
**STRATEGIC PROGRAMME FRAMEWORK
2006-2010**

**DEMOCRATIC GOVERNANCE AND
HUMAN RIGHTS CLUSTER**



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1. Context

Around the world, people and nations have recognized that governance matters for development. This is reinforced by the perception that many persistent development problems reflect failures of governance. The critical importance of democratic governance in providing the 'enabling environment' for realization of universally recognized development goals and was eloquently stated by world leaders at the Millennium Summit of 2000, who resolved to *"spare no effort to promote democracy and strengthen the rule of law, as well as respect for all internationally recognized human rights and fundamental freedoms, including the right to development."*

Democratic Governance is valuable in its own right, but a democratic society, underpinned by democratic values and guaranteeing political and civil freedoms, is a public good in itself. Democracy is the only political regime that is truly compatible with the concept of human development in the deepest sense, as it is only in such a regime that political power is authorized and controlled by the people it is exercised on.

During the 1980s and 1990s, as part of the 'third wave of democratization', the world witnessed dramatic progress in the opening of political systems, institutionalizing of democratic regimes and the expansion of political freedoms. Now two decades after the advent of the third wave, democracy clearly has not produced the dividends in the lives of ordinary people in many of the countries that transitioned. More ominously, people around the world seem to have lost confidence in the effectiveness of their governments' and in turn faith in democracy.

This lack of public trust and confidence in government and perceptions that

democracy has simply not delivered is no more evident than in Bangladesh.

One of a handful of democracies in the developing world, Bangladesh has many of the formal institutions of democracy in place. Despite the history of democratic processes, Bangladesh has its share of the acute syndromes of a fractured polity, bad governance, convulsive society, a dual economy and a political leadership with irreconcilable beliefs, symbols and prejudices. The country is seen by many as mired in a 'crisis of governance' and experiencing 'degraded and deadlocked democracy'. Fifteen years of multi-party rule has not resulted in the consolidation of electoral democracy. The political system has become dysfunctional, institutions have become unresponsive and a systemic lack of respect for and enforcement of the rule of law is generally observed. Democratically elected governments have fallen far short in delivering on their promises to promote economic prosperity, social justice and attend to peoples' welfare.

Governance in Bangladesh is on the brink in large part due to pervasive corruption and elite capture of the state. Corruption and inefficiency at the highest political levels have in effect served to almost destroy the legitimacy of democratic rule. Politics is ubiquitous, and political competition has degenerated into 'politics of money', and 'politics of confrontation' as political stakes have heightened over winning or losing control of state power and its patronage system. Electoral contestation is increasingly framed not through ideological or policy differentiation but pursued for the promise of greater return on investment. As a consequence of this highly competitive and 'winner take all' environment, a strong tradition of mobilization politics has emerged, and patron-client relationships

shape and guide political behavior and calculation.

One effect of politics entering into all aspects of public life and permeating into every branch of government is an ebbing of public confidence and trust in institutions of the state. The power and status of the civil bureaucracy has eroded considerably and the morale of the civil administration is said to be extremely low. Bangladesh's reputation as being one of the most corrupt countries in the world is unenviable, but is directly related in no small measure to this prevailing practice of politicization of all aspects of government and society.

A critical governance failure in Bangladesh has been the inability to ensure and institutionalize effective horizontal oversight and accountability systems. The judiciary lacks formal independence, is overburdened, and the more recent systemic politicization of the bureaucracy has left it seriously compromised. Executive dominance of the legislature is another problematic feature of the governance system. While parliament could play an effective role in checking the executive, it has yet to realize its potential in demanding such accountability, due largely in part to constitutional provisions vesting considerable power in the executive. The legislature is seen as hollow and of a 'rubber-stamp' type. The oft repeated tendency of political leaders to conduct politics outside parliament rather than within, have in addition, served to seriously dilute the legislature as a symbol of democracy and legitimacy and representative government.

The public has little confidence too in the police force. As part of the pervasive politicization of all sectors of society over the past few years, the police administration has also been subject to rampant politicization. Growing violations

of human rights in recent years are of serious concern, and a culture of impunity is generally associated with the force. The institution also routinely comes last in opinion polls and attitudinal surveys regarding public trust and corruption.

