### Country: Bangladesh

### **COUNTRY PROGRAMME PERFORMANCE SUMMARY[[1]](#footnote-1)**

### Reporting period: [2012-2016]

### **I. EXECUTIVE SUMMARY**

UNDP has made significant progress across all five outcomes of the country programme 2012-2016 as evidenced by the 2015 midterm outcome evaluations and a series of project and programme evaluations. Notable results include:

* Over 3 million people in urban areas have been lifted out of poverty through UNDP facilitated approaches of community mobilization. Community development committees have been established, of which 90% are led by women. These committees have planned and implemented urban infrastructure and livelihood activities worth over US$ 70 million, and established Savings and Credit Groups responsible for US$ 8.6 million in savings and that has been revolved into US$ 31 million in loan assistance to community members. Further, UNDP supported community federations have been institutionalized into the government offices of 23 towns and cities [DFID - UPPR Project Completion Review 2015, p.3]
* Access to justice has been improved through formal and quasi formal systems. Village courts now reach 7 million people in 351 Unions to provide faster and more affordable justice to poor people. Approximately 80% of cases through the village courts are resolved with each taking on average less than one month. Also, a new Legal Aid Act, developed with UNDP technical guidance and policy advocacy, supports the right for the poor and marginalized to access legal services.
* Access to public services has improved, particularly through digitalization and simplification of service delivery. Six million people are receiving e-services each month through digital service centres established by UNDP supported Access to Information Programme [Mid Term Evaluation Local Governance 2015, p.16] [a2i Mid-Term Evaluation, November 2015, p.25]. This has on average reduced the waiting time for services from 7 days to 1 hour and travel distances from 35 to 3 km. Additionally, UNDP capacity building support to local councils has resulted in specific inclusion of pro-poor service delivery in the annual budget of 80% of councils.
* The approach to disaster management has undergone a major shift from disaster response to resilient recovery, and the government has integrated a comprehensive resilience agenda into development planning. Over 3.4 million highly vulnerable people (40% women) benefitted from UNDP supported jobs and livelihood through local disaster risk reduction interventions (CDMP Impact Evaluation 2015). Further, UNDP support resulted in enhanced warning systems for disaster, with 88 million people benefiting from two additional days’ notice of impending floods and 112 million people with access to disaster warnings through their mobile phone.
* Peace and governance frameworks in the Chittagong Hill Tracts (CHT) have been enhanced and the local capacity for development has been sustained, through UNDP support as part of a joint UN programme framework. Hill District Councils now receive national financing for basic services of health and education and 858 farmer field schools have helped around 19,000 farmers to improve farming practice. Confidence in police services has increased following the transfer of 285 ethnic minority police back to the CHT and the reactivation of community policing forums.

Most UNDP resources (30%) contributed to Outcome 1 of the Strategic Plan on Sustainable Growth and Development, followed by Outcome 5 (28%) on Risk reduction: conflict and natural disaster, including climate change. The results were evidenced in a series of donor reviews, particular DFID assessments (systematically assessing UNDP programmes with an A rating), CPD mid-term outcome evaluations and UNDAF evaluation.

According to the 2015 partnership survey, 100% of the respondent government and civil society and 93% of the respondent bilateral donors and agencies considered UNDP to play a relevant role in Bangladesh’s development (representing a 33-point increase for government and a 10-point increase for donors/bilaterals from the 2012 survey).

One of the challenges has been the heavy emphasis of the UNDP programme on two partners (EU and DFID) comprising around 63% of resources in the current country programme. UNDP has been increasingly focusing on diversifying partnerships with non-traditional donors, such as with Korea on the gender-based violence database, China on disaster management, private sector in the areas of urban partnership for poverty reduction and the government through government co-financing arrangements (in two instances). UNDP also prioritized South-South as a key modality of partnership, in particular in the areas of social protection and disaster management. For example, the new National Social Security Strategy is the result of a series of south-south exchanges, technical and coordination support across 23 government Ministries, facilitated by UNDP. The strategy provides a path breaking framework for addressing poverty and inequality based on multi-dimensional needs and risks and consolidates the previous 140 separate social safety net schemes.

Notable gender equality results have been reported across all areas (see below). The gender marker indicated that 72% of UNDP programme resources in this CPD cycle (2012-2016)[[2]](#footnote-2) contributed significantly or principally to gender equality; 27% made some contribution and only 1% made no noticeable contribution. For the whole CPD cycle, there has been a minor increase (2%) in resources that made a significant or principal contribution to gender equality since 2012. Most of the contributions were in CPD outcome 51 (inclusive economic growth and protection of vulnerable groups against shocks) and the least contributions in outcome 53 (vulnerable populations benefit from better natural resource management and access to low carbon energy). UNDP is strengthening efforts through gender-specific programming on women and natural resource management, including housing, gender analysis and by engaging gender expertise for the next programming cycle.

