



Emergency Multi-Sector Rohingya Crisis Response Project.

Operation Manual for Component Two- Strengthening Community Resilience.

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Ministry of Disaster Management and Relief
Government of People's Republic of Bangladesh

Background and rationale

1. With the surge in extreme violence in Myanmar in August 2017, close to 800,000 Forcibly Displaced Myanmar Nationals (FDMN) fled to the Cox's Bazar district of Bangladesh and joined existing 34,000 registered refugees who have been living in Ukhia and Teknaf Upazilas for the past 20 years.¹
2. The spontaneous influx of this significant number of refugees within a very short period has placed considerable pressure on an already impoverished population, the environment and scarce local resources. Due to large-scale clearing of trees and plants for settlement and cooking purposes, the entire area in and around the camps has become highly prone to land degradation and exposed to eminent disasters such as landslides, mudslides and flash floods during the monsoon and cyclone seasons. The FDMN live in poor, congested conditions (50,000 people per square km) with minimal access to roads and other social infrastructure such as market, safe water, sanitation and hygiene.
3. Livelihood opportunities in the camps are extremely limited resulting in an increase in negative coping mechanisms and several instances of gender-based violence and other forms of discrimination. Large numbers of unemployed youth are also at greater risk of being radicalized or engaging in anti-social activities. Although formally they are not allowed to work outside of the camps, some FDMNs are taking up informal jobs in construction, farming, fishing and restaurants at lower wages, pushing down local market rates. The decline in wages, accompanied by some commodity price increases and strained access to community services has increased tensions between the host communities and the FDMN.
4. The Government of Bangladesh is investing significant resources in this crisis response, with the Ministry of Disaster Management and Relief (MoDMR) leading and coordinating the response since the onset of the influx. In support of the government's efforts, a number of agencies, including WFP have been implementing various labour-based community workfare and gender transformative activities for the FDMNs. However, there is lack of standardization and comprehensive programmatic approach for undertaking such activities.

Objective of the community workfare and community services Project

5. The overall objective of the community workfare and community services project is to engage the FDMN, including youth-at-risk, in productive activities within the camps and improve basic facilities, community services and raise awareness to address the immediate needs of the population. The project can have a broader impact on the host community by injecting resources into the local economy as well as through restoration and rehabilitation of the fragile environment within and around the camps. It is important to note that while the project aims to adhere to ILO's Decent Work Agenda (DWA),² it is not a long-term,

¹ As of 31 October 2018, the total number of forcibly displaced Myanmar nationals in Cox's Bazar is 899,349; out of these, about 42% are in the category of 18-59 years of age with productive labour capacity. The remaining 58% of the forcibly displaced Myanmar population is either below 18 years or older than 60 years of age (Source: UNHCR).

² Associated ILO Convention: Occupational Health and Safety, 1981 (No.155) and Safety and Health in Construction, 1988 (No.167). First of the fifth Substantive Labour Standards, these are based on international conventions of the ILO and on provisions contained in regional and national law. The full text of all International Labour Standards can be found on the ILO website from: https://www.ilo.org/wcmsp5/groups/public/---ed_norm/---normes/documents/publication/wcms_108393.pdf

formal employment generation scheme and it does not offer the benefits that formal employment provides such as medical insurance, pensions, or other benefits.

6. The specific objectives of the project are:
 - a) To engage approximately 40,000 FDMN's including at-risk youth and other vulnerable people in productive activities through community workfare, thereby reducing the likelihood of their participation in negative coping mechanisms such as radicalisation, gender-based violence, trafficking and other antisocial behaviour, engaging them as valuable participants in the workforce;
 - b) To provide community services to approximately 60,000 vulnerable FDMNs including female-headed households, people with disability, child-headed households, households with high number of dependants, and elderly headed households, enhancing their self-reliance.
7. It is expected that the project will enhance the capacities of MoDMR, other government agencies and partner NGO (Local) through trainings, exchange of international experiences and cross-learning opportunities.

