

United Nations Development Programme



*Empowered lives.  
Resilient nations.*

# Empowered Lives. Resilient Bangladesh.

Results achieved with our partners, 2006-2011

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Empowered Lives. Resilient Bangladesh.  
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UNDP partners with people at all levels of society to help build nations that can withstand crisis, and drive and sustain the kind of growth that improves the quality of life for everyone. On the ground in 177 countries and territories, we offer global perspective and local insight to help empower lives and build resilient nations.

UNDP embarked on its journey in Bangladesh in 1973. Since its inception, UNDP and its partners in the country have accomplished key results in the areas of governance, poverty reduction, climate change and disaster resilience, as well as achievement of the Millennium Development Goals (MDGs). UNDP is engaged with various government agencies and partners to strive towards a common goal of the economic and social development of Bangladesh.

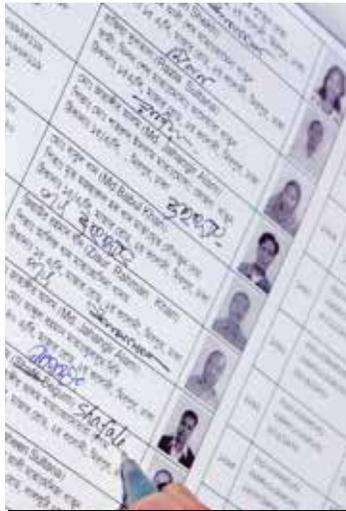


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# PREFACE

Having overcome insurmountable socio-economic problems, Bangladesh has, today, stood up with a characteristic resilience witnessed by the world since its independence in 1971. The country has made its mark on a global platform with pragmatic policies to reduce extreme poverty, establish the rule of law, ensure gender equity, and cope with climate change.

In the past, Bangladesh was known to the rest of the world as a country of natural disasters, but it has proved over the years that it has the courage and ability to take care of its own affairs. The country has developed a model for disaster management and thus has significantly reduced its vulnerability through a round-the-clock disaster warning system. It is a system that engages people through indigenous and innovative methods while also evolving a mitigation effort through planned rehabilitation programs. More so, a number of initiatives have been taken to contain the depletion of natural resources with the use of alternative and sustainable renewable energy.

In order to ensure human rights, victim support centers and model policing have been introduced. Moreover, the people of lowest tier of the local government has been the given the opportunity to take shelter of the law.

The country has been able to open windows of opportunity in the field of information and communication technology for common people with establishment of union information centers in line with the MDGs. These have been possible through a synergy with various international development partners like UNDP.

The progress that has been depicted in this report is a testimony to the unique partnership that the Government of Bangladesh and UNDP have forged to carry forward development efforts in Bangladesh towards achieving the goals of Vision 2021.

We continue to count on UNDP for its support in fulfilling our long term vision. We strongly believe that UNDP can act as a catalyst of change in the social and economic scenario of Bangladesh and be a long-term partner that shares the belief that the country can defy the odds to build a healthy and prosperous future. We hope that UNDP will continue its zeal to be at the frontlines of future development initiatives in Bangladesh.



Iqbal Mahmood  
Senior Secretary,  
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# FOREWORD

Bangladesh has made impressive progress in human development over the last 5 years, showing resilience and growth during a period of financial turmoil that crippled much of the world economy.

UNDP has been a trusted and valued partner of the government in striving towards these Millennium Development Goals, providing expert advice at the policy level as well as grass roots interventions on the ground. This report takes stock of what has been achieved in the last UNDP country programme, 2006-2011. It highlights 10 transformational results that have improved the lives of millions of Bangladeshis.

These results are the outcome of the exceptional collaboration with the government, as well as donors, UN agencies, NGOs, and civil society partners. We deeply value the guidance, trust and support of our partners, without whom these results would not have been achieved.

The impact of development assistance is sometimes difficult to measure. While it is easy to measure income and poverty, it is more complex to measure empowerment or behavioural change. However, often it is the soft part of development that is needed to make results sustainable and transformational.

This report brings together facts, statistics and statements from beneficiaries, independent experts as well as government officials, all of which testify to the change affected by UNDP's work in Bangladesh.

It shifts the focus from how things were done to how peoples' lives have been improved – the bottom line of development cooperation.

Whether it is promoting peace in the post-conflict Chittagong Hill Tracts or supporting women in urban slums, at the heart of UNDP's interventions is people's empowerment backed by institutional systems and processes that can respond to their aspirations.

UNDP believes that involving people in the development of their own communities is key to building a resilient nation for the future.

We believe the 10 results highlighted in this report demonstrate that Bangladesh is achieving results on multiple fronts on its path to becoming a middle income country through equitable development.



Neal Walker  
UN Resident Coordinator and  
UNDP Resident Representative

Stefan Priesner  
UNDP Country Director

# ACRONYMS

A2I	Access to Information	NIM	National Implementation Modality
BEC	Bangladesh Election Commission	NGO	Non-Governmental Organization
BRESL	Barrier Removal for Energy Standards and Labeling	OHCHR	Office of the High Commissioner for Human Rights
CHT	Chittagong Hill Tracts	PERP	Preparation of Electoral Roll with Photographs
CDMP	Comprehensive Disaster Management Programme	PRP	Police Reform Programme
CDC	Community Development Committee	REOPA	Rural Employment Opportunities for Public Assets
DESC	District E-Service Centers	SOD	Standing Orders on Disasters
FAO	Food and Agriculture Organization	UNDP	United Nations Development Programme
HDC	Hill District Council	UISC	Union Information and Service Centre
IFES	International Foundation for Electoral Systems	UNCDF	United Nations Capital Development Fund
ILO	International Labour Organization	UNDAF	United Nations Development Assistance Framework
LGED	Local Government Engineering Department	UN-HABITAT	United Nations Agency for Human Settlements
LPUPAP	Local Partnerships for Urban Poverty Alleviation Programme	UNFPA	United Nations Population Fund
LGSP	Local Governance Support Programme	UNICEF	United Nations Children's Fund
LIC	Learning and Innovation Component	UPPR	Urban Partnership for Poverty Reduction
MDG	Millennium Development Goals	VSC	Victim Support Center
MDI	Metered Dose Inhalers	WFP	World Food Programme
NHRC	National Human Rights Commission		

# BANGLADESH FIRSTS WITH UNDP 2006-2011

First national identity cards, handed out to 81 million people

First biometric voters list compiled

First disaster resilient habitats

First 24/7 Disaster Management Information Centre

First Victim Support Centre

First forensics lab

First model thana police station

First time that Hill District Council delivered public services

First National Human Rights Commission

First village courts functional since Village Courts Act 2006

First public services using mobile phones

First local information e-service centres providing four million people a month with better access to public services

First instance where urban poverty squarely set on the national development agenda

First Hybrid-Hoffman Kiln technology used in the brick industry

# INTRODUCTION

2011 marks the 40th anniversary of Bangladesh's independence, providing an historic moment for reflection on the enormous distance that the nation has travelled since 1971. Emerging from a devastating conflict and facing innumerable challenges from the outset of self-determination, Bangladesh has followed a remarkable path of achievement.

From an average annual GDP growth rate of 3.2 per cent in the 1980s, the country is now surging ahead with an average rate of 6.7 per cent. Similar progress has been made in poverty reduction and other areas of human development such as child mortality reduction and primary school enrolment. The 2010 Human Development Report ranked Bangladesh 26 of 135 countries for greatest progress achieved since the annual report began in 1990. Such socio-economic advances are testament to the resilience and determination of the people of Bangladesh and to the leadership and vision of successive governments.

2011 also marks the closing of the UNDP Country Programme 2006-2011. During this period, the partnership between the Government of Bangladesh and UNDP has seen dozens of projects rolled out, driving transformational change in the lives of individuals, communities and the nation as a whole.

## 10 transformational results

UNDP is a knowledge-based development organization that supports national objectives and internationally agreed goals, including the Millennium Development Goals. Over the past six years, UNDP Bangladesh has worked with the government and other partners to achieve transformational results in areas of poverty reduction, democratic governance and environmental protection as well as disaster management and climate change. In each of these areas, we have strived to address the specific needs and concerns of women, to further gender advancement and equity.

Our work in poverty reduction emphasizes the importance of inclusive economic growth. Whether by mobilizing urban poor communities to access public services ([result VIII](#)) or building the savings and skills of impoverished rural women so they can graduate out of poverty ([result IV](#)), UNDP seeks to ensure that the poor are not a burden on Bangladesh's growth, but are a central and contributing element in it. By facilitating development and poverty reduction in the Chittagong Hill Tracts, UNDP is promoting peace in this post-conflict region ([result V](#)).

In the field of democratic governance, UNDP has fostered and supported the institutions and processes of equitable and accountable government that deliver on the needs of ordinary citizens, especially the poor. From major electoral reform work that contributed significantly to the success of the 2008 national elections ([result I](#)) to innovations at local levels that have ensured the delivery of improved and more accountable public services ([result VII](#)) and local governments ([result IX](#)), UNDP has supported the



governance institutions of Bangladesh to better represent and serve their citizens. By supporting the Justice sector ([result VI](#)) and the Bangladesh Police ([result III](#)), UNDP is assisting the efforts of these important institutions to become more transparent and accountable public service providers.

UNDP's work in disaster management has fundamentally altered the way the nation recovers from the ever-present threat of natural disasters. Across the country, thousands of communities are now better prepared, tens of thousands of volunteers stand ready to respond and a tried and tested national disaster management system is in place to coordinate the actions of all in times of crisis ([result II](#)).

As one of the countries most vulnerable to the effects of climate change, UNDP has supported Bangladesh in taking the global lead in developing pro-poor, environmentally sound solutions to this threat. Whether fostering private sector innovation and investment in green energy

technology ([result X](#)) or integrating adaptation, mitigation and livelihoods interventions for vulnerable coastal communities, our work has helped Bangladesh tailor the best in global practice to the specific needs of the nation. These results were achieved through multiple partnerships. UNDP's projects are anchored in Government and independent institutions and its achievements are the results of close cooperation with donors, sister UN agencies, NGOs and the private sector.

\* \* \*

International development results reporting has a reputation of being crammed with technical jargon and complex statistical data that is difficult to unpack, clouding the understanding of the real results that are being achieved on a daily basis on the ground. Many reports look into the process of development or the percentage of the budget spent as a means for reporting the impact of the organisation.

However, while it is important to account for this aspect of development, the UNDP Country Programme 2006-2011 results report aims to present clear, concise and concrete information that shifts the spotlight directly onto the bottom line of development—how the people benefit in the end. UNDP Bangladesh believes that ultimately, this is the primary indication of the success of a development organisation. This report is not meant to be a comprehensive account of all results achieved, but presents the top ten transformational results achieved by UNDP with its national and donor partners from 2006-2011.



# BANGLADESH BACK TO DEMOCRACY

In January 2007, Bangladesh declared its fifth state of emergency after debilitating political violence shook the nation and led to the collapse of the electoral process. At that time, few believed the country would go on to hold its most successful election ever within two short years.

During these tense 24 months, the Bangladesh Election Commission (BEC), under a caretaker government, battled against all odds to deliver what is now regarded as the country's most peaceful and inclusive parliamentary election to date.

Support from UNDP and other partners helped the caretaker government and the BEC transform the electoral process, despite the distrust among political parties. A new voter list, translucent ballot boxes and construction of new local election offices were but few of the system-wide reforms that improved the national capacity for electoral administration and reinstated public confidence in the democratic process.

## **A gold standard voter list**

At the core of delivering free and fair elections was an accurate voter list. The controversial pre-2007 list was believed to contain over 12 million duplicate or erroneous names, known as 'ghost voters,' spurring allegations that vote rigging and other election irregularities would be commonplace.

However, through the Preparation of the Electoral Roll with Photographs (PERP) project, the BEC created a fresh, credible, biometric voter list and registered a record-breaking 81 million voters in 11 months, helping to make the election in December 2008 a resounding success.

An international assessment of the voter list by the International Foundation for Electoral Systems (IFES) confirmed it to be a global "gold standard" list with a 95 per cent degree of accuracy.

Consequently, the stored biometric data and the identity cards that were handed out as part of the election

registration process now form the basis of a government drive for a more permanent national ID system, to enhance access to essential services (see case study).

## **Brokering partnerships**

Registering voters on such a large scale required the BEC to bring together a wide range of partners. As a neutral and trusted broker, UNDP provided a platform for all partners – including the Bangladesh Army, civil society and the international community – to constructively contribute in their area of expertise.

The Bangladesh Army provided crucial logistical and technical support, helping to establish 90,000 registration centres across the country. The BEC's network of around 500,000 outreach workers, data entry operators and proofreaders worked tirelessly to collect photographs and fingerprints from each voter using webcams and scanners provided by UNDP.

**Ensuring accuracy**—Detailed verification and correction of the voters list took place with active participation and input from the community.

Over 81 million voters were registered on a voters list with photographs and fingerprints in under a year, paving the way for free and fair elections.

This enormous on-the-ground presence was matched by high-tech support in electoral administration. For the first time, Geographic Information System (GIS) technology helped with the process of constituency boundary delineation and a dedicated computer network and server registered millions and maintained the voter roll for future elections.

In total, about \$50 million from nine donors was channelled through UNDP to complete a credible voter list. The Government of Bangladesh provided an additional \$30 million of funding.

#### **Public trust**

The spirit of cooperation and dialogue displayed by all stakeholders raised public trust in the reformed electoral process, helping to dilute remnant fears of election violence or corruption.