### **II: Country Programme Performance Summary**

|  |  |
| --- | --- |
| **Country information** |  |
| **Country name**: **Bangladesh** |
| **Current country programme period**: **2012-2016** |
| **Outcomes** | **Total Expenditure** | **Key Indicators of outcome (1-4 per outcome)** | **Progress made against key indicators** |
| **1. Government institutions at the national and sub national levels are able to more effectively carry out their mandates, including delivery of public service, in a more accountable, transparent and inclusive manner.** | $ 83,496,487 | 1. Public trust in the credibility of elections
2. Progress on Civil Service Act enactment and approval of revised rules
3. Percentage of women in civil service in senior management positions (joint secretary or above)
 | 1. *In 2008, levels of public trust in the credibility of elections was 80%. This reduced to 58% in 2015* due to disagreements about elections*.*
2. *The draft of the Civil Service Act was prepared in 2010. However, it is still waiting for submission to parliament.*
3. *In 2010, 8% of women working in civil service held senior management positions. Although low, some progress has been made by the end of 2015, with the proportion of female senior managers in the civil service now increased to 12%.*
 |
| **UNDP Contribution**UNDP delivered three key outputs to improve the effectiveness of government institutions: local councils becoming more effective; local councils becoming more inclusive; and underserved citizens having better access to government services. The promotion of female senior managers has only marginally increased from 8% in 2010 to 12% in 2015. UNDP has focused on a more demand-oriented approach, working with civil society organizations, business communities and political parties to establish a governance framework with monitoring and assessment indicators.  |
| **Progress and Achievements**a) Following UNDP technical and capacity-building support, 340 local councils have updated taxpayer registers; more than half increased revenue by at least 10%. 100% of local councils submitted budgets to the Local Government Division (4% prior to UNDP technical and capacity-building support). With UNDP policy advocacy, officials’ salaries from 17 ministries are now paid locally. Greater effectiveness is already reflected in citizens’ perceptions: 70% of citizens in targeted areas are satisfied with local administrative services, a 50% increase from prior to UNDP technical support and 20% higher than the control group.b) With UNDP technical and capacity-building support, 80% of local councils now include targeted services for poor households in their annual budgets. UNDP targeting of women leaders, combined with institutional and technical capacity support to local governments, contributed to elected representatives of poor urban households (90% of the women) to be permanently set up in government offices of 23 cities and towns. Following UNDP programme and technical support, 70% of organized community organizations of poor urban households are now registered with legal authorities. In addition, UNDP provided technical and leadership skills to over 16,000 female elected representatives from nearly 500 targeted local councils, who are now active in Women's Development Forums. Perceptions have also changed: over 80% of citizens in UNDP programme target areas indicated that they benefit from greater participation in local decision-making—15% more than in the control group.c) Through a UNDP/Prime Minister’s Office partnership, over digital service centres are now delivering government services (6 million e-services each month; the electronic filing systems processed 700,000 public requests in 2015). Following personnel training in 104 offices, delivery speed increased by 50%. Waiting time for core services was reduced from 7 days to 1 hour, and average travel distances to obtain services fell from 35km to 3km, saving 4.5 million citizens an estimated $500 million. |
| **Gender**: The gender marker indicates that 46% of all programme resources in this outcome made a significant or principal contribution to gender equality (GEN 2; GEN3). At the local level, there has been considerable progress on gender equality and women’s empowerment in this outcome. Bangladesh moved up four places in the global gender gap index. Bangladesh was cited as the second-most improved country with regard to women’s political empowerment, ranking 8th out of 145 countries. UNDP supported such achievements through its programming on women’s political and economic empowerment in local governance institutions. Over 16,000 women elected representatives from all 487 targeted local councils are now organized and active in Women's Development Forums. Further, 30% of projects supported by local government institutions were either implemented by women or women-led. Through ongoing policy advocacy, UNDP has ensured that women members chaired at least one-third of the Standing Committees, and by engaging with the Women’s Development Forum (established with UNDP programme support). Following UNDP policy advocacy and technical support, the government committed to allocating 3% of the annual programme development budget to the Women Development Forums. |
| **2. Justice and human rights institutions are strengthened to better serve and protect the rights of all citizens, including women and vulnerable groups.** | $ 31,026,339 | 1. Percentage of citizens who are satisfied with law and order service providers
2. Number of recommendations made by the Universal Periodic Review implemented
3. Number of backlogged cases
 | 1. *In 2009, 45% of citizens were satisfied with law and order service providers. In 2015, the rate of citizen satisfaction with law and order service providers increased to 73% (75% for females, 72% for males). This is significantly higher than the target of 55%. However, the level of trust* *in the police decreased slightly, from 77% to 75%.*