Objective of the Operation Manual

8. The objective of this operation manual is to assist the Government of Bangladesh, WFP and its partner NGO in designing and implementing a standardized community workfare and community services activities for the FDMN population in Cox's Bazar. The manual outlines key sub-projects catalogue and options that can be implemented in the camps and provides details on the implementation arrangements necessary to undertake the activities, including steps for effectively targeting participants, mode of transfer as well as the coordination structure needed at various levels. It provides guidance on how to properly monitor the progress and performance of the programme.
9. To facilitate the work of partners and stakeholders and provide guidance on implementation, including samples of technical specifications for some of the community workfare sub-projects as outlined by the Site Management Sector provided as an annex.
10. The manual will be a living document which will be updated and revised through time as required. Once finalized, the manual will serve as a Government of Bangladesh guideline for harmonizing ongoing labor-intensive community workfare and services activities undertaken by various agencies in the camps.

Implementation arrangements and roles and responsibilities of key stakeholders

11. The project will be carried out in line with the implementation arrangements put forward by the World Bank and MoDMR. Key Government agencies and stakeholders at various levels will be involved throughout the planning, implementation and monitoring stages.
12. The roles and responsibilities of the various stakeholders are outlined below. This may need to be further developed as necessary and formalized through a tripartite memorandum of understanding (MOU) between the World Bank, MoDMR and WFP.
13. *At the national level:*

- i. **MoDMR** is responsible for overall management of the project, technical support in the implementation of the sub-projects, policy dialogue at the national level, annual planning and periodic monitoring of the progress of the project. A fully-staffed Project Management Unit (PMU) within the Refugee Cell of the MoDMR will be established to lead the work. **(Please refer to Annex V, VI and VII: Organogram for the Refugee Cell, PMU and description of roles and responsibilities of PMU staff).**
- ii. **The World Bank** shall support the implementation of the project, facilitates policy dialogue at the national level and ensures timely disbursement of funds.
- iii. **A Project Steering Committee** will be established comprising of representatives from the Refugee Relief, and Repatriation Commission (RRRC), WFP and MoDMR. The Committee will be chaired by the Senior Secretary of MoDMR and will convene every 6 months to review and provide overall strategic guidance and monitor the progress of the project.

14. At Cox's Bazar level:

- i. **RRRC/Camp in Charge (CiC)** will be the focal point for implementation and coordination on the ground. Specifically, RRRC/CiC will be responsible for joint activity planning; review and endorsement of proposed community workfare and community services activities; managing grievance redress system; endorsement of monitoring/progress reports. The CiC is responsible for all program-related processes in the camps. They will consult with the various Committees at camp level, including the Rohingya Food Security Committee (RFSC), and the Camp Governance Committees (under Site Management Sector and CiCs). The Ministry of Forestry and key government line departments in Cox Bazar will also be consulted.
- ii. **WFP**, under the supervision and guidance of the MoDMR and RRRC, will implement community services and community workfare interventions with agreed upon outputs and activities. WFP will specifically undertake sub-project and activity planning, selection and contracting of implementing NGOs, managing end to end process related to the sub-projects, monitoring and reporting, systems support and capacity strengthening of MoDMR and RRRC as necessary. WFP will use its Engineering Unit (part of which is the Site Management Engineering Services retained at the DRP/FDMN camps by WFP jointly with IOM and UNHCR) to prepare workfare designs, supervise the works and ensure safeguards compliance. In addition, WFP will recruit implementing NGO (Local) to support the planning and implementation of the programme. WFP will also ensure close coordination with the various sectors and Working Groups in Cox's Bazar, such as Water, Sanitation and Health (WASH) Sector, the Food Security Sector, the Health and Nutrition Sectors, the Gender in Humanitarian Action group (GiHA), Site Management Sector and Solid Waste Management Working Groups, as well as other on-going major projects such as the Site Maintenance and Engineering Project (SMEP), jointly implemented by WFP, IOM and UNHCR.
- iii. **Implementing NGOs**, contracted through WFP, are responsible for direct sub-project planning, implementation and monitoring. Through a community-based participatory planning approach, implementing NGO (Local) will consult with FDMNs, identify sub-projects and prepare proposals, distribute entitlements (e-voucher or in-kind). WFP shall report to MoDMR based on an agreed template, reporting requirements and indicators.