UNDP bolstered this trust by providing the BEC with more than 250,000 translucent ballot boxes, over 5 million ballot

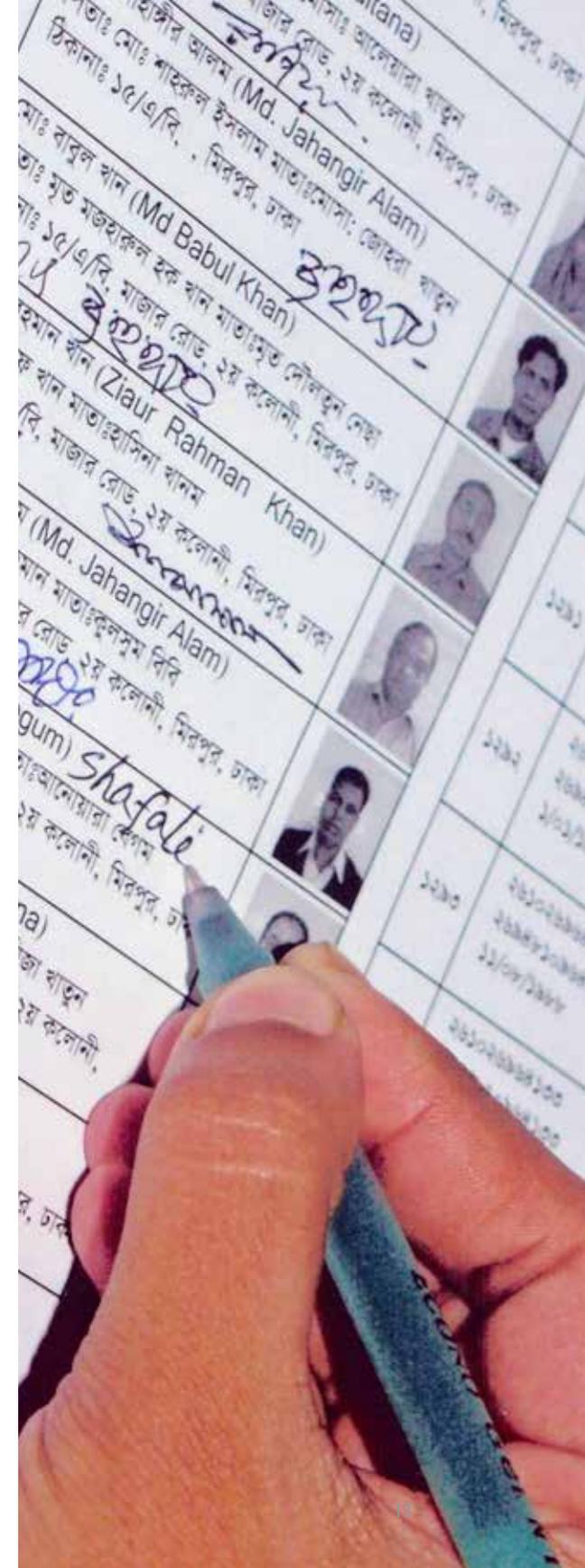
box seals and over 200,000 indelible ink pens for Election Day.

Consequently, people's faith in participating fairly, equally and safely in the election grew. Public confidence in the BEC stood at a record 87.2 per cent according to a survey conducted by the international democracy NGO IRI in December 2008.

Later that month, the people of Bangladesh demonstrated their confidence in elections and in the credibility of the electoral process by turning out in record numbers (86.3 per cent) on Election Day, reaffirming their commitment to democracy.

#### **Democratic legacy**

On the back of the election success, the government and the BEC implemented further measures aimed at sustaining and advancing electoral reform in Bangladesh. The new Government enacted laws to entrench the reforms brought in election administration, voter registration, political party



operations and candidate nomination. The independence of the BEC was recognized through a 2008 ordinance, which was brought into law in 2009 under the new elected government.

UNDP supported the design, construction and fund management of almost 500 BEC local election offices nationwide, all testament to the national commitment to an effective, independent and decentralised Election Commission.

The BEC has taken over full control of the voter registration process that had been previously supported by the Armed Forces, and through subsequent updates the BEC has maintained the accuracy and integrity of the rolls. The Government has also continued to provide the necessary resources to strengthen the work of the Commission.

\* \* \*

The mammoth achievements of the 2008 parliamentary election were possible largely because of the fifteen-year partnership between the BEC and UNDP, the sole development partner investing in long-term capacity building of this important institution of democracy.

In a moment of crisis, the Bangladesh government was confident that the United Nations' development arm was not only able to provide the support needed, but could truly understand and respond within the country context.

## IMPACT

### FREE, FAIR AND PEACEFUL ELECTION

held on time after a two-year caretaker government.

### 81 MILLION VOTERS REGISTERED

on a highly accurate photographic voter list in 11 months.

### NEUTRAL PLATFORM

that supported coordination and engagement of key partners and mobilization of resources worth over \$50 million.

### 478 LOCAL ELECTION COMMISSION OFFICES

constructed or under construction and equipment in place for sustainable updating of the voter list and better access to election services for citizens nationwide.

### NATIONAL IDENTITY CARDS

provided to each registered voter, giving millions of poor and vulnerable people with official identification for the first time.

### CONSTITUENCY BOUNDARIES

comprehensively delimited for the first time since independence.

Implementing partner: Bangladesh Election Commission



Canada



Kingdom of the Netherlands



European Union

EMBASSY OF DENMARK  
DANIDA INTERNATIONAL DEVELOPMENT COOPERATION

EMBASSY OF SWEDEN



NORWEGIAN EMBASSY

KOICA  
Korea International Cooperation Agency



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# EQUALITY THROUGH AN I.D.



**Ticket to a new life**—Noor Islam was among a staggering 81 million people who received National ID cards, through a UNDP funded project, when they registered to vote ahead of the December 2008 national elections.

Noor Islam never believed that a small plastic card could change the way he would live the rest of his life. The national ID card that was handed out as an incentive for voters to register for the 2008 national elections has given him access to public services as well as an official identity for the first time.

Noor, 36, was born in the Geneva Refugee Camp in Dhaka that was established just after independence in 1971. Like many others in his community, an ethnic minority group originally from Bihar in India, he had never held a passport or any document to prove his citizenship.

“The card shows that we are equal citizens of this country,” said Noor.

For many poor and marginalised groups in the country, like the inhabitants of the Geneva camp, the card has opened

doors so that they can have equal access to services, many for the first time.

Noor can now give his children an education, seek financial services and even apply for jobs in the labour market. “I used to struggle to get a job. They [employers] would say there are so many Bengalis without jobs, why should I give you [a Bihari] one.

“With the national ID card, I have the same right to employment as anyone else,” said Noor.

Most importantly for Noor, his children have access to government education, meaning a much brighter future for the new generation. “With our children receiving a proper education, who knows, they could end up working for NASA or contributing to the national development of Bangladesh,” said Noor.

The national ID card gives millions in Bangladesh, especially those who had previously been marginalised because of their ethnicity, the chance to live in dignity.

“When I went to Sylhet the army stopped our bus for a security check. They [the army] asked me to prove that I was Bangladeshi because I speak with an accent. When I showed them my ID card they released me. That would never have happened in the past,” said 22-year-old Sipon from the Geneva Camp.

# A RISK REDUCTION APPROACH FOR DISASTER MANAGEMENT

# 2

When super-Cyclone Sidr hit the Ganges Delta in late 2007, Bangladesh braced itself for the worst. Memories of the 1991 cyclone that killed 140,000 people loomed large in the minds of those who survived and many expected similar loss of life, livelihoods and assets.

In recent years, however, support from UNDP has culminated in a whole new approach to disaster management resulting in a significant drop in fatalities, livelihoods and property. Since 2006, the redoubled push of the multi-donor Comprehensive Disaster Management Programme (CDMP), implemented by the Ministry of Food and Disaster Management, has catalysed a paradigm shift away from reactive relief towards proactive risk reduction on a national scale.

Effective central policies, stronger institutions and smarter resource and knowledge management coupled with active community participation meant Bangladesh not only planned better to minimise the impact of natural disasters,

but also accelerated recovery and built back stronger in the aftermath.

## Protecting against cyclones

Cyclones are the single most threatening natural disaster that Bangladeshis face on a regular basis. CDMP trained staff at the Bangladesh Meteorological Department to help track tropical storms with modern equipment connecting them to international weather forecasting agencies.

As a result, Cyclone Sidr was identified as a threat far out in the Bay of Bengal and evacuation orders were issued 72 hours before the storm made landfall. Some 3.5 million people were evacuated by the government with the support of over 40,000 coastal volunteers, trained and equipped by CDMP along with other stakeholders. Consequently, though Sidr was stronger and threatened a larger population than the 1991 cyclone, in the end it caused less than three per cent of the casualties.

CDMP's further investments in preparedness, including boosting the number of Cyclone Preparedness Programme (CPP) volunteers and improving the construction of embankments and cyclone shelters, helped to lower the death toll and continues to protect people in vulnerable areas of the coastline.

## Preparing communities

The community plays a pivotal role in the new way Bangladesh plans, invests, responds and recovers from national disasters. CDMP has supported locally formed Disaster Management Committees that implement projects to reduce the community's vulnerability.

Consequently, more than 500 community risk assessments and action plans have been drawn up using a standardised model developed by CDMP. Based on these action plans almost 2000 risk reduction projects have been financed benefiting approximately 600,000 people with improved



access to clean water, more secure food sources and better protection from seasonal flooding.

In the cyclone Aila affected region of Bangladesh, a pilot 'disaster resilient habitat,' takes preparedness one step further down to the household level, guarding against loss of property as well as loss of life (see case study). This work builds on UNDP's disaster response initiative from 2008-10 that constructed 15,000 disaster-resilient houses, which were 'built back better' for Sidr victims.

#### **Coordinating disaster response**

UNDP's advocacy and the institutional development work of CDMP have contributed to a much greater coordination across the multitude of ministries (over 14) and civil society organisations that have a stake in disaster management.

CDMP assisted in drafting and publishing the Standing Orders on Disasters (SOD), a nationwide manual for disaster management including new risk reduction strategies,

which delegates roles and responsibilities to civil society organisations, government ministries as well as the army to ensure a better coordinated response.

Similarly, CDMP helped with redrafting vital legislation including the Disaster Management Act that ensures people affected by natural disasters have a legal right to seek and receive support, or the National Plan for Disaster Management 2007-2015 which coordinates and sets out the national risk reduction vision.

UNDP support to the establishment of a 24/7 Disaster Management Information Centre and the National Disaster Response Coordination Centre also helps to synchronize the national response, delivering emergency aid quickly in times of crisis, and helping to coordinate risk reduction and recovery.

**Hope looms**—Weavers at a mill in northern Bangladesh can now be gainfully employed through the annual flooding season after the village workshop was raised on a plinth to stay above rising water levels.

Bangladesh has now turned its impressive disaster risk reduction system towards the emerging challenge of climate change, leveraging the knowledge, policies and nationwide infrastructure to adapt to this new threat.

**Survival storey**—‘Two-Storey village’ is the phrase that locals from the surrounding villages use to describe this disaster resilient habitat built with the support of UNDP, and designed with inputs from traditional knowledge.





## Climate change adaptation

Bangladesh has now turned its impressive disaster risk reduction system towards the emerging challenge of climate change, leveraging the knowledge, policies and nationwide infrastructure to adapt to this new threat.

CDMP support helped to formulate the national climate change strategy and established a dedicated Climate Change Cell within the Department of Environment, Ministry of Environment and Forest to research, advise and coordinate climate change responses.

Coupled with on-the-ground interventions like 'triple-win' coastal afforestation project that brings adaptation, by reclaiming lost land and protecting the coast, and mitigation, through expanded carbon sinks as part of cash-for-work employment, UNDP is working with the government and communities to develop models of sustainable climate action that utilise Bangladesh's risk reduction strengths.

\* \* \*

Bangladesh stands today as a global leader and innovator in the field of disaster risk reduction and climate change adaptation. With a proven track record in successfully reducing the deaths and losses of successive natural disasters, the delta country offers lessons for other developing and developed nations alike in building states and communities that are resilient to the threat of disaster and climate change.

# IMPACT

## 3.5 MILLION PEOPLE EVACUATED

due to a more effective early warning system and a network of 48,540 trained volunteers.

## ROLES AND RESPONSIBILITIES CLARIFIED NATIONWIDE

for 27,000 local government officials, who were also trained in basic disaster management, giving them the ability to act quickly, decisively and effectively in the event of a disaster.

## INTEGRATED AND COMPREHENSIVE POLICIES AND INSTITUTIONS

for disaster management and risk reduction in Bangladesh, and a coordinated whole-of-government approach to their implementation fostered by CDMP's partnerships with over 14 line ministries.

## OVER 500 RISK ASSESSMENT AND ACTION PLANS FINANCED

benefitting over 600,000 people with improved local disaster infrastructure to protect against flooding.

## 15,746 DISASTER-RESILIENT HOMES AND SHELTERS CONSTRUCTED

in highly vulnerable communities. Three disaster resilient villages in cyclone Aila affected areas, piloting the build back better approach.

Implementing partner: Ministry of Food and Disaster Management





## BUILDING BACK BETTER

Suraiya Khatun watched helplessly as the storm surge from cyclone Aila washed her house away, leaving her with nothing to eat and nowhere to go.

Though only a category-one level tropical storm with relatively low wind speeds, the damage escalated into the hundreds of millions of dollars leaving her and thousands of others with a bleak outlook long after it had passed.

"I lost my house as well as eight goats, 20 ducks and ten sacks of rice. I've been working as a day labourer ever since," said Suraiya, 45, a survivor from Kedarbazar, one of the hardest hit villages on the Bangladesh coastline.

Natural disasters have wreaked more than \$16 billion of damage in loss of property, livestock and poultry since 1971, when the country won independence from Pakistan, according to the Ministry of Food and Disaster Management.

Whilst the early warning systems, cyclone shelters and the Standing Order on Disasters (SOD) helped save lives, in the

aftermath of Sidr and Aila, it was clear that another solution was needed for damage control.

To this end, UNDP teamed up with architects from BRAC to design and build the world's first ever disaster resilient habitat that would protect property against cyclones striking the Bay of Bengal with increasing frequency.

The habitat in Shymnagar consists of 50 houses built on 2m concrete stilts that are designed to withstand a tidal surge of up to six feet [2m] and winds of up to 150mph [235kph].

Furthermore, trees close to the village help keep topsoil together whereas taller trees in the distance act as windbreakers. Primary and secondary embankments protect livestock and assets against high sea levels.

The village protects 50 families and costs \$65,000, one-third the price of a cyclone shelter protecting a similar number of people.

However, the disaster resilient habitats don't just mean stronger houses said Khondaker Hasibul Kabir, the lead architect behind the project.

"We know how to build stronger houses, the challenge is building stronger communities," he said.