1. *In 2010, there were no recommendations of the Universal Periodic Review implemented. The programme targeted to implement 34 recommendations by 2016. As of 2015, 27 have been implemented. There has been disagreement over which recommendations have actually been implemented and a new Universal Periodic Review has taken place since the original baseline Review of 2009, further adding complexity on tracking this indicator.*
2. *The number of backlogged cases was 1.6 million in the base year 2010. At the end of 2014, the backlog had increased to 2.8 million cases and by the end of 2015 to 3.1 million.*
 |
| **UNDP Contribution**UNDP delivered four key results to strengthen formal and informal justice and human rights institutions: a) criminal justice institutions now have a coordination mechanism to increase case disposal rates; b) 20 million people will have access to effective informal justice through village courts; c) vulnerable people across the nation now have access to legal aid, alternative dispute resolution models; d) police victim support centres. However, there have been key challenges, as evidenced by the outcome indicators on human rights and case backlog and the midterm outcome evaluations. The capabilities of the Bangladesh National Human Rights Commission to act as a key human right defender continued to be limited by the legal framework and scope of its mandate (ICC Of National Institutions for Promotion and Protection of HR 2015). Further, the backlog of outstanding legal cases in formal courts increased every year. A shortage of human resources continue to limit access to justice (Access to Justice Report, Moran, 2015). UNDP had to adjust its strategy to focus on achieving community level results and to pilot new mechanisms (e.g. Village court and community victims support centers), which have since proven effective. UNDP also launched a new programme on human rights working more closely with civil society to ensure enhanced accountability as well as providing analysis and data on violation of human rights and responses. UNDP programmes are now based on a political economic analysis to influence the normative agenda- including gender equality and human rights (mid-term outcome evaluation 2015).  |
| **Progress and Achievement**a) UNDP-piloted Criminal Justice Coordination Committees in 3 districts have now increased annual case disposal. These mechanisms are providing better coordination for expediting long-pending cases. The government is scaling up this mechanism to 15 districts. UNDP also successfully piloted a Mobile Court system to digitalize case management, appeal and custody processes. The system is easy to use, allows citizens to directly access crime information, tracks progress of complaints and ensures magistrates cannot interfere unduly.b) 20 million people will have access to effective justice through village courts as a result of a 2015 government decision to scale up a UNDP-supported pilot. In the pilot, 351 village courts made judicial services available to 7 million rural citizens with UNDP programme and technical support in partnership with the local government division and civil society. A court user survey highlighted that the courts resolved 80% of reported cases, taking an average of only 45 days and costing users an average of $1.88 to resolve. This represents a significant achievement, given that average costs and time in the formal system are $468 and 592 days. c) Since 2009, with UNDP programme support, legal aid centres have served over 120,000 people; nearly 28,000 in 2015 (about 55% of them women). Further, through the UNDP partnership with the police, legal aid centres provide an alternative dispute resolution model, which was designed and piloted by UNDP and subsequently rolled out across Bangladesh. IAs of 2015, 740 cases have been resolved using this alternative avenue. d) The Bangladesh Police now has 8 victim support centres that offer services nationwide. Following UNDP’s police reform programming, over 1,000 women and children found shelter and support in 2015. UNDP worked closely with the Bangladeshi police to pilot such centres and to ensure the gender-responsiveness of policing services. The police now has 9,000 female police officers. At 6% of the Bangladesh police force, the percent is still low but rising compared to 1.3% in 2008 and 5.3% in 2014. An external DFID review has systematically rated UNDP’s work on police reform with an ‘A’. |
| **Gender**:The gender marker indicated that 84% of UNDP total programme resources (2012-2016) in this outcome contributed to gender equality in a principal or significant way (GEN2; GEN3). As evidenced by the midterm evaluation on this outcome, significant contributions to gender equality and women’s empowerment were in the areas of women’s access to justice, security and legal rights. For example, women were increasingly involved in village court decision-making processes; participation increased to 16% in 2015, from 11% in 2013. Further, UNDP support helped develop the first online registration system and database to track reports of violence against women, and to connect victims with health, legal aid and police services in a common platform. In just 5 months of reporting in 2015, 861 reports were registered in the database; 518 followed up on. Following an amendment of the Legal Aid Act 2014 and Alternative Dispute Resolution Rules 2015, which removed barriers to women’s access to legal aid, a UNDP-supported legal aid facility has increased the number of women receiving legal aid; since 2009, legal aid centres have served around 66,000 women (55% of the targeted people).  |
| **3. Economic growth is achieved in a more inclusive manner, with economic opportunities reaching the rural and urban poor and facilitating the protection of vulnerable groups against shocks** | $ 129,722,302 | 1. Labour force participation rate, disaggregated by gender
2. Percentage of poorest quintile in national consumption