In Bangladesh, while the procedures of democracy are clearly established, its substance has yet to be achieved. The fragility of the democratic process in terms of standard of governance and security still persists and political violence and corruption are yet to be reversed. The institutional health of the state is poor and there is a clear lack of a value framework that guides political leadership and political participation.

Throughout the nineteenth century, theorists of democracy found it quite natural to discuss whether one country or another was "fit for democracy." This thinking changed only in the twentieth century, with the recognition that the question itself was wrong: A country does not have to be deemed fit for democracy; rather, it has to become fit through democracy"
--Amartya Sen

Good governance is however, more than a sum of effective institutions and rules. It is also about fairness, inclusion and equity. Governance for enhancing human development must be democratic in substance and in form—by the people, for the people.

These are the challenges facing Bangladesh; to work toward restoring public trust in institutions, to vesting true powers of independence and oversight in the non-executive branches of government, to aggressively combat corruption and to strengthen and capacitate institutions to be more responsive, pro-poor and accountable to society and citizens. This necessitates instilling a new culture of democracy; one that seeks compromise not confrontation and is based on dialogue and deliberation; where people can participate in a

meaningful way to choose their leaders and hold them accountable and one where universally understood democratic values, norms and standards shape political behavior, participation and representation.

2. UNDP Mandate for Support

UNDP is the UN's Global Development Network recognized as the United Nation system's lead development organization, providing advocacy, policy and technical support to programme countries by working on cross-cutting and multisectoral challenges of poverty reduction, democratic governance, crisis prevention and recovery and environment and sustainable development.

More countries than ever before are working to build more effective democratic governance. Their challenge is to develop institutions and processes that are more responsive to the needs of ordinary citizens, particularly the poor and most marginalized. UNDP is at the forefront of these efforts, building partnerships sharing good practices and creating innovative solutions to promote participation, accountability and effectiveness at all levels. We help countries strengthen their electoral and legislative systems, improve access to justice and public administration, advocate for the promotion and protection of human rights and help develop a greater capacity to deliver basic services to those most in need.

UNDP's mandate to work in the area of democratic governance is grounded in Bangladesh's Country Programme Action Plan (2006-2010) and aligned with the UNDAF, PRSP and other government priority plans and frameworks. The CPAP recognizes the instrumental importance of democratic governance for achieving sustainable development and notes that '*weaknesses in governance are persistent constraints to development*'. It further

notes the PRSP findings that '*governance has justifiably emerged as the most critical of issues at the interface of democracy and development*'

Promoting democratic governance and human rights will contribute to the goals of the Millennium Declaration, PRSP goals for good governance. The programme will contribute in this regard to UNDAF Outcome 1 focusing on fulfilling the human rights of children, women and vulnerable groups, within the foundations of strengthened democratic governance.

The CPAP prioritizes the following general areas of focus within the ambit of Democratic Governance and Human Rights:

- ***Parliamentary Development***
- ***Electoral Reform***
- ***Civil Service Modernization***
- ***Justice and Human Rights***

These prioritized areas in democratic governance are reinforced in UNDP's Strategic Plan for 2008-2011. The SP delineates 3 areas for emphasis under Democratic Governance;

1. ***Fostering Inclusive Participation (focusing on electoral processes and civic engagement)***
2. ***Strengthening accountable and responsive governance institutions (focusing on legislatures, public administration bodies, and judicial institutions and legal reform)***
3. ***Grounding democratic governance in international principles (focusing on promoting and protecting human rights, and ensuring integration of international norms and standards in national priorities and plans)***

3. Democratic Governance and Human Rights: Programme Focus (2006-2010)

3.1. Mission Statement:

Democracy is not a luxury for developing countries. On the contrary democracy has an intrinsic value for human development due to its strong links to political and civil freedoms and its contribution to social and economic development. To consolidate and deepen democracy, free and fair elections must go hand in hand with efforts to ensure that all people have full opportunities to participate in decisions affecting their lives. Governments must have the capacity and resources to plan effective economic and social policies, which are pro-poor, driven by principles of inclusion and equality and promote human development. Moreover, governance needs to be grounded in democratic principles, values and norms, and be guided by universal standards of human rights.