UNDP's participatory approach requires the residents to identify disaster threats, map escape routes as well as help to build each other's homes.

This inclusive process has not only improved the social cohesion within the community, but also left them better equipped to launch a quick and coordinated response in the face of a natural disaster whilst emergency aid arrives.

For Suraiya Khatun, who has both her widowed elderly mother and her unmarried daughter to look after, her home is her castle. "We are delighted, we had no other hope. I feel safe here [to start a new life]," she said.

# 3

## INROADS FROM POLICE FORCE TO POLICE SERVICE

Law enforcement agencies in Bangladesh have historically suffered from low levels of public trust and confidence. With just one officer for every 1000 citizens, policemen and women are overstretched and under-resourced, often lacking the training and equipment to deal with crimes. Unfortunately, allegations of human rights violations and corruption are not uncommon.

An accountable, transparent and efficient police service though is essential for the safety of citizens, for national stability and cohesion as well as longer-term growth and development in Bangladesh, particularly the creation of a secure environment conducive to consumer and investor confidence.

Since 2006, UNDP's Police Reform Programme (PRP), implemented through the Bangladesh Police and funded by DFID and UNDP, has made promising inroads in the long journey from police force to a police service, making

the police a more professional, representative and trusted body in the eyes of the community it serves.

### **Recognising the importance of women in law enforcement**

Policewomen play an instrumental part in law enforcement in terms of representation and empowerment as well as the more practical side of policing such as working with women reporting crime or being searched.

PRP has constantly advocated for gender balance and equality within the police, initiating and supporting the first strategic plan in the history of Bangladesh Police that included specific provisions for the recruitment of dedicated numbers of women police officers.

Consequently, Bangladesh Police has recruited over 3000 female officers in the last three years, doubling the number

of women within the service. Meanwhile, the drive to promote equality has seen the country's first-ever female police officer promoted to the position of Additional Police Commissioner.

Similarly, the Bangladesh Police Women's Network, a landmark institution in South Asia (supported by PRP), supports female police officers by strengthening their professional development and encouraging women's leadership.

This diversification of personnel has been supported by infrastructural changes. The Victim Support Centre for Women and Children, operated in partnership with ten leading NGOs and more than 20 specially trained female police officers, has also provided new forms of support to women victims who find themselves in need of police assistance without anywhere else to turn (see case study).



### Setting a new standard for policing best practice

Model Thanas (police stations), community police forums and evidence-based investigations are just a few of the innovations that are changing the face of policing in Bangladesh.

PRP has refurbished eleven and built six new purpose designed model police stations, training staff on gender, ICT and client-focused service. The new model Thanas consistently outperformed other police stations in terms of citizen's satisfaction. Public satisfaction in the model Thanas stood at 61 per cent, double that found in comparable Thanas according to a 2009 Public Attitude Follow-Up Survey.

At the same time, the establishment of an estimated 20,000 community policing forums countrywide has built bridges between police and community. Set up jointly by the PRP

and Bangladesh Police, these forums meet regularly to discuss local issues related to crime and security and act as a platform where the police can educate the public as well as enlist their cooperation.

For police on the beat, PRP has provided training to investigative officers in crime scene management, ballistics, forensic sample collection and analysis, and fingerprinting, all backed by the latest technology. This has initiated a move away from confession-based persecutions to evidence-based investigations, an important pre-condition to improve the human rights compliance efforts of the Bangladesh Police.

### Reforming policy

While community policing, the increased recruitment of women and improving evidence based prosecutions are all regarded as ground-breaking policing initiatives

**Strength in numbers**—The number of female police officers doubled in the past three years, enabling more accessible and comfortable service delivery for women.

Public satisfaction in the PRP model Thanas stood at 61 per cent, double that found in comparable Thanas.

in Bangladesh, the outdated legislative framework inherited from the colonial era needs to be modernized for long term sustainability. The Police Act of 1861, together with the 1898 Code of Criminal Procedure, the Police Regulations of Bengal of 1943 and the Evidence Act of 1872 are the legal bedrock upon which the Bangladesh Police operate and dictate what a police officer can and cannot do. Antiquated police legislation is unable to support many aspects of modern contemporary policing and therefore represents a clear impediment to long term police reform.

Over several years, UNDP has been advocating for and providing technical assistance in the drafting and review of police legislation in the hope that a modernized legal foundation will institutionalize larger scale changes required to build sustainable police reform.

Similarly, a new Evidence Act will allow prosecutors to submit forensic evidence into a court of law as evidence to support and cases made against the defendant.

\* \* \*

Bangladesh Police has come a long way towards better serving and protecting the public. New methods of transparent and accountable policing, community-based initiatives and more women police officers means an estimated 12 million people are already benefitting from improved services.

Today, it remains clear that even more needs to be done to continue improving the police. Changing attitudes within such a large institution, still governed by colonial era laws, remains a daunting challenge. However, recent advances show the commitment of the police, the government, UNDP and donors to the vital task of securing rule of law and access to justice for Bangladesh.

## IMPACT

### OVER 20,000 COMMUNITY POLICING FORUMS ESTABLISHED

building closer working relationships between the police and the public.

### 10 MILLION PEOPLE

benefitting from the improved service delivery of model police stations.

### FIRST VICTIM SUPPORT CENTRE ESTABLISHED

basis for ensuring access to justice, providing emergency accommodation, medical, legal and counselling services to 1311 women and children victims of crime; replication has already started in 7 cities.

### NUMBER OF WOMEN POLICE DOUBLED

since the beginning of the project in 2006.

### CONCEPTUAL SHIFT

from confessions-based prosecutions to evidence-based investigations.

Implementing partner: Bangladesh Police, Ministry of Home Affairs



Empowered lives.  
Resilient nations.

**Counsel Confidential**—Women who access victim support centres say it is much easier for them if the person hearing their case from across the table is also a woman.

## NOT JUST A STATISTIC

Nasira Begum's\* left hand remains swollen and disfigured over two weeks after her husband twisted her thumb back on itself when her father refused to give him more money.

A knife wound further up her arm suggests it isn't the first time he's been violent either.

Nasira reported the abuse to her local police station, but was not happy with the actions taken. Finally, a friend told her to go to the Victim Support Centre (VSC) in Tejgaon.

Her story is one of hundreds of domestic violence cases being seen by the VSC, Bangladesh's first ever institution charged with the highly specialised task of protecting women and children.

Rockfar Sultana, Deputy Police Commissioner in Charge, says that domestic violence and missing children make up over 90 per cent of their cases.

However, Nasira doesn't just feel like a statistic here. She believes that the victim support centre is her best shot at justice. "Everyone says this is the best place to get help."

Meanwhile, her mother-in-law is looking after her seven-year-old son and her two-year-old baby who is still breastfeeding.

Across the corridor, 12-year-old Nargis is playing on the swings, waiting for her parents to claim her.

She got lost in the winding alleys of Old Dhaka and couldn't find her way back home from the shops. Luckily, she ended up here.

"I was married by that age," says Nasira. Her family paid over Tk 200,000 in dowry to her husband, but now that money is finished he wants more and has become violent in order to get it.

Social customs and other barriers in Bangladesh make it difficult for the women to seek justice against men who threaten them.

However, the VSC, which works together with ten NGOs specialising in everything from psychological counselling to legal aid are working hard to change that.

The 24/7 Victim Support Centre run predominantly by women officers also provides an approachable and culturally appropriate face to the Bangladesh police.

"When women are dealing with women's problems, the service is going to be better. Only women can understand what it feels like to be beaten by their husband," said Nasira.

\* Real names not used to protect victim identity.



# 4

## LADDERS OUT OF POVERTY

Two handfuls of rice, a small portion of vegetables and a few tablespoons of pulses, or on a good day a small piece of fish. This, or less, is what 25 million people in Bangladesh survive on – the extreme poor. They cannot afford the nutritious food considered essential for an active, healthy and productive life.

Of this socio-economic group, it is rural women who are among the very worst off, especially those who are widowed, disabled or divorced. Shunned by society, they have little or no access to health, sanitation, food security or livelihoods. It is from these highly vulnerable people that an innovative government social safety net programme, REOPA, draws its beneficiaries.

Rural Employment Opportunities for Public Assets (REOPA), supported by UNDP and funded by the European Union, acts as a ladder on which these marginalised women become more empowered and integrated with their communities, stepping into gainful employment and out of poverty.

### **A scalable pilot for rural poverty reduction**

REOPA provides impoverished women with cash-for-work opportunities in the short term as well as the knowledge and skills required to build a prosperous future in the long term. Since 2008, the programme has lifted thousands out of poverty and provided the government with a model of poverty reduction that can be replicated throughout the country.

According to a 2011 survey, 84 per cent of women who enrolled in the programme lived below the lower poverty line, a number that dropped by a third after the women graduated from REOPA. For those yet to cross the poverty threshold, the depth and severity of poverty had both been reduced by half.

Improvements in other indicators of poverty reduction have also been recorded (see table).

### **A sound business model for micro-enterprises**

REOPA employs rural women to maintain roads and encourages them to place 30 per cent of their income into a compulsory savings account that will subsequently be used for small-scale business enterprises, like livestock rearing or running a small shop. Meanwhile, the programme works closely with local Union Parishad members and service providers to link beneficiaries with the support infrastructure that they will need post-project to succeed.

Without the burden of heavy debt and with livelihood training and a national support system in place, the women feel more secure in taking calculated business risks. 96 per cent of the first 12,000 women who graduated in early 2010 have invested on average over Tk 27,000 (\$350) from their savings in micro-enterprises.

Consequently, the value of assets owned by REOPA women who have graduated out of the project was two and a half times higher than what it was before REOPA, with each



woman now having assets worth around an average Tk 84,000 (\$1,086).

### **Empowering women, strengthening communities**

Behind these solid figures are softer success stories that demonstrate the qualitative impact REOPA has made on vulnerable women. With steady income and tangible assets come social status, financial independence and the empowerment of this severely marginalised group.

As many as 91 per cent of REOPA women's children aged between 5-17 years go to school, compared with 57% previously, ensuring that future generations need to not go through the same ordeals as their parents. Furthermore, a survey conducted by the European Union showed that REOPA women have greater freedom of movement in their communities (see table).

Such improvements are the direct result of the graduation focus of REOPA, that sees social protection and safety net programmes not as a temporary cash hand-out, but rather

the first big step in giving people the skills, savings and confidence to secure their own livelihoods.

What is more, it is not only REOPA women who are benefitting. Since the programme started, it has generated approximately 1.4 million workdays for unemployed men and women during agriculture lean seasons. Over 25,000km of roads (enough to stretch from Dhaka to New York and back) have been maintained, allowing the community to access schools, markets and hospitals on earthen pathways that are essential for daily life.

Union Parishads involved in REOPA have over a year improved their performance to a degree of 70 per cent on indicators pertaining to how well they manage REOPA implementation locally, indicating improved management capacity that will serve the community well after REOPA is finished.

\* \* \*

**A stitch in time**—REOPA ensures that social protection goes beyond a cash handout in giving people skills, savings and confidence to earn their own livelihoods.

**The programme has lifted thousands out of poverty and provided the government with a model of poverty reduction that can be replicated.**

The Power and Participation Research Centre survey, which compared the performance of Bangladesh's top ten social safety net programmes, ranked REOPA highest in all but one category (in which it ranked second). A similar conclusion was drawn by the European Union's mid-term evaluation which described REOPA as "one of the best examples of poverty alleviation programs in Bangladesh, with very relevant strategy to pull deprived women out of poverty."

The project's unique features – an anchoring in government and a focus on graduation from poverty rather than temporary hand outs – makes REOPA an ideal model that fits within the government's aspirations to scale up and streamline national safety net programmes.

The mix of wages, skills, savings and local partnerships is a winning one that provides a model of sustained poverty reduction for the poorest of the poor to step permanently out of poverty. The government, with UNDP support, is now preparing to scale up across the country, offering this safety ladder to those who need it.

A 2011 national conference on social protection that was sponsored jointly by the Government, UNDP, WFP, DFID and AusAid and inaugurated by the Prime Minister, ended with a Government communiqué to formulate a national social protection strategy within one year. This galvanized support for comprehensive social protection reform in the coming years.

	BEFORE REOPA	AFTER REOPA
<b>PER CAPITA HOUSEHOLD INCOME<sup>1</sup></b>	Tk. 663	Tk. 1450
<b>AMOUNT OF FINANCIAL SAVINGS</b>	Tk. 189	Tk. 7,575
<b>HOUSEHOLDS OWNING COWS</b>	6%	47%
<b>BENEFICIARIES WITH FREEDOM OF MOVEMENT</b>	31%	93%
<b>BENEFICIARY CHILDREN AGED 5-17 WHO ARE GOING TO SCHOOL</b>	57%	91%
<b>GRADUATED WOMEN VISITING UPAZILA OFFICES TO ACCESS PUBLIC SERVICES</b>	7%	64%

<sup>1</sup> The per capita income constituting the extreme poverty line was TK 1,297 in 2010

# IMPACT

## SCALABLE MODEL OF POVERTY REDUCTION

that supports the poorest of the poor to graduate out of poverty.

## 93% OF REOPA WOMEN EMPOWERED

and are now more able to move independently within and beyond their communities, compared to 31% before REOPA.

## REOPA WOMEN NOW SUCCESSFULLY RUN MICROENTERPRISES

96% invested in small businesses, with two thirds making capital gains and 81% attaining sustained food security from earnings of their enterprises.

## 17.9 MILLION WORKDAYS FOR DESTITUTE WOMEN

through road repair schemes that stretch 25,000km, connecting local communities to vital services - schools, markets, and hospitals.

## DROP TO 4 DAYS OF FOOD SHORTAGE PER YEAR AFTER REOPA

compared to 119 days before REOPA, on average.

Implementing partner: Bangladesh Police, Ministry of Home Affairs





## REACHING THE POOREST OF THE POOR

There are no further gradations of poverty below the extreme poverty line. It's the point after which it is almost impossible to bounce back on your own. Millions of people from this socio-economic group die worldwide every year from disease and hunger.