3. Poverty headcount disaggregated by rural and urban
 | 1. *In the baseline year of 2010, the labour force participation rate was 59.3% (Women: 36.0%; Men: 82.5%). This rate declined to 57.1% (Women: 33.5%, Men: 81.7%) in 2013 due to the recent steep increase in the working age population, specifically young people who have not yet participated in the labour force.*
2. *According to the last Household Income and Expenditure Survey (HIES) in 2010, 8.85% of people were under the poorest quintile in national consumption. The target was set for 10.62%, however, the data for the latest HIES, conducted every 5 years, has yet to be published.*
3. *In 2010, the rate of poverty was 31.5% (Rural: 35.2%; Urban: 21.3%). By the end of 2015, the rate was 24.8% (Rural: 27.7%; Urban: 16.8%).*
 |
| **UNDP Contribution**In spite of progress, there is insufficient data available to assess whether economic growth in Bangladesh has become more inclusive. The latest labor force participation rate is from 2013, consumption data from 2010 and the Household Income and expenditure survey have been delayed and is expected to be finalized in 2016. Nevertheless, there has been significant progress on this outcome. Recent estimates suggest that the poverty head count declined from 32% in 2010 to 25% in 2015 (MDG Progress Report 2015). UNDP delivered three planned key outputs that provided the rural and urban poor with more economic opportunities and protected vulnerable groups against shocks: a) job creation and livelihood support for urban and rural poor; b) adoption of the National Social Security Strategy; and c) adoption of a new national development plan focused on pro-poor economic growth, sustainable development, and resilience. UNDP approach in supporting the government’s planning and testing models of poverty reduction has proven effective and sustainable. For example, the UNDP supported national urban poverty programme is being scaled up to reach 9 million urban poor. Notably, the UNDP targeted interventions in the CHT region helped raise the incomes of tribal groups considerably and reduce income gaps between tribal and Bengali communities. Overall, UNDP contributions to this outcome are well recognized by the midterm outcome review and partners reviews, including DFID project reviews (rating UNDP systematically with A).  |
| **Progress and Achievement**a) UNDP programme and technical support helped create approximately 3.6 million jobs and strengthened livelihoods for urban and rural poor and vulnerable people. UNDP-led interventions on agriculture, skills and vocational training in farming methods and techniques benefited over 187,000 extreme poor and tribal people in the CHT region (50% women). Around 330,000 urban poor that received UNDP enterprise grants and apprenticeships remained employed. UNDP used a multidimensional approach to support job creation and to strengthen livelihoods. The rate of improvement in multidimensional aspects of poverty (access to health services, clean water, sanitation and education) was higher in UNDP supported areas than in control groups (Midterm outcome evaluation 2.1). b) UNDP technical and advocacy support and assistance with consultations and coordination across line ministries helped Bangladesh adopt a National Social Security Strategy. UNDP has been supporting government efforts to operationalize the Strategy across ministries. For example, the National Forum for Social Protection, set up with UNDP policy advocacy support, will pilot grievance systems to strengthen government accountability. UNDP-piloted social protection schemes, involving cash grants and food transfers, targeting poor and vulnerable people in rural areas are helping the government implement the Strategy. The DFID annual review rated UNDP support with an ‘A’. c) Bangladesh adopted the 7th five-year plan, which focuses on pro-poor economic growth, sustainable development and resilience. UNDP technical advice and capacity support to the Planning Commission included policy diagnostics, risk analysis and broad national- and local-level consultations to promote alignment with the post-2015 agenda. Consequently, 14 of 17 goals are thematically fully aligned with the SDGs. This plan includes government commitments to implement the CHT Peace Accord by 2021. This is a significant result given that implementation of the Peace Accord in the CHT is lagging, marginalizing the poorest and most vulnerable. Such policy achievements followed from UNDP long-term engagement and policy advocacy in the CHT. Further, UNDP technical support helped establish two economic advisory units in the Ministry of Planning to help ensure the Plan has a pro-poor focus. |
| **Gender**:The gender marker indicates that 99% of total UNDP programme resources contributed to gender equality in a principal or significant way. UNDP’s targeted approach (employment and training opportunities and building leadership skills) enhanced the ability of poor women to participate in the economy. In urban slums, 90% of community development committees and federations’ elected members were women. 37 of these leaders, following UNDP capacity building, ran for local government elections in 2015; 11 were elected. Further, the government is scaling up another successful UNDP pilot programme that generated jobs for extremely poor women widows and heads of households. |
| **4. By 2016, populations vulnerable to climate change and natural disaster have become more resilient to adapt to risks.** | $ 70,645,361 | 1. Environment, climate and disaster vulnerability index
2. Community Asset Score for disaster risk and reduction
 | 1. *In 2011, the baseline was set as a 0% reduction in Environment, Climate and Disaster Vulnerability Index. By the end of 2014, the index made a significant change with 19% of reduction, which was maintained by the end of 2015.*
2. *In 2011, the baseline for the Community Asset Score for disaster risk and reduction was 90. By the end of 2015, significant progress was made and the current status of the community asset score is 267.*