From the Human Development Perspective, Good Governance is Democratic Governance, meaning:

- ☐ People's human rights and fundamental freedoms are respected
- ☐ People have a meaningful say in decisions that affect their lives
- ☐ People can hold decision-makers accountable
- ☐ Inclusive and fair rules, institutions and practices govern social interactions
- ☐ Economic and social policies are responsive to peoples needs and aspirations
- ☐ The need of future generations are reflected in current policies

UNDP will work with state and non-state actors to help restore public trust in government and to capacitate national institutions to be more effective, representative of and accountable to their citizens. We will advocate for a value-based culture of democracy, one grounded in universally recognized principles and

goals of human rights, equity and tolerance. UNDP will work towards reforming laws and policies aimed at ensuring a highly trusted government with greater pro-poor focus enabling greater and more meaningful participation of all stakeholders in development processes and policies that affect their lives. We will do so by focusing on the following:

- ☑ *Ensuring parliament improves its legislative and oversight capacities and strengthens its democratic practices*
- ☑ *Supporting the legal, policy and institutional framework for elections and promote electoral reform*
- ☑ *Promoting the United Nations Convention against Corruption and Supporting Civil Service Modernization*
- ☑ *Promoting Access to Justice and Promoting and Protecting Human Rights*

UNDP's core services to support national processes of democratic transitions will be implemented through focusing on: (1) Policy advice and technical support; (2) Strengthening capacity of institutions and individuals (3) Advocacy, communications and public information; (4) Promoting and brokering dialogue; and (5) Knowledge networking and sharing of good practices.

In pursuing these programming areas, UNDP will work toward reforming and revising policy, institutional, regulatory, and legal frameworks; building institutional and policy planning and analysis capacities; strengthening individual skill sets and technical competencies; promoting democratic values, principles and norms, facilitating greater deliberative democracy through policy and democratic dialogues and promoting the adherence to and practice of universal human rights.

4.

Programme Areas

4.1. Parliamentary Reform:

Outcome

Parliament evolves into a valid forum for deliberation and negotiation, and becomes an independent and efficient institution of oversight and accountability

Continued executive dominance over the legislature is a central feature of the inability of Bangladesh to effectively consolidate its democracy. The oversight role played by the members of parliament has been traditionally weak, and addressing issues of representation and public outreach have been rendered difficult due to the emergence of political parties as the main institutions and purveyors of power. The frequent boycott of the sessions by the opposition members has aggravated the situation and the nonfunctioning of the committee system due largely to extreme partisan politics also undermines the power of the parliament as an institution. Institutional development is also necessary; particularly in the areas of library, ICT, knowledge and research services. To address these challenges, the programme will focus on the following; a) *Strengthening parliamentary committees and activating parliamentary caucus and dialogues on key policy issues (e.g. MDGs, PRSPs, gender)* b) *Supporting policy reform to ensure greater horizontal accountability mechanisms and practices and promote culture of deliberation and negotiation;* c) *Revising Rules of Procedure to ensure more democratic practices* d) *Building capacity of Parliament Secretariat including in area of Budget Analysis and human resource management* e) *Establishing the Bangladesh Institute of Parliamentary Studies as a research and training facility;* and e) *Building greater capacities for enhanced legislative initiating and oversight*

4.2. Access to Justice and Human Rights

Outcome

An independent judiciary and reformed law enforcement agencies enable greater access to justice for the poor and ensure promotion and protection of human rights.

The weak adherence to the rule of law is widely acknowledged as a key indicator of the crisis of governance facing Bangladesh. The authority and independence of the judiciary has progressively declined due in no small part to the general effect of pervasive politicization of the bureaucracy. Corruption has loomed as a serious problem, related directly to a persistent failure to address issues of accessibility and delivery of the justice system and incentives systems to ensure greater accountability and efficiency. In addressing these challenges, the programme will focus on; a) *Promoting the establishment and functioning of a viable and responsive national human rights institution;* b) *Promoting and facilitating the independence of the judiciary;* c) *Addressing the demand side of justice with regard to legal aid and legal awareness, particularly with respect to women* d) *Building the capacity of the judicial secretariat on judicial administration and case management;* e) *Building capacities of the attorney general's office and prosecutors offices to render and deliver speedy justice;* f) *Assisting the GoB in fulfilling its obligations with regard to international human rights treaties and conventions.*