A similar fate awaited Amena Begum, a single mother from Toteshshor, Feni. Fourteen years ago her husband deserted her and remarried, leaving her and her unborn child with no support. Amena survived for over a decade by making tea for a local land owner in return for no salary and just two meals a day.

Amena's luck changed when she was selected for a pilot UNDP-supported government safety net programme (REOPA) that specially targets destitute women. After two years on the programme, she had managed to save over Tk 24,000 (\$310) from her earnings.

Today, Amena is a successful businesswoman and runs a vegetable shop. Her enterprise makes a tidy sum of Tk 5000 (\$65) a month, meaning she can support her daughter and afford to send her to school.

REOPA's unique graduation programme schooled her through her options on how she might invest the money to make a sustainable living, so that she would never again fall back below the extreme poverty line.

Now she owns three vegetable gardens and a cow worth Tk 35,000 (\$453). She grows gourds, sweet potatoes, lady's finger, long beans and other kind of vegetables and regularly denies approaches from loan sharks. She has the capital to develop on her own she says.

Her new-found economic and social freedom has changed the way she and others look at her.

"I feel I have been given the opportunity to change how people look at me. Maybe even I have helped change what the whole community thinks about abandoned women," said 42-year-old Amena.

Amena is one of over 24,000 women throughout Bangladesh who have been benefited from the REOPA programme.

"In my eyes, it [REOPA] is not only a very good programme, rather, it is THE programme that can be imitated almost all over the world where there is acute poverty at the root level," said Swapan Kumar Sarkar, Director General of Local Government Division.

Amena too hopes that her success helps other women to get on track. "I want my story to be a source of inspiration for other women," she said.

# PEACE AND DEVELOPMENT IN THE CHITTAGONG HILL TRACTS

5

Twenty-five years of political turmoil and armed conflict had rendered the Chittagong Hill Tracts (CHT) inaccessible to the mainstream of development in Bangladesh. However, the signing of the 1997 CHT Peace Accord between the government and representatives of CHT communities ushered in a new era of relative calm, paving the way for much needed dialogue and aid.

Since 2004, UNDP's Chittagong Hill Tracts Development Facility (CHTDF) has been assisting the government in transferring and balancing decentralised power from the national level to the Hill District Councils (HDC), specialised institutions of local governance in charge of implementing the peace accord and providing public services.

CHTDF provided training and support to the HDCs so that they could run effectively and autonomously. Over 560 government staff received training in diverse management and development related subjects. Consequently, for the first time in over a decade, the HDCs are now managing

CHTDF-funded projects on health, education and livelihood as well as many more of the core 33 functions agreed in the CHT Peace Accord.

## **Primary health care and the fight against malaria**

Providing primary health care in the CHT, which has some of the hardest to reach areas in the country (up to eight hours by foot from any major population centre in some cases), has been one of the biggest challenges for the HDCs.

To this end, CHTDF has played a key role in increasing access to quality health care in these remote areas through 80 weekly satellite clinics and a network of around 1,000 community health service workers.

Over 1,235,000 patients were treated at UNDP supported health facilities, benefitting from ante-natal care, cure of acute respiratory infections and diarrheal diseases, and

especially the early diagnosis and prompt treatment of malaria, which is endemic in the region. According to the World Health Organisation, 80 per cent of malaria cases in Bangladesh occur within the CHT.

Since 2006, some 67,500 cases of malaria have been treated by CHTDF's health intervention and in 2010 alone 30-40 per cent of all malaria cases were treated by CHTDF. Latest figures show that deaths from malaria in the period 2006-2010 have fallen dramatically from 164 to 20 in the region. While these health services were provided by CHTDF initially, the responsibility is being handed over to national partners.

## **Community-run schools and multi-language education**

In Bangladesh, government-run schools must have a minimum of 200 students, leaving many children in the small, remote communities of the CHT without access to primary education. Furthermore, government primary



**Happy harvest**—UNDP has disbursed \$17m in the CHT for the purchase of community assets to improve livelihoods.

**Going the distance**—More than 1.3m people have benefitted from over 1,000 mobile health clinics in some of the remotest areas of the Chittagong Hill Tracts

schools teach in Bengali, often disadvantaging children from the language-diverse CHT.

In the last six years, with support from CHTDF through the HDCs, School Management Committees (SMCs) have implemented the renovation of 300 community-run schools and trained over 700 teachers in Multi-Language Education (MLE), which introduces regional languages into the pre-primary and primary curriculum. Consequently, 20,000 more children can now access and equally participate in primary education.

Training in areas such as school plan development, construction oversight work and teacher recruitment has also provided SMCs with greater ownership and motivation. The parents who make up the committee can now ensure that the learning environment is monitored and continuously improved to provide quality education for their children.

### **Bridging communities, empowering people**

The real impact of CHTDF's work is not just seen in the direct health and education interventions, but in the

resulting need for the community to work closely together to best use the funds and knowledge channelled through UNDP.

Quick Impact Funds worth \$17 million have been disbursed for the purchase of community assets such as cattle, fruit trees, or agricultural machines that earn a return on investment, allowing the community to reinvest in social amenities such as sanitary latrines and water sources, rice banks or school buildings.

Tens of thousands of community representatives have been trained on project management, participatory monitoring and decision-making by consensus, essentially empowering a network of over 3200 village development committees to manage and oversee their own development activities (see case study).

Over 600,000 people have benefitted from more than 5000 small-scale development schemes funded through these village committees. Importantly, the participatory nature of scheme identification, funding and implementation means that the needs of all constituents, Bengali and ethnic minority, are better communicated and addressed.

The newfound confidence in development and the visible impact it is having on people's lives is driving a behavioral change in the community.



\* \* \*

As a trusted, independent and impartial development partner, UNDP brought the Hill District Councils together with the Ministry of CHT Affairs, the Regional Council and traditional circles, in line with the CHT Peace Accord. Since their modest beginnings in 2004, the HDCs have amply proven their ability to deliver basic services, such as education, health and agriculture, in partnership with other UN agencies including FAO, UNICEF, UNFPA and ILO.

UNDP's inclusive, area-based approach in this politically and culturally sensitive area has encouraged other donors and civil society organs to become active in the region, spurring even more coordinated and effective programmes. Collectively, they have all striven to increase prosperity, confidence and social cohesion, laying the foundation for human development, stability and long-lasting peace in the region.

## IMPACT

### HELPED TO BOLSTER AND GROW KEY LOCAL INSTITUTIONS

of governance mandated by the Peace Accord. Under CHTDF, HDCs managed resources for the first time with training, preparing them to take over service delivery once the project ends.

### TWO-THIRDS OF THE CHT POPULATION SERVED

through services offered by the CHTDF via health, education, agriculture promotion, capacity development and income generation.

### 1,235,000 PATIENTS ENSURED ACCESS TO HEALTH SERVICES

through 80 satellite clinics and 1000 mobile health workers, treating nearly 40% of all malaria cases in the CHT.

### 300 COMMUNITY-RUN SCHOOLS

built or renovated, hiring and training 700 teachers, and fostered local ownership of education with community-run School Management Committees

### 625,000 PEOPLE DECIDING AND

directly benefited by small-scale development projects worth \$17 million.

### RICE BANKS

increased food security by 2.6 months per year.

Implementing partner: Ministry of Chittagong Hill Tracts Affairs and the Hill District Councils



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**Change from within**—Village level development committees in the CHT, formed with UNDP's assistance are helping each other foster local commerce, create emergency community funds, and deliver basic necessities such as safe drinking water.

## MORE THAN JUST AN ACRONYM

The betel nut and teak treetops of the Chittagong Hill Tracts in south-eastern Bangladesh hadn't seen peace or development for sometime. However, five years after the start of a UNDP intervention, new seeds of hope are starting to take root.

"There used to be a sense of being lost in the woods with nobody around to hear you," said Devashish Roy, Chief of the Chakma Circle, one of over 11 indigenous groups in the region.

"Now, whether it's a small community deciding to have a turmeric farm, raise animals or get involved with fisheries, they [the people] are being able to engage. You don't feel so helpless anymore," he said.

Government officials rarely visited the remote village of Passchim Kadamtulibug Para, in Barkal. Now the villagers are well connected to development partners, the HDCs, the local government and even the Ministry of CHT Affairs said Samarjati Chakma, treasurer of the Passchim Kadamtulibug Para Committee.

Since 2005, the committee set up with UNDP support has asked for and received over Tk 600,000 in subsidies to pay for the community-initiated Safe Drinking Water Project and the Power Tiller project that lets them cultivate over 50 acres of land, a feat that was unimaginable with just a few cows.

The newfound confidence in development and the visible impact it is having on people's lives is driving a positive behavioural change in the community. "People are starting to save money and work together," said Samarjati.

In the Bengali village Dholia Para, Rajasthali, Selena Akter has also noted a similar positive change in attitude in her fellow villagers. Her Para Nari Development Group (PNDG), which trades mainly in livestock and poultry, has managed to save over Tk 130,000 (\$1600) in four years. As a result, women are becoming more independent and have a greater freedom of movement.

"Before, it was unheard for a woman to go alone to the market, but now the men have seen that we too can

contribute to the community so we can go and sell our products," said Selena Akter.

"The money in the bank is used in emergencies and a portion is distributed during religious festivals, otherwise it is all reinvested in the PNDG," she said.

Unlike Samarjati and Selena, many people in the Chittagong Hill Tracts do not know what the acronym UNDP stands for. However, the impact of the project is huge for them as well as 625,000 other people in the region.

"UNDP's work seeks to bring back people's faith and confidence in both the government and development. That part of it, to quite an extent, has been achieved," said Devashish Roy.



# 6

## BREAKTHROUGHS IN ACCESS TO JUSTICE AND HUMAN RIGHTS

In 1972, a young, independent Bangladesh founded its constitution upon a strong commitment for human rights and democracy. Although much progress has been made towards providing equitable development for its citizens since then, 40 years on reports of human rights violation still pepper the national media and millions throughout the country lack access to quick and fair trials, especially the poor who often voice complaints of being at the mercy of a corrupt and inefficient justice system.

In recent years, however, UNDP has played a major role in reducing the backlog of criminal cases that cripples the courts, improving the performance of government legal aid services and updating outdated laws, helping to ensure the independence and effectiveness of major institutions of justice, including the judiciary as well as the brand new human rights commission, Bangladesh's first.

### **A National Human Rights Commission**

The legal establishment of the National Human Rights Commission (NHRC) in 2008, after years of persistent

advocacy and assistance, was a landmark for the protection of human rights in Bangladesh. For the first time a dedicated institution, legally mandated, yet independent from the Government was set up to focus on nothing else but the promotion and protection of human rights. In three years, the institution has already made impressive progress in monitoring, outreach and education as well as influencing government policy so that it meets international standards.

UNDP's technical expertise helped the NHRC to create its Standard Operating Procedures for complaints, investigations and human rights monitoring. Consequently, the NHRC filed over 250 cases of human rights violations within its first year of operation and made a series of high profile field visits to prisons, schools and hospitals, highlighting human rights abuses and working with the relevant authorities to address the problems.

Whilst combating cases with a very hands-on approach, UNDP helped the NHRC to create a comprehensive nation-wide consultation programme and powerful media

presence that has raised awareness of human rights and the role of the NHRC in human rights protection.

The NHRC has run a series of workshops across district and central levels, raising awareness on specific issues including women's rights, refugees and child rights, creating a platform for constructive engagement around contentious topics. In addition to the national dialogues, the Commission has actively promoted human rights concepts in the media focused particularly on issues of national prominence and interest, such as extra judicial killings or contentious constitutional amendments.

On a policy level, the NHRC has started providing recommendations on specific legislation to relevant parliamentary committees to ensure domestic laws are consistent with international human rights standards and the conventions that Bangladesh has ratified.

UNDP helped create peer-to-peer relations between the NHRC and key regional and international bodies such as the Asia Pacific Forum and the International

**Doorways to justice**—Women constitute a significant proportion of the hundreds of thousands who have benefited from UNDP's support to the justice system, in clearing case backlogs and scaling up legal aid services.

## UNDP's Support to Supreme Court programme has already seen the backlog of 385,000 cases reduced by 80,000 within one year.

Coordinating Committee of National Human Rights Institutions, strengthening the commission's exposure to international standards and best practices.

### **Bringing justice on time, every time**

While the establishment of the Human Rights Commission opened up a new remedy against human rights abuses, remedies against injustices in general are ineffective. The formal judiciary in Bangladesh is overwhelmed by a backlog of 1.8 million cases, many of which take a decade or more before a verdict is reached. Though still a new area for UNDP, a number of programmes providing support to the justice sector are already beginning to bear fruit, allowing the public timely and affordable access to justice.

UNDP's Support to Supreme Court programme has already seen the case backlog of 385,000 cases at the Supreme Court reduced by 80,000 within one year. By improving the data connectivity between the Dhaka courts and the Supreme Court, creating a more efficient case management and flow, the cases are now being disposed at nearly three times the rate they were in the previous years. The next generation of projects will continue this work as well as reduce the case backlog of the lower courts.

For those who cannot afford the formal judicial system, a pioneering Village Courts system (see case study) is giving the rural poor access to justice. The court, made up of a five-person panel, is empowered to resolve small-scale cases where damages are under Tk 25,000. Cases cost just Tk 6 to file and are typically resolved within 8 weeks, ensuring quick and affordable



justice for the poor. In the 338 village courts supported by UNDP some 5,000 cases have been solved in less than one year. Importantly, cases brought to the village courts also help to remove strain from the backlog in the formal courts. While Village Courts are currently established in 338 unions, the project has also laid the foundation to go to scale nationwide.

Meanwhile, UNDP's Access to Justice programme is helping to strengthen legal aid services so citizens can access the formal justice sector. By developing the capacity of legal aid service organizations and raising awareness on the existence of these services, the number of legal aid recipients increased by 40 percent in one year, from 2010 to 2011, across the five pilot districts, 56 per cent of who were women.

\* \* \*

Only three years after its establishment, the NHRC has become a high profile actor, with a new office space in the heart of Dhaka and resources provided by the government. International recognition from the ICC and the Asia Pacific Forum are testimony for its credibility and contribution it has made to human rights in Bangladesh. Similarly, UNDP envisages that the pioneering work now being undertaken in the justice sector will also take off in the coming years, leaving Bangladesh as a fairer place to live for its citizens.

