Planning Commission and NGO Affairs Bureau.

The institutions in the CHT decentralized governance setup currently confront a number of systemic issues. This includes their ‘constrained’ mandate, which continues to remain unfulfilled as originally envisaged in the Peace Accord, besides the very crucial issues of ‘adequate and appropriate’ human resources which at present comprise their effective performance. However, it is also important to note that most of these issues could hardly be addressed in short-term. Such a response will require amendment of laws and subsequently, adoption of new rules and procedures (in the case of CHTRC) or an expansion of their mandate with commensurate revision of their organogram (HDCs or MoCHTA). This is unlikely to happen in the near future.

This is on the above backdrop that CHTDF’s support appears all the more crucial. A good training programme can very much enhance the skills and performance of the concerned staff. The outcome of the previous trainings is very much indicative in this regard. However, on the same note, it is very much vital that CHTDF expands the training activities and develops a training course to provide orientation on the CHT specific issues (ethnic diversity, socio-economic conditions, governance setup, etc.) to the senior (e.g. gazetted officers) posted in the region. In absence of any such initiatives from the government, this will fill up an important void and will facilitate at great length to the performance of the concerned government officers in delivering their duties. This orientation course can be organized annually (or twice a year in batches) under the aegis of MoCHTA and RC.

The support CHTDF has been providing in setting up the monitoring and planning unit inside the HDCs and MoCHTA is equally vital for these institutions to assume their mandated role, particularly that, no such unit were previously existent in the HDCs despite the fact they were presumed to be the key nodal institutions to carry out socio-economic development.

Finally, this also calls for developing a ‘development vision & plan’ for the CHT which will address the specific development concerns of the region and its peoples taking into consideration its unique post-conflict ethnic, social, political and governance needs. The RTTP, indeed, includes such an initiative on the very top of the list under this output. However, this is still to be accomplished. The plan, could very well be, a part of the government’s current 5-year development plan exercise and can jointly be undertaken by the Ministry of Planning and MoCHTA with the facilitation and technical backstopping of CHTDF.

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

The output targets were grouped into four main areas: a) Economic; b) Environment; c) Health; and d) Education. The output comprises of the following components;

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

This particular component is also largely handed over to the HDCs. The related LoA management and coordination issues and also the concerns of sustainability of the interventions are elaborated under the following section below.

### 4.2.1 Economic Development

The activities under this theme mainly consist of supporting various agriculture based activities including livestock rearing and supporting market linkage development. The Para Development Committees (PDCs)[[4]](#footnote-4) and Women Development Groups (PNDGs)[[5]](#footnote-5) implement the component activities and many of the implementation modalities do intersect with the Community Empowerment cluster of activities under the output-3. Till the end of 2014, 3,507 PDCs and 1,935 PNDGs organized, trained and supported to manage and implement community development projects benefiting 115,107 households across 25 Upazilas of CHT.

**Farmer Field School** (FFS) is a season-long learning activity by a group of farmers following adult learning principles and takes place in the field. It is season-long so that it covers all the different developmental stages of the crop, fish, poultry, livestock and their related management practices. The training process is always learner-centered, participatory and relying on an experiential learning approach. Contrasting to the principles, Farmer Field Schools consist of a group of people with a common interest who meet regularly to study the “how and why” of a particular topic.

The curricula of FFS comprises of 71 sessions in 15 modules[[6]](#footnote-6) and amongst which farmers choose need based relating to their farming practices and problems. About 36 Master Trainers (MTs) developed on FFS approach that further developed about 815 Field School Facilitators (FSF) / Farmer Facilitators (FFs) through season long learning course. Resource persons for developing MTs are experts from DAE[[7]](#footnote-7)and other national, regional projects. In total, 905 FFSs were set up in three districts which 19,709 marginalized farmers learnt modern agriculture technology and better management of agriculture, livestock and fisheries farming. This is to be noted that 815 persons were trained as Field School Facilitators (FSF) and now work as local resource persons in their communities to conduct sessions on different agricultural sessions. Almost all (99 percent) FFS have received training either from FSF or government line departments. A significant improvement was found in knowledge and practice of HYV by the farmers. The project has also contributed to achieving MDG 7 through ensuring Farm Yard Manure use in FFS. About 73 percent FFS farmers are now using HYV compared to 20 percent in 2010, 85 percent of farmers know the importance of using Farm Yard Manure (FYM) and use compost fertilizers in their fields and about 86 percent are involved in at least one form of horticulture or vegetable or livestock or fisheries production.

They utilize their training knowledge and involved with vegetable cultivation, poultry rearing, fruit gardening etc. With the grants support from the project, PDCs/PNDGs attached with FFS successfully implemented 601 projects (47 percent were on livestock, 46 percent agriculture, 4 percent fisheries and 3 percent small business, transportation, etc.) benefiting about 44,510 people (43 percent are women). In 2013, locations for an additional 215 farmer field schools were selected to benefit an additional 4,779farmers. It also shows that training has an impact on household production yields and returns as orum was increased by 86 percent followed by okra 33 percent, sweet gourd 31 percent, bitter-gourd 22 percent and long-yard-bean 7 percent. A significant change was also found in ginger production, which has increased by 35 percent per hectare after one year of the project intervention. Production of cattle was increased by 9 percent, followed by poultry by 19 percent and fish by 29 percent, as a result of project interventions.[[8]](#footnote-8)The farmers’ average value of agriculture production has also increased by 47.8 percent compared with previous production in value (before project intervention). Analysis of household livestock rearing shows that around 80 percent households have reared livestock where around 60 percent households have increased livestock rearing after involvement in this project.

The activities such as agriculture related training imparted through FFS and PDC, facilitation of new technologies, rapid spread of horticulture (especially fruit gardening), in addition to increased transport facility and increased freedom of movement as a result of CHT Accord have contributed to creating enabling atmosphere in CHT for ensuring food security (availability, access and utilization)[[9]](#footnote-9). However, with its geographic diversity, further focus on hill farming methods, suitable production varieties, distinct cropping patterns, watershed management (important for soil aquifers and irrigation) and associated technology transfer modalities needs further attention. In general, the government departments and officials have limited focus over the specific requirements of the CHT region because of its geographic and ethnic diversity from the rest of the country.

Consequently, capacity of three HDCs is strengthened to manage the agriculture services properly. A CHT AgriculturalDevelopment Strategy has been developed and is currently being implemented with technical support from FAO developed and with the endorsement of byMoCHTA and MoA. Following the endorsement of this strategy, the Agriculture Planning Unit is established in each HDC in 2014 with government staffs deployed by the DAE.

In addition, 1,729 rice banks[[10]](#footnote-10) were established and managed by the community people contributed to reducing dependency on local money lender for high interest loan and increasing food security in lean period. This initiative helped the households reduce food deficit period from 2.6 months (in 2008) to 0.7 month (in 2013)[[11]](#footnote-11), recording a reduction by 56 percent in the target areas. However, extended support by CHTDF (or the HDCs) in the areas of monitoring and supervision is necessary for ensuring their long-term sustainability, which is further incumbent upon the sustainability of the PDCs (please see also the section under output-3).

In close collaboration with the Department of Livestock Services (DLS), 182 persons of local communities were trained as Community Livestock Workers (92) and Community Poultry Workers (90). The necessary kit boxes (vaccine carrier-cool box) were also provided to all trained CLWs and CPWs for practice charging a fee from the clients. In total, 351 vaccination and de-worming campaigns were organized in collaboration with the DLS at the Union level resulting in a completion of vaccination and de-worming of 95,350 animals. More than half (57 percent) of households vaccinated their livestock and poultry from the line department, CLWs and CPWs[[12]](#footnote-12).

More than half (55 percent) of the households in intervention, 41 percent in control and 49 percent in non-implementation areas have access to **local market**[[13]](#footnote-13). This was only 28 percent before the intervention[[14]](#footnote-14). The plausible reason for increased access may be explained by increase in mobility of CHT people after the Peace Accord. However, the increased access to local market in intervention area may be attributable to various CHTDF interventions (including agriculture/horticulture related trainings).The CHTDF tried to give a thrust on **developing market linkages** for the produces/products by the communities and developed a marketing strategy. However, the strategy itself is questioned (e.g. from Danida) considering it as highly ambitious and CHTDF had to some extent decided not to follow the strategy exactly.

According to the CHTDF staff, for a variety of reasons, lack of ‘fair price’ whereby the producers are able to recoup their investment and also get a modest profit has been the perennial conundrum for the communities in the region. Access to markets and different services is quite challenging for the CHT communities as the market system is less competitive than the plain land, which creates more opportunities for strong actors to monopolize their trade. In addition, there prevails high mistrust between value chain actors, low capacity to improve market system, limited opportunity for farmers to earn profits from traditional agricultural practices and more importantly, existence of uncontrolled factors (for example, how the price is fixed). For this reason, the Facility promotes alternative IGA to help marginalized households diversify income and build more viable, sustainable, and resilient livelihoods. Enhancing agricultural value chains in the region is another approach and it supported 1,513 banana producing household members of the 67 producer groups – to be able to collectively purchase inputs, produce quality bananas and increase their access to markets by capitalizing on their collective bargaining power. Organizational management skills of the producer groups were upgraded through training of 203 producer group members on group management, marketing, accounts management and book keeping. Technical knowledge transfer was also completed to provide training for 59 producer group members on improved cultivation, sapling selection, disease management, and post harvesting techniques. This initiative moved to the next step of support to assist the selected banana farmer groups to establish and manage 9 rural sales and service centres (RSSC) for collective marketing and sales of agro-products beyond banana.

An assessment reveals that the post-harvest wastage of bananas was reduced from 3-5 percent after the intervention. Similarly, 82 percent of the producers received technical advice whereas this was 25 percent before the project intervention. Sixteen women weaver groups were formed which comprise of 365 women. Ninety one percent of the groups established linkages with the buyers within the region and 38 percent established linkages with outside buyers.

The project has implemented different area based projects in collaboration with three HDCs to address market issues. Poor market infrastructures contributing significantly to the local business, which consequently affects the producer community to get fair price for their produces. Frequent visits were made by the market facility improvement Committee comprised of CHTDF and HDC staff to assess the actual needs and feasibility of the infrastructural and other facility improvements. Based on the findings of these, construction of market-shed, pathways, stairways, drainage system, toilet facilities were constructed in 5 market locations. Improvement of market facilities was one of the main area based projects. Bazar Fund[[15]](#footnote-15) has been assigned to look after the management and maintenance of this market facility improvement initiative as per the existing rules and regulations of HDCs. Besides, four market collection points[[16]](#footnote-16) have been established and these are being managed by nearby market leaders and adjacent community leaders led by the Bazar Chowdhory (appointed position by Bazar Fund).

A Local Economic Development (LED) Forum has been piloted in each of the three districts involving local government and the private sector as part of the support to enhance the agricultural value chains in the region. Most notably, the LED in Bandarban district succeeded in putting a ceiling for toll fees placed on banana producers at the local market, thereby minimizing the chance of excessive tolls charged to the producers. Similarly, improvement in farmers’ confidence is visible in the mushroom sector where the project supported a group of farmers to improve input supply. In 2013, mushroom producers trained by the project formed a mushroom growers association and established a mushroom spawn production and supply centre in the region. As a result, 12,827 mushroom spawn were made available in 2013 and supplied to local mushroom growers.

However, the major challenge faced under this outcome was difficulty in getting expected results from value chain enhancement interventions within the initially planned timeframe. Firstly, getting necessary buy- in from stakeholders on the new concept (value chain enhancement) meant a requirement for more meetings to explain the concept / methods and change their mindsets. Secondly, very limited knowledge of farmers on consumer demands and access to markets meant a significant time required for mentoring support for farmers to build their confidence. Thirdly, for each and every sub-sector (such as banana, mushroom, and honey) of agriculture, a tailored design of interventions is required for at least 2-3 production cycles in order to ensure measurable results. Due to every step of interventions requiring significant amount of time, however, the project was unable to ensure technical support and monitoring over the required 2-3 production cycle on respective value chains.

In the next phase, CHTDF plans to support the formation of 60 Producer Groups[[17]](#footnote-17) and provide them the required skills to initiate collective marketing. Farmer Business Schools (FBS) are planned to be the means for transferring the additional skills on commercial and collective farming. Scheduled to be provided during the six months after completion of the IFM-FFS learning cycle, the FBS learning cycle consists of approximately 10 modules and will be conducted by the AFSP project staff with technical backstopping from Upazila FFS Coordinator (UFFSC). By completion of the FBS, the Producer Groups is planned to develop a simple production and marketing plan for their cash crops, and they will assign a Business Focal Person[[18]](#footnote-18) (i.e. community bepari where possible), who will take the lead in market transactions and establishing linkages with traders.

### 4.2.2 Environment

Three community-managed forests known as village common forests were established with CHTDF support and the indigenous/ tribal village leaders manage these. The aim is to enable the communities to improve livelihoods in a way that are sustainable and adaptive to climate change. Improved cooking-stoves were also provided to more than 200 households, reducing their demand for firewood by 50 percent.

In 2013, CHTDF supported the government to formulate a preparation document on Reducing Emissions from Deforestation and Forest Degradation (REDD+) programme, helping them become ready for a REDD+ mechanisms. The support ensured people living in CHT participate and provide key insights to the document given the relevance and importance of CHTDF in the region.

In the region, 55 Village Common Forest (VCF) have been identified for support on participatory forest management and diversifying sustainable livelihoods of 5,838 households.As a measure for environment protection, CHTDF supported 21 pilots across the region under the title ‘streamside plantation’. This is a very laudable initiative and should be scaled up with a well-thought out technical backstopping plan to the communities. However, the focus should be on the creation of genuine vegetation from the perspective of watershed management and not only to create cash-crop orchards by the banks of the streams.

Moreover, although FFS training is designed for Jhum and plain land cultivation; production of wild fruits and vegetables is not part of curriculum keeping in mind the conservation of water and forest resources.

A total of 43,738 indigenous seedlings were planted along the sides of 21 streams in 20 out of 25 Upazilas in the CHT. This will help reduce soil erosion, restore stream banks, maintain low water temperature with clarity of streams, reduce evaporation, nutrient runoff, provide habitat for birds and aquatic wildlife, and act as reservoir for local plant biodiversity.

### 4.2.3. Support to Basic Education

The goal of the Strengthening Basic Education in the Chittagong Hill Tracts Phase 2 (SBECHT-2) project (2010-2014) was to establish and promote access to quality primary education in the CHT. It aimed to fill perceived gaps in educational provision in the CHT, namely, that the government’s sector wide approach (PEDPs) did not cater[[19]](#footnote-19) for the political, geographic, cultural or linguistic context of the CHT. This was a time-limited project, which in the end extended access to education to 13 of the 25 upazilas.

CHTDF support, in general, covered salary of three teachers, infrastructure development (for example, construction or repairing of the school sheds/buildings) and relevant school materials, furniture and fixture. The activities were highly relevant to the objectives, purpose and intended impacts of the project, and to the schools and their communities as well as to the government’s goals for basic education. In particular, the project contributed to extending the extent to which the Hill Districts Acts are being implemented, by empowering the HDCs to play a greater role in managing the education system in CHT.

The component covers establishment of 315 primary schools in remote areas of 13 upazillas[[20]](#footnote-20) of the region and a total of 20,195 students gained access to education through these schools managed by the HDCs.

Figure 5: No. of students enrolled in project primary schools during 2009-2014 (000)

These are the only schools for them to attend and without these, most probably the children might not have had a chance to enroll in classes[[21]](#footnote-21). The support was also provided for construction of 120 schools and cumulatively renovation or extension of 343 school infrastructures. At the community level, 315 SMCs and 315 Mother’s groups are mobilized and empowered to manage their schools through management of school development plans. The community level participation contributed significantly to increasing enrolment rates and reducing the drop-out rate in the supported schools. The drop-out rate of students remained within three percent and the class repetition rate reduced to 11 percent in 2013 compared with 13 percent in 2010[[22]](#footnote-22). Quality of education was also strengthened by recruitment and training of 700 teachers. In addition, the project also provided limited support to a further 180 government and non-government registered primary schools with training to the SMC members. In 2014, 95 percent of all project-supported students who sat the Primary Education Certificate passed. The Facility also organized comprehensive training for the teachers comprising of a month-long orientation followed by a shorter refresher’s course a year later. In addition, it carried out extensive mobilization of the parents and teachers, closely supporting/guiding the Parents-Teachers Association (PTA) and the School Management Committees (SMC). There was also development in close relationships with the relevant government department and agencies in running the project activities. This includes the Directorate of Primary Education (DPE) and as well as the corresponding agencies at the district level in the CHT. The Technical Advisory Committee (TAC) serves as the key platform for maintaining the liaisons and as well appraise of the stakeholders about the progress and constraints in the implementation.

Overall, the quality of CHTDF supported schools appears to be good, asit is also observed that performance of CHTDF supported schools in terms of primary education completion rate is better (95.5 percent) in comparison with national level estimation (79.8 percent as per MICS 2009). A benchmark might be the results of the students in the Primary Education Certificate (PSC) examinations in grade V (Figure 6: Source MIS data of CHTDF).

Figure 6: No of students of Project schools enrolled and passed in Primary School Certificate during 2011-2014

This success may be attributed to a number of factors; strong community ownerships, overall monitoring, supervision, technical backstopping and linkages developed by the schools and the management authority under the overall facilitation of the NGOs and CHTDF, and finally, the performance of the teachers who have strong commitment to their jobs.

The education component also includes a sub-component on multi-lingual education (MLE) with the objective of teaching the mother tongues of children from the ethnic minority groups in 132 project schools’ classes. The literacy rate among small ethnic communities like the Khyang, Khumi and Mro is very low as they live in remote areas without schools. In general, indigenous/tribal people of this age category (15-24) had no access to educational institutions prior to CHTDF intervention[[23]](#footnote-23). CHTDF’s is the first that was attempted with scale and ambition to reduce language barriers faced in school. The limited scale experiments, principally by NGOs, were carried out over few years. Mother tongue based pre-primary multi-lingual education tools have been rolled out across 7 ethnic communities in 132 project-supported schools. Development of preprimary multi-lingual education materials for all 11 ethnic communities and listening material on folk stories of the region were completed in 2013 and are currently being used in these schools. The Facility also supported the HDCs to develop multi-lingual education supplementary reading material for grade two and three students and the assorted teaching materials were developed for this purpose and teachers were appointed and provided relevant training. The SMCs supported in school building, renovation and improved management of schools. The overall design of the interventions was also aligned with the government’s National Education Policy (2010)[[24]](#footnote-24). UNICEF replicates this initiative in Banderban.

The project demonstrated a workable model for providing education in the remote parts of the CHT. Aspects of this model have been incorporated into government policy, namely the changes to the school nationalization criteria for remote CHT schools. However despite the laudable efforts and the considerable investments both in terms of funds and technical resources, the initiative would need some serious reconsideration and further streamlining. At present, MLE classes are held only at the pre-primary level where children are familiarized with the Bangla alphabets and numerals also[[25]](#footnote-25). Given the current state of the situation, the programme serves little to the intended outcomes of the very initiative, as the pupils themselves are not able to read and write in Bangla. It requires a major re-conceptualization with appropriate intervention methodology, target pupils and not least, further training for the teacher.

A key concern for the entire initiative remains the long-term sustainability. The nationalization of the schools and the consequent take-over by the government of the financial liabilities would be a long-drawn process. A series of consultations and follow-ups by the project resulted in the nationalization of 42 project-supported primary schools, thereby placing them fully under the national financing scheme for the first time.The other 228 CHTDF project supported non-government primary schools have been placed in the Prime Minister’s office for processing the nationalization. The Prime Minister has given necessary instructions towards expediting the process. However, it may take quite some time that could cause a short term funding gap.

In addition, capacity building of SMCs (cumulatively 13,035 members), MGs (315 mother groups) and PTAs through LNGOs is effective and efficient, but sustainability of those groups needs to be built into the training. It should be noted that expanding the role of the HDC or integrating the project activities into the PEDP has proved problematic because of the lack of recognition in major government primary education development programmes of the contents of the Hill District Acts including the role of the HDCs. Although the Peace Accord and the HDC Acts intend for subjects such as education to be transferred to the HDCs, this process is a work in progress. Therefore, project formulation needs to include close liaison not only with HDCs and government line ministry representatives in CHT, but also with those in central ministry offices in Dhaka. Furthermore, while this project advanced liaison between HDCs and the line ministries in the CHT, it perhaps should have done more to clarify the division of labour between the HDCs and the line ministries.

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| **Jamachandrapara school: A Success Story**  “When I took up the Headmistress post in 2009, I had no idea about how to teach students properly,” said Anita, the Headmistress of the Jamachandrapara school. The school is situated in the remote hilly area in RowangchariUpaziLa of the Bandarban Hill District. Most people in this area live by farming. The government schools are located too far to walk to, making the journey to school potentially unsafe. Learning in the non-mother tongue language is another challenge. Consequently, the socio-economic conditions, language barriers, and physical remoteness make it almost impossible for children in these areas to enroll for regular government schooling. The Jamachandrapara community school started in 2009 with a group of 20 students around the village area. This was the first time children in this area literally gained access to education. The project supported communities to establish a community school and trained teachers. “As Headmistress, I received basic training for 18 days on teaching-learning techniques and the special training for head teachers for six additional days. I also attended bi-monthly refresher training regularly along with other teachers which helped improve the quality of our teaching.” said Ms. Anita confidently.  Five years after the school was established in 2013, all nine students of grade five from this school, sat nervously in the Primary Education Completion Examination. Despite their appearance and worries, the result was impressive. All nine passed the completion exam, and of the nine, two students - Debi Tanchangya and ModhulotaTanchangya, achieved an outstanding result of grade point average (GPA)-five. They are among the three who secured GPA-five in all schools of the entire Upazila including the government primary schools.  “People here are all poor farmers. They actively participated in the training and school management meetings to improve the learning environment for children. They sent their children to school regularly, being motivated by this schooling opportunity they are given access to for the first time. So regardless of my efforts, the credit for this outstanding result goes to the community people,” Ms. Anita said with a big smile.  *Source: CHTDF* |

The CHTDF introduced the Adult Literacy Programme (ALP) in partnership with UNESCO for a total of 859 adult learners (503 female learners) of eight ethnic communities including Bangalis in CHT to have basic literacy and life skill education. According to the preliminary assessment conducted by the project, 41percent leaners obtained above 80 out of 100 marks; 21percent leaners obtained 70-79; 15percent obtained 60-69; 12percent obtained 50-59; and 6.4percent learners obtained below 40 which indicate a success of this pilot initiative. The project also worked with WFP on school feeding in 12 pilot schools to promote better access to education. A total of 5.7 MT biscuits delivered through the School feeding programme implemented in 10 project-supported schools benefitted over 800 students in 3 district of CHT. The result is promising; the enrolment in these pilot schools increased from 728 in 2012 to 810 in 2013, recording an 11% increase

### 4.2.4. Support to Critical Health Interventions

The main objective of the interventions was to improve access to quality health services in the CHT and the specific objective was to connect a strengthened government health system with a strong system of community based health service. The interventions comprise of three main areas;

* Mobile clinic comprising of a team with a medical doctor, nurse, health educator, lab technician and other support staff. The team visits a selected location (called node) every week on a given date and provide treatment to the patients which include, prescription services and as well as medicines. A token fee is retained which is used for the maintenance of the clinic shed including water supply, and cleaning. The health educator organizes awareness raising activities while the doctor and other members of the mobile medical team attend the patient. A Clinic Management Committee (CMC) is set up to look after the management and maintenance of the mobile clinics.
* Referral services to the upazilla and district level government hospitals in case of more complex cases. This includes also free/highly subsidized ambulance services.
* A network of Community Health Services Workers (CHSWs) across the region, who provide basic health care and advice to the communities and as well as organize and participate in various grassroots based health campaigns (e.g. EPI). Currently, there are 852 CHSWs; 264 in Khagrachari, 368 in Rangamati and 220 in Bandarban.