4.2.1 Police Reform

Law enforcement and protective agencies such as the Police are often viewed with mistrust and seen as active contributors to the general malaise of the entire judicial system. Human rights violations, crime and other facets of human security continue to perversely impact citizens, and

the policy force is generally seen as operating within a culture of impunity. To address these challenges, the UNDP programme will focus on the following; a) *Supporting reform to improve professionalism and performance of the police* b) *Enabling greater institutionalization of citizen-police interfaces;* c) *Building capacities for enhanced police administration and management;* and d) *Promoting sensitization on human rights and gender issues.*

4.3 Electoral & Political Party Reform

Outcome

An independent and efficient Bangladesh Election Commission effectively manages and coordinates the holding of free and fair elections

Free and fair elections are the cornerstone of an effective and mature democracy. Bangladesh has been described as a democracy in most accounts for generally satisfying the institutional definitions of a polyarchy. Nonetheless, the consolidation of power by political parties and penetration of partisan politics into all aspects of public and institutional life renders moot the notion of electoral processes being free and fair. Political violence and malpractice has risen over the past 15 years as political stakes have heightened over winning or losing control of state power. The polarized political environment and stagnation of democratic rule makes election support vital. The independence and capacity of the Bangladesh Election Commission needs to be bolstered, likewise is the need to better regulate and help reform of political parties. In helping to promote greater democratic practices and principles, the programme will focus on: a) *Facilitating dialogues and debates on electoral and constitutional reform;* b) *Strengthening the capacity of the Electoral Commission to effectively discharge its duties* c) *Building capacity of the media on issues of elections*

and political participation; d) *promoting continuous civic education at all levels;*

4.3.1 Building Capacity for Reform in Political Parties

A well functioning democracy depends on well functioning political parties responsive to their constituencies. Political parties are critical to consolidating democracy. In Bangladesh, however, many parties have yet to fulfill these mandates. Politics unfortunately has become more a profitable pursuit, rather a process denoting performance and service. Rules regulating the conduct of political parties and electoral campaigns are either absent or regularly flouted. Campaigns are conducted on the basis of spoils of victor and dissemination of patronage rather than on platforms of issue differentiation or ideology. Public trust and confidence as a result in political parties, have plummeted. Parties in addition have inadequate internal democracy. In order to restore integrity into this process and into these vital institutions of democratic governance, UNDP will focus on: a) *Promoting dialogues on political party democratization and cooperation* b) *Supporting nationally driven reform agendas on party regulation, financing and expenditure;* c) *developing issue and policy based party platforms;* d) *promoting participation of women in party leadership and elections*

4.4 Civil Service Modernization & Anti-Corruption

Outcome

A more efficient and accountable civil administration internalizes democratic values and norms, is re-oriented into a 21st century public bureaucracy and becomes more pro-poor in its mission and results

The quality and efficiency of civil service is a key underpinning of good governance and critical to the delivery of timely and essential public services. In Bangladesh in recent years inefficiency of the public bureaucracy has led to lack of confidence in such institutions. More recently, the bureaucracy has become overly politicized, with partisan politics defining and changing incentive structures, generating greater charges of corruption and influence peddling. Recruitment to the civil service is also proving to be difficult with salary and pay structures being a major deterrent. In addition, disconnect between capacity development and career-planning policies is contributing to the minimum use of human resource potentials in the civil service

In the face of such challenges, a re-think is therefore needed, within the framework of reforming the democratic governance landscape in general, of how best to modernize, reform and attract the best talents to the civil service and how to make it more pro-poor in both character and mission. In this regard, the programme will focus on; a) *Providing support to the development and implementation of comprehensive policy and institutional development plan for Bangladesh Public Administration Training Centre (BPATC) and Public Service Commission (PSC); b) Orient Bangladesh Civil Service to the change management process; c) Providing advisory support on the creation of incentive structures and orienting public service on pro-poor service delivery d) Assisting in modernizing the human*

resource and financial management policies of the public administration; e) Promoting the United Nations Convention against Corruption and assist in implementation; f) Supporting awareness campaigns on corruption and build capacities of the Anti-Corruption Commission and related bodies to discharge their duties effectively and independently.

5. Programme Management

The implementation of governance related projects under the CPAP is managed via the Democracy and Governance Cluster through a streamlined management structure in compliance with UNDP's Results Management Guide. The Cluster is headed by the Democracy and Governance Cluster Coordinator who works under the guidance of the Deputy Country Director and the Country Director. Each member of the cluster will be responsible for contributing: 1. Policy and strategy formulation and support; 2. Programme development support services; 3. Project monitoring, assurance and oversight; 4. Advocacy and marketing; and 5. Strategic partnerships and resource mobilization.