## IMPACT

### 1ST NATIONAL HUMAN RIGHTS COMMISSION

which has filed 250 cases and maintained a constant level of awareness to human rights within Bangladesh.

### NHRC ACCREDITED

by both the Asia Pacific Forum and the ICC for work in human rights.

### 80,000 CASES REMOVED FROM SUPREME COURT CASE BACKLOG

meaning cases are now being resolved three times faster than just two years ago.

### 40 PER CENT INCREASE IN RECIPIENTS OF LEGAL AID

over 50 per cent of who are women.

### OVER 5,000 CASES RESOLVED IN THE VILLAGE COURTS

bringing greater access to justice for the poor as well as removing strain on the formal justice sector.

Implementing partner: Local Government Division, Ministry of Law, Justice and Parliamentary Affairs, National Human Rights Commission



EMBASSY OF DENMARK  
**DANIDA** | INTERNATIONAL  
DEVELOPMENT COOPERATION



European Union



EMBASSY OF SWEDEN

 Schweizerische Eidgenossenschaft  
Confédération suisse  
Confederazione Svizzera  
Confederaziun svizra

Swiss Agency for Development  
and Cooperation SDC



Empowered lives.  
Resilient nations.

**Justice for the poor**—Village Courts provide accessible, timely justice for small claims at the local level.

## NIPPING CRIME IN THE BUD



Mohammad Rafique holds up his hand and takes an oath in front of the watchful eyes of a packed village court, sitting and listening in silence.

In 2006, the government passed the Village Court Act, which empowered Union Parishads to resolve non-violent disputes that required under Tk 25,000 (\$300) in compensation. However, a lack of capacity prevented these courts from being fully functional.

Since 2010, support provided by UNDP has helped to set up village courts in 338 Union Parishads nationwide and over 5,000 cases have been resolved.

The court system works on the principle of restorative justice and relies on the human sentiment of shame and dishonour for conflict resolution.

“Petty arguments often evolve into serious conflicts,” says the Upazilla chairman. Many crimes start off as small fights.

The village court system nips these in the bud.”

Village courts try to bring traditional justice into a semi-formal domain where there is a greater degree of transparency and efficacy.

Nazma Ahmed was thrown off the land she was leasing to grow grain and not given back her deposit of Tk 20,000. Her case wasn’t resolved by the village elders.

In the months she waited for the village elders to take action she, her mother and her daughter went hungry, she explains.

“I lost my husband to disease and my son-in-law to election violence. I have to support my mother and my daughter. All of us are widows,” she said.

The defendant was ordered to give back her Tk 20,000 deposit immediately. Nazma used the money to rent land,

knowing that she won’t have to go through the same pain with the informal justice sector behind her.

The court system is working says the Union Parishad chairman, but we need more responsibility to be able to make an impact.

“Currently, the upper ceiling is Tk 25,000, but the price of a cow costs anywhere between Tk 40,000 and 80,000 so there is very little that falls into our jurisdiction.

UNDP is advocating to raise that amount to Tk 100,000 in the coming years.

# A PUBLIC SERVICE REVOLUTION

The villages of rural Bangladesh are not the first place one might expect the vanguard of the digital revolution to be found. Yet in the past few years, a revolution has been underway. Millions of Bangladeshis are now using technology to gain better access to health, education, and disaster management amongst many other services.

In four years, UNDP's Access to Information programme (A2I) has transformed public service delivery through a range of e-services, from simple SMS services on mobile phones to entire walk-in e-service centres that have been scaled up on a national level, catapulting Bangladesh into the digital age.

## **Quick Wins and improving service delivery**

Quick Wins, highly innovative pilots that use technology already in the hands of the poor as a medium for accessing services, have been the hallmark of A2I. Starting from 53 Quick Wins at the start of the project, A2I has facilitated the identification of almost 700 Quick Wins to date – hundreds

of which have already been implemented, allowing millions of Bangladeshis to access public services more readily.

From mobile phone-based payment of utility bills to booking railway tickets or receiving updates on the Supreme Court cause list, Quick Wins allow citizens to save on opportunity costs related to travel, lost workdays, or payments to corrupt middlemen (see case study). In other instances, initiatives arising from Quick Wins are used to disseminate critical information relating to the safety of individuals such as cyclone or flood warnings in disaster prone areas.

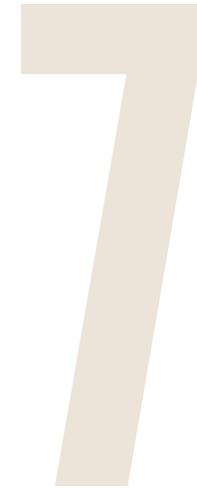
Since 2008, an estimated seven million government bills have been paid through mobile phones and hundreds of thousands have accessed university admissions online. 700,000 stakeholders have accessed the Supreme Court cause list through mobile phones in 2011 alone. Importantly, Quick Wins have provided invaluable insight

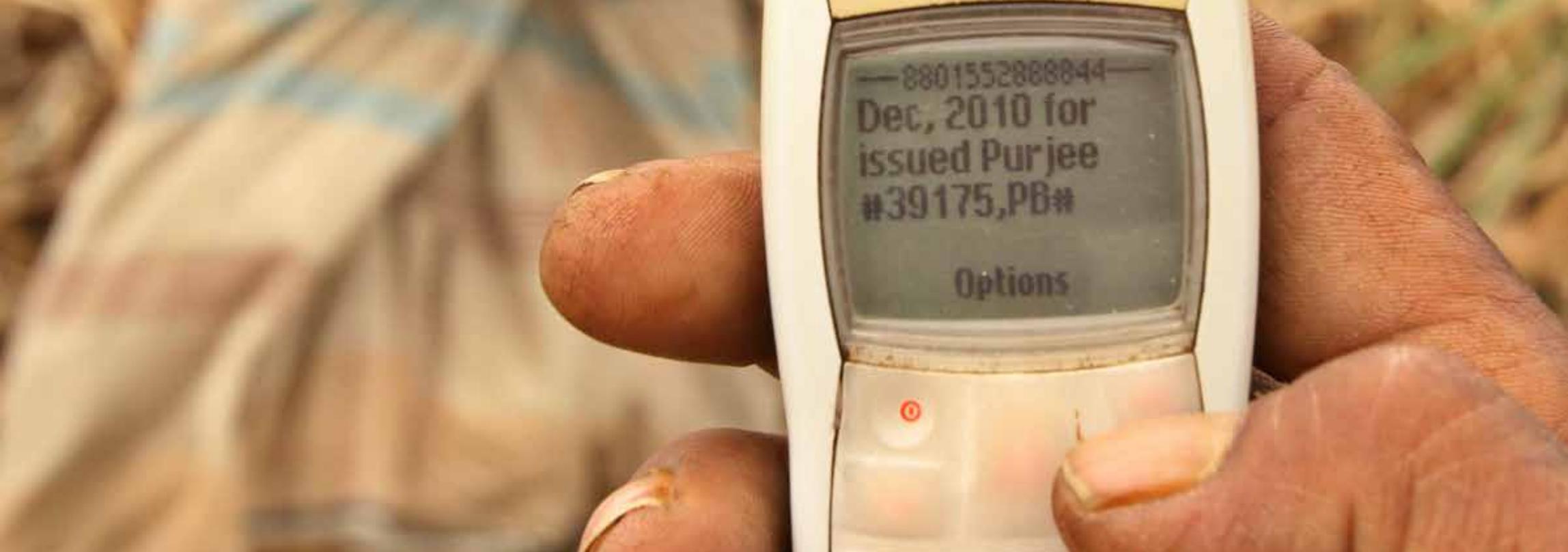
into what is achievable when ICT is put to good use in delivering public services.

Whilst Quick Wins cater for those with technology, Union Information and Service Centres (UISC) and District e-Service Centres (DESC) are taking public services and an array of vital livelihoods information right to the doorsteps of citizens who don't have phones or online access. Every month, these institutions serve over four million citizens with birth registration, application for land records and mobile banking. Among other things, this improves inclusiveness not only for the poor, but also for traditionally marginalised sectors of society such as women, ethnic minorities and the disabled.

## **Accelerating MDG achievement**

A2I, through its innovative use of technology has helped Bangladesh make progress in the vital MDG targets for education and health.





Abstract concepts like space or socially taboo subjects such as the reproductive system, which can be difficult or awkward to explain through rote learning, is now being taught with multimedia content in over 2,000 secondary-level schools nationwide, the target number being over 20,000 by 2013.

When combined with teachers specially trained in multimedia by A2I, it creates a very different learning experience – one that stimulates the students and feeds their thirst for knowledge.

In the health sector, A2I assisted the Ministry of Health and Family Welfare to implement a mobile phone hotline that directs medical enquiries to doctors on duty at nearly 500 Upazila and district public hospitals.

#### **Changing mindsets, changing cultures**

A2I's success in demonstrating the power of ICT and its advocacy for a Digital Bangladesh has not only created

a culture of client-focused and demand-driven service provision across Bangladesh, but also inspired a whole new style of management.

Using Quick Wins, A2I has been instrumental in raising awareness at senior government levels about e-governance and the impact that ICT could have in Bangladesh. In addition, A2I involved over 500 key decision makers from the Cabinet down to Union Parishad Chairpersons, including the Joint Secretaries who championed e-services and Quick Wins. Introduction of 'Digital Innovation Award', for example, resulted in healthy competition between ministries, departments and agencies, spurring greater innovation.

Similarly, the introduction of service dashboards, a web-based set of indicators that compare the performance of all the DESCs in terms of application processing, has created the first, objective performance measure for district administration. The award introduced to recognize the best performer based on the dashboard in 2011 is expected

**Markets calling**—SMS notifications from 15 sugar mills to 200,000 sugarcane farmers are sent every season for delivery of produce.

*A2I has provided invaluable insight into what is achievable when ICT is put to good use in delivering public services.*

to spur a new round of competition among the district administration.

### Partnership for results

The project's impressive results have helped it to draw in wide ranging partnership with various government agencies and private sector companies. As noted in the 2011 evaluation report, the project, with a budget of only \$4.5 million, was successful in catalyzing over \$100 million in investment from the government and private sector in support of scaling up the project's pilot initiatives.

Nationwide replication of the UISC in 4501 Union Parishads, which the project piloted only in 32 locations, utilizing funds from the Local Government Division testifies the value of the partnership. Similarly, the DESC piloted by the project in one district in 2010 was up-scaled by the government in 2011 to all 64 districts of Bangladesh. Multimedia Classroom piloted in 7 schools is being expanded to 20,500 schools.

\* \* \*

The development dividend for all of A2I's innovations adds up to much more than the sum of its parts. By putting access to public services more directly in the hands of those who are in need, the e-services have transformed the whole structure of service delivery to one that is client focused, accountable and transparent across the system, from central levels right down to the lowest tier of local government in the country, the Union Parishad.

## IMPACT

### IMPROVED CULTURE OF TRANSPARENT SERVICE-ORIENTED PUBLIC SERVICE DELIVERY

utilising ICT to increase transparency and accountability, and affordability and accessibility especially for the poor.

### E-SERVICES HELPED 4 MILLION RURAL USERS PER MONTH

to get various government and private services from UISCs. 200,000 mostly rural users per month are applying for services to DC offices through the District e-Service Centres. 630,000 university applicants have processed admission over mobile phones. 250,000 children are learning in Multimedia Classrooms equipped with ICT and teachers trained in use of digital content. SMS notifications from 15 sugar mills to 200,000 sugarcane farmers are sent every season to deliver their produce. 7 million utility bills have been paid through mobile phones.

### DEVELOPED NETWORK OF PARTNERSHIPS

that now drives and sustains pro-poor e-services in the long term that includes most members of Cabinet, all Government Secretaries, all 64 Deputy Commissioners, all 483 Upazila Nirbahi Officers and all 483 Upazila Chairmen, private sector telecommunications companies, other UNDP projects, and three UN agencies in Bangladesh.

Implementing partner: Prime Minister's Office



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## TIME IS MONEY



**For the record**—Stacks of tattered land records and an antiquated filing system are being replaced with digital archives through A2I, slashing information processing times by nearly 50 per cent.

With over one thousand people per square kilometre, land is the most important and significant asset for most Bangladeshis.

Abbas Uddin, a businessman from a small village 20km outside Jessore, needs a land record certificate to show he owns land that will act as collateral for a bank loan to expand his tubewell business. The faster he gets his land record, the less money he will lose.

However, the tattered records in the Jessore Deputy Commissioners Office (dating back to 1781) are often too delicate to handle or too faint to read and take up three huge rooms making them extremely difficult to access, a problem if the customer needs them quickly.

Thanks to the District e-Service Centre of the A2I programme, Abbas doesn't have to wait long. The documentation is now archived electronically, allowing

quicker access to information and a more efficient and effective service for twenty-first century Bangladeshis.

On completing his online form, Abbas immediately receives a receipt on his mobile phone with an ID number and a date of delivery, usually eight days from date of application.

He says the service is much better than it was before.

"Everything is above board," he says. "Where as before it might have cost up to Tk 600 to process the application, now it costs just Tk 32, which I pay through non-judicial stamps."

Most importantly for Abbas though is that he doesn't have to leave his job and lose his day's wage. With a simple SMS, Abbas can track the status of his application without needing to make multiple trips to and from the DC office.

"I don't have to waste money on travel and food (Tk 100)," he says.

The District e-Service Centre currently processes over 200 applications a day, a figure that is expected to rise in the coming months as more and more people discover the services available to them both at the district office and at the Union Information Service Centre (UISC).

"The electronic records are all backed up by mirror servers in the Bangladesh Computer Council," said the Additional Deputy Commissioner for Jessore, the e-Governance Focal Point of the A2I programme at the district level.

Such precautionary measures will ensure that land records are not lost like the indigenous records that were burned to the ground in the fire in the CHT.



# HUMAN POVERTY REDUCED FOR 3M SLUM DWELLERS

In Dhaka, Chittagong and 21 other cities around Bangladesh, where one in three people live in slums, poverty reduction interventions need to be made on a grand scale. Yet, until recently, the issue of urban poverty had been left off the development agenda, leaving millions powerless to change the harsh realities of their day-to-day life.