An illustration of the overall public health services scenario would make it easier to understand the situation. There is a lack of information on the current health and nutrition situation and on the overall impact of recent development activities on health and nutrition in the region[[26]](#footnote-26). The CHSWs are present at unions where the absence or inadequate medical personnel in work places seriously disrupts delivery of basic healthcare services to the people. A network of CHSWs and Mobile Clinics for population of remote locations has been the two major elements actually implemented. It is evident that the locally recruited CHSW network has provided better access to the deprived ethnic diverse communities living in hilly terrains, difficulty in communications (language and transportation) and scattered settlement patterns. The mobile clinics also proved to be effective mechanisms to address the health care needs of the remote communities. However, while the community based approach involving CHSWs network and mobile teams proved to be beneficial, their operational process has caused a conflicting situation between the transitional and long-term strategies. The project became a standalone and parallel intervention as opposed to a contribution to the strengthening of government health care system, which was the major end line objective of the project. The component is managed by HDCs with the role of CHTDF essentially being limited to fund mobilization, technical backstopping and policy advocacy. The HDCs seem to be performing commendably for the overall management; the field mobilization portion is sub-contracted to the NGOs under their overall supervision, a separate unit has been set up for managing the activities and regular GO-NGO coordination and collaboration is ensured at upazilla and district level. There is a strong coordination between government’s field level health workers and the CHSWs for various grassroots campaigns such as EPI, Family Planning, Vitamin A capsule distribution, malaria control, etc. where the CHSWs actively participate and assist the government health workers.

The intervention covers 15 upazillas of the region[[27]](#footnote-27) and in total 2.8 million people were treated by 1000 Community Health Services Workers (CHSWs), 16 mobile medical teams and 80 weekly satellite clinics in the region. In addition, 158 Community Skilled Birth Attendants (CSBAs) conducted over 3,212 safe births[[28]](#footnote-28) and the pregnant mothers who were assisted by medically skilled birth attendants during last delivery increased from 12 percent (in 2008) to 22.5 percent (in 2013)[[29]](#footnote-29). The government has highly recognized this by allowing them to conduct delivery at the community clinics. Since inception, it treated 91,076 malaria cases. Number of malaria cases among the total patient cases supported by CHTDF decreased from 12.8percent (in 2006) to 1.3percent (in 2013) (Source: HDC Health MIS). Most of the project supported households (96.1percent) are currently using mosquito net as a malaria prevention method. The project also provided 31 infrastructures and logistics support to Government healthcare facilities such as 22 Upazila Health Complex, 3 Sadar Upazilas and 6 district hospitals. In addition, three Fast boats in Kaptai Lake and one ambulance for Banbdarban were provided from the project. Health management information system (HMIS) is also put in place in HDCs is feeding into the national HMIS on malaria, ARI, Diarrhea and other diseases, and contributing to compilation of the malaria data (as per GoB format) at the national level.

The Health services are genuinely appreciated and fulfill an urgent need of the communities where such services from the government are *de facto* non-existent at present. Towards ensuring sustainability of these results, the project successfully advocated to build consensus on the national financing framework for the localized service delivery models in 2013. The major milestone reached was a commitment by the government to include the major components of health service provision managed by HDCs in their national budget under its Tribal Health Plan.

There remain, however, some areas of concerns where CHTDF would need to focus further attention. A key area is the Health Awareness Education sub-component.Health education and diseases prevention activities are the core activities of Satellite Clinic and network of CHSWs. A total of 306,468 health education sessions were conducted by CHSWs and Satellite Clinics since inception of health programme to date. On average around 26,000 community people per month participate in the regular heath education sessions conducted by CHSWs on Acute Respiratory Infections (ARI), ANC, PNC, Safe water usage, Immunization, Sanitation and Personal hygiene.Knowledge and Practice on family planning methods, child vaccination, child nutrition, maternal health, Understanding about Symptoms of Malaria & malaria prevention increased as results of health education sessions with other health interventions[[30]](#footnote-30).About 93% of infants from the project supported households reported by mother to be DPT1-vaccinated.

The project played a limited role in integrating its activities with the process of planning, implementing, monitoring and evaluation with MoHFW operated health delivery system in the CHT. Thus the project has missed the opportunity to address its central objective of contributing to the strengthening government health care system. At the same time, the project has had little impact on building up strong leadership capacities in HDCs. Thus these local authorities have hardly been able to play the effective role which is suggested in the 1997 Treaty Agreement (i.e. “health is transferable item to HDCs”). Besides the lack of proper planning for strengthening the government health system, the limited life time of the project was a major constraint for achieving the goals and objectives. Even including the extension, a 3-year period of time is too short to make a difference at systemic level.

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

The output comprises of the following results/components;

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

Key community empowerment activities include formation of Para Development Plans (PDP), providing ‘block grants’ in addition to the grants provided from Quick Impact Fund’ (QIF)[[31]](#footnote-31) grants to communities, implementation of projects by communities, providing management training to PDC and PNDG members and raising awareness of communities on basic rights. The grants consist of two types; to support the Agriculture Development Plans (ADPs) developed by the PDCs and additional grants outside the perimeters of the ADPs, which are called non-ADP grants[[32]](#footnote-32). Together with the grants from QIF and the Economic Development Cluster, on average a PDC and PNDG has so far received about 550,000 taka which amounts to a figure of 1.8 billion taka in total. This makes CHTDF as the largest ‘cash transfer’ programme to the grassroots communities in the region[[33]](#footnote-33). Further, members of PDCs and PNDGs received training through the government line departments on livestock rearing, fish cultivation, and agriculture. The training also served as a linkage-building platform for communities and the extension service providers, enabling them to undertake community-driven projects which mainly focused on different types of Income Generating Activities (IGA). The IGA schemes include a diverse range projects like beef fattening, cow rearing and other livestock husbandry, poultry, fisheries, different horticulture and agricultural activities, rice banks. Very few of the communities have taken water and sanitation project under the QIF funding.

Self-employment is the most prominent type of employment in the region as more number of households subsist on self-employment than wage labour and/or service in CHTDF intervention area. The plausible reason is attributable to the implementation of community empowerment programme (CEP) of CHTDF. The programme provides various types of training connected with generation and diversification of household income which might have supported households in engaging in more sustainable means of livelihoods rather than daily wage labour. In addition, CEP provides grants for PDCs and PNDGs to support start-up of income generation activities. The scope for wage earning is extremely limited as there is a very limited opportunity of employment due to absence of industrial establishments and service sector. In addition, working with other people in exchange of money is absent in the indigenous/tribal community[[34]](#footnote-34). In intervention area, PDC and PNDG are working to raise awareness and building capacity through skill development training along with micro grants and it is observed that cultivation of fruits, turmeric, ginger and many other crops. Opening petty shops and tea stall is another type of business options for them. Cattle and poultry rearing are frequently found activities in the households. Daily labour, self-employment is more prevalent among indigenous/tribal households compared to that of the Bangalees. Bangalee households are mostly dependent on plough cultivation and not based on family labour. It provides guidance to the Bangalees to be employed somewhere else other than in own household activities.

The PDCs seem to be running well as 90 percent[[35]](#footnote-35) of them have developed saving habits[[36]](#footnote-36), with a cumulative savings of all PDCs currently totaling at Tk. 57.25 million (as of December 2012) with about Tk 17,577 per PDC. In addition, the PDCs, together with PNDGs have a cumulative bank account balance of Tk418 million (as of July 2013) which accounts for sales proceeds from investment and own savings which currently is waiting for opportunities for re-investment. Finally, the PDCs and the PNDGs have various tangible assets and investment[[37]](#footnote-37). Both the assets and the account balance exclude the profits already shared by the PDC members from the previous investments. In terms of MDG 1, the project has contributed to reduce food deficiency for reducing hunger. Average per capita daily food energy intake reached above the hard core poor level from 1,797 kilo-calorie in 2008 to 2,033 kilo-calorie in 2013. In terms of DCI method, absolute poor households reduced from 60percent (in 2008 baseline) to 26percent in 2013, whereas, in terms of CBN method, below lower poverty reduced from 64.2percent (in 2008 baseline) to 52.4percent in 2013. At the same time, household annual net income also increased by 19.2percent (Tk. 101,426) compared to 2008 baseline (Tk. 85,050).

About 63 percent of households in intervention area who took cash and/or kind loan in order to cope with food deficiency were able to pay back their loan/ credit. Average annual household income has also been increased by 20 percent[[38]](#footnote-38) compare to the baseline. There are likely to be a number of other factors to attribute this; both related to CHTDF and others and include agriculture/food security, bee keeping, mushroom growing and others mentioned at the survey report. The demography of the region suggests that youth are important players in labour markets. To this end, the project continues to support young people by providing them with skill sets for employment and self-employment. In 2013, 293 community women benefited from training (Automobile & Driving-130, Mobile phone technician-19, Tailoring-55, Block & boutique-20, Beauty parlour-20, Fruit processing-49).

Community empowerment has been the integral part of development interventions of CHTDF since its inception. Previously, the focus was to support for formation and functioning of individual PDC and PNDGs, there was an attempt to support collective actions of multiple PDCs and PNDGs for achieving larger economic gains and for ensuring their participation in local resource planning and development. The project started supporting clusters of PDCs /PNDGs, consisting of 3-5 neighboring villages (which previously had limited or no contact) to form Project Implementation Committees (PIC), develop a joint project, and bring about common economic gains across the villages. Forty percent of the block grants under the project are being utilized for that purpose.In total, 1,500 communities collectively formulated 293 local development projects known as Area Based Development Initiatives (ABDIs) aiming at larger economic impact across multiple communities in the region. The project work involved facilitating area-based forums for neighboring communities that previously had no or little contact to collectively identify issues and develop joint projects with common interests. Examples include roads connecting villages, shared schools, water supply networks, and common markets. These initiatives are all an indication of transformational change where these communities are moving from a basic step of self-reliance to achieving larger development results, affecting multiple societies. As a result of ABDIs, 165,416 person days of work were created cumulatively with involvement of 18,054 people (28% female) as skilled or unskilled laborers. In addition, over 260 kilometres of rural road were constructed/upgraded, which have created stronger communication and links to services for community members. Other community infrastructure such as rural market sheds and collection centres, irrigation channels, culverts, and education facilities have also been developed as part of the ABDIs.

Currently about 4000 communities manage their own development affairs through PDCs and PNDGs to influence local government development and service delivery. In 2013, 4,409 individuals collectively participated in the service and resource planning meetings of Union Parishad and raised their voices to address development and service gaps felt by their fellow community members. Moreover, communities are increasingly maintaining and managing their savings and assets better. Training on various subjects, such as organization and financial management, project monitoring, and maintenance of general ledgers provided by the project, helped achieve these results.

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| **Road Connectivity: Change in Life and Livelihoods**  Poor road connectivity has been a common problem for the people of Shiber Aga village in LangaduUpazila, Rangamati district for years. Most of the villagers depend on agriculture for their livelihoods, but transporting the produce to the nearest market has not been easy due to the poor road conditions. As a result, villagers are forced to sell their produce at lower prices when collectors - the only buyers, come to the village.  Villagers long hoped for a brick road which would connect this village to the local market. “Our dream has come true through the support of the Chittagong Hill Tracts Development Facility” said Md. KabirMiah, one of the villagers. “About half a year back, we participated in a union level meeting and learned about the local development projects initiated by the Facility.  Three villagers representing three neighboring communities joined hands and formed a Project Implementation Committee and formulated a project proposal for a 950 meter long brick soling link road to the market. Given the potential impact, the project was approved soon after.” One Union Parishad Chairman says, “The poor road connectivity has been a problem here for years. Around 300 families will benefit through the increased connectivity and reduction in time and transport cost. And around 100 students will go to their school using this link road which is much safer, too.”  Things are changing rapidly. The villagers are working on the construction of the road and earning income. With the establishment of the road, unlike before, the farmers in the village will gain much bargaining power. And more traders may come to the village in search for better products for turmeric, ginger, and rice, which this village is known for.  ***Source: CHTDF*** |

There is a challenge to complete implementation and quality assurance of 236 ABDIs and PDC/PNDG activities, without support of 13 local NGOs as their contracts ended in September 2013. At the time, implication was already anticipated on difficulty in monitoring the ongoing interventions due to limited human resources available within the project. Particularly as the ADBI focused on infrastructure facilities, it meant a requirement by engineers to frequently visit sites, and take measurement of sites for quality assurance, and advise on necessary rectification of work when needed. To overcome this, the project responded by recruiting an engineer as service contractor in addition to placing engineers at Upazila and district levels through the HDC LoAs. Anticipated challenge for the remaining and beyond project period is on maintenance of infrastructure facilities established through ABDIs. Hence, during the remaining period, the project will continue to organize maintenance workshops/meetings among the Operation & Maintenance Committees (established as part of ABDIs) to ensure sustainability of the results achieved under the project.

With regard to monitoring of the activities, the project has overcome the lack of monitoring resources (due to non-availability of NGOs) by having follow-up quarterly meetings at union level involving PDC/PNDG members. The observation so far suggests that the arrangement is workable, and in fact is creating linkages between the local government and communities (PDC/PNDG) for joint planning and sharing of ABDI experiences.

A more pressing concern is the long-term sustainability of the PDCs. A Community Empowerment Sustainability Strategy was recently commissioned in 2014 that came up with a set of recommendations, weighing heavily on a market-driven approach in the upcoming period. As of now, this is being integrated in the overall CEP operations under the Danida funded marketing component. In the next phase, CHTDF will require to give further focus on this issue.

A very important miss as regards the execution of the CEP interventions is the lack of attention to realize the potentials in reconciliation and confidence building among the grassroots communities. The ABDI interventions carry great potentials in this regard although the initiative will require substantive re-packaging and re-orientation as well in its objectives. The issue is particularly important for the region, after 17 years of the signing of the Peace Accord, it is now about time to envision an environment of mutual co-existence and prosperity among the diverse communities in the region. CEP can and should play its part in this regard.

### 4.3.1 Gender and Violence against Women

Gender is a cross-cutting issue for the entire CHTDF operations including for its organizational management policy. CHTDF has developed its own Gender Mainstreaming Guidelines and gender is well integrated both in the operational aspects and also in the overall staffing and organizational management aspects (see Output – 5) through mainstreaming and targeted interventions. Three HDCs formulated Gender Mainstreaming Policy and they are in place.The concrete results of this dual approach have been observed. For example, setting up 1985 PNDGs is considered as a positive move towards gender mainstreaming. The PNDGs are a very important platform in raising the voices/rights of the women among the communities. Possibly, it is the first time that a development programmereached the remotest communities in the region. Their collective initiatives have resulted in an economic output of BDT 300 million. The women in the region have been engaged in different types of IGAs[[39]](#footnote-39) and the PNDGs have been working to promote women’s involvement in various types of IGAs in intervention areas. Further investigation reveals that women from both ethnicities (indigenous/tribal and Bengalis) have been involved in fourteen different types of IGAs namely gardening, poultry rearing, cattle rearing, fire wood selling, food processing, weaving, handicraft, sewing, nurseries, honey bee keeping, mushroom cultivation, bag and broom making[[40]](#footnote-40). In comparison, before the CHTDF intervention, the situation in terms of women’s involvement in IGAs reveals that in 2012, a higher number of women wereinvolved in various types of IGAs.

The targeted interventions on gender issues brought tangible results. The CHT Women’s Network CHTWON[[41]](#footnote-41), supported by the project in previous years has now become a gender advocate and champion for promoting gender issues in the region (As one member firmly stated in the consultation, ‘*Indigenous /tribal and Bengalis possess the same opinion when it comes to any woman issue’).* A cadre of 101 trust builders comprising mixed ethnicities and gender (60 percent are women) trained by the projectare now playing a pivotal role in promoting peace dialogues, conflict mediation and prevention of violence in the region. As a result, about 1800 local level conflicts (type of conflicts including-ruining of communal harmony, family issues, violence against women, violence against children, men-women relationship related issues, land related issues, political dispute related cases etc.) were mediated by the volunteer mediators.The Alliance to prevent and respond to conflicts more systematically and regionally, use their existing networks. As part of this effort, 82 traditional leaders and locally elected women members of the UP were also given training on mediation skills and human rights in the traditional arbitration system – Shalish. These initiatives are all contributing to fostering justice and peace for local women and girls.

In response to growing incidents of violence against indigenous/tribal women in the CHT[[42]](#footnote-42), the legal aid support to the VAW victims started in 2014, targeting 70 of the most marginalized woman victims in the region through Bangladesh Legal Aid and Services Trust (BLAST). The support covers a full packageincluding legal aid, medical examination, treatment related costs, transportation, accommodation, support to witnesses to be present at district court, and follow-up assistance for the women. The ultimate objective of this intervention is to facilitate the establishment of exemplary cases where the victims can seek and receive timely justice.

The project supported the Rangamati district police to organize seven mass outreach events, involving around 1000 community people in different pockets within the district, to promote the use of Victim Support Center (VSC) services. The VSC was established with the assistance of the UNDP-managed Police Reform Programme. The centre provides 24 hours of professional services to violence victims and their services include:assistance forfiling cases, awareness building on relevant legal procedures, emergency medical treatment, psychosocial counseling and a secured stay for the victim for up to five days if required. These outreach events not only raised awareness among local people, but also strengthened coordination and partnerships between government agencies and local NGOs to build victim support networks and referral mechanisms. As an immediate result from this initiative, 11 indigenous/tribal women victims received support from the Rangamati VSC.

The project joined the UNiTE campaign[[43]](#footnote-43) in association with CHTWON, Local Peace Builders’ Network, BLAST and the Rangamati-police-managed-Victim Support Center in CHT, to sensitize CHT stakeholders on this issue.Over 750 community people from diverse ethnic groups, many of whom are women from the remotest parts of CHT, took part in the event and increased their understanding of violence prevention. The campaign included a grand rally, discussions and information sharing sessions on the services for violence victims, and a cultural programme. It also raised awareness on violence against women among 19,791 community members in 2013. It also supported 84 district and upazila level government officials on the re-activation of the Prevention of Violence against Women and Children Committees across the three districts.

Nevertheless, CHTDF would need to resolve a number of concerns as to the future sustainability of the organization. Till now, CHTWON remains almost totally dependent on CHTDF for funding and technical guidance. While such patronage from CHTDF should be deemed understandable in the prevailing situation of CHT where there is a quasi absence of the organized voice of women and awareness on women’s issues *(which CHTWON is trying to address)*, in the long run,the organization would need to gain a measure of financial independence from CHTDF. Second, CHTWON should pro-actively consider expanding its advocacy issues and as well as its concrete interventions. The issue of abuse and violence against women isso rampant in the present-day CHT that incidents regularly make headlines in the major news media of the country. CHTWON should strategize for dealing with both the preventive (policy advocacy) and curative aspects (legal aid, psycho-social rehabilitation) of violence against women. At present, it is notably active on the first stance but barely makes a mark on the second.

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

The output is particularly meant for extending facilitation to some the longstanding issues that has mired the region into instability and violence and bedeviled successive governments before and after the signing of the Peace Accord. As with the other outputs, CHTDF has comprehensively accomplished implementation of the scheduled activities. The remarks below are meant for immediate impacts of the interventions and as well as for the future programming of UNDP.

The RTPP includes the following clusters of activities;

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

A little less than two decades since the signing of the CHT accord, the region continues to remain in chronic instability with regular communal flare-ups and violent clashes among three main regional political parties, often also jumped in the bandwagon by the national level political parties. The functioning of the civilian development management, administration and law and order management remains an ongoing process in order to assume their full control over the necessary government affairs. In the meantime, there is a resurgent voice of the settlers (rehabilitated Bengalis in the 1970s and 1980s) and their supporting lobby often accused of being rabble rousers.

The achievements and shortcoming of CHTDF’s in Confidence Building should be assessed in the above backdrop. It should take note of the fact that Confidence/Peace building always involves complex challenges and a successful undertaking for this purpose inevitably must be underpinned with smooth cooperation among the stakeholders, common resolve for finding solutions to the issues of disputes with an attitude to offer concession, and most important, the organizational vision and determination of the parties concerned to chart a course for lasting peace. In the current context of CHT, this appears to be rare commodity.

Nevertheless, it is CHTDF’s credit that majority (64.8 percent) of CHT inhabitants currently testifies increased consolidation of peace in the region. A similar percentage attests greater degree of movement outside of their vicinity which was 34.5 percent before the accord. Much more significantly, a far higher percentage of the inhabitants report a reduction in violence since the Peace Accord; 38.5 percent of the project supported households reported experiences of violence during 2010-2012, while this was 69.4 percent before the Accord. This is equally remarkable that this percentage is lower among the indigenous communities (35 percent) in comparison to the Bangalees (43 percent). This experience was much higher among indigenous people (76 percent) before the Accord. More than 92 percent households reported to having friendly/almost friendly relations with the other communities cutting across ethnic line and very importantly, 100 percent consider to seeing improvements in social relations during with the other communities.[[44]](#footnote-44)

The dialogues organized by CHTDF on various broad thematic areas at multiple levels – from national to grassroots community level - in the region should be assessed from the above perspective as an effort to facilitate concerted mobilization of the stakeholders in search of socio-economic development, peace and stability in the region. These dialogues are, indeed, a timely effort by CHTDF and appear to create a certain space for mutual exchanges among the stakeholders.

The 11 study tours and in particular the exchange across the CHT and other parts of the country are meant to provide exposure to the stakeholders – from the government’s institutions to grassroots communities – to the development challenges confronted in the similar post-conflict situations with the latter having the additional objective of providing exposure to the grassroots communities about the rich ethnic and cultural lifestyles of the CHT peoples. The gains made from these exposures should not be underestimated as these experiences could constitute a major resource pool when serious attempts are made to realize successful confidence building in the region.

During the recent years, CHTDF has supported the HDCs and other institutions in developing ‘advocacy strategy’. This has been complemented with the preparation of advocacy training module with, so far, 180 individuals from the various relevant stakeholder institutions (RC, HDCs, office of the Circle Chiefs, etc) obtaining the training on advocacy skills.

These activities were further complemented with assorted training activities on various relevant topics.In 2013, 34 personnel from different ministries and government institutions such as Planning Commission, Economic Relations Division (ERD), Ministry of Finance, Health, Education, and Agriculture, CHT Regional Council, Hill District Councils including from Bangladesh Army and Police were provided training on ‘Decentralized Governance and Conflict Prevention &Peacebuilding’ with focus on the Chittagong Hill Tracts. The initiative was organized by CHTDF in partnership with the United Nations System Staff College (UNSSC) and continued also in the following year in 2014 where 82 staff participated from various CHT institutions. CHTDF also has undertaken an initiative to review the existing corpus of government laws, rules & regulations applicable to region in order for harmonizing them with the CHT’s cultural diversity and decentralized governance setup.

The advocacy of CHTDF has also made some very substantive policy outcome already. For the first time, traditional leaders (headmen and karbaries) in the CHT have been included as members of the government’s local development committees (Union Development Coordination Committee), formalized in a government circular.

CHTDF also played a key coordination and advocacy role in response to communal violence that the region unfortunately continues to witness at regular intervals. The most prominent is its support to the affected communities of the violent communal attack in Taindongin in August 2013.CHTDF in coordination with the government led the UN inter-agency team to undertake a joint Post Disaster Need Assessment which subsequently contributed into the formulation of early recovery programmeunder its leadership.