The portfolios under the Democracy and Governance Cluster are primarily managed by the Programme Managers. As such the Programme Manager is responsible for the programme portfolio in terms of planning, implementing and managing the delivery of innovative policies and practices, program development, capacity building, project monitoring and assurance, marketing and advocacy and knowledge services.

The role of the Programme Manager is to provide strategic advice and management. The overall vision is a team of Programme Managers who are on top of the development discourse and are fully acquainted with contemporary research.

In managing the portfolio, Programme Managers play the function of project assurance, which involves assuring that the projects comply with the Annual Works Plans (AWPs) and quarterly work plans (including HR and procurement plans), reporting, monitoring and evaluation plans and rules and regulations. Quality assurance is an aspect as well as financial soundness and general compliance to governing documents (plans, AWPs, rules/regulations etc.). The philosophy is to let the Project Manager do what he is good at – that is managing a project, and limit UNDP interventions in projects to setting the wider perimeters for the project (AWPs) and assure that the project delivers according to the plans and in accordance with the financial requirements.

The cluster has support personnel that assist in providing information to the Programme Manager in fulfilling the assurance role. In addition to this, the Team provides other support functions like keeping files up to date, assisting in organizing missions, gather information relevant for policy advice etc.

All in all the new realigned structure and business processes of UNDP, Bangladesh and Democracy and Governance Cluster constitutes a system which is more lean, simple and efficient and gives increased responsibility to the Project Manager, and strengthens the accountability in terms of the delivery of project results. The traditional production of project outputs is in the new structure supplemented by a strengthened policy dimension. This more holistic approach – project outputs backed by policy interventions - will increase the likelihood of achieving the intended project and programme outcomes.

5.1 Operating Strategies of Implementation

UNDP support programme countries to strengthen their own capacities to design and implement development strategies that reflect specific national circumstances and goals, within an overall framework of internationally agreed development goals. The work is intended to be strategic, integrative, focused on intersectoral linkages, and always aimed at strengthening national institutions, governance capabilities and citizen participation. Partnerships with government, other national stakeholders, United Nations and other non-UN organizations, donor organizations and international and regional bodies underpin this strategy of engagement at country level.

UNDP will adopt a programme approach to implementing the Democratic Governance and Human Rights Cluster of the Bangladesh Country Programme. In doing so UNDP will collectively with government and donor partners, develop and design projects responding to the needs and priorities outlined in the CPAP and elaborated in the Programme Framework. The programme will be implemented around four operating strategies: Policy Advice and Technical Support; Capacity Development; Knowledge Generation and Management; and Partnerships

5.1.1 Policy Advice and Technical Support

Upstream policy advice and advocacy provides a vision for and complements strategic interventions at downstream levels. UNDP will provide timely and high-quality advice, expertise and comparative lessons to national policy makers and other partners via tapping into its global network of development practitioners etc.

5.1.2 Capacity Development

Capacity Development is one of the single most important UNDP services. All UNDP work must be targeted toward improving national capacity. Capacity development is seen as the ability of individuals, institutions, and societies to perform functions, solve problems, and set and achieve objectives in a sustainable manner. Capacity development strategies are designed to help countries diagnose capacity constraints and cost capacity building strategies. UNDP will mainstream issues and concepts of capacity development into programme designs and related activities and outputs.

5.1.3 Knowledge Generation & Management

Current design and implementation of programmes, rarely take into account the need to extract, retain and develop knowledge in specific areas of intervention, be it electoral reform, parliamentary development, or local economic development. Building knowledge retention capacities are crucial in the context of the overall objective to build and improve national capacities. Knowledge generation and management will be pursued as a key component of programme design and implementation.

Moreover, one area hitherto underemphasized is cross-programmatic, cross-sectoral integration. The programmes will focus on developing this overall partnership strategy within the proposed areas of focus.

6. Partnerships and Cross-Cutting Strategies

6.1 Partnerships

UNDP currently plays a vital role in coordinating UN's development cooperation at the country level. Partnerships with civil society and donors

offer opportunities and lessons for strengthening development effectiveness at all programming stages. Partnership strategies in the 21st century, however, need to go beyond traditional actors and approaches, and expand beyond national borders as well. South-South cooperation should become a more integrated strategy of programme implementation, as should the linking of institutional stakeholders to global and regional networks, private sector entities and inter-governmental bodies.