In the last five years, one of the largest development programmes in the world, the Urban Partnerships for Poverty Reduction programme (UPPR) has helped nearly three million people improve their livelihoods and living conditions by empowering poor urban communities to take charge of their own development.

This innovative approach, funded predominantly by UKaid, is implemented by the Local Government Engineering Department in partnership with UNDP and UN-Habitat. It has reduced urban human poverty on a scale never before attempted by a single project in Bangladesh. The results have seen significant improvements ranging from basic

infrastructure to women's education and children's rights. Together with its forerunner, Local Partnerships for Urban Poverty Alleviation Programme Project (LPUPAP), UPPR has empowered slum dweller communities to identify their own needs and implement their own projects, leaving behind a network of organized communities who can control their own agenda.

## **Mobilising communities, activating voices**

Slum dweller communities are heterogeneous, often shifting with a low sense of belonging and often limited ties to their new neighbourhood. UPPR mobilises and organises them through the creation of Community Development Committees (CDCs), grassroots governance structures led by women representing on average 200-300 households. CDCs are taught to identify and prioritise their development needs as well as those in the community who face particularly acute challenges, like households which are extremely poor, female-headed or have a disabled family member. UPPR empowers CDCs to implement

development projects targeting the most deprived and to connect to local authorities, NGOs as well as other service providers, allowing them to negotiate locally relevant action plans that improve the standard of living for their members.

Topics debated at CDC meetings are passed on to larger town level clusters, who represent around 12,000 beneficiaries and have more sway with local authorities and service providers. This outreach approach allows people to come forward and engage with their leaders in a friendly and familiar setting, which ensures that every voice is heard.

Since 2008, over 2,200 CDCs throughout the country have identified, planned and executed local-level infrastructure and socio-economic projects totalling over \$37 million.

Physical investments in latrines, tube wells, footpaths and drainage systems have yielded tangible improvements in the quality of life for beneficiaries. More than 150,000

**The apprentice**—UNDP has provided more than 41,000 apprenticeships to increase wage employment, with more than a third of the trainees going on to find paid employment in their line of work.



households have improved access to water and sanitation, and over 230,000 households enjoy better accessibility to and within their communities. Similarly, these investments have led to improvements in perceived tenure security levels among slum dwellers.

### **Unleashing young potential and protecting children**

Building the knowledge and skills of young and able community members, especially adolescent girls, helps to ensure equality as well as secure livelihoods far into the future. UPPR has provided more than 41,000 apprenticeships to increase wage employment, over 55,000 block grants for extreme poor households to start micro-businesses, and over 47,000 education stipends for vulnerable, high school-age girls and boys.

A survey of 182 apprentices that UPPR has supported since 2008, revealed 76 per cent of the apprentices are now working (up from 59 per cent in 2009) and more than half are doing so in an occupation related to their

field of training, highlighting the difference this focus on unleashing opportunities through skills and education is making.

According to a UKaid review, as a result of better opportunities for youth, there is less child labour, improved child rights and a reduction of early dropouts from schools, hence creating a knowledge-based community that is even better equipped to negotiate its needs.

### **Nurturing strong communities**

The knowledge, social cohesion and diplomacy acquired through running CDCs is now being transferred to local savings and credit groups, which collect money that is used to provide loans to members for emergencies or to set up micro-businesses. Latest figures\* show that over 90 per cent of CDCs report that their beneficiaries deposit a 10 per cent cash contribution with a local savings group and that community projects have been implemented using these funds.

**UPPR has empowered slum dweller communities to identify their own needs and implement their own projects, leaving behind a network of organized communities who can control their own development.**

At the same time, the local partnerships formed between government authorities, service providers, NGOs and the urban poor continue to flourish. UPPR has cultivated a partnership network involving 71 government bodies, NGOs, private sector groups, and UN agencies such as ILO and UNICEF.

As a result of partnerships with the Smiling Sun Franchise Programme, the Urban Primary Health Care Programme and Mary Stopes, over 33,000 extreme poor households and 46,000 poor households living in 11 towns have been provided free and subsidized access to primary health care respectively.

\* \* \*

On the ground results are equally matched at policy level, where UNDP has been promoting urban poverty on the national development agenda. By early 2010, inputs were being sought from the government on the development of Bangladesh's first ever National Urban Sector Policy and in 2011 the Bangladesh government hosted the first Bangladesh Urban Forum bringing together government, development partners, NGOs and the urban poor themselves. In a country where poverty reduction discourse has traditionally focused almost singularly on rural poverty, this shift cannot be underestimated.

\* Figures according to a November 2011 sample survey of 36 CDCs in Golpalganj.

## IMPACT

**3 MILLION PEOPLE, ESPECIALLY WOMEN AND CHILDREN, BENEFITING**  
from better living conditions and livelihood opportunities.

**150,000 HOUSEHOLDS**  
with improved access to sanitation and water.

**230,000 HOUSEHOLDS**  
with improved access to footpaths.

**OVER 2,000 CDCS MANAGED OVER 9,280 COMMUNITY CONTRACTS**  
supported by UPPR grants worth over \$37 million.

**WOMEN IN MORE THAN 90% OF ALL OFFICE BEARER POSTS**  
in community-led committees.

**41,000 APPRENTICESHIPS SUPPORTED, 55,000 BLOCK GRANTS DISBURSED, AND 47,000 EDUCATION STIPENDS**

**DETAILED SETTLEMENT LAND MAPS OF SLUMS IN 29 TOWNS CREATED**  
enabling mayors and decision makers to make informed decisions for the poor.

Implementing partner: Local Government Engineering Department of LGRD&C



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**Back-alley boom**—Women in urban slums who started their own businesses with cash transfers from UNDP are lifting their families out of poverty with cash savings, and investment in their children's education.

## GET YOURSELF CONNECTED



In Korail, a slum of some 200,000 people in the heart of Dhaka, Aki Akhter hasn't yet realised the significance of what she has just said for development organisations striving to reduce urban poverty in Bangladesh and throughout the world.

One and a half years after UNDP's Urban Partnerships Poverty Reduction (UPPR) programme started, she and others in her community feel like they have the skills and the confidence to go it alone she said.

"If UPPR were to leave tomorrow, we would be able to cope on our own," said Aki, cluster leader of 12 community development committees (CDC, see chapter).

"We can plan and implement our own projects because of the training we received. We are much better connected to services and we have better negotiation skills because we are working together as a community despite being from different parts of the country," said Aki.

UPPR mobilises communities by creating and connecting CDCs to local authorities, NGOs and other service providers

so they can get the provisions they need to build a safe a prosperous neighbourhood.

Through these partnerships the CDCs have planned and implemented everything from roads, drains, tubewells and latrines to education stipends for adolescent girls and block grants for business start-ups.

In just a few years, the whole community [Bartala] has changed, said 45-year-old Tasmira Rahman who has lived in Korail for 15 years.

"The roads were made of mud, so you couldn't walk anywhere. There was no drainage, so the streets would overflow with sewage when the rainy season started. There were more accidents and diseases then. This and much more has started to change," she said.

Since UPPR arrived in Korail in 2009, over 1.8 km of footpaths and 1.9 km of drainage has been built with an investment of \$70,730.

The new paths and drainage have not only meant better health, but also better accessibility in and around the

community resulting in new shops flourishing along the roadside.

There has been investment in Korail before, but it never reached the poor. When UPPR arrived, this changed confirmed Jahanara Begum, cluster treasurer.

"UPPR showed us how to invest money responsibly and transparently. Consequently, the banks and other services started investing in the area and giving people money because they knew they would get it back," said Jahanara.

It feels good because we can take care of our own needs as a community Aki says with a smile, balancing her 5-year-old on her waist.

UPPR has given the inhabitants ownership of development in their neighbourhood as well as sense of togetherness and a belief that they can move things forward on their own.

"There is still time before UPPR leaves Korail slum, but when it does our community will be strong enough to survive on our own," said Aki.



# ENGAGING CITIZENS IN LOCAL GOVERNANCE

Ten years ago, a pioneering Government of Bangladesh-UNDP-UNCDF initiative in Sirajganj District blew the cobwebs off local governance. The project demonstrated for the first time that empowered local institutions can balance books transparently and engage communities to make the best use of scarce public resources.

The success of the Sirajganj Project, as it came to be known, was a major influence in a change in government policy that allowed funds to be channelled directly to local government institutions, Union Parishads. The Sirajganj Project triggered the nationwide Local Governance Support Programme (LGSP), financed by the World Bank, which was tasked with up-scaling this policy innovation into action.

As part of this countrywide programme, an \$18 million joint UNDP-UNCDF Learning and Innovation Component (LIC), funded by the European Union, Denmark, UNDP

and UNCDF continued to test and innovate governance mechanisms for Union Parishads (UP) in six districts. This work both changed the way communities engage with their local government institutions and the way these authorities deliver services.

## **Engaging communities**

The participatory approach that is fundamental to the success of LIC motivates both citizens and local government staff in ways that would not have been imagined even 3-4 years ago according to a Bangladesh development think tank.

LIC Union Parishads consistently show increased levels of knowledge and engagement in local government compared to those where LIC is not yet in place (see table below).

Planning and budget sessions, open to all, increase transparency and accountability, encouraging more and more people to take part in crucial decisions that affect their lives (see case study). As a result, Union Parishads are seeing elevated levels of public respect and trust, empowering them to deliver the services that their citizens require.

## **Institutions that deliver, citizens who pay taxes**

Union Parishads (UPs) are demonstrating through LIC's novel approach that local institutions have the ability to meet the needs of their constituents. Since 2007, LIC Union Parishads have managed through consensus 10,000 small-scale infrastructure projects meaning better roads, water and sanitation for around ten million people.

As a result of this success, an increasing number of Union Parishads, growing from 80 in 2007 to 362 in 2010,



are receiving block grants, which now total \$9 million. Furthermore, one third of these UPs received additional performance-based block grants, conditional on the functioning of standing committees, ward level committees or better women's participation UP activities.

Union Parishads are continuing to improve in terms of financial discipline, office management as well as improved levels of public access and engagement. Interestingly, as a result of providing better public services, more and more people are now paying taxes in LIC districts, giving Union Parishads extra financial capital to invest in the locality from sources that had previously been unavailable.

### Empowering women

The status of women UP members and that of women has improved due to their visible role in the public sphere, the result of a LIC's focus on women's empowerment at the local

level. A fundamental project requirement is the dedication of 30 per cent of all community schemes, for women by women, leading to a greater number of women-centered local development projects.

In addition to the benefits that small scale development projects identified for and by women bring to the women themselves, there is also an equal improvement in community understanding and acceptance of the role of women in leadership positions and in the decision making process.

In LIC areas compared to non-LIC areas, twice the number of people thought that women could participate effectively in planning and supervision and thrice the number thought the views of women members were accorded importance in decisions making.

\* \* \*

**New voices**—Planning and budget sessions open to all, increase transparency and accountability, encouraging more and more people to take part in crucial decisions.

Union Parishads are seeing elevated levels of public respect and trust, empowering them to deliver the services that their citizens require.

Bangladesh has a history of local government stretching back 150 years, but lacked the ability to control resources until the Sirajganj Project started a decade ago. More recently, LIC has further demonstrated the value of an inclusive, transparent and accountable approach to local government that brings communities and the institutions that serve them closer together.

As it stands, the six districts where LIC operated are among the best performing within LGSP. From the pilot days in Sirajganj to the next-generation multi-million dollar nationwide project covering all 64 districts in Bangladesh to begin in 2012, the journey of LIC is a success story in how projects should be piloted and scaled up to achieve development results.

	LIC UNION PARISHADS	NON-LIC UNION PARISHADS
CONSTITUENTS KNOW THEIR UNION PARISHAD MEMBERS	99%	81%
UNION PARISHADS ARRANGED MONTHLY MEETINGS FOR THE CONSTITUENTS	48%	36%
CONSTITUENTS INVITED TO MONTHLY MEETINGS HELD BY UNION PARISHAD	39%	16%

## IMPACT

**362 LOCAL GOVERNMENT INSTITUTIONS IN 6 DISTRICTS MORE INCLUSIVE AND ACCOUNTABLE**

**3 MILLION PEOPLE PARTICIPATED IN OPEN BUDGET AND PLANNING SESSIONS**

since 2007, increasing levels of knowledge and engagement in local government.

**TEN MILLION PEOPLE BENEFITTED FROM 10,000 COMMUNITY-MANAGED INFRASTRUCTURE PROJECTS**

30 per cent of which were identified and implemented by women.

**40-50% INCREASED TAX COLLECTION IN 30 PILOT UNION PARISHADS**

**WOMEN PARTICIPATING EFFECTIVELY IN PLANNING AND SUPERVISORY WORK**

as a result of women's leadership and formal engagement.

Implementing partner: Local Government Division of LGRD&C



EMBASSY OF DENMARK  
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Schweizerische Eidgenossenschaft  
Confédération suisse  
Confederazione Svizzera  
Confederaziun svizra

Swiss Agency for Development  
and Cooperation SDC



**Being heard**—Through increased engagement between people and their elected representatives at the lowest tiers of government, ordinary people are being able to voice their concerns and direct budgeting and planning based on their own needs.



## BUDGET MELA

The Sakhipur Union 'open budget' session is not a drab, middle-aged men closed-door affair, but a vibrant mix of gender, generations and colour – a budget mela.

Over three hundred men, women and children have braved the torrential rain to listen to where their Union Parishad is spending the \$31,000 annual block grant provided by the government through LGSP-LIC.

Every year, the men and women in this village have been actively taking part in the planning session to discuss where best to use the funds.

Now they have gathered to hear if the Union Parishad Chairman has effectively spent the money allocated to the community.

Chandra Bishaash holds her microphone as if it were a battle-axe and delivers the first blow.

"In 2004, there was one hundred per cent latrine coverage in the union, but nowadays we see that many of the latrines that the poor people use are broken. Is there money in the budget to fix this?" she asks, to rapturous applause.

The chairman stumbles temporarily as he searches for an answer. Meanwhile, the microphone is handed to another interrogator in preparation for the next question. Chandra sits back and eagerly awaits the response.