In response to that particular unfortunate incident, CHTDF successfully completed livelihood-focused early recovery assistance for the 902 affected households. The livelihood assistance was complemented by reconciliation support, whereby neighboring Bengali and indigenous/tribal communities were brought together through 10 group discussion sessions, contributing to confidence building between the two polarized communities. A 21-member Taindong Area Development Committee was formed subsequently with members from all the affected communities and it played the key role in the implementation and monitoring of the recovery activities. Of the total USD$ 50,000 livelihood support, about one-third (30 percent) was allocated for livestock cultivation, followed with 25 percent for agriculture cultivation, 20 percentas cash grant, 13 percent for safe drinking water, and remaining 13 percent for skill development training.

A very notable initiative by CHTDF in recent years remains the partnership it has forged with the Police in collaboration with the MoCHTA and the HDCs. This is a very crucial initiative; or the region to see sustained peace and stability, a civilian-led law and order management must prevail. This is largely not the case in the present circumstances. It is in this backdrop that the community policing and the mixed policing along with the training to the police in the CHT may prove to be so crucial from the perspective of durable peace in future in the region. The initiative involved continuous dialogues with the Prime Minister’s Office (PMO), Ministry of Chittagong Hill Tracts Affairs (MoCHTA), Ministry of Home Affairs (MoHA), and Police Headquarter (PHQ), which resulted in the Government’s commitment to transfer 1500 tribal/indigenous police personnel to the CHT who, previously, had been serving in the other parts of Bangladesh. As of now, 281 indigenous police personnel have already been transferred to all 27 police stations of the CHT since 2012, including one Additional Superintendent of Police. Ultimately, the government has a committed aim to have half of the region’s 7,137-membered police force to be from the CHT region. This should be considered a major milestone in setting up the process of civilian-led law and order management in the region, a key condition for sustained peace and confidence building in the region.

The ‘sports for peace’ initiative as well as the other assorted initiatives such as school and college level debate competition, the women trust builders, etc. are crucial elements to engage the most important segment of the CHT population i.e. youth who hold the promise of the future. These initiatives are also important from the point of view of mutual exposure and eventual building of trust among the peoples and communities who remain so much burdened with the legacy of the past conflicts.

A very notable initiative undertaken by CHTDF is its ‘small grant initiative for confidence building. The amount is a relatively modest 400,000 taka per grant; however, the various initiatives undertaken by the grant recipient organizations demonstrate the vibrancy of the CHT civil society and its creativity to the issues of confidence building in the region. CHTDF should consider continuing ‘out-of-box’ initiatives like this; such support are a potential source of new ideas and more importantly, to mobilize larger number of actors and stakeholders in support of the objective for confidence building.

A similar review commissioned by CHTDF in 2012;

*“There is a general tendency to view the Confidence Building in terms of progress on the implementation of the CHT Accord. Yet, it is so much more than that. It involves reconciliation among the antagonistic parties, establishment of mutual trust and bonding among fellow communities and peoples, and realization of transitional justice for all who have been affected by the conflicts”.*

The above observations remain as true today. Given the intractable nature of some of the problems, not much headway could be made on some of the vital issues that are keeping the region bogged down in violence and instability; such as functioning of the Land Dispute Resolution Commission, the CHT Refugee Task Force, etc. This is an understandable outcome given the tricky nature of the issues which require strong political commitment from the government and also, others concerned. However, there are also other imminently important areas which remain largely unaddressed till today and which could actually, lay down the potential foundation for eventual resolution of the above issues.

One such key area has to efforts for reconciliation among the communities which largely remain fractured along ethnic affiliation; most flagrantly between the Bengalis and CHT indigenous minorities. But, after about 18 years of the signing of the CHT Accord, it is time that thoughts and concrete initiatives are made to explore about how both communities can prosper and coexist peacefully. Obviously, such an idea may even sound preposterous among many and the endeavour could prove to be full of latent pitfalls, including for CHTDF. However, this should be considered the right direction for durable peace in the region and CHTDF should come up elaborating a pertinent approach and ways & means for requisite interventions in close consultation with the government and the CHT stakeholders.

CHTDF, indeed, possesses a ready platform for this purpose. The Area Based Development Initiative (ABDI) brings around two or several communities for a mutually beneficial common action, usually for infrastructure development. The ABDI interventions could be one approach to advance the spirit of mutual collaboration and benefit among the communities.

In absence of overarching consensus among the stakeholders to deal with the tricky political issues, it is imperative for CHTDF to look other effective ways to consolidate the pace of confidence building. The sports for peace and other assorted activities, mentioned above, are some of such initiatives. However, a very meaningful approach could be ‘Awards and Incentives’ on relevant thematic areas, such as peace building, empowerment, community development, etc. CHTDF has explored very little, so far, this area which potentially upholds a very meaningful way forward as regards ‘confidence building’.

One of the most alarming concerns of the region’s indigenous minorities is the growing pace of acculturation. The instability of the past decades has seriously impacted the very fabric of their social and cultural traditions. The advent of modern education which has led to increased mobility and exposure to the outside world has further accelerated this trend which is only worsened by the absence of any concerted efforts to record and document these invaluable vanishing traditions. Support to promote and preserve the cultural traditions and heritage of the ethnic minority communities should be an important mean for confidence building among the diverse ethnic groups in the region. Such support should also include institutional capacity development of the various ethnicity based organizations, such as the Mro Social Council, ChakSangsad, etc. This also equally calls for privileging the smaller ethnic groups for CHTDF socio-economic interventions. This isimportant to give these marginalized groups a wider window of opportunity to construct theirfuture with confidence about a future which has largely been dispiriting to them in most of the cases.

Indeed, the RTPP contains a distinct component ‘Minority Interests and Cultural Diversity Promoted’ which is meant for the above interventions. Unfortunately, CHTDF appears to follow it through only in fits and start, largely by organizing the annual diversity festival in Dhaka which, at present, remains suspended.

Finally, a few words about the dialogues; CHTDF has indeed conducted a series of dialogues as noted above. However, these events should be carried out with strategic vision and a coherent approach. Further, the dialogues may not be limited exclusively on the Peace Accord and assorted political issues. Indeed, the overarching objective of the dialogues should be geared toward promoting sustainable development in the region which creates a conducive space for the resolution of the longstanding conflicts. In the current impasse-like situation of the CHT, this should be considered a pragmatic approach.

All of the above calls for a rethink of CHTDF’s confidence building strategy for the next phase. This remains one of the key tasks The present review does not have the scope to go into details about the shape and breath of this strategy; however, suffice it to say here that this need to be grounded into strong institutional ownership of the relevant institutional stakeholders, primarily MoCHTA, RC and the HDCs but also other government branches and as well as civil society both at national and regional level. Most importantly, the Strategy also need to delineate a mechanism to bring on board the armed forces for regular dialogue as they remain a very important, if not the most important actors, for a durable peace and stability in the CHT region. The strategy also will have to define the means for implementation of the recommendations made in the two important surveys the CHTDF has recently commissioned, namely on the (1) small ethnic minority groups and (2) social capital assessment, which largely await implementation.

### 4.5 Cross cutting Issues

This section deals with the broader programmatic management and cross-cutting issues which are all vital to the successful implementation of CHTDF’s interventions and for their sustainable impacts.

### 4.5.1 Institutional Coordination (Intra & Inter-UN Agencies, GoB, LGIs ,etc)

The next phase of the project will fall under joint UN programming with CHTDF being responsible for the overall coordination and implementation of the Pillar 3; Improved governance and social cohesion. It’ll also have substantive responsibility for the Pillar 1: Sustainable livelihoods and Food Security, although the lead agency will be FAO. The Pillar 2 – Effective and equitable coverage of basic services and practices – will fall under the responsibility of Unicef and other UN Agencies.

While the Joint Programming, one of important piloting in Bangladesh, is a welcome development for the CHT region and its inhabitants, this also calls for a number of measures for the effectiveness of the interventions. The first is about the need for close coordination at all levels among the various agencies involved, but most importantly at the field.

All 3 lead agencies for the 3 pillars have long experience of programme implementation in the CHT and this is a key asset to be built upon for the next phase. However, given their long presence, they also each have developed their own separate institutional mechanisms for programme implementation. This could overlap with the other agencies’, potentially creating confusion at the community level, not to mention that this overlapping and duplicating approach could unnecessarily lead to contradictory and conflicting implementation mechanisms.

Unicef is by far the oldest UN agency working in the CHT, beginning from 1980s. Over the years it has developed closed partnership with the CHT Development Board and has an extensive network of ‘paracentres’ across the region which serve as its primary programme implementation platform at the community level for outreach in the areas of pre-primary education, basic hygiene and other assorted services. At the same time, CHTDF has setup its PDC network, as a means of outreach to the grassroots communities in all the three Hill Districts which now number at 3507 PDCs. With Unicef now leading the Pillar 2, a degree of close coordination is absolutely required between the paracentres and the PDCs, clarifying the role of each in the implementation of the activities. A possible approach may be that the PDCs assume the role of an ‘overarching’ platform for the community level governance wherein the paracentres (and other assorted institutional platforms) carry out their specific roles. This is particularly important also to clearly spell out the role of the nodal government agencies in the future with Unicef having decades’ long experience with CHTDB, whereas to CHTDF and to a large extent the UN agencies too, the HDCs are the preferred institutional vehicles to channel their support. The same issue is also applicable for FAO which also has setup its own implementation mechanisms to work with the grassroots communities. It is, thus, very much urgent and necessary to clearly spell out the role for each, effectively meaning that an operational guidelines will have to be developed for the field level coordination and implementation of the Joint UN Programming.

The issue of coordination applies equally to CHTDF’s internal operations also. At present, the Regional Cooperation Meeting (RCM) ensures the necessary coordination of various CHTDF programme clusters. However, for the field level implementations, much more is required, a fact keenly felt by the consultants during field visit. As of now, a number of CHTDF programme cluster have activities with the communities. Besides, CEP, Health and Education, it now also includes Confidence Building, Gender and with the MDG Acceleration, the Capacity Development cluster. In such a situation, mere coordination is not enough to ensure smooth execution of activities. It is essential that a programme cluster leads the activities at the field level, under which the District Teams will function, to avoid the overlapping communication, dissemination of information and most importantly, to smoothly carry out the activities. CEP appears to be the legitimate programme cluster for such a role given that it is already responsible for the administration of the PDC networks, CHTDF’s largest grassroots level support interventions, which it seems to be assuming quite effectively.

A very urgent concern with the Joint UN Programming is the future continuity of the Health and Education interventions of CHTDF, as the Pillar will be assumed by Unicef. This overall impacts and importance of these interventions elaborated in detail in the previous section under the Output 2 and 3. Notwithstanding the re-shuffle of the lead role between Unicef and UNDP, it is essential that these interventions continue till a solution is found. This is elaborated in the section below under ‘sustainability’.

There is equally a need of closer coordination between the HDCs and the local government institutions e.g. the UPs and the UpazillaParishads. Given the current statutory limitations this is going to face a certain degree of resistance from the Upazilla and UP Chairmen, as was plainly attested by the consultants’ team in a consultation meeting as part of the present exercise. This is a reflection of the overlapping institutional mandate where the LGIs are under the Ministry of Local Government and Rural Development whereas the HDCs fall under the MoCHTA. Regardless, there is an urgent need of coordination among the HDCs and the LGIs, not the least for CHTDF’s programmatic requirements for interventions, such as, the MDGs Acceleration Initiative, ABDI, etc.

This is an issue for further advocacy too by CHTDF which will be elaborated under the section 4.5.3.

### 4.5.2. Programme sustainability

This remains the most important issue to CHTDF after more than a decade since its launching as a pilot in 2003. As the review demonstrates, the peoples in the region have certainly benefited from CHTDF’s interventions and the institutions have gained much experience and skills from their collaboration/partnership with CHTDF.

Over the last few years, CHTDF has been increasinglyworking in partnership with the HDCs, essentially transferring the responsibility of the implementation and management of the activities, while retaining it itself the role of technical backstopping, monitoring, fund raising and donors’ relationship. This appears to be a relevant ‘division of labour’ between the two with the assumption that the HDCs will gradually assume the overall responsibility of the interventions from CHTDF while they gain the relevant capacity over time. This is the most meaningful way for the sustainability of the CHTDF’s interventions.

However, this is very much a mid (or even, long) term proposition. Indeed, it is unrealistic to assume that the HDCs will be able to run the activities on their own without continued support in the near future from CHTDF (or any other similar agency). This is applicable to all the programme activities that are vested to the HDCs; education, health, agriculture and other assorted interventions, despite the fact that CHTDF has been making various measures for the sustainability of the interventions, many of which are integrated in the project designs (e.g. AFSP adopts a ‘decentralized extension approach’ with focus market linkages and capacity development. CHTDF’s continued engagement for dialogue at inter-ministerial level for the health and education interventions is another example. However, the systemic issues with the HDCs and other institutions in the decentralized governance setup, prevailing political and socio-economic conditions in the region simply make it inconceivable for the HDCs to assume such a responsibility in the short-term.

This calls for CHTDF to elaborate a strategy taking into account the institutional capacity of the partner institutions with the HDCs at the centre stage, the need for reforms of the systemic issues, the prevailing concerns pertaining to confidence building and socio-economic development that uplifts the most marginalized communities. The strategy will need to base itself over a certain timeframe clearly spelling out the gradual stages whereby the HDCs would assume a greater degree of responsibility. The Integrated Community Development Programme (ICDP) of Unicef/CHTDB may serve here as an example.

An important tactics in this regard might be from the negotiation stage of CHTDF’s approval of the next phase. Ways might be explore to include pertinent clauses committing the government to fund the interventions through the HDCs gradually during the next phase, particularly the interventions related to the delivery of basic services e.g. Health, Education and Agriculture. The same clauses can also clarify the role to be played by the UNDP and other UN agencies.

A further key issue pertains to the sustainability of the PDCs. CHTDF has invested very substantive resources and energy in setting this vast network across the region and at present, they seem to be a formidable force not only in term of channeling development support to the grassroots communities but also, and most importantly, for social mobilization. It is, thus, imperative that efforts are made for the sustainability of the PDC networks.

CHTDF recently (in early 2014) commissioned a consultants’ team to devise a strategy for sustainability of the Community Empowerment Interventions. The report came with a set of recommendations but its most important prescription in this regard but most importantly, the recommendations made the point for a flexible approach specific to the geographic, ethnic and socio-economic diversity of the region. CHTDF is yet to take steps for the implementation of these recommendations, though.

However, sustainability of the PDCs as institutional platforms for mobilization and empowerment of the grassroots communities in the region would require to fulfill two key conditions; (1) further activity funding (whether from CHTDF or other sources), devoid of which they risk to become idle and dysfunctional, (2) statutory recognition from the government as platforms for grassroots governance. In the short-term, CHTDF will need to respond to the former and there is a compelling case for the latter which would fill up the bottom-most tier of the region’s decentralized governance setup, potentially even making a pilot case for the rest of the country. CHTDF should take as a key advocacy issue in the next phase.

### 4.5.3. Major Policy Advocacy Issues for the Next Phase

During the next phase, CHTDF will be required to focus on a number of advocacy issues. This is very important for the sustainability of the interventions and most importantly, for the sustained peace, ethnic harmony and reconciliation in the region without which achieving sustainability would be difficult. The issues (not exhaustive) pointed out below encompass all the CHTDF programmatic components and clusters; however, for efficiency and focus, it is important that a single Cluster of CHTDF takes the lead in carrying out the advocacy initiatives. The Confidence Building Unit may be the best candidate for this task.

* **Harmonization of rules and laws governing the region**

The decentralized setup for the region as envisaged in the Peace Accord is an ongoing process with much of the legal and procedural setup still to be fully developedand put in place. The situation has led to overlapping mandates among the concerned institutions with the consequent issues of inadequate coordination and a set of complex, often, contradictory, rules and laws that significantly hamper smooth delivery of the administrative and development services.

The issue encompasses a number of institutions both at the national and regional level. A great many number of concerns and systemic issues remain, such as the mandate of CHT Regional Council which remains stagnantwhile awaiting the approval of its Rules of Business. As for HDCs, there is an urgent need of review of their organogram, rules of functions and as well as the transfer of their full mandate as per the HDCs’ laws. But the most crucial issuefor the HDCs (and indirectly for the RC too) is holding the elections which remain pending (these were held last in 1990). The continuation of nominated councils in the Hill Districts seems to have impaired their functioning with repeated questions concerning the legitimacy oftheir mandate.

Similarly, for MoCHTA too, there is an urgent need of capacity building which requires a revision of its Rules of Business as well as its organogram.MoCHTA is unlike other ministries of the government. Its mandate is area-based, and consequently its functions encompass an array of subjects which require specialized technical skills in various areas, such as policy planning and research, area-based economic development, socio-anthropology, etc. In its current organizational functioning, it has hardly any of these expertise.

With the unfinished devolution of power to the regional authorities (RC and HDCs), the various administrative power and functions are split among government agencies. This relates to the lack of coordination between not only the HDCs andthe UP and UpazillaParishad, but also the roles and functions of the Deputy Commissioner with those of the Traditional Institutions centered around the office of the Circle Chief.

This is, indeed, a vast agenda by itself but one that CHTDF can undertake given its expertise, resources and the legitimacy it enjoys from its stakeholders. The ongoing initiative it is carrying out in this regard (harmonization of laws) should provide concrete suggestions for the steps that CHTDF carry on taking in the future.

* **Economic development and private investment**

CHT remains one of the poorest regions in Bangladesh with an average income 20% lower than the national level. This figure too, is disputed according to ethnic groups and geographical pockets. The legacy of the conflicts of the past decades still looms large and nowhere is it more felt than in the socio-economic development in the region.

CHTDF is the largest intervention in socio-economic development in the region. While it can take a certain legitimate credit for its efforts during the past decade, it is essential now to think about the next steps, to explore ways to complement activities with the grassroots communities throughinvestments for further economic growth and development. To this end, the private sector should be the primary target and CHTDF’s current activities on the creation of market access and linkages should be re-focused to facilitate and attract private sector investment in the region in the sectors where CHT offers competitive advantage (such as agro-processing, tourism, traditional handicrafts and textile, small-scale industrial units, etc), under the overall guidance of MoCHTA and RC. Without private sector investment, the region is unlikely to see sustainablegrowth,only which can uplift the thousands of poor who are the overwhelming majority of the region’s population.

The recent government declaration of opening border trade posts with the Indian state of Mizoram (Thega – Tlabung/Demagri) and Tripura (Ramgar – Sabrum) offers further opportunity in trade and investment if the border trade posts start functioning soon. CHTDF should explore this opportunity and bepart of the process by bringing it expertise tofurther facilitate economic development in the region.

* **Minority rights and cultural traditions**

This is possibly the most important issue for the region’s indigenous minorities with acculturation being the most important threat to their distinct identity. Consequently, it is a vital area forConfidence Building in the region too, which calls for support forthe preservation and promotion of their cultural heritage, encompassing the following areas; research about the region’s history, preservations the oral traditions, support towards the strengthening of their traditional institutions and lifestyles, measures for promotion and preservation of their languages (including elaboration of grammar and lexicon).

Protection and promotion of these intangible aspects of heritage of the region’s peoples are crucial not only for their identity, but equally for promoting the nation’s rich cultural diversity and ultimately a sense of pluralism and democracy.

* **Customary Land Tenure Security and Access to Natural Resources**

The issue of land rights has often been described as the ‘crux’ of the region’s conflicts in the past decades. To this day, the issue remains highly politically sensitive with contradictory and conflicting versions of the events based on one’s ethnic, religious or geographical affiliations.

The Peace Accord stipulates the setting up of a Land Dispute Resolution Commission for disposing of the cases of contested ownership. However, it remains mired in the framing of the appropriate legislation by the parliament and consequently, is still to be functional.

Access to natural resources is too an importantissue and in an overwhelmingly agrarian economy such as CHT’s, secured land tenure and access of the population to the natural resources is a primary factor for exploring further economic development undertakings. CHTDF will be required to extend its technical and facilitation expertise to find a durable solution to the issues, including the functioning of the CHT Land Dispute Resolution Commission, in the next phase, knowing fully well that this could be an arduous endeavour and one potentially full of pitfalls. However, this is precisely what should motivate CHTDF to seek facilitation for a durable mutually acceptable solution to the prevailing land disputes and disagreement over the natural resources (including forests.

* **Access to Justice**

Even though some improvements in the perception of the communities (see section on Confidence Building) has taken place with regards to access to justice, overall, in the reduction of violence, the region remains plagued with widespread alleged human rights violations, most ominously against the girls and women, if the reports both from within Bangladesh and from international human rights organizations are taken into stock. Ensuring quick and effective access to justice is surely the most appropriate remedy in this regard. This calls for continued advocacy for systemic reforms, sustained legal aid, advocacy against human rights abuses and violations and most significantly, strengthening the capacity of the information justice delivery mechanism (e.g. courts of the Circle Chief and Headmen). This is a priority area for CHTDF to focus on in the next phase with its mandate, expert resources and most importantly, its legitimacy with the stakeholders.

* **Internal displacement and rehabilitation including the ex-combatants**

The conflicts of the past decades affected as much as half of the region’s population directly[[45]](#footnote-45) and almost all faced the anguish and travails indirectly. The same survey suggests that a third of region’s population were displaced from their ancestral homes during the turmoil, irrespective of their ethnic, religious and cultural affiliation, although among the three districts, Khagrachari is the highest affected, followed by Rangamati and Bandarban. This is a very high number of adversely impacted people by any yardstick. Many of those displaced are still to get back to their original homesteads.

The above survey does not take into account the continued turmoil of the post-accord period. By common observation, one might assume that the disruption should not be any less considerable. This may mean that, if anything, the situation has only worsened, despite the Peace Accord. The rehabilitation package notwithstanding, the ex-combatants who’ve surrendered arms following the peace accord continue to live in a socio-economically precarious condition and in the ongoing instability, they often find themselves to be easy targets.

It is imperative to explore ways to settle the issue of internal displacement in the region ofall ethnic groups. Until there is an acceptable solution to this matter, it could continue to fuel distrust and animosity among the various groups.

* **Reconciliation and peacebuilding**

As noted above (Confidence Building), the issue demands urgent attention. The situation in the region remains combustible as the regular communal flare-ups are testimony. It is essential that a modicum of acceptance and mutual co-existence is realized based on the principle of mutual respect and reconciliation.

This will require a subtle strategy for CHTDF given that any explicit initiative could potentially face inflammatory rhetoric and suspicion, if not even antagonism, by all the sides concerned. One of the best approaches could be to in-build the messages and objectives into the interventions such as the ABDI. The learning and gains from these experiences should be subsequently documented elaborately for utilizing them for national level advocacy. Concretely speaking, this will require continued focus by CHTDF on advocating and supporting the implementation of the Accord, as only this could effectively meansustained and meaningful peace and reconciliation in the region.

### 4.5.4. No cost extension

The project ends next September 2015. The joint Programming document by the UN agencies has been developedwhich will serve as reference for inter-agency management and coordination. Subsequently each agency is expected to developits Programme Document in reference to this Joint Programming Document. To this day, the three lead agencies for the three pillars – FAO, Unicef and UNDP – is still to come up with such a fully elaborated Programme document.

While it is assumed that the Programme document will be ready for submission to the government in a short time, its review, vetting and eventual approval by the government is likely to take a far longer time. It is unrealistic to expect that the elaboration of the final Programme document by the concerned UN agencies and the subsequent government approval could be wrapped up by or before September 2015.