Democracy and Governance Cluster has cost sharing partnerships with DANIDA, DFID, European Commission, and Royal Netherlands Embassy in relation to different ongoing and future projects.

At present different ministries and government departments act as implementing agencies or partners in different projects (e.g. Bangladesh Election Commission, Bangladesh Parliament Secretariat, Bangladesh Police, Ministry of Home Affairs, Ministry of Law, Justice and Parliamentary Affairs, Ministry of Establishment, Bangladesh Public Administration Training Center, Ministry of Local Government, Rural Development and Cooperatives). In addition to government agencies, Democracy and Governance Cluster is also working with a number of different NGOs, CSOs and CBOs on different governance issues.

6.2 Cross-cutting Strategies

6.2.1 Communications

Communication: Democracy and Governance Cluster will develop and implement a longer-range communications strategy to promote and support the work agenda beginning in 2007. The first element of the strategy will be development of a clear message with consistent use through all communications

Table 1: Projects of Democracy and Governance Cluster

Area of Program/Project	Areas of coverage	Financial and other information	Partnership
Police Reform Programme	Crime prevention, HRM and training, trafficking of human beings, investigation, police operations and prosecutions, and strategy and oversight	\$16.17 million; Project Duration: Sept 04 to December 2008;	Support from DFID and EC Implementing agency: Bangladesh Police and Ministry of Home Affairs,
Strengthening Parliamentary Democracy	To strengthen Parliament to improve legislating, oversight functions and democracy. Institutional: revision of rules of business, reform committee system. Operational: orientation for MPs, staff-training by independent Institute for Parliamentary Studies, staff support to MPs and parliamentary committees	US\$ 7.4 m Duration: From 15 April 1997 to 31 December 2007	Cost-sharing with DFID, Danida, Royal Netherlands Embassy The National Parliament, The Parliament Secretariat, UNOPS, CSOs
Elections	BEC Capacity Development, capacity development of Electoral training Institute, donor coordination, training for election officials, polling officers, other relevant officials, media, etc.	US\$ 1,116,066 Duration: From 1 July 2005 to 31 December 2007	Implementing agency: Bangladesh Election Commission, Election Commission Secretariat, ETI, Development Partners NGOs; CSOs
Human Rights & Access to Justice	Promoting Access to Justice and Human Rights in Bangladesh; assist government to legislate national human rights commission law, strengthen the supreme court, expedite separation of judiciary from the executive, awareness building on human rights, strengthen government capacity to provide legal aid services.	US\$ 3 m (to be launched)	Implementing Agency: Ministry of Law, Justice and Parliamentary Affairs, NGO, CSO, Cabinet Division
Anticorruption	A, Promoting open discussion on corruption and integrity B, Disseminating information on what individuals, groups and organizations can do to curb corruption C, Implementing targeted interventions to directly address integrity and corruption.	US\$ 420,420 (Cost sharing with DANIDA) Duration: From 1 August 2005 to 31 December 2007	Cost-sharing with Danida Implementing partners: Anti Corruption Commission, NGOs, BPATC, NIMC
Civil service capacity	Capacity development of BPATC, institutional assessment of BPATC and PSC.	US\$ 713,250	Implementing agency: Ministry of Establishment and Bangladesh Public Administration Training Centre, BPSC, CSOs, DFID, JICA, USAID
Support to the Justice System - Activating Village Courts	Empowering citizens to resolve their disputes at the local level in an expeditious, transparent and affordable manner. Empowering women, the poor and disadvantaged groups to seek remedies for injustices, and to enable justice institutions to be responsive to claims. To promote and protect human rights security through a human rights-based approach to development in programming and delivery. Strengthening local government institutions to be responsive to local needs and offer appropriate legal service in the form of well functioning Village Courts, which operate in a transparent and accountable manner, free from coercion, intimidation or political interference.	US\$ 14.2 Million (To be launched in 2008)	Cost sharing with European Commission Implementing Agency: Ministry of Local Government, LGD, Village Courts, Union Parishads, NGO, CSO

tools. That message will be made a feature of all Democracy and Governance communications initiatives, and Programme as well as project officials at all levels will be supported to articulate it accurately and convincingly.