Finally, a slightly embarrassed Chairman replies. "Yes, it's true, there are many latrines which are broken, and yes, we will make the arrangements to fix this in the coming year."

The open budget session in Sakhipur is confirmation not only that officials at the union level can handle money, but also that people have the confidence to hold their elected

representatives accountable, a novel concept in a culture that places a high value on age, education and status.

This is clearly witnessed in the changed dynamics between communities and their UP leaders; a dynamic that is now more participatory and equal than paternalistic or rigidly hierarchical.

Chandra, whose surname means belief, is confident that her Union Parishad will deliver on its promises.

"I'm happy with the answer I received and I trust him to do his best. He's done this in the past [so] he will keep doing good things in the future," said Chandra.

Chandra's dream now is for a digital Bangladesh. She's heard the hype in Dhaka, but would like to see more access in her union, a point she is certain to raise in the next planning session.

# 10

## FRESH INCENTIVES FOR GREEN TECHNOLOGY

In the wake of the 2008 financial crisis and with the upsurge of interest in green development inspired by the 2011 Durban climate change talks, Bangladesh has taken a lead role amongst developing countries in finding low-carbon alternatives that strike a balance between economic growth and environmental protection.

In recent years, Bangladesh's economy has expanded by more than 6 per cent a year, providing much promise for poverty reduction. Seen as the engine behind this growth, it is now the private sector that the government is increasingly turning to for eco-friendly ways to earn profit and to usher in a new sustainable model of social and economic development.

Consequently, more and more companies are buying into government incentives and using their innovation and vitality to drive improvements in environmental best practice. As a trusted partner, UNDP has provided a neutral platform between the public and private sector, both advocating for technological breakthroughs and supporting policy makers, setting Bangladesh on a new, green development path.

### **Green bricks for the future**

The brick industry is the largest stationary source of greenhouse gas emissions and local pollution in the country, emitting over 6.4 million tons a year (the equivalent of the gas emissions of 230,000 passenger vehicles).

UNDP's GREEN Brick Project introduces a new method of brick production (see case study) that reduces greenhouse gases by 40 per cent as well as pollution in the surrounding area by up to 90 per cent. Equally important, the Hybrid-Hoffman Kiln (HKK) method reduces production costs per brick, improves their quality by more than ten-fold and improves work conditions in the kiln significantly.

UNDP's novel approach has laid the foundations for scale and sustainability by catalysing technology transfer, financing solutions and the right legislation and building a base from which cutting edge research and development can take place for the industry.

At the same time, UNDP is helping investors to negotiate financial packages with the banks and the government



**Smoking problem**—Traditional brick kilns spew out over 6.4 million tons of emissions per year, the equivalent of 230,000 passenger vehicles.

making the HHK approach more attractive, providing crucial incentive for the adoption of green technology in the brick industry.

#### **Eliminating ozone depleting substances**

As a signatory of the Montreal Protocol, Bangladesh has taken decisive actions to reduce greenhouse gas emissions. In 2008, UNDP started providing technical assistance to three Bangladesh-based multinational pharmaceutical companies using CFCs in their metered dose inhalers (MDI), designed for people who suffer such conditions as asthma.

As a result of UNDP's assistance, 93 per cent of CFCs have already been eliminated through this project, with a goal of delivering CFC-free MDIs in Bangladesh by 2012. As a

result, such a project not only protect the ozone layer, but mitigate greenhouse gas emissions and have meant that Bangladesh is now fully compliant with ozone depleting substances phase out for MDIs

#### **Creating an energy conscious environment**

Standardising and labelling energy efficient electrical appliances gives power back to the consumer who can now take an active role in protecting the environment as well as save money on bills.

The BRESL project, supported by both UNDP and the Global Environment Facility, aims to secure a 10 per cent reduction in residential and commercial energy usage

UNDP's Brick Kiln Project introduces a new method of brick production (see case study) that reduces greenhouse gases by 40 per cent as well as pollution in the surrounding area by 90 per cent.

by 2030, contributing to more sustainable and economically efficient development, and passing on hip-pocket benefits to consumers.

UNDP facilitated the sharing of technology, experience, policy development and best practice between five developing countries in Asia, hence rapidly accelerating the adoption and implementation of international energy standards and labels in Bangladesh. Securing private sector buy-in has also been crucial in ensuring the sustainability of these measures so the public-private sector partnership will continue to reap rewards in years to come.

\* \* \*

Bangladesh still has a long way to go in terms of environmental conservation. Despite recent advances, over 50 million kilotonnes of CO<sub>2</sub> and other harmful gases still pour into the atmosphere year after year. A growing number of carbon-intensive industries within the country, weak environmental legislation and limited green alternatives continue to threaten the health and food security as well as the future economic growth of the country.

However, experience has shown when the public and private sector work together, progress can be made to mitigate the effects of environmental degradation and climate change whilst protecting economic growth. UNDP's support in creating the right mix of incentives and regulations has stirred companies and the government alike into taking action on the environment, for building a prosperous and cleaner Bangladesh.

## IMPACT

### PRIVATE SECTOR ENGAGED IN CLIMATE MITIGATION AND ENVIRONMENTAL PROTECTION

through profit incentives and a platform for public-private partnerships fostered by UNDP.

### REDUCTION OF 35,280 TONS OF CO<sub>2</sub> FROM 6 DEMONSTRATIVE HYBRID HOFFMAN KILNS

contributing to major cuts in greenhouse gas emissions.

### PRIVATE SECTOR REPLICATED 20 HH KILNS

in addition to 6 demonstration kilns constructed with UNDP support.

### INCREASED EFFICIENCY IN BRICK INDUSTRY THROUGH HH KILNS

which produce 7.5 times total production levels of traditional kiln technology.

Implementing partners: Private Sector  
Bangladesh Standards and Testing Institute, Ministry of Environment and Forests



**Building anew**—The brickmaking technology introduced by UNDP reduces greenhouse gas emissions by 40 per cent and significantly increases energy efficiency at brick kilns.



## NO SMOKE WITH FIRE

Six months a year, millions of Bangladeshis enjoy the captivating views of golden fields of rice dissolving into moody monsoon skies on the horizon.

For the other six, they see grey plumes of smoke spewing out of tall chimney stacks that hurl millions of kilotonnes of greenhouse gases into the atmosphere.

The toxic mix of carbon monoxide, sulphur dioxide and ash that gush from the traditional brick kilns are a health hazard to those working beneath them, local communities as well as the global environment.

According to Bangladesh Brick Manufacturers Owners Association (BOMA), there are around 8,000 of these brick kilns in Bangladesh, expelling over 12 million kilotonnes of greenhouse gases into the air annually.

The pollution is not going unnoticed says the Secretary for Environment. “Companies, and individuals, are beginning to realise that pollution obeys no boundaries. That their pollution may affect others and vice versa,” he said.

As a consequence, more and more companies are finding innovative ways to make money and protect the environment at the same time.

With the support of UNDP and GEF, Bangladeshi companies have recently begun to adopt smokeless brick-making technology that is replacing the 150 year-old traditional systems.

“Protecting the environment doesn’t need to be bad for business,” said Iftikhar Hussain, CEO of Clean Energy Alternatives Ltd, a company that hopes to slash greenhouse gases produced by the brick industry by a staggering 90 per cent.

“Our bricks are cheaper because our factories are semi-automated and our pioneering brick firing technology allows our factories to stay open all year round despite the seasonal flooding,” he said. For each kiln using the new technology, the break-even point is at 50% capacity, making it highly profitable.

The Hybrid-Hoffman kilns developed by CEA burn coal dust premixed into the clay, which not only makes the product stronger, but more importantly releases close to no pollution. A unique feature of these kilns is that they have no chimney.

Being more energy efficient, the new kilns also use far less non-renewable fuels, particularly wood. BOMA estimates

25 per cent of fuel used in the old kilns comes from wood, a major cause of deforestation in Bangladesh.

A single kiln running on the new Hybrid Hoffman Kiln technology produces 15 million bricks per year, compared to only 1-3 million bricks the existing outmoded technology can produce, and the new technology cuts carbon emission by 5,000 tonnes a year.

Smart businessmen are beginning to switch to this more cost effective way of feeding Bangladesh’s growing economy. This leaves them not only with a cleaner environment, but a clearer conscience.

Six hybrid-Hoffman kilns were started within the UNDP programme, whilst a further 20 independent initiatives have been set up by private enterprises nationwide.

“If not the private sector, then who?” said Hussain, who is already thinking ahead.

“Our next project is to make coloured bricks, bricks of different shapes and hollow bricks which are just as strong, better at insulating and cost less,” he said.

# MANAGEMENT SNAPSHOT



## RESOURCE DELIVERY (IN USD) 2006-2011



### Government in the lead

After 40 years of experience as a trusted and respected partner of successive governments in Bangladesh, UNDP's track record in forming close partnerships with key ministries and departments sets it apart from many other development bodies.

Our projects are anchored in relevant government offices. As the current Country Programme draws to a close, more than 80% of all projects are nationally executed, utilizing national expertise, capacity and technology to achieve development results. Yet, we recognise that the national capacity to implement projects may be limited at times. In

such cases, UNDP project staff complements the national team to ensure that the project is delivered to the required level.

UNDP's work closely supports government to build a robust system that delivers both vital short term needs as well as builds capacity for long-term transformational change.

### Expanding and going to scale

A defining feature of the last country programme period for UNDP Bangladesh was that of expansion. The programme delivery rose from \$24 million in 2006, evenly

split between core and donor resources to \$82 million in 2011 with over 80% from donor funding.

Many innovative pilots were scaled up during the 2006-2011 programming period, such as UNDP's work in local governance and urban poverty reduction, while other portfolios were reformulated to be more strategic or sector-wide, including elections and disaster risk reduction. Work in the CHT focused on strengthening the capacity of Hill District Councils so that they can deliver public services, supporting Peace Accord implementation.

In this period, UNDP deepened its partnerships with government and donors. UNDP's priorities evolved with

## NEW DONOR PARTNERSHIPS, 2006-2011 (IN USD)

DONOR	GRAND TOTAL
ASIAN DEVELOPMENT BANK	80,000
AUSTRALIA (AUSAID)	1,563,172
CANADA (CIDA)	21,805,089
CARE-BGD	97,098
DENMARK (DANIDA)	16,386,185
EUROPEAN UNION (EU)	212,636,304
GERMANY	497,550
KOREA	500,000
NETHERLANDS	14,283,371
NORWAY	16,637,762
SWEDEN (SIDA)	9,298,527
SWITZERLAND (SDC)	12,367,178
UNITED KINGDOM (DFID/UKAID)	218,087,037
UNOCHA (CERF)	4,462,007

Value of contribution agreements signed with donors during the 2006-2011 country programme period

national priorities and partnerships with key government institutions, like LGED, the Election Commission and the Disaster Management Bureau deepened while new partnerships with institutions such as the Bangladesh Police and National Human Rights Commission were developed. New innovations in social safety nets and climate mitigation technologies were tested, which are on track to be scaled up during the next programming period.

Donor partnerships also significantly expanded. Over \$520 million was mobilized from 14 development partners during the 2006-2011 Country Programme. While the European Union and the United Kingdom continued to be the biggest contributing donors, partnerships with

other European donors deepened, along with Canada and Australia. New partnerships with Korea and the United States also developed during this period.

### Building platforms and forming partnerships

UNDP excels in building neutral platforms that bring out the strengths of all partners and stakeholders involved. A number of results throughout this report highlight how major progress has been made in recent years due to UNDP's convening role, which has facilitated the leveraging of a broad base of partner's assets.

In the course of the last six years, UNDP worked with more

than 20 government ministries across the programme, as well as the private sector on the Brick Kiln project and in climate change mitigation and access to information.

Furthermore, UNDP has been able to utilise the comparative strong suits of other UN Agencies. With a key UN coordination mandate as the manager of the Resident Coordinator system, UNDP seeks to advance UN reform through joint programmes or tightly coordinated activities with other UN agencies. Partnerships have been developed across the programme, including WFP in social protection, UNICEF, FAO, ILO, and UNFPA in the CHT and UN-HABITAT in urban poverty.

## SOME OF UNDP'S CIVIL SOCIETY PARTNERS

### POVERTY REDUCTION

Ain-o-Salish Kendra, Bangladesh Enterprise Institute – Corporate Social Responsibility Center, Bangladesh Institute of Planners, Bangladesh Institute of Development Studies, BRAC, BRAC Development Institute, Centre for Policy Dialogue, Center for Urban Studies, Coalition for the Urban Poor, Practical Action, Nagar DaridraBasteebashirUnnayanSangstha, Power and Participation Research Centre

### GOVERNANCE

Asia Foundation, Bangladesh Legal Aid and Services Trust, BRAC Institute of Governance Studies, Election Working Group, North South University, Sujon, Transparency International Bangladesh

### CLIMATE CHANGE, ENVIRONMENT AND DISASTER

Bangladesh Centre for Advanced Studies, Bangladesh Institute of Development Studies, Bangladesh UnnayanParishad, BRAC University, Centre for Environmental and Geographic Information Services, Centre for Natural Resources Studies, International Union for Conservation of Nature

Among other joint initiatives, UNDP has led the inter-agency collaboration for support to the National Human Rights Commission with OHCHR and the local governance programme with UNCDF. UN coordination has been strengthened in 2011 with the development of the first UNDAF Action Plan in Bangladesh, which includes 22 resident and non-resident UN agencies.

UNDP also works with respected civil society institutions as knowledge partners, implementation arms and independent validators of policy and other support. As a result, UNDP is a natural platform to convene multiple partnerships, including the government, donors, other UN agencies and civil society.

The results of the last six years have been achieved through the collective action of all these partners as well as the citizens of Bangladesh.

#### Advocating for policy

Our commitment to attaining the best knowledge, evidence, best practice and expertise is central in our push to advocate policy reform in Bangladesh. In this, UNDP is uniquely positioned to support and contribute to the strategic direction and content of vital policies, legislation and national processes.

In addition to UNDP's reputation in the government for providing rigorous and impartial policy advice, the close partnerships nurtured through the daily interactions on our nationally implemented programmes provide an entry point for trusted exchanges on policy with a strong track record of policy impact.