Given this, a one year ‘no cost extension’ of CHTDF is necessary up untilthe period of September 2016. This will give the UNDP and other UN agencies necessary time to negotiate the final programme document and also the gain approval by the government.

The extension also will give UNDP/CHTDF the time to lay the groundwork for the launching of the next phase. This is particularly required in light of the changed socio-economic and political context in the region and the new revised programmewillinclude new components and refocus the programmatic objectives. In particular, the following areas require further CHTDF’s support during the no cost extension phase;

* Support to the Ministry of CHT Affairs and other CHT institutions to continue development initiatives in CHT;
* Support for the harmonization of CHT laws;
* Support for access to justice in CHT.
* Support forstrengthening the police force in the CHT through capacity development training, providing logistics and community policing activities;
* Continue and further support agriculture development through farmer field schools and natural resource management in the CHT;

### 4.5.5. Knowledge management

Since its inception more than a decade ago, CHTDF, has generated a vast body of knowledge in the form of research reports, articles, press coverage, audio and video materials. This constitute a unique treasure trove of knowledge on the region and this should be shared with the wider public except when this could compromise CHTDF’s institutional confidentiality.

The issue is vital given the paucity of reliable information and well researched documentations on CHT. Indeed, CHTDF remains a trusted source of information for reference on a wide range of subjects on the region.

These documents and information could be made available to the larger public. In this scenario, this will serve as a public information portal where information and documentation from other sources (government, NGOs, media, private sector, etc) could also be stored and shared. The portal/website could be maintained by a CHT based institution or non-governmental organization under contract with CHTDF. There is already a strong case for this role by the advocacy unit of the CHTRC, setup with CHTDF support.

The initiative, needless to mention, will very much complement the achievement of the government’s goal of building a ‘Digital Bangladesh’.

### 4.6 Component wise Expenditure

Total expenditure of CHTDF during 2003-2015 (till May) is BDT 10,612 million. There are nine components where largest share (27.89 percent) goes to community development followed by UNDP infrastructure and capacities (23.96 percent).

Figure 7: Major Component wise Financial Breakdown (2003-May 2015)

**SECTION 5 Conclusions**

As repeatedly noted throughout this review report, CHTDF has comprehensively accomplished objectives and activitiesstipulated in the RTPP. The interventions are genuinely appreciated by the stakeholders as attested to in their meetings/consultations with the consultants’ team. The grassroots communities have benefited greatly and the CEP interventions have been a strong factor fortheir social cohesion and economic advancement. Similarly, the various capacity building and confidence building initiatives by CHTDF have contributed in preserving a largely stable condition in the region, albeit one that remains fragile to further shocks of instability.

This provides strong justification for continued presence of CHTDF in the future as the analysis of the present review also makes amply clear. The recommendations below are made based on this view of further continuation of CHTDF and they underscore the key issues that could be incorporated in the programming for the next phase.

**SECTION 6.Recommendations**

**Output – 1: Institutional Capacity Building**

* A review of the training activities and corpus of training materials. Rather than the current ad-hoc arrangement of the delivery of the trainings, this should be carried out through a comprehensive programme which CHTDF should elaborate as quickly as possible.
* The national level training should ideally be anchored in a government institution, such as the BPATC under the overall guidance of MoCHTA while the district level trainings could be organized by the HDCs in coordination with the RC.
* The trainingsshould comprise a broader range of stakeholders. To this end, they should provide systematic orientation on the ‘CHT relevant administrative, governance and social and ethnic diversity issues’ to the government officers posted in the CHT by batches of 20-30, and 2-3 times every year. The training should also look into including members of the armed forces.
* LOA management should be reviewed and the current TAC should be replaced with a Committee, with members comprising of representatives from the RC, MoCHTA, Line Departments and civil society.
* The LOA Management Unit should be placed within the respective Line Departments with only some key management staff working from the HDCs. The LOA management should function under the newly formed Supervisory Committee.
* Support the execution of the HDCs revenue generation plan to raise their own revenue.
* CHTDF should provide support in setting up a well-functioning ‘Monitoring Unit’ within the HDCs with a Planning Unit at the CHTRC. Both the Monitoring Unit and Planning Unit should be formed in coordination with the MoCHTA, Planning Commission and IMED.
* CHTDF should urgently start facilitating the developmentof the CHT Development Vision Plan (ideally, as corollary to the National 5 Year Plan) in close collaboration with the CHTRC, MoCHTA and the Planning Commission.

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

* Coordinate closely with Unicef under the facilitation of MoCHTA, RC and HDCs, for the continuation of the Health and Education interventions.
* Developan institutional sustainability plan for the Health and Education interventions (including nationalization of the schools) in collaboration with the HDCs and MoCHTA.
* There is a need to further review the Marketing strategy to explore potentials for implementation considering the current context of the project. The review should also be based on the government’s decision to open cross-border trade with India.
* Scale up the activities with the VCF from the perspective of the regeneration and conservation of forests with the objective of watershed management.

**Output – 3: Community Empowerment**

* Expand and replicate the Area Based Development Initiative (ABDI) and manage the interventions from the objective of ‘confidence building’.
* Merge the MDGs acceleration interventions with ABDI and execute the subsequent programme in a re-conceptualized format (seeabove)
* Start initiative for statutory recognition of the PDCs as ‘village governance units’ (see, also the section: ‘sustainability’, below)
* Start initiative for the sustainability of CHTWON with capacity for both ‘preventative’ and ‘curative’ support to the victims of sexual abuse and violence. The current support to BLAST for legal aid should be re-conceptualized based on the above.
* CHTWON’s activities should be linked with the support for police on the ‘victim support centre’ *(see also the confidence building section, below).* The latter should be expanded into more thanasand, if possible, be linked with the PNDGs.

**Output 4: Facilitate Confidence Building**

* Elaborate a CHT Confidence Building Strategy with focus on the key advocacy issues for the next phase (see below)
* ‘Dialogues’ should be the key component of the above strategy and they should be carried out under a coherent plan as part of the above strategy. Regardless of the topic for the dialogues, the Confidence Building cluster should take the lead.
* Support the HDCs, RC and MoCHTA is implementing their organizational advocacy plan, prepared with the support of CHTDF.
* Scale up the training and community policing activities with the CHT Police. Link the training activities as part of the comprehensive training package discussed under the Output 1.
* Continue with the small grant initiative and it should be managed with the objective of ‘coalition building’ with a larger number of stakeholders.
* The sports for Peace, School and college level debate and Trust builders activities should be scaled up with a well thought-out ‘Award’ programme.
* A distinct component on preservation and promotion of the indigenous minority groups’ cultural traditions and heritage should be included as a key initiative of Confidence Building in the next phase. The support should include their representative institutions and traditional social structures/institutions.
* Start implementing the recommendations of the surveys on Small Ethnic Groups and Social Capital. Give priority to the most remote, underserved and smaller minorities as beneficiaries in the next phase.

6.2. Cross-cutting Issues

**6.2.1. Institutional Coordination**

* PDCs should remain the overarching institutional platform at the community level for all interventions under the Joint UN Programming in the next phase, and used by all UN agencies for their interventions.
* A cluster, ideally, the CEP, should take lead for all the community level interventions of CHTDF notwithstanding the intra-CHTDF source of funds.
* Clarify the management/operational modality between the HDCs and CHTDB for the Pillar – 2 in the next phase.

**6.2.1. Sustainability of Interventions**

* Work on a strategy for transfer of the community level interventions to the HDCs with ‘sustainability’ as its objective. In the long-term, CHTDF’s role should be limited to fundraising, donor coordination and technical backing.
* Start working on statutory recognition of the PDCs along with the process of channeling all funds to the community level through the PDCs. The statutory recognition of the PDCs should be strategically ‘conceptualized’ as a pilot case for advancing village governance in Bangladesh.

**6.2.2. Major Policy Advocacy Issues for the Next Phase**

* Harmonization of the rules and laws for effective functioning of the decentralized governance setup in the region should be a priority focus of CHTDG’s advocacy and dialogues. This should be led by the Institutional Capacity Building Cluster in close coordination with the Confidence Building team. The advocacy activities should comprehensively encompass the broadest range of issues from the national level down to the local government level (UP and Upazilla).
* Support the MoCHTA in strengthening the Planning Unit with specialized skills in area based planning, research on socio-economic issues, and development monitoring.
* Provide further support towards the implementation of the CHT Accord, including in the areas of confidence building, Functioning of the Land dispute Resolution Commission, Refugee Task Force, Access to Justice and Peace Building and Reconciliation.
  + 1. **Economic development and private investment**
* Facilitate and encourage private sector development and investment in the region by linking grassroots community level interventions with the private sector
* Commission a study to explore the private sector investment and job creation opportunities in the region.

**6.2.4. Minority rights and cultural traditions**

* Develop a full component on the issue and extend support to the protection and strengthening of the cultural traditions and heritage of the CHT indigenous minorities.

**6.2.5. Customary Land Tenurial Security and Access to Natural Resources**

* Work closely with the government on the resolution of the land disputes through the activation of the Land Dispute Resolution Commission.
* Commission a study on the land use pattern, forest coverage and topographical features in the region.

**6.2.6. Internal displacement and rehabilitation including the ex-combatants**

* Commission a survey, in collaboration with the government, to determine the number of the internally displaced persons and assess the requirement for their appropriate rehabilitation.
* The above study should take into account the affected persons of the post-accord instability.

**6.2.7. Reconciliation and peace building**

* Develop a plan/strategy exploring the challenges and opportunities of reconciliation among the communities in the CHT, taking into account also the post-accord context.

6.3. No cost extension

* Enter into negotiation with the government for a further 1 year no cost extension of the programme.

6.4. Knowledge Management

* Support in setting up a CHT Knowledge portal, ideally with a CHT based organization, whereby research reports, information and documentations on the CHT and its peoples will be stored and be readily available for the wider public.

**List of Annex**

* + - 1. Terms of Reference for the Consultants (Team Leader and CHT Expert)
      2. References/List of documents consulted
      3. List of stakeholders/institutions/persons interviewed consulted
      4. Field visit schedule
      5. Summary of Achievements and Targets (as per RTPP)
      6. CHT Ethnic Mosaic
      7. Governance/administrative setup in CHT

**Annex – 1A: Terms of Referencefor the Consultants (Team Leader and CHT Expert)**

Team Leader of National Consultant for the Services to Conduct Final Review of Promotion of

Development and Confidence Building in the Chittagong Hill Tracts

**1.1. Background**

TwentyfiveyearsofprotractedconflictintheChittagongHillTractsleftthemajorityofitsinhabitantsinconditionsofextremepoverty,andtensionsoverlandtenure,resourceaccess,andethno-demographicsremainchallengestosustainabledevelopment.ThepovertycontinuestopersistintheCHTasover60%ofCHThouseholdslivinginabsolutepovertyandonequarterofthe populationconsidered hard-corepoor[[46]](#footnote-46).

ACHTPeaceAccordwassignedinDecember1997andwasrecognizedasasignificantpoliticalachievementfortheregionwhichishometo11distinctiveindigenousgroupsandBengalis.Itraisedhighexpectationsthatitwouldserveasthecornerstoneofasuccessfulpeacebuildingprocessandasameansforopeningupnewopportunitiesfordevelopment.RelevantinstitutionshavebeenestablishedtosupportthisprocessalthoughnotallsubjectsaspertheCHTPeaceAccordhaveyetbeentransferredtothem,andseveralpartsofthePeaceAccordareyettobeimplemented.

Inpartnershipwith the centraland localGovernmentaswellasCHTcommunities andNGOs,UNDPsupportsthePromotionofDevelopmentandConfidenceBuildingintheChittagongHillTractsthroughtheChittagongHillTractsDevelopmentFacility(CHTDF).FollowingonPreparatoryAssistancephase(2003/2004)theinitialphaseoftheFacilityranfromDecember2005toSeptember2009.BuildingonthisinitialphaseandasagreedintheNationalSteeringCommittee(NSC)meetingheldinAugust 2008,theextendedphaseranfromOctober2009toSeptember2013andlateranotherno-costextensionoftheprojectwasapprovedfor2yearsfromOctober2013toSeptember2015asperdecisionoftheNSCwithanincreasedemphasisonprovidingcapacitybuildingsupporttoCHTinstitutionsandrelevantpartnersintheCHTinordertoenablethemtotakeoverthedevelopmentinitiativegraduallytocontinuelocalservicesintheCHT.

TheoveralldevelopmentobjectiveoftheprojectistosupportthegovernmentofBangladesh,andtofurtherenabletheinstitutionsoftheCHTandlocalcommunities,topursueacceleratedandsustainablesocio-economicdevelopmentbasedontheprinciplesofself-relianceanddecentralizeddevelopmentinordertoreducepovertyacrossthehilltractsregion.

Extensionand expansion oftheprojectwasagreedforaperiodofsix years(2009–2015)inorderto:

* Intensify capacity development of CHT institutions, in order to integrate all components intogovernmentorNGOpartners, andgraduallytransfer authority,resourcesandresponsibility.
* Expandthehealth,education,economicdevelopmentandcommunityempowermentcomponentstoallun-servedremotecommunities in selectedUpazilasofCHT.
* Increase emphasis on agriculture, food security and sustainable community-based forestry, asmentionedintheprojectdocument.
* Continue confidence building and facilitate forumsfordiscussion to accelerateimplementation ofthepeaceaccord

Basedontheoveralldevelopmentobjectiveabove,thefollowing5targetoutputsoftheprojectare:

Output1:DevelopingcapacityandenhancetherolesofCHTinstitutionsinsupportofgrassrootsandmulti- community development.

Output2:ProgrammeandRegional/crosscommunityinitiativesdevelopedandimplemented.

Output3:CommunityEmpowermentProcessforself-reliantdevelopmentenhancedandinstitutionalizedtosupportParaCommunitysmallprojectsacrosstheCHT.

Output4:FacilitateConfidenceBuildingtosolvelong-standingproblemstodevelopmentandpeaceintheCHT.

Output5:UNDPoperationalinfrastructureandcapacitiestosupportCHTdevelopment,confidencebuildinganddonorcoordinationareenhanced.

Morespecifically,theCHTDFintendstoensureasuccessfulpeacebuildingprocessandimprovethedevelopmentconditions oftheChittagongHill Tracts(CHT) peoplethrough communityempowerment,economicdevelopment,capacitydevelopmentofCHTinstitutions,confidencebuildingincludingconflictsensitivepolicing,multi-levelparticipatoryplanningandimplementation,healthandeducation,andawareness-raisingongenderissues.

WithatotalbudgetofUSD160.5million,and118staff,theChittagongHillTractsDevelopmentFacility(CHTDF)isoneofUNDP’slargeinterventionsspanningacrossgovernance,peace-buildingandmultiplesectorswithinoneFacility.

InadditiontoUNDP’sownresources,fundshavebeenmadeavailablebytheEuropeanUnion,Canada(CIDA),Denmark(DANIDA),USA(USAID),Norway,Sweden,Australia(AusAID)andtheGovernmentofJapansincetheinception.TheFacilitymanagestherespectivedonoragreementswithinoneprogrammaticframework.

AsthepresentphaseoftheprojectisgoingtoendinSeptember2015,UNDPconductsacomprehensivefinalreviewoftheprojectwhichisalsorequiredbythegovernmentasaregularpracticewhenaprojectisgoingtobecompleted.Moreover,thegovernment,UNAgenciesandpotentialDevelopmentPartnersareoftheviewtoformulateanewprogrammeforCHTaimingtoeffectivelyacceleratedevelopmentandsustainpeace in theChittagongHillTractsaswellastosustaintheoutcomesand resultsofthepresentphaseoftheproject.

**2. Project Implementation Area**

TheCHTDFoperatesthepresentphaseoftheprojectinall118Unionsand25Upazilasin3districtsoftheChittagong HillTracts. Since2013,theprojecthasexpendeditsprogramme coveragefrom 20Upazilasto25intheCHT).

**3. Objectives and Scope of the Final Review**

TheobjectiveofthefinalreviewistoevaluatehowfarCHTDFhasgonetowardsachievingtheoverallobjectiveandimmediateobjectivesasperRevisedTechnicalAssistanceProjectProposal(RTPP).Accordingly,thefinalreviewperiodwillcovertheperioduptodatesinceinceptionoftheproject.

ThetargetaudienceandthemainusersofthereviewwillbetheNationalSteeringCommittee,includingtheMinistryofChittagongHillTracts(MoCHTA),PlanningCommission,ERD,IMED,MOHFW,MoPME,MoA,HDCs,CHTDBandUNDP.Inaddition,CHTDF’sinternationaldonorsmightalsobebenefitedfromthefindings.

Astrategicreviewoftheprojectwasconductedin2008toreviewitsprogressupto2008andrecommendstrategicoptionsinorderfortheprojecttomeetitsdevelopmentobjectives.Accordinglythestrategicreviewmissionpreparedthereviewreportoftheproject.AsproposedbytheProjectNationalSteeringCommittee(NSC),anotherreviewoftheprojectwasconductedin2013toprovidethestatusoftheprojectimplementationwithregardtoresourceutilizationandtheachievementsof theprojectagainstthetargetsasmentionedintheprojectdocumentbefore2yearsno-costextensionwasgranted.Thisstrategicreviewreport2008,projectreviewreport2013andtheRevisedTechnicalAssistanceProjectProposal(RTPP)shouldbethebasisforthisreview.

The review is intended to:

* Provide adetailaccountofachievementsso far againstthetargetsandcomponent-wiseexpenditureasmentionedintheprojectdocument.
* Sumupwhathasworkedwell(goodpractice)andwhathasnotworkedwell(lessonslearned)aswellaswhatfactorshavecontributedtoachievingornotachievingintendedresultsfrominceptionoftheprojecttodate.

Assessthesustainabilityofthedevelopmentinitiativestodateandprovidestrategicrecommendationsastohowtheprojectcoulddobetterinsustainingresults achievedsofarinthenewprogramme phase.

Startingpointfor backgroundinformation:<http://www.chtdf.org/>

**4. Methodology**

Deskreviewand contentanalysisofkey projectdocumentsincluding data/information included inprojectprogressreports,assessmentreports,projectreviewreport,surveysaswellasevaluationreportswillbethemaintechniqueforthisreview.Inadditiontodeskreview,thecontractedconsultantsareexpectedtoconductinterviews/meetingswithMoCHTAofficials,concernedministries/departments(PlanningCommission,ERD),relevantCHTinstitutions(CHTRC,HDCsandCircleOffices)andkeyprojectstaffs.

**5. Deliverables**

Thefollowingdeliverableswillbeproducedfromthiscontract;

i. **Inceptionreport:**SubmissionoftheinceptionreportwithdetailedworkplanonthetasksfortheconsultantdevelopedinconsultationwithCHTDF,UNDP.

ii. **DraftReviewreport:**Submission of draft review report and presentation of the findings of the final reviewto **CHTDF,UNDPandMoCHTA**.

**iii. Finalreviewreport:**Submission and acceptance of detailed hard and soft copy of final report to CHTDF and MoCHTA that covers a minimum of executive summary, background, methodology, review findings with detailed attention to results achieved, lessons learnt, issues to be addressed and recommendations as mentioned in the objectives and scope of the review. All the relevant documents (ToR, itinerary, list of the documents reviewed, list of the people met, tools used and summary of results/tables as per the RTPP) will be included as annex. The final report will be formatted to A4 size paper, and in a condition which can be printed without any need for further adjustments.

ThebelowlinkrelatedtoUNDPreviewreporttemplateandqualitystandards’couldbeusefulforpreparingthereviewreport:[http://web.undp.org/evaluation/handbook/Annex7.html.](http://web.undp.org/evaluation/handbook/Annex7.html)

**6. Timeline**

Theperiod ofassignment isapproximately 25working daysover theperiod1April 2015to 19May2015.Thedraftreportistobesubmittedwithin22workingdaysofcontractcommencement,whileadetailedpresentationoffindingsistobemadetoCHTDF,UNDPandrelevantstakeholdersorganizedbyCHTDF.Afterincorporatingfeedbackintothereport,thereviewteamwillsubmitthefinalreportwithin25workingdaysofcontractcommencement(ThenumberofdaystoberequiredforCHTDF,UNDPandMOCHTAtoreviewthereport/providefeedbackarenotincludedtothis).Theexpectedstartdateofthefinalreviewis1April2015.

**7. Tentative Payment Schedule**

Paymentwillbelinkedwiththedeliverablesasperthefollowingtentativeschedule:

|  |  |  |
| --- | --- | --- |
| Deliverables | TentativeTimeline | Payment |
| Inceptionreport | Within3daysofcontractcommencement | 10% |
| SubmissionofdraftreviewreportandpresentationonfindingsofreviewtoCHTDF,andMoCHTA | Within22workingdaysofthecontractcommencement | 60% |
| Submissionandacceptanceofthefinalreport | Within25workingdaysofthecontractcommencement(ThenumberofdaystoberequiredforCHTDF,UNDPandMOCHTAto reviewthereport/providefeedbackarenotincludedtothis) | 30% |

**8. Input**

From CHTDF

* + Anytravel relatedto worksassignedwillbe arranged.
  + Consultationswillbeorganizedaccordingtoworkplansubmitted.

**From the consultant:**

* + Alldeliverablesmentioned inthisTORwillbeachieved bytimespecified.
  + Bringownlaptopcomputer.
  + Arrangeownworkspacewithinternetconnectivity.

**9. Requirement of the Team Leader (Bangladesh National)**

Therewillbeatotaloftwoconsultantswhowillworkasateam,ofwhichonewillbetheTeamLeaderwhowilllead,manage,guide, and supervisethereviewteam.TheresponsibilitiesandqualificationsoftheTeam Leaderaregivenbelow:

**Responsibilities**

TheTeam Leaderwillhaveoverall responsibilityforthe quality and timely submission of the final review report to CHTDF, UNDP. Specifically, the team leader will perform the following tasks:

* Lead and manage the review;
* Design the detailed review scope, methodology and approach;
* Conduct the review in accordance with the proposed objective and scope of the review;
* Oversee the administration and analysis of the results of the exercise with other team member;
* Prepare and present a briefing to UNDP Senior Management and other interested parties as needed;
* Draft and communicate the review report and finalize the review report in English and submit it to CHTDF, UNDP.

**Qualifications**

* Atleast10yearsofprofessional experienceinreview, evaluation and impact assessment of peace-building and/or development projects/programmes in Bangladesh and overseas, in the areas such as community and women’s empowerment, economic development, health and education, peacebuilding, governance and institutional development.
* Masters Degree or equivalent level in social sciences or any relevant field from a reputed university.
* Past experience as a team leader or similar in a related assignment (s) which includes project review/ evaluation.
* Experience in results –based monitoring and evaluation techniques.
* Technical knowledge and experience in UNDP thematic areas and cross-cutting issues such as gender, conflict sensitivity, rights-based approach and capacity development.
* Prior experience working with international organizations.
* Excellent interviewing skills, including at high levels, and fluency in written and spoken English.
* Knowledge of indigenous Peoples issues in CHT is an advantage; and
* Strong task management and team building competencies.

**Annex – 1B: Terms of Reference (CHT Expert)**

NationalConsultant-CHTExpertfortheServicestoConductFinal Reviewof PromotionofDevelopmentandConfidenceBuildingintheChittagongHillTracts

**1.1. Background**

TwentyfiveyearsofprotractedconflictintheChittagongHillTractsleftthemajorityofitsinhabitantsinconditionsofextremepoverty,andtensionsoverlandtenure,resourceaccess,andethno-demographicsremainchallengestosustainabledevelopment.ThepovertycontinuestopersistintheCHTasover60%ofCHThouseholdslivinginabsolutepovertyandonequarterofthe populationconsidered hard-corepoor[[47]](#footnote-47).