A second element will be to target information and advocacy to specific audiences. Strategies for reaching other groups in a diverse society — parliamentarians, donors, public interest organizations, and the public at large — will also be developed.

The third element will be proactive communication. Democracy and Governance Cluster will ensure that it conveys its information in a timely, attractive and persuasive manner and that it uses modern technologies effectively.

6.2.2 Gender equality

The Strategic Framework sets out initiatives designed to address key gender equality priorities in the UNDP context. Those initiatives will be integrated into the work plans under each of the governance projects. Future activities of different project will, to the widest possible extent,

be gender neutral and will extend support to research and capacity-building needed for gender issues to get the deserved attention.

6.2.3 Managing and expanding knowledge:

Sound, extensive and relevant information is fundamental to Democracy and Governance activities, both for external audiences and internal policy and programme use. This will lead to well-coordinated information across the staff, enabling the Cluster to measure, assess and monitor that the work is up to standard. Tools of information technology will be used as appropriate to ensure successful knowledge management and expansion.

7. Governance Indicators

As per Country Programme Action Plan requirements, a set of indicators has been incorporated for Governance. UNDP draft Strategy Plan 2008-2011 also requires development of country specific indicators, which will assist to monitor progress in the specific development fields.

Table 2: Programme Component indicators (cluster level indicators)

Component	Expected Outcome	Indicators
1. Democratic Governance and Human Rights	<ul style="list-style-type: none"> ➤ Functioning parliamentary oversight and accountability mechanisms ➤ Electoral assistance coordinated and electorate informed of voting rights and responsibilities. ➤ Human rights/security promoted and protected. ➤ Public administration reforms made efficient, transparent, accountable, effective, responsive, and gender-sensitive. ➤ Local communities' right and capacity to control social, economic and cultural development are enhanced and fully supported by effective CHT 	<ol style="list-style-type: none"> 1. CGS State of Governance Report 2. TIB annual reports 3. CPD annual report 4. WB Voice and Accountability Indicator 5. WB Political Stability and Absence of Violence indicator 6. WB Government Effectiveness Indicator 7. WB Regulatory Quality Indicator 8. WB Rule of Law Indicator 9. WB Control of Corruption Indicator 10. TI CPI indicator 11. Freedom House Political Rights Indicator 12. Freedom House Civil Liberties Indicator

Table 3: CPAP Indicators on different Outcomes (project level indicators)

Expected Outcomes	Expected Outputs	Indicators
1. Functioning parliamentary oversight and accountability mechanisms	<ul style="list-style-type: none"> ➤ 1.1 Increased capacity of Parliament, ➤ 1.2 Strengthened Parliamentary committees ➤ 1.3 Developed infrastructural facilities ➤ 1.4 Dissemination of Parliamentary and legislative information both internally and externally 	<ol style="list-style-type: none"> 1. Parliamentary budget analysis unit established 2. % change in # of MPs involved in budget analysis 3. # of debates on policy/ MDG issues 4. # of committee consultations with CSOs 5. % change in # of seat held by women 6. Training of MPs including women MPs; 7. % of Committee Chairs have exposure to developed parliaments; 8. % of MPs, including women MPs, are trained in parliamentary practice; 9. Gender mainstreaming underwent various regional & international workshops; 10. Job description of the Secretariat officials accomplished; 11. # of internal websites hosted on the Intranet , # of knowledge objects hosted on the Intranet, # of MP's given access to and utilizing e-mail facilities; 12. Establishment of an interactive website for the parliament providing e-citizen services along with establishment of an institutional mechanism to sustain this site 13. Sound system of the House improved; 14. Installation of CCTV and other equipment. 15. Women MPs accommodated in Parliamentary Standing Committee 16. % of parliamentary records streamlined 17. % of meeting held with CSOs 18. % of meeting held with local representatives and CSOs 19. % of optimal utilization of resources allocated 20. # of CEDAW issues implemented
2. Electoral assistance coordinated and electorate informed of voting rights and responsibilities.	<ul style="list-style-type: none"> ➤ Long-term partnership with the Election Commission established ➤ Voters are aware of their rights and civic awareness regarding electorates' rights promoted ➤ Election officials are trained and capable to conduct elections ➤ Knowledge and information available internally to the Election Commission and externally to the citizens ➤ Arrangement of trust fund for assured delivery such as cont. updating of voter rolls, awareness 	<ol style="list-style-type: none"> 1. The TPP and the project document approved 2. # of training conducted and election officials trained 3. Change in % of electorates during elections; 4. Change in % Of women voters 5. # of elections officials at the policy level participated in election conference/workshop; 6. # of equipment procured and delivered 7. Publication of modified Code of Conduct 8. # Of legal documents revised 9. # Of electoral rolls updated 10. # Of CSOs involved in monitoring 11. # Of media coverage 12. Reengineering the ECS Intranet to meet the requirement of the ECS 13. # of document made available in the ECS intranet 14. # of training materials and knowledge objects made available to the ECS staff electorates 15. # of training material and equipment developed in ETI