- iv. **Implementation Committees:** Implementation Committees will be established through community consultation. The committee will consist of the Camp-in-Charge (CiC); representatives of the NGO implementing activities, and community members of the camp with adequate female representation. Sub-project selection will be finalized by the Committee.

Selection of implementing NGO (Local)

15. In close consultations with MoDMR and RRRC, WFP will facilitate the process of identification and selection of potential implementing NGO (Local) to implement the project activities.
16. Selection of implementing NGOs will follow WFP's regular identification and contracting procedures, culminating with a Field Level Agreement between WFP and the selected implementing NGOs.
17. Criteria for selecting implementing NGOs include:
 - Geographic coverage/reach and operational capacity;
 - Past experience in working in camps as well as adolescents
 - Programmatic and technical expertise;
 - Administrative and reporting capabilities;
 - Financial capacity;
 - Value for money;
 - Risks identification and management

Project activity identification and prioritization

18. Within the eligible community workfare and community services sub-projects, the implementing NGO will facilitate a consultative, multi-sectoral process that engages camp community representatives, government, and humanitarian partners to enable a systematic identification and prioritization of sub-projects to cohesively achieve the objectives.
19. Seasonal Livelihood Programming (SLP) and Community Based Participatory Planning (CBPP) – see Annex III and IV - are powerful planning tools which can be utilized to coordinate stakeholders and identifying short and long-term interventions suited to different contexts. The SLP brings humanitarian and development interventions together by combining seasonal, livelihood, gender, crisis and recovery aspects to identify the most appropriate range of project activities, and then aligning these into complementary short- and long-term plans for action. CBPP is a practical planning tool which can be done through a two to five days consultative field exercise by placing vulnerable women, men and at-risk youth at the driver's seat of planning, contributing to their own resilience building efforts and development.
20. In Cox's Bazar, SLP/CBPP results can be used to align the sub-projects according to the most appropriate time (seasonality) and target group and identify complementarities

between multi-sectorial interventions and the partners delivering them. Through the SLP³, community workfare and community services identification and selection will be closely coordinated with the various sectors and working groups that are in place in Cox's Bazar such as the Food Security Sector, WASH Sector, Site Management Sector, Gender in Humanitarian Action (GiHA) and Solid Waste Management Working Groups.

21. Site Management Engineering Services will prepare the designs and work program as well as specify and quantify the equipment, materials and tools needed to carry out the works in consultation with CiCs. WFP will procure and store the materials, equipment and tools as appropriate. As per the work program, the implementing NGO partners will facilitate the participatory identification of the DRP/FDMN participants and propose them as beneficiaries in the workfare activities of the camp. WFP will collect and use the registration information to vet the participants and register the beneficiaries into the SCOPE based e-Voucher system. Following this, the Implementing NGO (Local) will mobilize the workfare participants and put them to work. Under the guidance of the Site Management Engineering Services implementing NGO (Local) will supervise the works and compile the timesheets for submission and reporting to WFP for payment

Project endorsement process

22. Sub-projects that also benefit the host community will be prioritized through a consultative process in collaboration with the implementing NGOs, local authorities (CiCs, UNOs, among others,) and the FDMN.
23. The final list of all community workfare and community services sub-projects will be endorsed at the camp level in the monthly Site management meetings, chaired by CiCs.
24. The Project Management Unit (PMU) will be informed of the endorsed key sub-project activities.
25. Implementation should commence as per the timeline of activities and funding disbursement agreements as outlined in the FLA.
26. WFP will create a checklist or SOPs for project endorsement steps, coordination agreements, activity selection and project clearance at camp levels. This will ensure field staff across different camps to follow a standard operating procedure.