ACHTPeaceAccordwassignedinDecember1997andwasrecognizedasasignificantpoliticalachievementfortheregionwhichishometo11distinctiveindigenousgroupsandBengalis.Itraisedhighexpectationsthatitwouldserveasthecornerstoneofasuccessfulpeacebuildingprocessandasameansforopeningupnewopportunitiesfordevelopment.RelevantinstitutionshavebeenestablishedtosupportthisprocessalthoughnotallsubjectsaspertheCHTPeaceAccordhaveyetbeentransferredtothem,andseveralpartsofthePeaceAccordareyettobeimplemented.

Inpartnershipwith the centraland localGovernmentaswellasCHTcommunities andNGOs,UNDPsupportsthePromotionofDevelopmentandConfidenceBuildingintheChittagongHillTractsthroughtheChittagongHillTractsDevelopmentFacility(CHTDF).FollowingonPreparatoryAssistancephase(2003/2004)theinitialphaseoftheFacilityranfromDecember2005toSeptember2009.BuildingonthisinitialphaseandasagreedintheNationalSteeringCommittee(NSC)meetingheldinAugust 2008,theextendedphaseranfromOctober2009toSeptember2013andlateranotherno-costextensionoftheprojectwasapprovedfor2yearsfromOctober2013toSeptember2015asperdecisionoftheNSCwithanincreasedemphasisonprovidingcapacitybuildingsupporttoCHTinstitutionsandrelevantpartnersintheCHTinordertoenablethemtotakeoverthedevelopmentinitiativegraduallytocontinuelocalservicesintheCHT.

TheoveralldevelopmentobjectiveoftheprojectistosupportthegovernmentofBangladesh,andtofurtherenabletheinstitutionsoftheCHTandlocalcommunities,topursueacceleratedandsustainablesocio-economicdevelopmentbasedontheprinciplesofself-relianceanddecentralizeddevelopmentinordertoreducepovertyacrossthehilltractsregion.

Extensionand expansion oftheprojectwasagreedforaperiodofsix years(2009–2015)inorderto:

* Intensify capacity development of CHT institutions, in order to integrate all components intogovernmentorNGOpartners, andgraduallytransfer authority,resourcesandresponsibility.
* Expandthehealth,education,economicdevelopmentandcommunityempowermentcomponentstoallun-servedremotecommunities in selectedUpazilasofCHT.
* Increase emphasis on agriculture, food security and sustainable community-based forestry, asmentionedintheprojectdocument.
* Continue confidence building and facilitate forumsfordiscussion to accelerateimplementation ofthepeaceaccord

Basedontheoveralldevelopmentobjectiveabove,thefollowing5targetoutputsoftheprojectare:

Output1:DevelopingcapacityandenhancetherolesofCHTinstitutionsinsupportofgrassrootsandmulti- community development.

Output2:ProgrammeandRegional/crosscommunityinitiativesdevelopedandimplemented.

Output3:CommunityEmpowermentProcessforself-reliantdevelopmentenhancedandinstitutionalizedtosupportParaCommunitysmallprojectsacrosstheCHT.

Output4:FacilitateConfidenceBuildingtosolvelong-standingproblemstodevelopmentandpeaceintheCHT.

Output5:UNDPoperationalinfrastructureandcapacitiestosupportCHTdevelopment,confidencebuildinganddonorcoordinationareenhanced.

Morespecifically,theCHTDFintendstoensureasuccessfulpeacebuildingprocessandimprovethedevelopmentconditions oftheChittagongHill Tracts(CHT) peoplethrough communityempowerment,economicdevelopment,capacitydevelopmentofCHTinstitutions,confidencebuildingincludingconflictsensitivepolicing,multi-levelparticipatoryplanningandimplementation,healthandeducation,andawareness-raisingongenderissues.

WithatotalbudgetofUSD160.5million,and118staff,theChittagongHillTractsDevelopmentFacility(CHTDF)isoneofUNDP’slargeinterventionsspanningacrossgovernance,peace-buildingandmultiplesectorswithinoneFacility.

InadditiontoUNDP’sownresources,fundshavebeenmadeavailablebytheEuropeanUnion,Canada(CIDA),Denmark(DANIDA),USA(USAID),Norway,Sweden,Australia(AusAID)andtheGovernmentofJapansincetheinception.TheFacilitymanagestherespectivedonoragreementswithinoneprogrammaticframework.

AsthepresentphaseoftheprojectisgoingtoendinSeptember2015,UNDPconductsacomprehensivefinalreviewoftheprojectwhichisalsorequiredbythegovernmentasaregularpracticewhenaprojectisgoingtobecompleted.Moreover,thegovernment,UNAgenciesandpotentialDevelopmentPartnersareoftheviewtoformulateanewprogrammeforCHTaimingtoeffectivelyacceleratedevelopmentandsustainpeace in theChittagongHillTractsaswellastosustaintheoutcomesand resultsofthepresentphaseoftheproject.

**2. Project Implementation Area**

TheCHTDFoperatesthepresentphaseoftheprojectinall118Unionsand25Upazilasin3districtsoftheChittagong HillTracts. Since2013,theprojecthasexpendeditsprogramme coveragefrom 20Upazilasto25intheCHT).

**3. Objectives and Scope of the Final Review**

TheobjectiveofthefinalreviewistoevaluatehowfarCHTDFhasgonetowardsachievingtheoverallobjectiveandimmediateobjectivesasperRevisedTechnicalAssistanceProjectProposal(RTPP).Accordingly,thefinalreviewperiodwillcovertheperioduptodatesinceinceptionoftheproject.

ThetargetaudienceandthemainusersofthereviewwillbetheNationalSteeringCommittee,includingtheMinistryofChittagongHillTracts(MoCHTA),PlanningCommission,ERD,IMED,MOHFW,MoPME,MoA,HDCs,CHTDBandUNDP.Inaddition,CHTDF’sinternationaldonorsmightalsobebenefitedfromthefindings.

Astrategicreviewoftheprojectwasconductedin2008toreviewitsprogressupto2008andrecommendstrategicoptionsinorderfortheprojecttomeetitsdevelopmentobjectives.Accordinglythestrategicreviewmissionpreparedthereviewreportoftheproject.AsproposedbytheProjectNationalSteeringCommittee(NSC),anotherreviewoftheprojectwasconductedin2013toprovidethestatusoftheprojectimplementationwithregardtoresourceutilizationandtheachievementsof theprojectagainstthetargetsasmentionedintheprojectdocumentbefore2yearsno-costextensionwasgranted.Thisstrategicreviewreport2008,projectreviewreport2013andtheRevisedTechnicalAssistanceProjectProposal(RTPP)shouldbethebasisforthisreview.

The review is intended to:

* Provide adetailaccountofachievementsso far againstthetargetsandcomponent-wiseexpenditureasmentionedintheprojectdocument.
* Sumupwhathasworkedwell(goodpractice)andwhathasnotworkedwell(lessonslearned)aswellaswhatfactorshavecontributedtoachievingornotachievingintendedresultsfrominceptionoftheprojecttodate.

Assessthesustainabilityofthedevelopmentinitiativestodateandprovidestrategicrecommendationsastohowtheprojectcoulddobetterinsustainingresults achievedsofarinthenewprogramme phase.

Startingpointfor backgroundinformation:<http://www.chtdf.org/>

**4. Methodology**

Deskreviewand contentanalysisofkey projectdocumentsincluding data/information included inprojectprogressreports,assessmentreports,projectreviewreport,surveysaswellasevaluationreportswillbethemaintechniqueforthisreview.Inadditiontodeskreview,thecontractedconsultantsareexpectedtoconductinterviews/meetingswithMoCHTAofficials,concernedministries/departments(PlanningCommission,ERD),relevantCHTinstitutions(CHTRC,HDCsandCircleOffices)andkeyprojectstaffs.

**5. Deliverables**

Thefollowingdeliverableswillbeproducedfromthiscontract;

i. **Inceptionreport:**SubmissionoftheinceptionreportwithdetailedworkplanonthetasksfortheconsultantdevelopedinconsultationwithCHTDF,UNDP.

ii. **DraftReviewreport:**Areportdetailingthe accomplisheddeskreviewandcontentanalysisofkeyprojectdocuments,andfieldlevelactivitiesi.e.Meetings/interviews,andtheirfindingsproducedandsubmittedtotheTeamLeaderwhichwillassisthiminpreparingpresentationof thefindingsofthereviewandDraftReviewReporttoCHTDF,UNDPandMoCHTA.Workondifferentsection/softheDraftReviewReportunderguidanceoftheTeamLeader.

**iii. Finalreviewreport:**Adraftreportsubmittedto,andagreedbytheTeamLeaderondifferentsection/sof thefinalreport.AcceptanceofdetailedhardandsoftcopyoffinalreporttoCHTDFandMoCHTA.Thereportwillcoveraminimumofexecutivesummary,background, methodology, reviewfindingswithdetailedattentiontoresultsachieved,lessonslearnt,issuestobeaddressedandrecommendationsasmentionedintheobjectivesandscopeofthereview..Alltherelevantdocuments (TOR,itinerary,listofdocumentsreviewed,listofpeoplemet,toolsusedandsummaryofresults/tables)willbeincludedasannex.ThefinalreportwillbeformattedtoA4sizepaper,andinaconditionwhichcanbeprintedwithoutanyneedforfurtheradjustments.

ThebelowlinkrelatedtoUNDPreviewreporttemplateandqualitystandards’couldbeusefulforpreparingthereviewreport:[http://web.undp.org/evaluation/handbook/Annex7.html.](http://web.undp.org/evaluation/handbook/Annex7.html)

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**7. Tentative Payment Schedule**

Paymentwillbelinkedwiththedeliverablesasperthefollowingtentativeschedule:

|  |  |  |
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**8. Input from CHTDF**

* + Anytravel relatedto worksassignedwillbe arranged.
  + Consultationswillbeorganizedaccordingtoworkplansubmitted.

**From the consultant:**

* + Alldeliverablesmentioned inthisTORwillbeachieved bytimespecified.
  + Bringownlaptopcomputer.
  + Arrangeownworkspacewithinternetconnectivity.

**9. Requirement of the Consultant – CHT Expert**

Therewillbeatotaloftwoconsultantswhowillworkasateam,ofwhichonewillbetheTeamLeaderwhowilllead,manageandguidethereviewteam.TheConsultant-CHTExpertwillworkundersupervisionoftheTeamLeader.TheresponsibilitiesandqualificationsoftheConsultant-CHTExpertaregivenbelow:

**Responsibilities**

TheCHTExpertwillberesponsibleforperformingthefollowingtasksundertheguidanceoftheTeamLeader:

* Reviewdocumentsandprovidesubstantivesupporttodefiningevaluationscope,methodologyandworkplan;
* Conductthereviewinaccordancewiththeproposedobjectiveandscopeofthereview;
* Carryoutfieldwork suchasinterviewswhileensuringthequalityunderguidanceoftheTeamLeader;
* CommunicatefieldworkfindingsandrecommendationstotheTeamLeaderandprovidetechnicalsupporttotheanalysisofthefindings;
* ProvideknowledgeofCHTand localconfidencebuilding;
* AssisttheTeamLeaderinpreparingbriefingsasneeded;
* DraftrelatedpartsofthereviewreportasagreedonthedivisionoflabourwiththeTeamLeader;and
* Assistthe TeamLeaderinfinalizingthereviewreportthroughincorporatingsuggestions received.

**Qualifications**

* Postgraduatedegreeinsocialsciencesorrelevantfield
* Strong experience in conducting evaluations/reviews including in data-collection, dialoguefacilitation, anddataanalysis.
* Atleast5yearsofworkexperienceintheareaofcommunityandwomenempowerment,economicdevelopment,healthandeducation,governanceand/orinstitutionaldevelopment
* Conducted atleast5reviewsorevaluationsofsimilarprogrammes.
* ExcellentEnglishcommunicationandanalyticalskills,anddemonstratedabilityinpreparinghighqualityreportsinEnglish,includingforinternationalorganizations
* TechnicalknowledgeandexperienceinUNDPthematicareasandcross-cuttingissuessuchasgender,rights-basedapproach,conflictsensitivity,andcapacitydevelopment
* SoundknowledgeoftheCHTlocalgovernanceandtraditionalsystems.
* WorkexperienceinCHT.Experienceinprojectreviews/evaluationsintheCHTisdesirable.
* Demonstratedcultural,gender,religion,race,nationalityandagesensitivityandadaptability.
* Willingnessand abilitytotravelto theCHTarea,includingtoremote areas.
* Consistentlyensurestimelinessandqualityofwork
* Excellentcoordinationandteamworkingskills
* Provenexperienceinresultbasedmanagementsystems

**Annex – 2: References/List of Documents Consulted**

1. Revised Technical Assistance Project Proposal (RTPP)
2. Project document of Promotion of Development and Confidence Building in the Chittagong Hill Tracts
3. **Combined Survey (covering all Components of CHTDF)**
   1. Socio-Economic Baseline Survey in the CHT Report 2009
   2. State of Development in the CHT (Household Survey) Report 2013
4. **Project Completion Reports**
   1. BCPR Project Completion Report 2010
   2. AusAid Project Completion Report 2011
   3. EC Core Project Completion Report 2011
   4. EC Agriculture and Food Security Project Completion Report 2011
   5. CIDA Project Completion Report 2012
   6. EC Health Project Completion Report 2012
   7. DANIDA Phase I Agriculture and Food Security Project Completion Report 2013
5. **CHTDF Annual Reports**
   1. CHTDF Annual Report (2006-2013). 2014 Report if under preparation.
6. **CHTDF Evaluation/Review Reports**
   * 1. Project Strategic Review Report 2008
     2. Project Review Report 2013
     3. Project Review Reports 2011 (Education, Economic Development, Community Empowerment, & Confidence Building)
     4. Mid-Term Evaluation of CHTDF 2006
     5. CHTDF Evaluation Report 2009
     6. EPI Coverage Survey Report 2010
     7. EC Monitoring and Evaluation Report on Health 2011
     8. EU Results Assessment of Agriculture & Food Security Report 2012
     9. DANIDA IFM-FFS Results Assessment Report 2011 (Agriculture & Food Security Project Phase I) 2012
     10. Mid-Term Review of Strengthening Basic Education in the CHT 2012
     11. Socio-Economic Baseline Survey of the Smaller Ethnic Groups in the Chittagong Hill Tracts 2013
     12. Gender Assessment Report 2013
     13. Final Evaluation of Adult Literacy Programme 2014
     14. Social Capital Assessment in the Chittagong Hill Tracts 2014
     15. Community Empowerment Programme Sustainability Strategy Report 2014 (DRAFT)
     16. Development Partners Evaluation of CHTDF 2014
     17. Final Evaluation of Strengthening Basic Education in the CHT 2015
     18. Final Draft Report of CHT Accord Implementation Status
   1. **EU ROM Mission Reports** 
      1. Mission Monitoring Report 2007
      2. Strengthening Basic Education in the CHT 2010
      3. Agriculture & Food Security 2011
      4. Supporting Local Development 2012
7. **Donor Project Progress Reports**
   1. EU-Supporting Local Development in the CHT (2011, 2012, 2013, 2014)
   2. EU-Strengthening Basic Education in the CHT (2010, 2011, 2012, 2013) and School Feeding Programme Report 2013
   3. EU-Improving Health, Nutrition and Population in the Chittagong Hill Tracts (2009, 2010, 2011)
   4. DANIDA-Annual Progress Report\_ DANIDA Agriculture & Food Security Project Phase II (2014)
   5. Japan-Progress update of Peace-building, Human Security and Governance in Chittagong Hill Tracts of Bangladesh Project 2014

**Annex – 3: List of stakeholders/institutions consulted**

1. **Donors**
2. FabrizioSenesi, European Union
3. MajaEdfastEmbassy of Sweden
4. AzharulH Mazumder, USAID
5. MogensStrunge Larsen, Danida
6. Arifur Rahman Siddiqui, Danida
7. **Government**
   * + 1. Md. Anwar Hossain, Joint Chief, Rural Infrastructure Division, Planning Commission
       2. Syed JahidulAnam, Senior Assistant Chief, Planning Commission
       3. Tania Khan, Senior Assistant Chief, MoCHTA
       4. SayedTariqulHasan, Superintendent of Police (SP), Rangamati
8. **CHT Decentralized Institutions**

JyotirindraBodhipriyaLarma, Honorable Chairman, CHTRC

BrishaKetuChakma, Honourable Chairman, Rangamati HDC

RemlianPankhua, Member, Rangamati HDC

Arunendu Tripura, Public Relations Officer, Rangamati HDC

1. **Line Departments in CHT**

RamaniKantiChakma, Deputy Director, Department of Agricultural Extension, Rangamati

Krishna Prasad Mallick, District Training Officer, Rangamati

AKM Riaz Ahmed, Deputy Director, Department of Primary Education, Rangamati

Mohammad Moniruzzaman, Upazila Education Officer (Acting), Baghaichhari

Ashis Kumar Dhar, Upazila Education Officer (Acting), Jurachhari

ManasMukulChakma, Upazila Education Officer, Rajasthali

ParinayChakma, Upazila Education Officer, Kawkhali

TriratanChakma, Upazila Education Officer (Acting), RangamatiSadar

MdMofizul Islam, ADP EO, Rangamati

Manchur Ali CHowdhury, ADP EO, Rangamati

MdAltaf Hossain, UEO (Incharge), Barkal

MdTejarul Islam, AUEO, Belaichhari

1. **Local Government Institutions (LGI) representatives**

ArunKantiChaikma, Chairman, RangamatiUpazilla

PalashKusumChakma, Vice Chairman, RangamatiUpazilla

Olive Chakma, Chairman, Baghaichari Union Parishad

SudattaKarbari, Chairman, Jibtali Union Parishad

BarunKantiChakma, Chairman, Rupakari Union Parishad

BishwajitChakma, Moghban Union Parishad

1. **Civil Society and Women Leaders**

Raja Devasish Roy, Chakma Circle Chief

Uttara Tripura, Programme Officer, CIPD

Fatema Janna, journalist

SusmitaChakma, Advocate

MinaraAsad, JatiyoMahilaParishad

Nurjahan Begum, Vice Chairman, KaptaiUpazilla

Nei U PrueMarma, Executive director, WEA

MuktashreeChakma, Legal Outreach Officer, BLAST

1. **Communities**

Murali Para (Marma), Kaptai (PDC, PNDG, Banana Value Chain Group)

Kumaro Para (Chakma), BandukBhanga, RangamatiUpazilla (PDC & PNDG)

ShafipurDakkhin Para (Bengali), RajasthaliUpazilla (PDC & PNDG)

Bemachara (Tanchangya), RajasthaliUpazilla (PDC & PNDG)

Ghilachari (Tanchangya&Marma), RajasthaliUpazilla (MDG AccelerationProgramme)

1. **CHTDF**

Henrik Larsen, Director

Robert Stoelman, Chief, Field Implementation

Prasenjit Chakma, Chief, Policy

SY Khan Majlish, Dhaka

Biplab Chakma, Chief CEP

Habibur Rahman, CEP

Anu John, Programme Specialist

Mizanur Rahman, Programme Officer, M&E, Rangamati

Supriya Tripura, CEP

Jhuma Dewan, Gender and Local confidence Building

Uchimong Chowdhury, Early Recovery

Hossain Shahid, Confidence Building, Dhaka

AHM Mohiuddin, Education, Dhaka

Thimothy Kyang, Local Confidence Building

Shwe Aung Prue, Capacity Development and Service Delivery

Golam Mostafa Kamal, Capacity Development

Dr Md Shaheen Akhtar, Health

Sukheswar Chakma, Education

U Maung Prue, Health, R-HDC

Nikhilesh Chakma, CEP

Pulak Chakma, CEP

Mostafa Omar Sharif, CEP

Bihita Bhidhan Khisa, District Community Empowerment Officer

Abul Farah MdSaleh, DGO, Rangamati

Champa Chakma, Rajosthali

Jefarson Chakma, PM&E, Dhaka

Martin Jensen, Economic Development, Dhaka

1. **Miscellaneous**
   * + 1. Lt. General ATM Zahirul Alam, Adviser, CHTDF
       2. Pauline Tamesis, Country Director, UNDP

**Annex – 4: Field Visit Schedule (in Rangamati)**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Date/Day** | **Time** | **Activity** | **Place of Visit** | **Purpose** | **Agenda** |
| 08 May, 2015  Friday |  | Arrival at Rangamati |  |  |  |
| 09 May, 2015  Saturday | 08:00-17:00 | Meeting with Para Development Committee at Rajasthali:   1. ShafipurDakkhin Para PDC (Bengali), BangalHalia Union 2. Bimachara Para No 1 PDC (Tanchangya), Gainda Union 3. MDG supported project visit at Talukderpara, Ghilachari union | Rajasthali | * See the activities of the PDCs * To assess the PDC performance * To see the implementation of ABDI and MDG activities | * Progress of PDC activity implementation plan * Organisational status |
| 10 May, 2015  Sunday | 10:00 – 11:00 | Meeting with RHDC Chairman | RHDC office | * To have a stocktaking of the development scenario in the district | * Implementation status of the CHTDF funded activities |
| 11:30-12:30 | Meeting with RC Chairman | RC Chairman | * To have a stocktaking of the development scenario in the district | * Implementation status of the CHTDF funded activities |
| 15:00-16:00 | Meeting with SP | RHDC office | * To see the progress of the PRP police training | * Implementation status of the CHTDF funded activities |
|  |  |  |  |  |
| 11 May,2015 Monday | 08:00-11:00 | Visit at Kumropara Para Development Committee, Bandukbhanga Union | Bandhukbhanga Union | * See the activities of the PDCs * To assess the PDC performance | * Progress of PDC activity implementation plan * Organisational status |
| 11:30 – 13:00 | Meeting with local government intuitions representative (Upazila and Union Parishad Chairman) | CHTDF office | * To get feedback from the key grassroots actors for development needs & concerns in the CHT | * Review of ABDI interventions * Review of the MDG interventions |
|  |  |  |  |  |
| 15:30-16:30 | Meeting with Deputy Director Agriculture | At DD-Agri office | * To obtain opinions and information on the CHTDF funded agriculture interventions | * Discussions and review of CHTDF agriculture and food security programmes |
| 12 May, 2015 | 9:00 -10:30 | Meeting with women leaders | CHTDF office | * To know about the key development needs of the CHT women | * Activities of CHTWON * CHTDF support to gendered violence |
| 10:45-12:00 | Meeting with District Primary Education Officer | DPEO office | * To obtain opinions and information on the CHTDF funded primary interventions | * Status of the CHTDF funded schools * Registration of the schools * Sustainability |
|  | 15:00 -16:00 | Meeting with Chakma Circle Chief | Circle Office | * To get expert opinions on environment and conservation issues * To seek comments on CHTDF funded environmental conservation activities | * Status of CHT conservation initiatives * Village common forest |
| 13 May |  | Desk work  Meeting with Arunendu Tripura, PRO, RHDC | CHTDF | * Drafting of report * Meeting with CHTDF team to get orientation of various activities | * Drafting of report * Orientation on various CHTDF activities |
| 14 May |  | Return | Dhaka |  |  |