 |
| **UNDP Contribution**:As evidenced by the outcome midterm evaluation, UNDP made significant contribution to making vulnerable people in Bangladesh more resilient to climate change and natural disasters. UNDP delivered three key outputs (amongst others): a) emergency and disaster-resilient jobs and livelihoods; b) a stronger knowledge base for a culture of safety and resilience in Bangladesh, including disaster volunteer readiness; c) better organized disaster management response, including through participatory risk planning. |
| **Progress and Achievements**:a) UNDP-supported disaster management and early recovery programmes benefited over 3.4 million highly vulnerable people (40% women) with emergency and disaster-resilient jobs and livelihood opportunities. This was the result of 35,000 UNDP-supported disaster risk reduction interventions, including disaster resilient homes, embankments and afforestation. Further, UNDP-facilitated cash grants and cash for work initiatives helped over 18,000 families in 7 districts restore their livelihoods and helped local governments rehabilitate community infrastructure in line with local development plans.b) UNDP contributed to knowledge building and a culture of safety and resilience to disaster and climate risks in Bangladesh. UNDP supported the setting up of a Disaster Management Information Centre and prepared over 600 knowledge products on disaster management and response. UNDP also set up a disaster management e-library with over 1,000 publicly accessible knowledge products (accessed by 63,000 people and served 1.2 million search results in 2015). UNDP supported local governments to prepare disaster contingency plans across three major cities, covering 6 million people. With UNDP support, 245 mayors can use the local governance risk assessment toolkit; 70 master trainers and 1,470 members of local government (230 of them women) have operative knowledge for the time before, during and after an emergency. In 7 cities, UNDP mobilized and built the skills of 30,000 urban volunteers (7,000 of them women) to respond to disasters. UNDP supported setting up an integrated urban disaster volunteer organization that will assimilate the volunteers into a structured system for more effective follow up and response. The innovative UNDP-developed volunteer mechanism is being scaled up by the World Bank, who will finance the training of a further 32,000 volunteers.c) 14 major cities in Bangladesh are replicating an innovative, UNDP-piloted risk informed participatory planning process (Final Evaluation of CDMP 2015). In other cities, 8 million people have benefitted from enhanced earthquake preparedness and faster responses. UNDP supported-seismic risk assessment were critical to preparing contingency plan and responses.  |
| **Gender**:The gender marker indicates that 53% of the UNDP resources in this outcome contributed to gender equality and women’s empowerment in a significant way or principal way (GEN2; GEN3). According to the midterm outcome evaluation, UNDP should adopt a more systematic approach in ensuring that all efforts in promoting resilience and risk are gender responsive. Key results included: UNDP-supported disaster management and early recovery programmes benefited over 1.3 million women (40% of the target population) with emergency and disaster resilient jobs and livelihoods. These included extremely poor and marginalized women, living in the most vulnerable coastal areas of Bangladesh. UNDP’s interventions combined livelihood programming with decision-making skills. As a result, more women are now participating in government implementation processes and are better accessing services and expressing their opinions on policies. |
| **5. By 2016, vulnerable populations benefit from better natural resource management and access to low carbon energy.** | $ 18,579,949 | 1. Number of Government policies, strategies or plans approved in support of sustainable management of natural resources
2. Number of MW generated from renewable sources
 | 1. *In 2011, the Number of Government policies, strategies or plans approved in support of sustainable management of natural resources was 18. By the end of 2015, that reached 20, with a target of 22 for end of 2016.*
2. *In 2011, the baseline for Mega Watts generated from renewable sources was 72MW. By the end of 2015 significant progress has been made, with 405MW being generated, however, this is still short of the 2016 target of 800MW.*
 |
| **UNDP Contribution:** Overall significant progress has been made to support vulnerable populations to benefit from better natural resource management and access to low-carbon energy. The new 7th FYP incorporates a risk informed approach to natural resource management, environmental sustainability and green growth. This followed UNDP long term advocacy and technical support. Government’s investments in climate change and environmental protection were recognized internationally through the Prime Minister’s receipt of the Champion of the Earth Award from UNEP in 2015. UNDP provided substantial support to government efforts in this area, including through establishment of the Bangladesh Climate Change Strategy and Action Plan. As per midterm outcome evaluation, key achievements in Bangladesh can be attributed to UNDP long-term support in this area, including dedicated and capable experts and decision-makers. Key outputs included: a) energy standards for consumer products improved; b) protective ecosystems strengthened; c) Effective response to the oil spill in the Sundarbans ecologically protected area; d) enhanced climate financing. |