Many of the results in this report highlight this micro-macro policy linkage that UNDP has championed through

the development, trial and testing of on-the-ground initiatives that are then translated into policy solutions rolled out nation-wide.

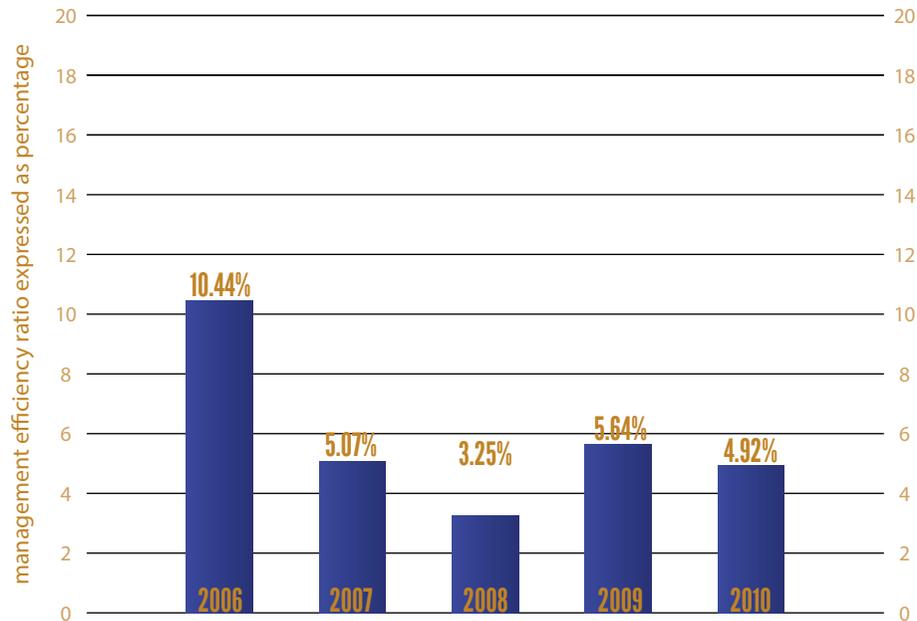
#### Accountable and effective

UNDP is a highly results-oriented organization, so the principles of Results Based Management are applied across all aspects of programming.

At the Country Office level, a number of systems and processes are in place to ensure that throughout all stages of the programming cycle, the goals towards which UNDP works are clear and that progress is actively monitored and managed for achievement.

UNDP systems, including procurement, have often been used to help nationally implemented projects ensure

## MANAGEMENT EFFICIENCY RATIO



timely delivery and to provide technical assistance or back-up support for particularly complex or technical procurements, as a number of the results in this publication highlight.

Similarly, under the National Implementation Modality (NIM), UNDP acts as fund manager for contributions received, managing the funds with a strong UNDP internal control framework and quality assurance support.

A robust internal control framework, a transparent financial system, strong results reporting and rigorous audit system combine to make UNDP a trusted development partner for both the national partners and donors.

To achieve this with such a dramatic increase in delivery during the Country Programme period required a dramatic bolstering of UNDP's programme management and

operational capacity in finance, procurement, and human resource management.

When required, UNDP can provide temporary implementation support to our government partners to achieve quick results while working to develop the capacity of national systems.

Due to the increasing size of UNDP's programme during the last period, our operations department has demonstrated its increased capacity to facilitate not only UNDP's delivery of results, but also that of non-resident UN agencies. This is evident through the increased volume of transactions going through our finance department each year, from 38.6 million in 2006 to 104.5 million in 2011.

Despite the increased investment in operational capacity, management to programme administration ratio was

under 5 per cent in 2010, down from just over 10 per cent in 2006.

With these internal capacity improvements and building on the partnerships strengthened during the last country programme period, UNDP is poised to build on the results achieved over the past six years to achieve even more significant transformational results with our national and international partners during the next 5 five years.

# WAY FORWARD

Today, Bangladesh is a nation in bloom. 40 years of successful development has left the country with sharply reduced poverty rates and improved gender equity, as well as a solid platform from which it can embark on its 'Vision 2021' and harvest the seeds of independence planted four decades ago.

It is as part of this vision that UNDP sees itself in the next Country Programme (2012-2016), working hand in hand with the government and other partners in three thematic areas: to continue reducing poverty and promoting inclusive economic growth; fostering democratic governance; and supporting Bangladesh to tackle climate change and reduce risks from disasters and environmental degradation. Gender equality and women's empowerment is a cross-cutting theme that has been mainstreamed throughout our programme.

In line with the government's vision, and as integral part of the UN Development Assistance Framework (UNDAF) agreed upon by all UN agencies in Bangladesh, the next UNDP country programme will provide a last push to achieve the Millennium Development Goals (MDGs) by 2015—an important milestone towards Vision 2021. The next country programme will focus on consolidating and building on the substantial gains we have achieved over the past six years, scaling-up proven initiatives and investing in new areas of innovation to accelerate MDG achievements.

We find it extremely heartening that the Government of Bangladesh sees our work, in providing ladders out of poverty for women (REOPA), capacity building in local government (LGSP-LIC) and using information technology to improve public services (A2I) as models that deserve national level replication.

At the same time, UNDP will continue its partnership with the government in areas where transformational results are expected to gain further pace, such as combating urban poverty, supporting police reform, and facilitating Peace Accord implementation in the Chittagong Hill Tracts (CHT). As a knowledge-based organisation, UNDP will continue to draw on the best development strategies and solutions and apply them in these initiatives, which will lead to more transformational results in the future. Meanwhile, the results highlighted throughout this report will be further strengthened through policy support, aiding the government in widening and deepening the successful areas of cooperation from previous country programmes.

## **Poverty reduction and inclusive economic growth—focus on targeting and “graduation”**

As Bangladesh continues to grow at pace, UNDP's assistance over the course of the next five years will be focused on specific groups and mechanisms that will accelerate the rate, success, and return on investment in poverty reduction. With the UN partners, UNDP has identified 20 priority districts where poverty levels remain persistently higher than elsewhere across the country. Geographic programme targeting will focus efforts in these districts, including the CHT, to maximize the impact and rate of poverty reduction.

A promotional model of social safety nets will be pursued based on replicating our models, tested and proven in recent years, which enhance the ability of the poor to participate in the economy and lift themselves permanently out of poverty.

In urban areas, where migration due to economic and climate pressures is presenting a huge new development challenge, UNDP will continue to partner with the government to spearhead one of the largest, most comprehensive community-based urban poverty reduction programmes in the world. This programme will be expanded to the thirty biggest cities and towns in the country.

## **Democratic Governance—focus on representation, service delivery and justice**

Borne out of the government's vision, and shaped by the UNDAF, UNDP's work in the governance sector will support Bangladesh to build even better representative systems that deliver services and democracy to all.

UNDP's partnerships of reform with the parliament, the Election Commission and the police will build upon the proud record of achievements thus far to consolidate and further expand the democratic processes, accountability and transparency of these vital national institutions.

Another cluster of programmes consisting of civil service reform, local governance and e-governance will complement each other to strengthen the government's service delivery capacity. Finally, people's access to justice will be improved by multiple partnerships with key justice institutions, be it the Supreme Court, the Ministry of Law and Justice or the tier of Village Courts. Transformational results have just begun to gain traction and will be enhanced by significant up-scaling of efforts.



### **Disaster Risk Reduction, Climate Change and Environmental Sustainability**

As the country learns to cope with the worst excesses of climate change, we are at the forefront of combining disaster risk reduction and climate change adaptation into a consolidated effort that focuses on preserving and creating sustainable livelihoods in the face of extreme weather events. While this is already well on the way, a second strand of our work will entail major investments in environment and climate change mitigation. Although

Bangladesh is not a main contributor to the global climate change challenge, it wishes to lead by example and move ahead with a low carbon green economy. This means a major transformational endeavor for the government and private sector alike, which we will support through a new focus on Green Development, building on the pioneering ideas of green technology transfer in the brick sector that were featured in result 10 of this report.

These programmatic directions build very clearly upon the lessons of the past five years, scale up successful

interventions to drive their impact wider and deeper, and reaffirm UNDP's commitment to, and the value of, long-term responses that deliver long-term results.

The next five years brings with it a clutch of new challenges for Bangladesh. UNDP will also keep measuring its success against a yardstick of innovation, because new challenges come hand in hand with new opportunities, and the need for new solutions.

# PROJECT DELIVERY 2006-2011

Project/Programme Area	Delivery (USD)	Funding Sources	National Implementing Partner
<b>DEMOCRATIC GOVERNANCE</b>			
Preparation of Electoral Roll with Photographs (PERP)	54,641,674	European Union, United Kingdom, Netherlands, UNDP, Norway, Sweden, Switzerland, Denmark, Republic of Korea	Bangladesh Election Commission
Strengthening BGD Police (PRP) Phase I & II	26,387,617	United Kingdom, European Union, UNDP	Bangladesh Police, Ministry of Home Affairs
Construction of Server Stations for Electoral Database	8,923,541	United Kingdom, Netherlands	Bangladesh Election Commission
LGSP - Learning and Innovation Component	7,685,467	European Union, Denmark, UNDP, UNCDF	LG division of MoLGRD&C
Translucent Ballot Boxes(TBB)	6,269,380	Canada	Bangladesh Election Commission
Activating Village Court	5,963,554	European Union, UNDP	Local Government Division, MoLGRD&C
Support to the Electoral Process & Electoral Reform	4,588,398	Canada, Denmark, Australia, UNDP	Election Commission
Civil Service Change Management and Capacity	3,794,819	Asian Development Bank, Denmark, UNDP	Ministry of Establishment
Strengthening Parliament & PA	3,644,020	Netherlands, Denmark, United Kingdom, Germany, UNDP	Bangladesh Parliament
Promoting Access to Justice and Human Rights	2,331,305	UNDP	Ministry of Law, Justice and Parliamentary Affairs
National Human Rights Commission Capacity Development Project	1,302,676	Denmark, Sweden, Switzerland, UNDP	National Human Rights Commission
Justice Sector PAs (Supreme Court and JSSD)	1,180,891	United Kingdom, UNDP	
Strengthening UZP	1,103,891	Switzerland, UNDP	
Strengthening Election Management in Bangladesh (SEMB)	649,661	UNDP	Bangladesh Election Commission
Anti Corruption Advocacy	202,832	Denmark, UNDP	
<b>POVERTY REDUCTION</b>			
Development and Confidence Building in the CHT (CHTDF)	85,808,359	Australia, Norway, European Union, Canada, Denmark, United States, Japan, UNDP	CHT Hill District Council
Urban Partnerships for Poverty Reduction and Urban Poverty Alleviation	50,248,782	United Kingdom, UNDP	LGED, MoLGRD&C
REOPA - CST	37,788,712	European Union, UNDP	Ministry of LGRD&C
Access to Information, e-Governance & ICT Capacity	5,418,014	UNDP	Prime Minister's Office
Support to Monitoring the Poverty Reduction Strategy & MDGs	4,865,264	UNDP	General Economics Division
Aid Effectiveness, Management of Foreign Aid and Donor Coordination	2,706,140	Denmark, Norway, Australia, UK, Sweden, Germany, France, UNDP	ERD, GOB
Support and Assistance to ICT Taskforce	2,111,476	UNDP	Ministry of Planning
Mainstreaming HIV/AIDS	714,846	UNAIDS, Netherlands	

Street Children CEP	637,138	UNDP	GoB
TA Facility to LDF in Sirajgon	591,060	UNDP	GoB
Horticulture & Nutrition, Livestock and Dairy Development	549,122	UNDP	Department of Agriculture Extension
Ship Recycling	530,737	UNDP	GoB
Promoting Pro-Poor Trade	449,937	UNDP	
Skills Training, Employment and Entrepreneurship	891,936	UNDP	GoB
Cap. Building for Gender Mainstreaming and Gender Facility Phase II	625,644	UNDP	GoB
CEP Socially Disadvantaged Women (SDW)	320,181	UNDP	GoB
Good Urban Governance	217,752	UNDP	Local Government Division, MoLGRD&C
QoS Platform for Communities	192,723	UNDP	
Support to Social Protection Reform and Delivery	121,938	United Kingdom, UNDP	
UNDP Joint Programme on Violence against Women	98,572	UNDP	Local Government Division, MoLGRD&C

### CLIMATE CHANGE, DISASTER MANAGEMENT, ENVIRONMENT AND ENERGY

Disaster Response and Early Recovery (3 phases)	44,984,974	United Kingdom, Switzerland, UNOCHA, Sweden, Norway, UNDP	
Comprehensive Disaster Management Programme, Phase I & II	33,831,100	European Union, United Kingdom, Denmark, Australia, ECHO, Norway, Sweden, UNDP	Ministry of Food and Disaster Management
Coastal Waterlands Biodiversity Management	4,032,724	Global Environment Facility, UNDP	DoE
Support to ODS (CFCs, HCFCs) Phase Out	3,372,581	Montreal Protocol	MoE&F, DoE
Coastal Afforestation	1,878,056	Global Environment Facility, UNDP	Ministry of Environment and Forest and Forest Department
Sustainable Environment Management Programme	1,847,784	UNDP	GoB
Kiln Efficiency in the Brick Industry (Phase I & II)	1,356,871	Global Environment Facility	
Coastal Fishing Communities	592,297	UNDP	GoB
Sustainable Land Management Programme	554,488	Global Environment Facility, UNDP	Ministry of Environment and Forest
Support to Second National Communication to UNCCC, 3rd National Report to CBD & National Capacity Self Assessment	586,595	Global Environment Facility	Ministry of Environment and Forest
PEI - Bangladesh	170,025	United Nations Environment Programme (UNEP)	
Barrier Removal to the Cost-Effective Development and Implementation of Energy Efficiency (BRESL)	165,763	Global Environment Facility	Bangladesh Standards and Testing Institute (BSTI)
Poverty, Environment Climate Mainstreaming	126,048	UNDP	General Economics Division
Bangladesh Green Development Initiation	90,159	UNDP	

# Empowered Lives. Resilient Bangladesh.

Results achieved with our partners, 2006-2011



*Empowered lives.  
Resilient nations.*

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