**Annex - 5: Summary of Achievements against Targets (as per RTPP)**

1. **Capacity Development**

| **Achievements up to November 2008** | **Period: January 2009 to March 2015** | |
| --- | --- | --- |
| **Targets** | **Achievements** |
| * 4 strategic workshop organized and developed CHT development mission | * Organize strategic planning workshop * Organize sectoral planning workshop * Develop long term development strategy | * CHT Regional Council, 3 HDCs, and 3 traditional circles developed their long-term strategic visions and goals in accordance with the CHT Accord. * CHT Agricultural Development Strategy was developed and endorsed by Ministry of CHT Affairs (MoCHTA) and Ministry of Agriculture (MoA) respectively. Following the endorsement of the strategy, the Agriculture Planning Unit has been established in each of 3 Hill District Councils in 2014 with govt. staffs deployed by the Dept. of Agriculture Extension. Development of an investment plan by each HDC is under progress in order to operationalize this strategy for which CHTDF provides financial support partly. * A district-based education strategy has been drafted by each of 3 Hill District Councils which is being finalized by the Education Strategy Formulation Commission and respective HDCs, as recommended by the Technical Advisory Committee (TAC). * Planning guidelines for MDG Grants was developed and discussed in TAC Decentralized and Local Governance. |
| * + Participatory supervision and monitoring guideline (draft) developed | * + - Improve institution’s internal organization and management, establish and operationalize units per recommendation of OD study, develop procedures and guidelines.     - Improve institutions working process, implement capacity development strategy.       * Introduce and implement participatory monitoring system.       * Improve financial management system.       * Conduct internal and external audit.       * Increase internal revenue and later planning of internal revenue.       * Improved contacting and tendering. | * + - Participatory planning guideline for 3 HDCs was developed to enhance HDCs’ capacity with regards to planning and shift the planning process from traditional resource-based planning system to a need-based one.     - Capacity assessments of 7 CHT institutions completed (i.e.3 HDCs, 3 Circle Offices and MoCHTA). Based on the assessment findings, the7 institutions developed their own organizational capacity development plan and were supported with grants to implement the plans accordingly. * Based on the findings of capacity assessment, UpazilaParishads and Union Parishads were provided with capacity development grants to increase their governance capacity in a more coordinated and harmonized manner, allowing HDCs, Upazilas, and Unions to collectively monitor and provide oversight on development interventions in the CHT based on district-based master MDG acceleration plans. The institutions utilized the grants through procuring different logistical and office equipment that prepared them for the utilization and monitoring of block grants activities are being implemented by these institutions at local level across the 3 districts in CHT. * 3 HDCs were supported to establish a permanent desk on NGO Affairs withinHDCs to manage the development coordination in a more effective manner by HDCs. * Project Implementation Management Guidelines were developed by HDCs to implement project activities efficiently and effectively. * Planning & Monitoring cell is established atMoCHTA and 3 HDCs. An entire M&E and reporting System including indicators’ framework, data collection tools/formats, indicators’ tracking sheet, annual M&E work plan was developed in a participatory way to monitor and collect quality data on HDCs’ capacity development and MDG acceleration activities. * 3 HDCs were also supported to develop local revenue enhancement plan and under the plan, new areas for revenue generation have been identified resulting in a significant increase of revenue collection by HDCs during 2012 and 2013. Khagrachari HDC increased its source of revenue by 18%, Rangamati and Bandarban HDC saw similar increase: 13% and 10% respectively. * ICT Development Plan has been formulated and operational in 3 HDCs.HDCs have developed website and established LAN connection in their offices. HDCs’ e-management system has significantly been improved; and today over 65% of circulars of HDCs such as opportunities, tenders, office documents, notices etc. uploaded onto the website(<http://www.rhdcbd.org/>;<http://www.khdcbd.org/>; <http://bhdcbd.org/>)forpublic sharing. 80% of HDC staffs have now been able to operate ICT equipment (fax, computer, photocopier, internet etc.).   Besides, the ICT equipment have been effectively used and maintained by the MoCHTA officials that contributed to strengthening ministry’s e-governance system. For example, the MoCHTA website (http://www.mochta.portal.gov.bd/) has significantly been improved and updated regularly with most up-to-date information and now playing a major role in ensuring their transparency through disclosure of relevant information. |
| * + - * Training organized for 1st class officers of CHT institutions on Modern Office Management at BPATC.       * Training organized for 2nd class officers of CHT institutions on Basic Office Management at RPATC.       * Training organized for 1st class officers of CHT institutions on Human Resource Management at BPATC.       * Training organized for 2nd class officers of CHT institutions on Modern Office Management at RPATC.       * Training organized for 3rd class officers of CHT institution son File and Record Management at BPATC.       * English Language course for RHDC policy makers and staff.       * English Language course for RC staff. | Develop 20 training modules in the context of CHT  Organize training for 300 staff of CHT institutions based on the developed training module | * About 24training modules were developed in the context of CHT and used in training for capacity development of CHT institutions staffs, communities and local partners as well. * Cumulatively over2,000 staff of MoCHTA, CHT Regional Council, Circles offices and HDCs including transferred line departments (multiple count) trained on financial management, basic office management, leadership and management, development of project proposal, advance &basic English course, good governance, human rights and gender development, customary law,land measurement & management and office management, justice and administration,basic computer course, roles and responsibilities of traditional leaders, GIS certificate course, capacity development plan, MDG mapping and acceleration, report writing, monitoring and evaluation, CHT rules and regulation, delegation of financial power etc. respectively. |
| * + Vehicles, computers, printers, scanners, cameras, photocopiers etc. were provided to RC, HDCs and Circles | * + - Logistics and technical support to institutions.     - Provide CHT Land Commission, IDP Task Force and Judiciary with technical, advisory, training of staff and logistic support. | * Logistics (vehicles, motorbikes, IT equipment, furniture, etc.), and technical support were provided to the institutions (CHTRC, HDCs and Circle offices). MoCHTA was also provided with vehicles,IT equipment, furniture and other support as needed. * Provided logistic support (vehicles, motorbikes, IT equipment, furniture etc.) to the IDP&R Taskforce.The Taskforce also conducted a study to assess the present situation of repatriated refugeeswith support from the project.   The CHT Land Commission was also provided with logistic such as furniture, IT equipment, generator etc. as needed. |
| Guideline prepared for District Periodic Plan (Draft) | Introduce Participatory Planning process, prepare Annual Development Plan, and institutionalize participatory planning process  Develop Sectoral and District Periodic Plan; link Periodic Plan with Sectoral, Area and Annual Development Plan.  Institutionalize Gender Mainstreaming in Participatory Planning Process. | * 3 districts developed district MDG Acceleration Master Plan aligned to their localized MDG targets using the globally-tested methodology of UNDP MDG Acceleration Framework (MAF) with technical support from the project. * 3 HDCs, 25 UpazilaParishads and 118 Union Parishads were supported to formulateMDG Acceleration Activity Plansfollowing a serious of open public meetings held at district, Upazila and Union level, involving about 5,870 stakeholders and beneficiary community people including1330 females.The local MDG plans are nearfull implementation at all levels (district, Upazilas, and Unions). For example, Rangamati and Khagrachari districts, as per the selected acceleration work on MDG 1: poverty reduction, have been implementing development interventions in the sectors of fisheries, agriculture, and skill development for employment. Similarly, Bandarban has been working on MDG2 (education) in areas of early and pre-primary education, Multi-Language Education (MLE) and non-formal education. * A total of 493 community infrastructure facilities were established so farfrom the implementation of MDG interventionsbenefiting 28,953 households(3 market infrastructures, 135irrigation related infrastructural facilities, 56 earthen roads, 3 wooden bridges, 67 earthen dam/embankment for fish cultivation, 110 school construction/renovation (outside from EU supported education project) , 4 creek dams, 19 school playgrounds and boundary wall, 5 school library/hostels, 54 tube wells and toilets facilities, 19 communication facilities (such as road/culvert/bridge and country boat), and 18 others). * In 2014, for the first time, the project provided support to the HDCs, UpazilaParishads and Union Parishads to jointly formulate annual development plan to ensure coordination and reduce overlaps between the parallel institutions. Traditionally, HDCs had been formulating these plans for MOCHTA approval without having coordinated with Union and UpazilaParishads - another administrative arrangement existing in the CHT. Accordingly in 2014, EUR 144,175 (BDT 12.5 million) grant support was also provided to implement this plan from the project. * 29 new regulations and rules drafted and developed by the regional council. * All HDCs haveformulated their own Gender Mainstreaming Policy based on the Convention on Elimination of All forms of Discrimination against Women (CEDAW) and national legislation.Women participation in planning, monitoring and implementing of project activities have been ensured at the community level through Para Development Committee (PDC) and Para Nari Development Group (PNDG). |
| * + LAN and PABX system installed in RC.   + LAN and PANX system installed in KHDC. | * + - Establish Information Resource Centre & ensure it is effective functioning. Set up and train staff on GIS and use in planning and monitoring.     - Introduce Transparent Mechanism, set up public hearing and audit.     - Produce resource and poverty maps. | * CHTRC was supported to establish an information and resource centre in CHT Regional Council (RC)that openedopportunity for the people to have access to information from this resource center. Staffs from CHTDF, HDCs and RC were trained on Geographical Information System (GIS). * Establishment of IT Units within 3 HDCs resulted in increased IT capacity including the availability of website, provision of IT training to staff, on-line connection of the senior officials and uploading documents on the websites. * The Government of Bangladesh conducted Foreign Aided Project Audit Directorate (FAFAD)audit to 7 CHT institutions (3 HDCs, 3 traditional circle offices and IDP Task force) in order to assess and review the financial management and information system of the institutions. * HDCs were also supported to develop their financial management software system. * 1,328 communities have developed their own resource maps during this reporting period with additional 2,178 communitieswho developedthe same maps before 2009. Moreover, preparation of poverty maps is underway through MDG acceleration initiatives of CHTDF. |
| * + Training module developed for the traditional and elected leaders.   + 1180traditional and elected leaders were trained on their roles and responsibilities. | * + - Enhance capacity building of NGOs     - Develop Model Mouza/Area Development Plan     - Implement Mouza Plans | * Partner NGOs’ capacity were enhanced with regards to PDC formation, Project formulation and Para Development Plan , organizational development, basics of community empowerment, planning, monitoring, financial management and basic bookkeeping management, Financial management Monitoring, PDC/PNDG Management, gender etc. * Based on comprehensive Capacity Assessment, Circles developed their own organizational Capacity Development Plans that have been implemented with grant support from the project. |
| * + Developing of Rule and Regulations as per Regional Council Act 1998.   + Compilation of CHT related laws. | * + - Establish Horizontal and Vertical Linkages     - Enhance Advocacy Capacity     - Conduct Gender Budget Audit | * + CHTRC, with financial support from CHTDF, has drafted compendium of all CHT related acts and laws.   + Organogram and Rules of business were developed by the CHTRC and IDP Taskforce and approved by the government. Advocacy officer has been recruited for CHTRC & CHTDF as well. Advocacy training for staffs of CHT institutions and CHTDF planned. A total of 180staffs including 68 females from CHT institutions (CHTRC, HDCs, and traditional circle offices) trained on advocacy.CHTDF works closely with the CHTRC for formulating Regional Advocacy Strategy.   + Legal cell has been established in MoCHTA to support reviewing all the existing laws and policies.   + MoCHTA was supported to drafting gender budgetin 2015.Gender Assessment was also conducted in three district of CHT by engaging a nationalorganization. |

**B. Economic Development**

| **Achievements up to November 2008** | **Period: January 2009 to March 2015** | |
| --- | --- | --- |
| **Targets** | **Achievements** |
| * Primary evaluation of EOIs for scoping study on- Bamboo & Rattan NTFPs, Forestry, MSME, Handicraft, Communication system | 1. **Income generation opportunities increased and diversified**  * Training and support in added value activities * Training and support in cash-crop agriculture * Linkage(MOU) with buyers/agents * Market chain development * Skills development to enhance employment opportunities(market oriented) * Internship/apprenticeship program * Technical support | * 2,395 participants/memberstrained on new income generating activities like Mushroom, Honey bee keeping, bio briquette making etc. and among them 1153 HHs diversified their income options through being involved with these IGAs. * 1,334 HHs trained on agro product processing and value addition and accordingly developed their knowledge base and skill on improved post-harvest practices in case of Banana, Turmeric, Ginger and pineapple.Moreover 42 members of RSSC, Mushroom and Beekeeper association’s trained on Business management Training and got understanding on the business management. * 305 members from 16 weaver groups trained on diversified product development, natural dye, silk & cotton, frame loom & pit loom which added value to their product & also in their existing practices. * 10,537 participants trained in cash crop agriculture. 47,908 HHs under 1,535 PDCs were supported through QIF grant and technical training on cash crop agriculture like- Rice, Turmeric, Ginger etc. * 29linkage workshops organized between agro product producers, buyers and input traders. As a result, good rapport established between 1342 producers and buyers/agents of different agro products like Turmeric, Ginger, Banana, Pineapple etc. and also with the agricultural input (Fertilizer, seed, pesticides etc.) traders. * Linkage established between 10 Weaver groups/members and 14 buyers within and outside of CHT. These buyers are –Prabartana, Dhaka, Sozpodor, Rangamati, IshaKhaBostraBitan , Narayangonj , Naskshi Katha , Dhaka and Hill Vision , Boyon Textile, Immanuel Textile, Rangamati , Jumline Handcraft, Khagrachari& Nagar Dola, Rong, Joyita, Dhaka , Rinai , Siamkung& Hill Boutique , Bandarban and Viator Bangladesh. * Market chain developed for new products like –Mushroom and Honey through linking producers with the district level market outlet center operated by 3 local NGOs. * Analyzed value chain of three prioritized sub sectors in CHT-Banana, Turmeric and Pineapple.A marketing intervention strategy for CHT agro-products is developed, looking to integrate CHT agro economy into the national development of the same sector. * 293youths from three hill districts were trained on different market oriented trades (Driving, Tailoring, Mobile technician, Automobile) through 3 Hill District Councils. Among the trained youths already most of themare either employed orself-employed. * One National United Nations Volunteer (NUNV) was assigned for capacity building of the community level households on entrepreneurship development and successfully completed 1 year internship. * Technical skills of partner NGOs assigned in 20 Upazilas were developed in different areas of economic development (entrepreneurship development, diversifying income options, marketing extension etc.). These local partners provided technical backstopping support directly to the beneficiaries. |
| * + LoA signed between HDC in 3 Hill Districts for weaver groups training.   + Orientation of ICIMOD activities in 3 districts was organized. | **2. Entrepreneurship development**   * Training for community people, especially for youth on sericulture, apiculture, Medium Small Micro Enterprise, weaving, vegetable dying and agro based small entrepreneurship. * Provide micro grants for agro-based and other entrepreneurs * Exposure/cross visit on entrepreneurship in country and abroad * Linkage with financial support institution * Advising, counseling * Network/coordination development * Promotional activities * Women entrepreneurship development * Business center development | * 1204 community people (Male-659, Female-545) trained on basic entrepreneurship, 89 on micro business planning and management and 1,055 on marketing extension and management, 866 (Male-632, Female-234) on honey bee keeping, 1060 (Male- 515, Female-545)on Mushroom cultivation. * BDT 4,30,902,888 provided to 1078 communities which covered 33,707 HHs. With this grants support, communities implemented small scale agro based project/enterprise e.g. turmeric & ginger cultivation, cow rearing, fish culture, mixed fruit garden etc. * 3 exchange visits were organized on marketing and entrepreneurship for PDC representatives and PNGO staff in other districts to learn marketing practices from other communities in similar context. About 45 participants participated in these visits. * The project organized an exchange visit for the PNGO staff and PDC representatives on economic activities in similar context of north east part of Nepal – Jiri. Out of the total 17, participants in the programme, there were 3 key staffs from partner organizations and 12 were PDC members. * 20 Linkage workshops between producers and financial support institutions organized in three hill districts where 770 participants including producers and financial service providers (bank, NGO, relevant government agencies etc.) from three hill districts participated and exchanged their opinions and suggestion regarding access to finance for small & medium enterprises. * Technical advices provided to local institutions (Hill district council, Chamber of Commerce, NGOs, BSCIC etc) e.g. enabling environment created through initiating dialogue on strengthening bazaar fund under Rangamati hill district council, initiated dialogue with Danida’s Business Development Partnership Programme on matchmaking between Danish companies and CHT entrepreneurs. * Communities were supported to take collective actions to bring about local economic development in the region through Area-Based Development Initiatives (ADBI); over 1,500 communities collectively formulated 293 local development projects focusing on the construction of infrastructure to support communities farming, economic, education and health aspirations. The project work involved facilitating area-based forums where groups of communities within close geographical proximity (on average including five villages) came together, identified issues/problems and developed joint projects with common interests (e.g. roads connecting villages, and shared schools, etc.). A total of 165,416 workdays created for 18,054 community people (28% female) as unskilled and skilled labour from these area-based projects. Average earning per person/day is BTD 200-250. To date, over 260 kilometers of rural road constructed/upgraded which have created stronger communication and links to services for community members. * Mushroom Growers Association was established and supported from the project. The core members of the association were provided with training on operational guidelines and marketing strategy to institutionalize the management systems/tools and ensure the association has the capacity to stay in business beyond the project timespan. In parallel, at the Association, ToT for 20 mushroom growers (9 males, 11 females) was rolled out, who in turn are engaged as a resource person in their own communities. Moreover, 4 people are currently employed at the mushroom spawn production centre established by the mushroom growers association in Khagrachari. * Honey Beekeepers were supported to establish an association. The beekeepers were provided with proper training and materials support for honey productionand marketing as well. * 56 Agro products fair organized (at Upazila level and district sadar) in three hill districts which created opportunities for the community level producers and also different Govt. line departments, private service providers to exchange views and technology and established linkages.   Developed different promotional material like-leaflet on Bio briquette, honey and published hand book on Ginger cultivation & marketing, Beekeeping Trainer’s Resource book, brochure on CHT Award of Excellence etc.   * 76 women weaver group members, 545 women PDC members trained on basic entrepreneurship development and 153 producers trained on marketing extension and management. * Three (03) market outlet centers established in three hill districts to support marketing of newlyintroduced product like- honey, mushroom, Bio briquette etc. |
| * + - * Workshop and exchange visit organized on NTFP.       * Organized 2 workshops- one with weaver groups and the other with different stakeholders.       * Organized ToT on Bee keeping for 20 persons and already completed 2 batch training at household level       * 3 Feasibility and scoping studies have been conducted on Ginger, Medicinal & Aromatic Plant and Mushroom       * Organized 1 batch entrepreneurship training for 15 PNGO staff.       * Provided yarn support to 18 selected weaver groups and facilitated their participation with different products in cultural festival.       * Support provided to 5 representatives of different institutes involved with crafts and CHT policy for participation in the workshop on UNESCO SEAL held in Thailand.       * Organized exchange visit for 4 Representatives of different stakeholders in China.       * Developed concept on Business Development center.       * Organized exchange visit for 14 representatives of different institutions of CHT including CHT Ministry on Ginger processing and value addition. | **3. CHT brand and quality benchmarks created**   * + - * + Capacity building to the committee         + Advocacy for recognition of the brand         + Market promotion activities         + Development of benchmark and standard. | * Developed quality criteria for different product categories(Indigenous textiles, Jewelry, Bamboo, Rattan & Wooden product and processed Agro product etc.) and also judging process of CHT Award of Excellence event in consultation with the resource persons or Judges Committee. Through this process the Judges committee comprised of both national and local level resource persons were oriented on the whole process of CHT award of Excellence and their capacity enhanced in judging the products. * Two (02) CHT Award of Excellence events organized in 2009 and 2011 to encourage CHT producers in improving their product quality and create brand image for CHT products. At the 2009 and 2011 CHT Award of Excellence Event 40 CHT products received award for best Quality and 10 CHT products received Award of Excellence under indigenous textiles, bamboo & Rattan/Wooden, Jewellery, processed agro product etc. The award recognized the quality of their product to various buyers in CHT and even contributed in linkage building with outside buyers in Dhaka. * Provided necessary support to the CHT producers and entrepreneurs to participate in four (04) national level Cultural Diversity Festivals which is organized in every year at Dhaka. Approximately 100 producers and entrepreneurs from CHT participate every year in this fair with their products. This event contributed in promoting CHT traditional textiles and other products in the mainstream market and linkage between CHT entrepreneurs/producers and outside buyers. * Quality benchmark and standard for different categories of products developed with the technical assistance from both national and local level relevant resource persons in the following areas –Indigenous textiles, Jewellery, Bamboo, Rattan & Wooden product. |
|  | **4. Develop niche market**   * + Cultural industry development   + Bamboo & rattan handicraft(products)   + NTFPS (non-timber forest product)   + Products marketing | * 16 Weaver groups supported which covered 451 HHs in increasing their production and related business through small grants and necessary technical support (training, linkage building, business counselling etc.). * A regional conference Organized on back strap loom weaving at Dhaka where weaver representative from 7 south Asian countries and also weavers from 12 ethnic communities within and outside of CHT participated with their products and loom and exchanged their experiences with wide range of audiences and buyers. This event was a great exposure of potential of CHT weaving products. * A scoping study was conducted in collaboration with International Network for Bamboo & Rattan (INBAR) on Bamboo & Rattan and Non Timber Forest Products (NTFPs) in CHT. The study identified potential NTFPs and analyzed their market potential and identified constraints & opportunities related to NTFPs and Bamboo & Rattan sector development and came up with some policy recommendation for further improvement of this sector. * The project has been supporting the PDC members and also weaver group members in marketing their product through related skill development training like- marketing & branding, costing & pricing , marketing extension & management. As a result, they are now more confident in negotiating with local & outside buyers for exploiting various market opportunities. |
|  | 1. **Building Economic- institutional capacity (chamber, bazar fund, HDC and line department)**  * Equipment and Logistics support * Market information system development * Market infrastructure development   -Construction/renovations of 150 markets/commodity collection centers/growth center   * Training & exposure visit | * Provided equipment & logistic support to the Bazar Fund of Rangamati Hill District Council for strengthening capacity of Bazar Fund in delivering quality services to the clients. Computers and internet facilities were provided so that Bazar Fund can preserve different market and land related information electronically in a systematic manner. This arrangement will help clients to get better services from Bazar Fund. * Renovated 5 markets and constructed 4 market collection centers in three districts under LOA with 3 HDCs. Constructed 9 rural sales and service centres. |
|  | 1. **Private Sector Development in CHT**   -Network formation  -Capacity building  -Advocacy & lobbing | * Dialogue initiated with DANIDA to support private sector development in CHT under its Business Development Partnership Programme. As a part of the initiative, 4 CHT entrepreneurs have been invited to participate in the Food & Agro Processing business delegation where Danish Companies will meet Bangladeshi Companies/Entrepreneurs for joint venture. |
|  | 1. **Eco Tourism development in CHT**    * Motivation and capacity building    * Linkages and coordination    * Motivation and capacity building    * Infrastructure development | * The environment was not conducive to support for eco-tourism development in the CHT at this moment. |
|  | 1. **Monitoring and documentation**  * Learning documentation * Monitoring and evaluation | * Tworesult assessmentswere conducted on Agriculture and Food Security in 2011 and 2012. * M&E data are collected, analyzed on a periodic basis and used the findings for the betterment of the project. * Success stories collected on a regular basis and published in quarterly/annual report. * Monitoring is done by PNGOs, GoB line departments and CHTDF regularly. Monitoring report produced and shared with relevant staffs for further improvement. |
|  | 1. **Support of implementation of the project Personnel**    * Advisor-1, Cluster Leader-1,   Program Officer-1, Expert-6,  Supervisor-6, Associate-1,  Assistant-2   * + Office equipment   + Transport and logistics   + Staff development   + Implementing partners. | * Following project personnel are on-board to support implementation of the project:   + - * Chief, Community Empowerment (01)       * Cluster Leader, Community Empowerment (01)       * Programme Officer (03)       * Technical Coordinator-FF Training & Quality (01)       * District Community Empowerment Officer (03)       * Expert (05)       * Supervisor (21)       * Associate (01)s         + Necessary office equipment (computer, furniture, photocopier etc.) and logistics (vehicles etc.) are in place.         + Staffs were trained on different issues (PDC/PNDG management, financial management, monitoring etc.)         + Total 14 partner NGOs recruited to implement field level activities in 25upazilas |