| **Progress and Achievement**a) UNDP advocacy, policy and technical support contributed to a cumulative offset of more than 750MW of energy demand ($750 million in new power plant investment savings) as a result of the governments’ implementation of energy standards, grading and labelling policies for consumer products. UNDP focused on piloting new demonstration technology and enhancing partnership with the media and the private sector. The government committed $1.8 million to expand national energy standards and testing laboratory to target additional consumer appliances. b) To support protective ecosystems, 500 hectares of mangrove plantation were established following combined programming to promote livelihoods and climate resilience. In the post-conflict Chittagong Hill Tract region, indigenous communities now independently manage 4,200 hectares of forest resources. This resulted from new Village Common Forest Rules, drafted with UNDP technical and coordination support. Furthermore, UNDP continued to address biodiversity and salinity challenges related to the oil spill in the Sundarbans, the largest mangrove forest in the world and a UNESCO world heritage site. UNDP helped the government coordinate the first comprehensive assessment, which played a vital role in devising appropriate short- and long-term responses and in the development of a contingency plan. Following advocacy from UNDP and development partners, the government has re-excavated a navigation road around the Sundarbans site. c) Bangladesh is now better prepared to access climate finance. UNDP support included building institutional capacities of the national designated authority, identifying potential national implementing entities and developing a climate finance strategic framework and a project pipeline.There were, however, outputs that could not be delivered. For example, a demonstration center for energy efficient bricks was deemed no longer feasible and UNDP had to revise the approach. The midterm evaluation (2014) highlighted that competition against cheaper, high-carbon methods remains a challenge. In response UNDP revised its approach and established new partnerships (including with the university of Engineering and Technology).  |
| **Gender**:The gender marker indicates that 51% of the UNDP resources in this outcome contributed to gender equality and women’s empowerment in a significant way or principal way (GEN2; GEN3). Although some UNDP interventions engaged women in production through livelihood interventions in deep forest areas, additional efforts are needed to target women. Further, the programmes did not consider issues of women’s safety and security, which are exacerbated during the rainy season in the forests. UNDP will strengthen efforts to address gender dimensions in this outcome through explicit outcomes and measurements. The absence of gender expertise in natural resource management and environment has been a core factor behind lagging successes in these areas. UNDP has prioritized gender equality and women’s empowerment in natural resource management and access to low-carbon energy. New programmes in this area will, at a minimum, have improved resource allocation for gender mainstreaming to improve women’s participation and input into natural resource management. Additionally, activity design and implementation will acknowledge and address the challenges that women face when trying to access to low-carbon energy. All projects will recognize and be sensitive to the realities of unpaid care work so as to not increase the burden on female household members and to not exclude women because of it. |
| **Summary of evaluation findings (e.g. from outcome and project evaluations, UNDAF reviews, and other assessments)****Evaluations findings:** **CPD midterm outcome evaluations (2015) covering the five outcomes of CPD:** 1. Focusing on resilience to climate change, disaster risk reduction and green growth as key areas, UNDP was instrumental in driving a resilience agenda; building resilience is embedded in the new national development plan. Building on COP21, UNDP will continue to merge this portfolio with inclusive growth and poverty reduction, particularly in urban areas to target the most vulnerable. There is a need to reinvigorate our focus on risk reduction and building resilient communities. The way that we address resilience should be broad in scope and conceptually straightforward, incorporating the fundamental dimensions of robustness, adaptive capacity to stress and shocks, and capacity to bounce back to a new ‘trajectory’.
2. UNDP support to information access, digitalization and simplification of government e-services was rated as highly effective and can serve as a model for areas that require effective, participatory and transparent service delivery. Access to information and digitalization of government services and budgeting is a key stand-out of the many factors that continue to drive effective, participatory and transparent service delivery in Bangladesh.
3. The partnership between UNDP, the government ministries/ departments, private sector and development stakeholders can be further strengthened. There is need to ensure strong engagement in the planning of our interventions, allowing us to establish stronger baseline measurement and monitoring of progress and results, as well as broader and more sustainable project financing. This is particularly critical as Bangladesh rapidly approaches MIC status, to ensure that pressing issues and planning gaps are addressed and that our interventions are sustainable.
4. UNDP achieved greater impact where a strong evidence base informed programme, targeting and inclusiveness. For example, in 2014, UNDP urban poverty reduction programme targeted 3 million urban poor and helped decrease poverty by 23% (Multidimensional Poverty Index, 2014). Evidence-based programming has also been a key factor for successful scaling up. For example, empirical evidence on case resolution was key to successfully scaling up village courts to reach 27 million poor from a current reach of 7 million poor (LGD 2014). UNDP will strengthen evidence-based analysis by integrating innovations and emerging technologies. UNDP will seek to create a ‘data revolution’ and include rigorous analysis and empirical evidence.