Expected Outcomes	Expected Outputs	Indicators
3. Human rights/security promoted and protected.	<ul style="list-style-type: none"> ➤ Improved formal institutional set-up for the protection of human rights ➤ Increased awareness of human rights ➤ Traditional dispute resolution and mediation systems consolidated at a nation-wide scale ➤ Project prepared to support a medium-term penal reform strategy ➤ Project prepared to initiate prison reforms. 	<ol style="list-style-type: none"> 1. # Of officials trained and sensitized in HR issues; 2. HR Commission established; 3. # Of complaints registered & resolved; 4. # of cases disposed; 5. Needs identified for prison reforms. 6. Reform strategy implemented and updated Jail Code published 7. # of court/ mediation cases & human rights complaint
	<ul style="list-style-type: none"> ➤ Police-community engagement creates an environment that facilitates prevention of crime and equitable access to justice, and the opportunity for inappropriate influence over the police is minimized ➤ High quality police operations and investigations are undertaken, which are responsive to women, girls ➤ The Bangladesh Police are ethical, capable, well trained and well lead and HRM/HRD processes result in efficiency, transparency, accountability and equitability ➤ Bangladesh Police maintains the standards, systems and structures necessary to meet current and future policing needs. 	<ol style="list-style-type: none"> 1. Communication strategy developed. 2. Crime prevention strategy prepared. 3. Eleven Model Thana established. 4. Crime prevention center established at PHQ. 5. Number of Police trained on awareness building. 6. Juvenile justice strategy developed. 7. Number of crime prevention committee formed. 8. Establishing a public portal to enhance the interactions between Police, media and citizens as well as to provide e-Police services 9. One Stop Crisis centers established. 10. # Of case prosecuted. 11. # Of police trained. 12. % Change in crime investigation. 13. % Change of charge sheet. 14. % Change in crime scene preservation. 15. Criminal intelligence unit established 16. # of complaints registered with police(total +women) 17. HRM strategy developed. 18. Training strategy developed. 19. # of training curriculum developed. 20. HRM department established. 21. Decentralized training system. 22. # of Women in core policing 23. Women Police Officers network established. 24. Strategic plan and research unit. 25. Information management strategy. 26. Anticorruption strategy 27. Standard Operating Procedure 28. Vision, mission and core function of Police. 29. Police - media strategy 30. Public relation department. 31. Code of ethics. 32. Transnational crime unit established. 33. Establishing criminal intelligence and forensics database systems

Expected Outcomes	Expected Outputs	Indicators
		34. 11 BRTA database made accessibility to the Police 35. Establishing a Cyber Crime Unit at Bangladesh Police equipped with proper personnel
4. Public administration reforms made efficient, transparent, accountable, effective, responsive, and gender-sensitive.	<ul style="list-style-type: none"> ➤ Development a long term plan for institutional development and its implementation for BPATC and MoE ➤ Cost effective delivery of training across the public service ➤ mprovement of internal management system and working methods in BPATC ➤ Update BPATC training curriculum in the light of govt. development policy framework including gender and human rights ➤ Policy study on civil service role in achieving MDGs ➤ Make PSC effective in Human Resource Management process ➤ Research on update the information on and causes of integrity deficiencies in the civil services ➤ Agreement for UNDP's support for capacity development of civil service 	1. # Of training course curricula reviewed; 2. # of training conducted following the reviewed curricula 3. # of study conducted on cost effectiveness of training 4. Change in civil service performance 5. # of civil service officials oriented on implementing MDGs; 6. % Change in civil service officials ethical behaviour with respect to a set standard 7. % Change in peoples perception on ethical behaviour of civil servants 8. # of BCS cadres given e-governance sensitization training