**C. Health Development Programs**

| **Achievements up to November 2008** | **Period: January 2009 to March 2015** | |
| --- | --- | --- |
| **Targets** | **Achievements** |
| * Total health intervention by UNDP in 6 Upazillas. | * Health program be implemented to 22 Upazillas in CHT. | * Health intervention is being implemented and managed by HDCs in 15Upazillas across three districts of CHT with mobile medical teams (MMT) and 78 weekly satellite clinics. |
| * 310,000 cases have been treated. | * 3000,000 cases will be treated. | * 2,718,781patient cases (male-43% & female-47%) were treated by both CHSWs and Satellite Clinics.Two-third of the total patient cases (67%) were treated by the CHSWs. * 2,446emergency patients referred to improved health facilities (district and Upazila hospitals)by SCs and CHSWs, of which over 40% cases were related to maternal health. |
| * 12000 pregnant mothers have been provided anti-natal and post natal care. | * 60000 pregnant mother will be provided care by the mobile clinic and CHSWs. | * 25,144 pregnant mothers received care by the mobile clinic and CHSWs. In addition, 3327 mothers received post-delivery care and 698 complicated pregnant mothers received emergency obstetrical services. * 3,212safe deliveries were conducted by the project developed 158Community-based Skill Births Attendants (CSBAs) in the remote communities. The data from a household survey commissioned by UNDP show that Women who were assisted by medically skilled birth attendants during last delivery increased from 12% (in 2008) to 22.5% (in 2013). |
| * Significant increase in immunization coverage in intervention Upazilla. | * Immunization coverage will up to 10% from the current coverage. | * As per National EPI Coverage Evaluation Survey, on an average 10% increase Full Vaccine Coverage (FVC) under one year children in all CHT districts. The data from a household survey commissioned by UNDP in 2013 show that coverage of child immunization on the basis of DPT/Penta and measles vaccine reached to 92.8% and 91.8% respectively. |
| * 35,100 malaria cases have been treated. | * 200,000 malaria patients will be treated. | * 61,863 malaria patients were diagnosed, treated and cured. Although the malaria outbreak was observed in 2014, cumulatively the number of malaria cases among the total patients decreased from 12.8% (in 2006) to 1.0% (in 2014), reflecting a positive decline in the CHT. |
| * 2000 malnourished child has been screened for treated. | * 10000 malnourished children will be screened for treatment. | * 11,196under five children were screened for malnutrition |
| * 4 Special supports have been provided to the National campaign/health activity. | * 50 Special supports will be provided to different national health activity. | * 37 special support (World Health Day, World Breast Feeding Week and World AIDS Day) events were accomplished. |
| * De-worming 3000 child completed. | * 10000 children will be provided to de-worming tablet. | * 10,616children were dewormed. |
| * Reduce the morbidity and mortality from communicable diseases including malaria tuberculosis and HIV/AIDS. * Significant achievements * (No mortality due to malaria and pregnant related complications). | * Reduce the morbidity and mortality from communicable diseases including malaria tuberculosis and HIV/AIDS. | * Both GoB and CHTDF data shows significant number of reduction in morbidity and mortality from Malaria and TB. However, 25 people were died in a malaria outbreak observed in 2014. |
| * 272 Community Health Service Workers (CHSWs) have been trained and they provided health services in their communities. | * 1500 CHSWs will be trained in 22 Upazillas. * 200 CSBA (Community Skills Birth Attendance) will be trained | * 1,119 CHSWs received training.852CHSWs areoperational. In 2011, this number was about 1000 CHSWsworked in their own communities. Amid 233 left out CHSWs, some were absorbed in GoB system, obtained better opportunity or terminated for poor performances. |
| * 7 Mobile Clinics is providing health service and technical support to the CHSWs. | * 23 Mobile Clinics will provide health service and technical support 22 Upazillas. | * CHTDF provided technical support to 16 Mobile clinics and they provided health services to the community people in CHT. |
| * Integration of GoB health and FP program with Mobile Clinics and CHSWs: 6 Upazillas. | * Integration of GoB health and FP program with Mobile Clinics and CHSWs: 22 Upazillas. | * Integration of GoB health and FP program with Mobile clinics and CHSWs initiated. In some govt. clinics, project-supported Community Health Services Workers (CHSWs)and Government’s Community Health Care Providers (CHCP) have been working together and share working hours to effectively provide health care services in remote areas of CHT. |
|  | * Construction/renovation/equipping of 100 health infrastructure facilities on need based assessment report. | * 31 infrastructures and logistics support were provided to Government healthcare facilities such as 22 Upazila Health Complex, 3 SadarUpazila and 6 district hospital.In addition 3 Fast boats in Kaptai Lake and 1 ambulance for Bandarban. |

**D. Education Development Programs**

| **Achievements up to November 2008** | **Period:2009 to March 2015** | |
| --- | --- | --- |
| **Targets** | **Achievements** |
| * Renovation of 72 schools (predominantly community owned). * Developing a design for 2 classroom blocks. * It’s also intended to construct 60,2 block classrooms by the end of Phase I to serve new communities currently with no educational provision. | * 300 schools constructed/ renovated with four rooms and with all necessary facilities. Project will also follow existing PEDP-II policy and guidelines in this regard. * 300 SMCs meeting regularly and taking decisions. * 80% Para people with increased awareness on the importance of education. * 80% increased enrolment in para covered by existing and new schools. * 80% increase in para people involvement in SMC, PTA and mother’s group. | * 120 school buildings were newly constructed and cumulatively 343 school infrastructures were renovated or extended in 12 Upazilas (4 from each district) of CHTwith three to four rooms schools in areas with previously no/lessschooling facilities. * 300 SMCs conducted meeting every month where decisions were undertakenin order to implement school development plans for school betterment. * Over 20, 000 children including 9,532 girls gained access to education in 315 primary schools established in 12 Upazilas of CHT with 600 teachers managed by 3 Hill District Councils (HDCs). Year-wise breakdown of students are- 2009: 8,241,2010: 17,205, 2011: 19,909, 2012: 19,088, 2013: 20,007, and 2014: 20,195 * Net enrolment rate reached @ 92% and Passing rate of Primary Education Certificate at 97% in project-supported schools. Cumulatively a total of 5,299 students successfully passed in the Primary Education Certificate examination since 2011 from the project-supported schools. The 95.2% students (boys: 95.5% and girls: 94.8%) who enrolled in project-supported schools in 2008 successfully completed their primary level education in 2012. * A total of 5.7 MT biscuits delivered since December 2012 through School feeding programme implemented at 10 project-supported schools benefiting over 800 students in 3 district of CHT. The result is promising; the enrolment rate in these pilot schools increased from 728 in 2012 to 810 in 2013, recording an 11% increase. * More than 10,000 community people are involved (of which, around 4000 SMC members, 2400 Mothers and 4000 guardians) in SMC, PTA and Mother’s group established with 315 project schools to enhance community people ensuring women engagement in education process. |
| * Technical Specialist NGO identified for Teacher Training: DAM * Teacher training needs assessment conducted by DAM * Trainer training workshop conducted by DAM * Implementing Partner NGOs trained at District level in Teacher training: 2 completed, 3 scheduled by the end of Phase I. * Teachers have received training: 25 teachers in 5 separate workshops. | * Exposure visits or study tour organized and 500 persons gained experience. * One technical partner for teacher training recruited and supported activities. * The Program planned, reviewed and coordinated regularly. * 300 SMCs received funds and school facilities improved. | * 39 exposure visits within CHT area organized and more than 600 persons of which 34% were women and exchanged information and shared experience with each other. * In 2010, Save the Children and in 2011 Grontmij/Carl Bro was contracted for teacher training and different training on Reflection, ToT for Teachers, Refresher for Teachers, Supervision Monitoring, M&E and MLE were provided to different target audiences. * Upazila, District and Cluster Coordination Meeting held on a regular basis for program planning, reviewing and coordinating the activities at upazila, district and cluster level smoothly. * All the 300 SMCs received funds and school facilities improved as per the School Development Plan (SDPs) implemented by SMCs in consultation with Mothers’ Groups (MGs), Parent Teachers Association (PTAs) and parents. For example, 82% schools have access to sanitation and 100% schools have access to safe drinking water, and improved school infrastructures and other materials |
| * Technical Specialist NGO identified for MLE: SC (UK) and SIL (International Indigenous Language Specialists). * 7 representative indigenous Language Committees (LCs) established. * IPNGO trainings conducted in MLE by SIL. * Teacher training guidelines developed in indigenous language. * Pre-primary curriculum in development in indigenous languages (PP-L1, Grade V:90% Bangla, 10% L1)-PP will be finished by end of phase I.(see Appendix 3 for sample MLE materials developed). | * One technical partner for MLE activities contracted and facilities improved * 11 language groups organized and supported activities. * Awareness rose towards MLE and 80% community interested in MLE schools. | * In 2010 Save the Children and in 2011 Grontmij/Carl Bro was contracted and they performed MLE activities and other relevant activities and thus facilities improved for quality education. * Pre-primary materials for 11 ethnic communities developed and 7 utilized in the supported schools. MT based supplementary materials alongside the NCTB curriculum for Class I–3 were also developed with the aim to sustain the children in the national curriculum based primary education. * 8 (eight) Language Group formed for different communities and education material for 11 different community produced. * Introduction of mother-tongue based MLE in pre-primary level at 132 project schools helped to increase school attendance rate to 94% in schools with MLE. Community people are now more aware on MLE * 53-65% children are in favor of introducing multi-lingual books in primary schools while it is favored by 83-93% of indigenous/tribal child (Source: Household Survey in the CHT Report, 2013). |
| * Sharing sessions with key stakeholders held for unique education need of CHT | * Workshop organized -12 at district level, 4 at regional level and 2 at national level and awareness increased on education and MLE. * Three (3) study or exposure visits outside CHT organized and 60 persons gained experience. * Advocacy workshops/3 district, 2 regional and 3 national levels organized and increased support for the programme. * 15 education forums established at Upazilla and district levels and supported education programme. * Forum meetings/192 at Upazilla and 24 at district levels organized and initiated action plans. | * Workshops were organized at district and regional level in all the districts and some workshops on education were organized at national level planned and implemented. * Three Exposure visits were conducted in 2011 and around 90 persons gained experience. * Advocacy workshops at district and regional level were organized with more than 100 participants and thus increased support provided for the program. * The advocacy initiative resulted in submission of nationalization proposal by the MoCHTA to the Prime Minister’s office (PMO). The PMO directives the Ministry of Primary and Mass Education (MoPME) for sending a complete proposal with opinion of Ministry of Finance (MoF) on financial implication of nationalization of 228 schools. The MoPME duly sent a letter to MoF and MoF is currently processing with regard to financial implication of 228 schools. * 12 education forums were established at Upazila level with an action plan layout developed and 3 district level education forums were established to support the education program. |
| * No programme in present phase | * Survey in 6 Upazillas completed. * Material for adult literacy program available. * 300 schools for adult literacy running. | * Additional 150 schools in six upazilas were selected for support with the facilitation from Upazila Advisory Committee and Union Facilitation Committee. * The project in partnership with UNESCO supported HDCs to implement a pilot adult literacy course in 30 community learning centers established or renovated under the project across the 3 districts. This pilot initiative opened an opportunity for a total of 859 adult learners (male 356, female 503) of eight ethnic communities including Bangalee in the CHT to receive non-formal basic literacy and life skill education. The Chetona -1 and 2 - the basic materials for non-formal education developed by the Bureau of Non Formal Education (BNFE), were tailored by the project to the context and language requirements of the region in order to make the learning sessions more effective for the CHT peoples.. The assessment of adult learners just after completion of Chetona-1 primer shows good progress; 41% learners obtained above 80 out of 100 marks, about 21% learners obtained 70-79, 15% obtained 60-69, 12% obtained 50-59, while 6.4% learners obtained below 40. |

**E. Community Empowerment**

| **Achievements up to November 2008** | **Period:January 2009 to March 2015** | |
| --- | --- | --- |
| **Targets** | **Achievements** |
| * 2177 PDCs formed and supported with QIF grants. * 600 Para Nari Development Groups formed and supported with Women Managed Projects(WMP) * About 45,000 community people trained by partner NGOs. * About 20,000 Women trained by partner NGOs. * About 24,000 People trained by Govt. line department. * 28 National UN volunteers trained * 300 NGO staffs trained on PRA, gender, facilitation, PDC formation, financial management, entrepreneurship etc. * 118 Exchange Visits organized. * 19 Partner NGOs supported (presently 15 working) * 3 District Project Facilitation Committees (DPFCs) formed and regular meetings were organized. * 16 Upazilla Advisory Committees (UzAC) formed and regular meetings were organized. * 16 Upazila Support Teams(UzST) formed and regular meetings were organized * 75 Union Facilitation Committee (UnFC) formed and regular meetings were organized. * 7000 rat-flood affected families supported with assistance (food grains and seeds). | * 2000 PDCs supported with QIF   grants.   * 1200 Para Nari Development   Groups (PNDG) supported with women managed projects.   * 40,000 community people trained bypartner NGOs. * 225 Para technicians developed and supported. * 3000 lessons primer printed and distributed to communities. * 136 information dissemination workshops conducted. * 6 National & International Days   observed at 25 Upazillas& 111  Unions.   * 20,000 Women trained by partner   NGOs,   * 15,000 community people trained by Govt. line department. * 200 Exchange visits (within CHT). * 20 PNGOs supported for capacity development. * 2000 communities provided with agriculture support. * 9 UzAC formed. * 9 UzST formed. * 37 UnFC formed. * 45 Gender sensitization workshops organized for UnFC&UzAC | * 1,330Para Development Committees (PDCs)have been newly formed during this reporting period and supported with grants brining a total of 3,507 PDCs organized, trained and supported to manage and implement community development projects benefiting 115,107 households across 25 Upazilas of CHT. * 1,335Para Nari Development Groups formed and supported with women managed projects. * 59,463 community people trained by partner NGOs. * 222 Para technicians (Community Poultry Workers-CPW & Community Livestock Workers-CLW, Nursery Growers, and Community Aquaculture Resource Person -CARP) developed & supported. * 10,000 posters and 2,000 festoons on improved cultivation practices of banana were also disseminated among stakeholders Moreover, 1,500 beneficiary banana producers also benefited from use of 2,800 informational flipcharts designed under the project. * 328 information dissemination workshops organized at union and Upazila level contributed to establishing linkage between community people and service providers in targets areas of CHT. * 6 national & international Days (International Mothers Language Day, International Women’s Day, National Independence Day, World Environment Day, World Indigenous Peoples Day & National Victory Day) observed at 20 Upazilas& 98 Unions * About 29,000 women trained by partner NGOs. * About 60,000 community people trained by Govt. line department. * 119 Exchange Visits were organized within CHT. * 14PNGOs for 25upazilas supported for capacity development. 734 staff of 14PNGOs received training/refresher training on CEP basic, PDC & PNDG management, Gender, Para Development Plan, Community Based Monitoring, Community mobilization and PRA etc. * 1,078communities provided with agriculture development grants support.Besides, 904Farmer Field School have been established for providing modern agriculture support with better farming methods and techniques benefiting 19,709 marginalized farmers in 3 districts of CHT. * 1,729 Rice Banks established and managed by the community people benefiting over 50,000 households. The rice bank initiative has contributed to reducing dependency on local money lender for high interest loan and increasing food security in lean period. * 3 HDCs were supported to establish 28 cold chain development solar refrigerators for livestock vaccination. * 9UzAC formed and functioning. UzAC organized quarterly meetings to review progress of the project within the Upazila. Monitoring visits were conducted by UzAC members to communities to oversee field level activities and provide guidance. * 9UzST formed and functioning. UzST ensured technical support to the communities through providing necessary trainings, conducting field visits and so on. * 43UnFC formed and reviewed progress of the community level activities The UnFC selected beneficiary communities within the union, reviewed and approved community projects, reviewed progress of community level activities and provided necessary guidance to the project. * Gender sensitization trainings were provided to all UnFC&UzAC in 2007. However several members of UnFC and UzFC received training on gender sensitization as members of PDC and PNDG in 2009 & 2010and onwards. |

**F. Confidence Building**

| **Achievements up to November 2008** | **Period; Jan 2009-Sept 2013** | |
| --- | --- | --- |
| **Targets** | **Achievementsfrom January 2009 to March 2015** |
| * Confidence Building Unit established-national programme officer recruited. * Confidence Building and Development Advisor recruited- arrival shortly. * CHT Trust and Confidence Building Initiative’ Component Document Finalized and granted funding from UNDP Bureau of Crisis Prevention and Recovery (BCPR) for the first year: $563,000. * Provided training in ecologically based integrated rodent past management to more than 2000 local leaders and government officials. * Commissioned a comprehensive scientific study on bamboo flowering and rodent ecology in the CHT. * Provided emergency food aid to 7000 severely rodent affected families. * Produces a documentary film focused on a group of student volunteers from Dhaka University who traveled to constructed school in a remote village. * Commissioned a study on nutritional health and food security emphasizing women and children in rodent affected communities, * Organized five study tours on post conflict experiences. First one in Philippines, Indonesia (Kalimantan) & Malaysia (Sabah-Sarawak), second one in Guatemala and Canada, Third in the Philippines, fourth and fifth in Australia. Around 100 people (CHT leaders, govt. officials, members of parliament and civil society) participated in the study tour. * Organized debriefing sessions on the learning of study tours. * Finalized component document on “Minority Rights and Cultural Diversity”. * Linkages established with local government institutions in CHT. * Preparing underway for key stakeholder dialogues series on different important issues e.g.   + - - CHT Jhum Cultivation, sustainable livelihoods and alternative     - - Overseeing development programmes in CHT, rules of CHT Institutions.     - - Customary Rights and Practices of the indigenous people of CHT.     - - The management system of Local Resources and Indigenous Knowledge: CHT perspective.     - - Reflection of Indigenous people’s culture in the school education curricula and children’s attitude on Indigenous peoples.     - - Organize other dialogues related to implementation of the Peace Accord:     - - Access to Justice for Indigenous People in Bangladesh.     - - Rehabilitation of Returned Refugees Internally Displaces People and Ex-Combatant.     - - Means of free, fair and participatory elections in CHT: voter list and effective electoral rules, procedures and systems.     - - Effective Land Management in CHT: strengthening CHT Land Commission and Land Dispute Resolution.     - - CHT Peace accord: challenges of implementations and ways forward.     - - Human right and social security of the indigenous people in Bangladesh. * Prepared concept notes on resource mobilization and land issues. * Preliminary consultation with MoCHTA and key stakeholders for the Dialogue. * Formed Management Committees of the Multi-Purpose Community Center(MPCC) and handed over these centers to the committees. * PDC members and community people are using the MCC for different social function e.t. weeding ceremony, meetings etc. * Singed “Sports for Peace Contact” agreement with CHT Regional Council. First installment disbursed to CHTRC. * Organized Football tournament for all communities in the CHT. * Organized 40 exposure visit is for communities, PDC members and local elected and traditional leaders across the CHT. * Organized two large cultural festivals in Dhaka in 2007 and 2008 and in the CHT several smaller ones. * Facilitated approximately 20 events to promote CHT culture. * Provide financial and technical support to different Civil Society Organization to promote indigenous culture and their rights. * Facilitated observation at local level numerous awareness raising international days. | Organize national and local level dialogue with key stakeholders on CHT issues.   * An event to promote women as Trust-builders * Develop community outreach and advocacy strategy. * Develop advocacy and campaigning guidelines. * Planning of community outreach and advocacy activities. * Establish CHT stakeholder network and organize quarterly meetings. * Establish National Stakeholder network and organize bi-anodal meetings. * Establish CHT women network and organize quarterly meetings. * Preparation of Concept Notes on critical issues in advance of National Dialogue Event. * National dialogue Event among the networks on critical issues. * Regular publication of Newsletter * Regular e-news bulletins * Special publications * Organize international study tours with key stakeholders to countries with similar post-conflict experience and/or decentralized governance. * Support the organization of a study tour and follow up lessons learnt and learning applied. * Organize exchange visits to and from the CHT for the purpose of confidence building. * Organize exchange visits within CHT and to and from the CHT (4). * Gathering of Best Practices in Bangladesh or abroad related to conflict resolution, confidence building and development. * Develop Knowledge Management Strategy * Develop Knowledge Management Guidelines * Planning of Knowledge Management Activities * Collect and disseminate best practice information among clusters through the establishment of regular information sharing meetings * Publication of CHT Best Practices (case studies, lessons learnt etc.) * Sharing of Best Practices from elsewhere in Bangladesh and abroad through desk based reviews, study tours, exchange visits and dialogue * Land Dispute Resolution support plan and budget to be developed in close cooperation with Ministry of Land, MoCHTA and RC. * Study on Natural Resource Management in the CHT to be carried out at various times throughout the year. * Training programme for Police Force in CHT with special focus on modern policing and investigative techniques and police management. * CHT Police Force Logistics and Support. * Technical and logistic support in organizing and conducting the HDC elections. * Special Electoral database for the CHT. * Organize national and international cultural festivals and events. * Development of indigenous Knowledge Products (including culture and customs) * Publication and dissemination of knowledge products to promote minority interests and cultural diversity-launches linked to cultural events, observation of special days: New Year Festival, Indigenous People’s Day, and Cultural Festival. * Small Grants for community and civil society organizations. * Establish library/e-library and other resources. * Purchase books, journals, DVDs, recordings and other resources for the library * English Language training for students from vulnerable groups. * CHT public awards to recognize contributions to confidence building and development in the CHT. * Sports for Peace programme organized in three Hill Districts. * An assessment of the situation of IDPs, ex combatants and India returned refugees. * Funds to be provided to IDP Task Force to support rehabilitation of IDPs and ex-combatants and India Returned Refugees. | * Several high level policy dialogues were organized on CHT issues including implementation of CHT Peace Accord, involving all relevant stakeholders at national and local level. Such as, (i) the Parliamentary Caucus on Indigenous Issues and MoCHTA organized 2 high level policy dialogues on full implementation of CHT Peace Accord, involving policy makers, stakeholders and indigenous leaders resulting development of a time-bound implementation plan for Peace Accord, (ii) a national workshops on Sustainable Development in the CHT: A Way Forward' was organized by MoCHTA, (iii) 2 high level dialogues held on “Harmonization of laws of CHT rules and laws in Dhaka and 3 dialogues at CHT, (iv) several dialogues with the Prime Minister’s Office (PMO), Ministry of Chittagong Hill Tracts Affairs (MoCHTA), Ministry of Home Affairs (MoHA), and Police Headquarter (PHQ) resulted in the Government’s commitment to transfer 1500 tribal/indigenous police personnel to the CHT who are currently deployed outside. (v)meetings/dialogues were also organized on CHT land amendment Act resulting in Jan 2015, disagreed points of the CHT land resolution commission amendment bill between Accord stakeholders were reduced to zero and put before the parliament for passage. * 101 local trust-builders (female-59, male-42) were provided with training on conflict prevention and peace building who are currently working as mediators across three districts of CHT.Roughly 1800 local level conflicts were reportedly mediated by the volunteer Trust-builders. * Development of advocacy strategy is underway. Moreover, BHDC was assisted to develop a draft advocacy strategy - intended for harmonization between HDCs and line departments in the CHT including the better arrangement of financial and human resources. * Advocacy training module was developed. 180 stakeholders (male-112, female-68)from CHT institutions (CHTRC, HDCs, traditional circle offices), government institutions, Trust-builders, CHT Women Organization Network (CHTWON), CHT based CSOs, NGOs and CHTDF staff. During the training, campaign plans were developed identifying advocacy issues, strategy and stakeholders at national, regional and local levels. * 5Technical Advisory Committees (TACs) on agriculture, local governance, health, education and forestry involving key stakeholders from the relevant line ministries, Planning Commission, local government, development partners and CHTDF were formed and meeting held regularly. The TACmeetings were effective in terms of providing strategic guidance and coordinating with relevant line ministries and departments to ensure their support to the project. * Inter-Ministerial meetings were held convened by MoCHTA among 19 relevant ministries on transferring agreed subjects as per the Accord. * The Chittagong Hill Tracts Women Organizations Network (CHTWON) supported by the project in previous years have now become a gender advocate and champion for promoting gender issues in the CHT and registered under the joint-stock company act of Bangladesh in 2013.The network managed to strengthen the capacity of comparatively weak and smaller organizations in CHT under its umbrella. * CHT Newsletter has been published regularly on quarterly basis and shared with stakeholders. * Eleven (11) International study tours were conducted for the government officials and policy makers to different indigenous territories, where 19% women participated. * More than 100 regional exchange visits were organized for the community leaders, entrepreneurs and traditional leaders. * Best Practices in Bangladesh and in the region was collected through liaison with civil society organizations working on this issue in Bangladesh and through the regional centers of UNDP for global practices. * Knowledge Management Strategy developed and activities implemented accordingly.Knowledge management activities includes regular publication of newsletter, producing knowledge products/promotional items, updating the CHTDF website, disseminating the project factsheet widely and publishing the annual report were done. * Knowledge management guidelines and Communication Strategy developed and shared. * Regional Coordination Meeting is held once a month with all clusters where relevant information is shared with everyone. * Land commissionwas provided with the required logistic support from the project. In 2011, land commission invited application from the people and accordingly scrutinized near about 5000 applications from the submitted applications.But commission’s activities were later suspended by issuing a letter from the Accord Implementation Committee. However, a new chairman of the CHT Land Commission was appointed by the Prime Minister in 2014, taking into the view of indigenous/tribal groups for the first time. In addition, disagreed points on the pending draft amendment bill of Land Commission Act 2001 between the government, ParbatyaChattagram Jana SanghatiSamiti (PCJSS) and CHT Regional Council were reduced to zero in January 2015 as opposed to the 11 core points of disagreement in 2013, indicating a major step towards the passage of the acceptable amendment bill by all stakeholders. While the bill is still with the parliament for approval, the project support is continuing through dialogue facilitations between stakeholders with the ultimate objective of resolving land disputes in the CHT. * Socio Economic Baseline survey and Livelihoods assessment of CHT Watershed Co-management Activity will take place in June 2015, and study on floral and faunal stock taking in the Village Common Forests (VCFs)is under process of implementation. * The conflict sensitive policing in the CHT got momentum through holding several policy dialogues between MoCHTA, MoHA, Police HQ and CHTDF. To date, 281 ethnic police personnel of CHT origin that were previously deployed outside of the CHT were transferred back in all 28 police stations of the CHT as per the Peace Accord. * 30 motorbikes, 3 speedboat engines, one local country boat, 2 generators and 15 units of solar panel of 65 watt with other equipmentsuch as chair, table, water filter etc. were provided to local police post across the three hill districts. 19 police outposts in the remote areas of CHT were renovated and nine women friendly facilities in police stations were established. In addition, 3 women friendly facilities have been planned to establish by September 2015.      * CHT specific training module was developed by the project and approved by the police headquarter to train the local police in CHT. A total of 770 local police personnel ranging from Constable to Inspector from different police stations (thana) in CHT were trained. * Community Police Forum formed/reactivated in all 118 unions of CHT.A total of 13,510 community people increased awareness on social crime, child marriage, thief, eve testing, traffic awareness, drug and human slaughter etc. issues through 118 sessions held at the community level by the forum members. Furthermore, 148 social conflicts were resolved by the Community Police Forum members in Rangamati district in 2014. * 36 policy makers, govt. officials, security personnel and CSO trained on int. HR and UN convention, and 34 security personnel and other stakeholders from Ministry of Finance, Health, Education, and Agriculture, Planning Commission, ERD trained on ‘Decentralized Governance and Conflict Prevention &Peacebuilding’ focusing on the Chittagong Hill Tracts * CHTDF has organized one regional and 4 national cultural diversity festival (in 2007, 2008, 2009 and 2010) and provided support to the Ministry of CHT Affairs (MoCHTA) for organizing national cultural diversity festival in 2011 with engagement of 20 ethnic communities from the CHT and plain land of Bangladesh, in addition to other stakeholders. The Prime Minister of Bangladesh was at the event, generating wide media coverage. * In addition, a cultural diversity strategy was formulated in 2013 through 3 workshops organized in the Hill Tracts under the project. The final strategy was shared with stakeholders, including the CHTRC and HDCs for future implementation and to raise awareness on CHT cultural diversity. * Three modalities have been utilized for disbursing small grants under the project. With regard to the first modality, the project utilized the grants worth of EUR 44,550 (USD 50,000) to respond to the communal violence in Taindong and completed its recovery support for 902 victim households in early 2014.   By utilizing the second modality and building on prep work done in prior years, during this reporting period, the project also provided small grants to a total of 19 local CSOs (less than EUR 4,000 each). Through establishment of small grant committee, the project selected 19 innovative proposals under the thematic areas of gender equality (10); environmental protection (4) and promotion of rights of small ethnic groups (5) out of 58 proposals received through open advertisements and a competitive process and provided grants support accordingly.  Under the third modality, small grants were also utilized by CHT institutions. For example, Mong Circle provided small grants (less than EUR 1,000) to 7 local CSOs to support their activities to preserve and promote local culture.   * The project has closely worked through CHTRC to initiate and engage youth in the project’s Sports for Peace and martial arts training camps, designed as vehicles for building confidence and promoting positive social processes. Cumulatively, a total of 536youth (boys-299, girils-237) participated in football grooming camp, inter-upazila football tournament and martial art training.15 football related resources (6 local football referees and 9 football coaches) in the CHT were also trained under the same programme. * 56 debate competition events for local peacebuilding were organized involving 102 educational institutions (schools and colleges) in CHT. * Required logistic supports were provided to the IDP task force. Taskforce had undertaken some initiatives with project assistance, such as- an assessment of the situation of IDPs was conducted in 2005. However, currently the Taskforce has some internal problems with having serious staff shortage. The Chairman of the Taskforce is also not active presently. * Necessary support was provided to the electioncommissionin the preparation of the voter list and database for nationalelections in 2008. However, the local government (HDCs) election could not held as this matter is pending at the appellate division of Bangladesh Supreme Court. |