**Five Independent Value for Money Assessment**Resources provided strong value for money as evidenced by five independent value for money assessments. Low management costs and far-reaching visibility and national recognition were key features of UNDP programmes [CDMP value for money assessment 2015, p. 20].**2015 Partnership Survey**100% of the respondent government and civil society and 93% of the respondent bilateral donors and agencies considered UNDP to play a relevant role in Bangladesh’s development (representing a 33-point increase for government and a 10-point increase for donors/bilaterals from the 2012 survey). Key partner of choice relevance criteria identified by the survey included UNDP technical expertise, its ability to influence policy and achievement of results. The top three contributions to national development goals that UNDP is considered to be making are in the areas of: 1) disaster and climate risks; 2) early recovery; and 3) capacity building. In terms of project design, planning, transparency and accountability, the government sees UNDP positively, however our development partners not so positively. UNDP is deepening efforts to address this. **UNDAF Evaluation**There is a need for the UN to reignite its focus on the normative development agenda – i.e. ensuring the issues of gender equality, human rights, environmental sustainability and capacity development are clearly addressed, despite also being cross-cutting in nature. The UN has a distinct capacity to contribute on these core issues and must ensure they are not lost, while continuing to focus on developmental objectives. This means ensuring that issues such as gender equality, human rights, environmental sustainability, capacity development, and results based management, despite being cross-cutting in nature, are clearly addressed through our programme. **Major Lessons Learnt**: 1. Comprehensive analysis of social, political and environmental risks are necessary for more effective and efficient delivery. Bangladesh’s vulnerability impacted UNDP engagement in democratic governance, service delivery and peace building (SEMB Evaluation; NHRC Evaluation). Weak voice and accountability pose fiduciary risks. UNDP will continue to ensure proactive and more robust risk analysis, managing risk as part of its culture of innovation and creating opportunities for change. UNDP will strengthen its culture of anticipating and managing risk, including undertaking a comprehensive risk mapping and analysis and establishing a risk early warning dashboard. Finally, noting the country’s low rank in Transparency International’s 2015 corruption index, UNDP will strengthen internal management of fiduciary risk, capitalizing on community empowerment models and leadership to address such risks. Further, UNDP will focus on broadening democratic space (including empowering youth, indigenous groups and civil society) and engaging government and civil society to influence policy change and strengthen state accountability.
2. A whole-of-government approach is required for resilience-promoting fundamental change. Resilience building needs to be broad in scope, integrated at the design stage and multidimensional. This is important in building resilience to urban disasters, which recently emerged as a major hazard. UNDP is developing a comprehensive national resilience programme to promote risk-informed decision making. UNDP is changing management processes to ensure the country programme takes a more integrated approach for addressing resilience.
3. Systematic data and a lack of baseline data collection and control groups have hampered efforts to assess results, identify evidence and attribute positive changes to interventions. These shortcomings undermined CPD and UNDAF evaluations usefulness. A lack of systematic document management hampered UNDP’s ability to utilize knowledge management and institutional memory. The CO will establish an effective, system-wide approach to data collection. UNDP will focus on innovative data collection methods (including direct feedback loops) and will work in partnership with innovative centres that have experience in these methods.
4. There is a crucial role played by communities in creating civic space that can increase participation and diversity in local policy decisions. Once these platforms are made accessible and driven by the communities themselves, public appetite for increased involvement in the decisions that affect their lives is significant (UPGP/UZGP Evaluation, 2014). Increased public engagement and oversight of local decisions have helped strengthen both accountability and voice.  When women have opportunities they have been particularly active and with access to finance and leadership development, over 70% engaged in local planning; over 50% reported that they felt empowered (UPPR 2014). UNDP will pursue similar models of empowerment in new programming on democratic space and youth empowerment creating an environment for development of tools, platforms and evidence for citizens to engage at public policy level.
 |