**Annex –6: CHT Ethnic Mosaic**

| **#** | **IP Groups** | **1991 Population** | **%** | **Religion** | **Detailed remarks** |
| --- | --- | --- | --- | --- | --- |
|  | ***Dominant, Larger IP Groups in CHT*** | | | | |
| 1 | Chakma | 239,417 | 48.0 | Theravada Buddhism | The largest ethnic group, accounting about 50% of the total indigenous population. First recorded history of settlement in the CHT in the 16th century. Chakmas have been influenced by the relatively advanced Bengali society more than any other CHT ethnic groups and have been the first to grab modern education. Consequently, there is an emergent middle class containing different professional groups such as doctors, engineers, teachers and civil servants. The majority live in the Chakma and Mong Circle, roughly corresponding to Rangamati and Khagrachari District. |
| 2 | Tanchangya | 19,211 | 4.0 | Theravada Buddhism | Essentially a sub-group of the Chakma but listed as a separate people in the census in recent times. Majority of them live in Kaptai, Bilaichari and Rajasthaliupazillas of Rangamati District with further numbers living scatteredly in Bandarban. |
| 3 | Marma | 142,334 | 28.5 | Theravada  Buddhism | Are found in all the three districts of the region but majority are concentrated in the Bohmong and mong circles (see map of the circles in the following pages), roughly corresponding to Khagrachari and Bandarban Districts. Originally from Myanmar, they speak an archaic from of Burmese, often related with the Arakanese dialect. As with the Chakmas, there is an emerging middle class. |
| 4 | Tripura | 61,129 | 12.3 | Hindu &  Christianity | The third largest ethnic groups in the region with the largest concentration in Khagrachari but also a significant number in Bandarban. However, the largest group is in the Tripura state of India. The Tripuras used to practice an archaic form of Hinduism, but many have been converting to Christianity in recent years. A substantial section have, by now, access to modern education who form the nucleus of an emerging middle class. |
|  | **Smaller IP Groups in CHT** | | | | |
| 5 | Bawm | 6,978 | 1.5 | Christianity | The Bawms, together with the Lushais and Khyangs, are close kins to the Mizos who are majority in the state of Mizoram, India. In the CHT, they mostly live in Bandarban. The Bawms are thought to have a relatively high literacy rate and majority have adopted into successful horticultural farmers on commercial scale. |
| 6 | Lushai | 662 | 0.1 | Christianity | The Lushais are minuscule in number today with most having migrated to Mizoram in the previous decades during the conflicts. Most are concentrated in Bandarban, intermingled with the Bawms but there are a few habitats also in Rangamati districts, mostly in Sazek valley. |
| 7 | Mro | 22,041 | 4.0 | Krama, Buddhism, Christianity | The 4th largest indigenous groups in the CHT but also one of the most marginalized. Now-a-days, exclusively live in Bandarban but earlier, were also in Rangamati district. The Mros retain their distinct lifestyles including a ‘cow stabbing’ ceremony observed in December/January every year reminiscent of similar customs/rituals found in other parts of South-East Asia and Yunnan in China.  Modern education reached them from 1980s which also coincided with the revelation of a new religion, called ‘Krama’. Majority of the Mros remain poor and illiterate with vast majority without legal titles of their Jhum lands on which also all of them are dependent for livelihood. In recent years, many have adopted Christianity while a section continues to follow Buddhism and also Krama. |
| 8 | Pankhua | 3,227 | 0.6 | Christianity | A sub-group of the Mizos with majority living in Rangamati districts with a few habitats in Bandarban. |
| 9 | Chak | 2,000 | 0.4 | Buddhism | One of the small minority indigenous groups, they live in Naikhyangchariupazilla of Bandarban. A substantial section accepted education who now work in various government and non-government organizations and are largely concentrated in the Bandarban district town. |
| 10 | Khyang | 1,950 | 0.4 | Buddhism, Christianity | They largely reside in Rajasthaliupazilla of Rangamari district with a few settlements in `Bandarban. Most are Jhum cultivators while a few have adopted plough land cultivation. Majority are Buddhists with a substantial sector have, however, converted to Christianity. |
| 11 | Khumi | 1,241 | 0.2 | Krama, Christianity | ROne of the smallest and also most marginalized groups in the region. Most live in Thanchi and Rumaupazilla of Bandarban and dependent on Jhum cultivation for livelihoods. |
|  |  | 500,190 | 100% |  |  |
|  | **Bengalis** | | | | |
|  | Old Bengalis |  |  | Islam, Hinduism and Buddhism | The first officially recorded settlement of the Bengalees in the region dates in the mid-nineteenth century when the then Chakma Chief invited a number of Bengalee families to settle in the adjacent areas of Rangamati town to teach the indigenous groups plough land cultivation. In the subsequent decades, further settlements followed but were usually in small numbers and generally well integrated within the existing customary social and administrative structures of the region. Many acquired land titles following the customary land rights as defined in the CHT Administration Act, 1900. |
|  | Settlers |  |  | Islam | Brought in the region between the period 1976-1985 under a government sponsored resettlement programme, as part of the government’s broader counter-insurgency measures. Most were settled on communal/khas land together with a weekly ration from the government’s coffer (this still continues till date) which still remain a subject of bitter contention between the region’s indigenous peoples and the settlers themselves. These land disputes related to the settlers’ rehabilitation programme together with the other disputes of land ownership still await resolution through the proposed CHT Land Dispute Resolution Commission. |

**Annex –7: Governance/Administrative Setup in CHT**

**Ministry of**

**Chittagong Hill Tracts**

**Circle Chief**

**Hill District Council (3)**

**District Line Dept. +NGOs**

**Line Dept. (Upazilla level)**

**Line Dept. (Union Level)**

**Headmen**

**Karbari**

**Chittagong Hill Tracts Development Board**

**Ministry of Home, Ministry of Land, Ministry of Chittagong Hill Tracts**

**Deputy Commissioner**

**UNO**

**Headmen**

**Karbari**

**Ministry of LGRD&C + MoCHTA**

**LGED**

**Upazilla+ Municipality**

**Union Council**

**Community**

**Community**

**Community**

**Community**

**Community**

**Development, Administration and Local Governance : outside the Peace Accord Administration Setup**

**Law & order, Land and Revenue Administration**

**Peace Accord and Decentralized Development Administration**

**Traditional Governance**

**District Office**

**Regional Council**

1. The overall organizational facility which UNDP set up for the implementation of the project is popularly called ‘Chittagong Hill Tracts Development Facility’ (CHTDF) across the CHT and this acronym is retained to designate the project all through this review. [↑](#footnote-ref-1)
2. *MDG 1: Poverty reduction* [↑](#footnote-ref-2)
3. *MDG 2: Achieve universal primary education.* [↑](#footnote-ref-3)
4. The PDCs constitute with 9-11 members and are elected by the respective community people, and consists of one-third women, one-third vulnerable households in the community (as defined by the community), and one-third from the remainder of the community. The PDCs mobilize the community for the design and implementation of community projects and are directly responsible for the management of the community bank account and the proper utilization of grant and community contributions. The PDCs meet monthly to consult with and involve the wider community people in all aspects of local development activity, facilitating participatory planning, budgeting and monitoring. [↑](#footnote-ref-4)
5. Para Nari Development Group (village women’s development group) is formed exclusively with women members with an objective of mainstreaming gender issues into development programmes in selected paras. [↑](#footnote-ref-5)
6. The number of total modules varies depending on the nature of the sub-project they implement. [↑](#footnote-ref-6)
7. This training is highly appreciated by the government officials (e.g. Face to face interview with the Deputy Director, Directorate of Agriculture Extension and District Training Officer, DAE, Rangamati).According to them, although training is aimed for both, attendance of women is better than their men counterparts. [↑](#footnote-ref-7)
8. IFM Result Assessment 2012 [↑](#footnote-ref-8)
9. Barkat, Abul et al. 2013. *State of Development in the Chittagong Hill Tracts* [“Household Survey”]*.* UNDP, CHTDF Dhaka. [↑](#footnote-ref-9)
10. A traditional coping mechanism for food shortages in the Hill Tracts. [↑](#footnote-ref-10)
11. Barkat, Abul et al. 2013. *State of Development in the Chittagong Hill Tracts* [“Household Survey”]*.* UNDP, CHTDF Dhaka [↑](#footnote-ref-11)
12. IFM Result Assessment 2012 [↑](#footnote-ref-12)
13. If a respondent mentions market as a place of selling product, the respective household has been considered as household having access to local market. [↑](#footnote-ref-13)
14. Barkat et al., 2013. [↑](#footnote-ref-14)
15. An organ of HDCwhich is responsible for market management and revenue collection. Bazar Fund of the HDC provides supports for overall maintenance and necessary support. [↑](#footnote-ref-15)
16. LapaigoMukh, under Bandarbansadar, Bilaichari bazaar area, DhanpataMukh under RangamatiSadar, Gungrachari Para under KhagrachariSadar. [↑](#footnote-ref-16)
17. These groups will be identified from communities that received FFS training during AFSP-II. Hence, the Producer Group is a mechanism to establish better market connections for products, input supply, and services. Farmers will form an informal group of farmers, under the PDC, cultivating cash crops, which could benefit from collective actions. [↑](#footnote-ref-17)
18. The Business Focal Person will act as an agent for the Producer Group and receives commission for his/her marketing efforts based on an agreement with the Producer Group members. [↑](#footnote-ref-18)
19. The PEDP-III revised programme document makes no mention of the HDCs, which have the legal authority to manage education in the CHT. The PEDP-III Indigenous People’s Framework is mainly concerned that the programmed complies with the safeguards in the ADB’s Social Management Framework. The weakness of this is that it makes no requirement that Indigenous people and their institutions are involved in the formulation of interventions from the beginning, at the planning stage. They only require Indigenous people be consulted during the course of implementation. As a result the Indigenous People’s Framework only suggests that implementation of the sub-component for the Indigenous peoples “may consider involving their representative government institutions which, in the case of Chittagong Hill Tracts, can be the Hill District Councils (HDCs), the CHT Regional Council (CHTRC) and the Ministry of CHT Affairs (MoCHTA)”. Given that HDCs are the legally constituted managers of education in the CHT, the PEDP-III Indigenous People’s Framework should have followed the CHT Peace Accord and made inclusion of institutions such as CHTRC and the HDCs a mandatory requirement of all aspects of the PEDP-III project cycle, from planning to budgeting to implementation, reviewing, monitoring and evaluation (Peter et al, 2015). [↑](#footnote-ref-19)
20. Bilaichari, Jurachari, Rajasthali, Baghachari of Rangamati; Matiranga, Mohalchari, Panchari, and Laxmichari of Khagrachari; Ruma, Rowangchari, AliKadam, Thanchi, and Naikhyanchari of Bandarban. [↑](#footnote-ref-20)
21. About one third of paras (villages) in CHT had a government primary school (GPS), with a range from 29 per cent in Bandarban to 40 per cent in Khagrachari (Barkat et al., 2009 ibid). Moreover, a quarter of households sampled in CHT had no GPS in the paranor in the surrounding community and that about one-fifth of children spent an average of 80 minutes traveling to and from school. Slightly over four per cent of Indigenous students did not understand the medium of instruction. [↑](#footnote-ref-21)
22. Barkat, Abul et al. 2013. State of Development in the Chittagong Hill Tracts [“Household Survey”]. UNDP, CHTDF Dhaka. [↑](#footnote-ref-22)
23. Barkat, Abul et al. 2013. State of Development in the Chittagong Hill Tracts [“Household Survey”]. UNDP, CHTDF Dhaka. [↑](#footnote-ref-23)
24. The National Education Policy 2009 (Final) proposes a first-language-based education policy for the indigenous minorities in the country (page 12). http://www.moedu.gov.bd/index.php?option=com\_content&task=view&id=338&Itemid=416 [↑](#footnote-ref-24)
25. Although, various mother-tongue based supplementary MLE materials for primary education in line with the National Curriculum and Textbook Board (NCTB) curriculum is under various stages of development by CHTDF. [↑](#footnote-ref-25)
26. National surveys conducted by the Government of Bangladesh are usually designed to produce statistically representative data for divisions and the country and not for the CHT region, such as, Bangladesh Demographic and Health Survey (BDHS). This is a nationwide sample survey on health and nutrition indicators, being conducted in every five years, of men and women of reproductive age. [↑](#footnote-ref-26)
27. Barkal, Bilaichari, Jurachari, Baghaichari, Rajasthali and Langadu of Rangamati; Rowangchari, Ruma, Thanchi, Lama and Alikadam of Banderban; Matiranga, Mahalchari, Laxmichari and Panchari of khagrachari. [↑](#footnote-ref-27)
28. More than one-fifth (22.5 percent) women in target areas were assisted by medically skilled birth attendants (Doctor, Nurse, FWV and CSBA) during last delivery, indicating 87.5 percent increase from the baseline 2008 (12 percent only) Barkat, Abul et al. 2013. State of Development in the Chittagong Hill Tracts [“Household Survey”]. UNDP, CHTDF Dhaka. [↑](#footnote-ref-28)
29. Barkat, Abul et al. 2013. State of Development in the Chittagong Hill Tracts [“Household Survey”]. UNDP, CHTDF Dhaka. [↑](#footnote-ref-29)
30. Ibid, 2013 [↑](#footnote-ref-30)
31. Each para community was provided with Quick Impact Fund (QIF) of Tk. 400,000 to plan and implement community-managed small projects by the villagers. The major components of community empowerment activities were: livestock followed by agriculture, horticulture, fisheries, small enterprise etc. In addition to QIF amount, the best performing PDCs were awarded with an extra amount of Tk. 200,000 which was exclusively managed by women groups through PNDGs. [↑](#footnote-ref-31)
32. The designation is largely non-consequential for the community level interventions and mainly reflects the funding sources (EU vs. Danida). [↑](#footnote-ref-32)
33. Interview with Mr.PritiKanti Tripura, a former senior official in the Planning Unit at CHTDB. [↑](#footnote-ref-33)
34. Indigenous/tribal people are used to work for each-other for their cultivation especially, at the time of preparing Jum land for cultivation and harvest. This non-wage based exchange of labour is called Maliya. [↑](#footnote-ref-34)
35. The absence of the remaining 10 percent should be understood as living in remote areas, thus too far away (usually several days of walk) from making the government facilities. [↑](#footnote-ref-35)
36. Currently 1400 PDCs have bank balances more than Tk. 50,000, apart from PDC assets and individual household benefits received from QIF grants. Most of the PDCs have assets and their average value is equivalent to QIF grants value. A slightly higher than 1700 PDCs have rice banks with increased rice stock and it is expected that more than 90 percent rice banks are expected to be sustainable over a long period of time. [↑](#footnote-ref-36)
37. Community shed, CNG auto rickshaw, jeep, fishing boats and nets, agro-machineries, petty shop, solar panel, rice-bank, livestock, cash crops, orchards and plantation worth several hundreds million taka [↑](#footnote-ref-37)
38. In the baseline 2008, the households’ income was Tk 68,852 and in 2011, it reached to Tk. 82,928 (Barkat et al., 2013). [↑](#footnote-ref-38)
39. Income generating activities (IGAs) refer to those initiatives by women themselves to earn income (Alana Albee (1994); Support to Women's Productive and Income-Generating Activities; UNICEF Evaluation and Research WorkingPaperSeries,*Number 1.* <http://www.gdrc.org/icm/wind/wind-unicef-wp.html>(accessed on 01 August 2013). Women's participation in IGA is considered to be an indicator of their economic empowerment which, in turn, elevates women to a higher status and dignity in the family and in the society as well. [↑](#footnote-ref-39)
40. Barkat et al.,2013. [↑](#footnote-ref-40)
41. It was registered under the joint-stock company act of Bangladesh in 2013. The network currently includes more than 50 women-focused and/or women-led organizations from the three districts involving majority of the region’s ethnic groups. The organization has already established itself as major platform and advocate on the issues of raising awareness on the rights of the women in the CHT region on a wide range of timely and relevant initiatives. [↑](#footnote-ref-41)
42. According to the Bangladesh Adivasi Women Network (BAWN), incidents of violence against indigenous/tribal women in the CHT is increasing every year, from 75 in 2012 to 117 in 2014 and most of these cases have been denied justice. More than 50 percent of women in the region face incidents of domestic violence both verbally and physically (Barkat et al., 2013). [↑](#footnote-ref-42)
43. UNiTE is a 16 day global campaign that aims to raise public awareness, increase political will and mobilize resources to prevent and end all forms of violence against women and girls in the world [↑](#footnote-ref-43)
44. Barkat et al., 2013.State of Development in the Chittagong Hill Tracts [“Household Survey”]. UNDP, CHTDF Dhaka. [↑](#footnote-ref-44)
45. Barkat et al., 2013. ibid [↑](#footnote-ref-45)
46. Household Survey in the CHT, 2013 [↑](#footnote-ref-46)
47. Household Survey in the CHT, 2013 [↑](#footnote-ref-47)