**III. Country Programme Resources**

|  |  |  |
| --- | --- | --- |
| **UNDP Strategic Plan Outcomes**  | **Programme Expenditure ($) 2012-2016** | **% of Total** |
|  | Regular (TRAC) | Other | Total |  |
| Outcome 1: Sustainable growth and development |  10,633,866  |  88,194,287  |  98,828,153  | 30% |
| Outcome 2: Citizen voice, rule of law, accountability and democratic governance |  3,759,686  |  30,179,696  |  33,939,382  | 10% |
| Outcome 3: Strengthened institutions for universal access to basic services |  26,301,656  |  51,269,307  |  77,570,964  | 23% |
| Outcome 4:  Gender equality and women’s empowerment |  259,737  |  1,140,699  |  1,400,436  | 0% |
| Outcome 5: Risk reduction - conflict and natural disaster, including climate change |  9,178,428  |  83,525,443  |  92,703,871  | 28% |
| Outcome 6: Early recovery in post-conflict and post-disaster settings |  4,397,469  |  6,731,545  |  11,129,014  | 3% |
| Outcome 7: Thought leadership |  3,689,704  |  14,208,914  |  17,898,618  | 5% |
| Total |  **58,220,546**  |  **275,249,891**  |  **333,470,438**  |  |

\* The table includes planned delivery for 2016, actual delivery for 2012-15 is $301.5 m and planned delivery for 2016 is $31.9 m. Source: Financial Data collected from CDR, atlas CM124CB and intranet executive snapshot report

|  |
| --- |
| **Data sources**:  |
| Urban Partnerships for Poverty Reduction Project Completion Report, 06/01/2015, Department for International Development, p.3Local Governance and Decentralization Programme for Union Parishad and Upazila Parishad UNION PARISHAD GOVERNANCE PROJECT (UPGP) & UPAZILA GOVERNANCE PROJECT (UZGP) Midterm Evaluation Final Report, 12/04/2014, UNDP Bangladesh, p.16; Report on the Mid-Term Evaluation of the Access to Information – II Project (a2i) for United Nations Development Programme Bangladesh, 11/01/2015, Roger Harris (team leader), Christine Apikul, K. M. Mahiuddin and Monower Mostafa, p.25Final Evaluation of Comprehensive Disaster Management Programme II, 12/01/2015, Tony Vaux, Maria Cavatore, Alex Wynter, Tarakeshwar G Ekande and Zerina Reshma Begum, p.48Mid-Term Evaluation for Strengthening Election Management in Bangladesh (SEMB) Project, 08/31/2014, Charlemagne Sophia Gomez GÓMEZ, p.2.UNDP Capacity Development Project (BHRC) document, 12/31/2015, UNDP.Access to Justice in Bangladesh, Situation Analysis, Summary Report, 12/01/2015, Greg Moran, Data Management Aid.Evaluation of the 2012-2016 UNDAF for Bangladesh, 12/01/2015, Joel Beasca and Salma Akhter.Midterm Outcome Evaluation - Country Programme Document (CPD) (2012-2016) Outcomes 1.1 and 1.2, 11/12/2015, Richard H. Langan II, Salahuddin Aminuzzaman, Shahnaz Huda and Md. Waheed Alam.Millennium Development Goals Bangladesh Progress Report, 09/01/2015, General Economic Division, Planning Commission, Government of The People’s Republic of Bangladesh, p.20,Midterm Country Programme Document (CPD) (2012-2016) Outcome 2.1 (Poverty Reduction), 01/10/2016, Binayek Sen, Jessie Collen and Mohammad RahmanReport on Value for Money Assessments for CDMP II, 31/01/2015, p.20, UNDP Bangladesh. Final Evaluation of the UNDP Capacity Development Project (BHRC-CDP), 12/31/2014, David A. Johnson and Dr. Nizamuddin Al-Hussainy, p.20Mid-Term Evaluation For Strengthening Election Management in Bangladesh (SEMB) Project, 08/31/2014, Charlemagne Sophia Gomez GÓMEZ, p.2.Upazila Governance Project (UZGP) & UPAZILA GOVERNANCE PROJECT (UZGP) MIDTERM EVALUATION FINAL REPORT, 12/04/2015, Upazila Parishad Governance Project, UNDP.UNDAF Midterm Evaluation, UNCT Bangladesh. 2015.  |

1. This assessment of results is to be prepared only in the absence of a completed Assessment of Development Results (ADR) for the cycle. [↑](#footnote-ref-1)
2. 2012-2015 represents all UNDP Bangladesh expenditure and 2016 all UNDP budget [↑](#footnote-ref-2)