Suggested catalogue of community workfare and community service activities

27. Annex I provides details on proposed gender transformative community workfare and community service sub-projects. Protection mainstreaming activities will be included in both community workfare and community service sub-projects that focus on the safety of participants and community members, training on basic protection principles and how to report complaints.
 - i. *Community workfare* are labor-intensive by nature and are aimed at engaging a large number of working age, at-risk youth in productive activities to reduce their involvement in negative coping mechanisms as well as improve the overall social and physical infrastructure of the camp and surrounding area.

³ Impacts study on seasonal livelihood programme conducted by Ibid.

- ii. *Community services* will involve the most vulnerable of the population who do not possess the ability or capability to fully participate in labor-intensive community workfare. The most vulnerable women, men, at-risk youth, the elderly, households with a high number of dependents will be targeted, as well as survivors of gender-based violence (GBV) and people with disability. This sub-project will engage the FDMNs with trainings that will reinforce dignity and promote a community development through soft-skills leading to the achievement of a higher degree of self-reliance. The Community Service subproject will engage FDMNs in activities carried out through a network of volunteers including from Disaster Management Committee, Cyclone Preparedness Programme (CPP), Rohingya Food Security Committee (RFSC), amongst other beneficiary groups, who will be providing them with remuneration for their time.
27. The community services activities will be specific to the needs of the vulnerable community and the services performed will differ from one camp to another. WFP working with cooperating partners will through a participatory process identify needed services within each camp and then mobilize at-risk Youth and skill them in providing those services which may include but are not limited to: cleaning elderly houses; collecting water for the elderly; cooking for the elderly or young mothers; and looking after abandoned children and any other community services that may be identified by the community.
 28. The implementing NGOs with the help of CiCs will facilitate the identification of the vulnerable children, women, disabled and elderly households and the locations where other community services are required within the camp. From among the trained youth, the implementing NGO (Local) will facilitate the selection of those to participate in delivering the services as well as the quantity and specifications of the tools and equipment needed for carrying out the services. WFP will collect information on the needed tools and equipment for procurement and storage. The implementing agency will then vet the list of the selected youth and register them in the SCOPE based e-voucher system. Following which, the implementing NGO (Local) will supervise the youth delivering the services and compile the timesheets and report to Implementing agency for payment. The detailed TOR for recruiting the implementing NGO (Local) is attached as Annex VIII.
 29. The catalogue indicated in Annex I should be seen as a guide for the types of activities that will be implemented in the camps. This is not an exhaustive list and activities will need to be re-prioritized and validated through further consultations with the CiC, the FDMNs, Site Management Sector and other stakeholders.
 30. It is important to note that some of the sub-project activities, particularly those in the community workfare category may directly overlap with other sectoral roles., Site Management Sector and Solid Waste Management Working Group. Therefore, activity selections should be closely coordinated and informed by coverage gaps of the afore-mentioned sectors and working groups in Cox's Bazar.
 31. Understanding fully the unique context of the FDMN in camp situations, the community workfare sub-project should follow the specifications agreed upon by the Site Management Sector (see Annex II)⁴, utilizing gender analyses when applicable to better target individuals. However,

⁴ Drafted by the Site Management Sector in January 2019

this may be updated or adopted as required. It is recommended that payment of entitlement be based on a set of concrete outputs rather than based on meeting certain technical milestones.

32. For community services activities which mainly involve community information awareness and community organizations, existing modules can be adapted, or new modules will be developed.

Targeting of participants for community workfare and community services

33. For the purpose of the project, it is important to clarify the difference between participants vs beneficiaries. Participants are those who are directly involved in community workfare and community services (such as those involved in bridge construction). Beneficiaries refer to larger groups of individuals who may not be directly engaged in the sub-projects but would benefit from it (e.g. those who benefit from a new bridge).
34. The evolution of a camp setting naturally progresses from life-saving operations to a protracted support for which targeting needs to shift to have the greatest impact for the largest number of vulnerable people. WFP and implementing NGO (Local) will work closely with local authorities and community representative groups such as Camp Governance Committees, Rohingya Food Security Committees, Cyclone Preparedness Programme Committees, Disaster Management Committees, and *Majhis*, to ensure the most vulnerable are not left behind. Community based participatory selection processes shall be used to promote a more community-focused and community-managed selection system in the camps. This participatory targeting process will be facilitated by the implementing NGOs. The key aspect is to ensure that eligible and appropriate participants are prioritized first, not only to participate in community workfare sub-project activities but also to benefit from the assets created.
35. Targeting will be done at the household-level with a maximum of one person per household participating in a community workfare or community service activity at a time. The below targeting criteria set by the Food Security Sector shall be followed by WFP's partner NGO (Local) as they identify participants for community workfare and community services:

For community workfare:

- Men and women 18 - 49 years of age, while priority is given to those 18-37 years of age. However, in consultation with government authorities, this age group may be revised to include younger people which make up a big demographic cohort and are mostly idle in the camps and who are not usually included in many other interventions.

For community services

- Female-headed households between 14-49 years of age, while priority will be given to women aged between 14-25. (According to the Child Labor Law of Bangladesh, the minimum legal age for employment is 14⁵. Children under 14 may not engage in any type of work or similar arrangement. The National Child Labor Elimination policy of 2010 prohibits engagement in hazardous work below the age of 18 and a government

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<http://www.ilo.org/dyn/travail/docs/352/A%20Handbook%20on%20the%20Bangladesh%20Labour%20Act%202006.pdf>

order issued in Bangladesh in 2013 identifies 38 processes/activities hazardous for children⁶).

- Male youth aged 14-25 years at risk of participating in negative coping mechanisms and antisocial behaviours
- People with disability, with priority given to those who are 14 years and above, for activities appropriate to their ability.
- Child-headed households, with priority given to those 14 years and above, for activities appropriate to their ability.
- The elderly will be supported through unconditional assistance, participating in activities appropriate to their ability if interest is expressed.

36. A number of resources can help in obtaining the information for targeting. The Rohingya Emergency Vulnerability Assessment (REVA) will be used as one of the guiding assessments in identifying the characteristics of vulnerable FDMN. In addition, biometric registration has been done for the entire FDMN in Cox's Bazar through WFP's beneficiary information management system known as SCOPE. The list of eligible participants for the community workfare programme and community services can be retrieved from WFP's SCOPE, using the agreed-upon age bracket.

Participant registration process and on-boarding

37. Sub-project participants will be registered by WFP or through the implementing NGO using the WFP SCOPE platform. SCOPE is a digital solution that helps WFP manage the identities and entitlements of its beneficiaries. It provides information on who the beneficiaries are, what they are entitled to, issues instructions to the appropriate delivery mechanism and receives feedback about whether or not the right amount of transfer has been given to the intended family. If supported by the delivery mechanism, SCOPE can also receive data on the types of items redeemed by the beneficiary.
38. It is possible to import existing beneficiary data to SCOPE from external sources like Excel or partners' databases, including biometric data. In cases where implementing NGO register sub-project participants on behalf of WFP, they can also be given access to the platform and trained on how to perform online and offline registrations, and beneficiary and transfer management, adhering to WFP's data privacy rules and regulations.
39. Registrations take place at the camp level and all basic information required by the selected transfer instrument is collected. At all times, WFP will ensure that the privacy and confidentiality of beneficiary data is guaranteed.
40. Prior to sub-project activities starting in the field, WFP and its implementing NGOs (Local), in collaboration with CiC, will conduct information and sensitization campaigns directed at participants and other stakeholders. Communication will always be considered as a two-way channel – not only providing critical project information, but also listening to and addressing the concerns and questions of the larger audience. This communication will allow for input into the way the system runs to ensure that it is contextually relevant and makes sense for the local population.

⁶ http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---sro-new_delhi/documents/genericdocument/wcms_486739.pdf

Transfer modality, payment and mode of payment

41. Depending on government regulations, market conditions, availability of service providers and capacity to manage the transfer as well as preference of participants, appropriate modality of payment for community workfare and community service participants will be implemented. This will include providing e- vouchers for food or non-food items
42. The e-voucher will be supported by WFP's SCOPE platform which can be used to issue, retrieve, manage and track payment of entitlements. Entitlements are redeemable at contracted retailers equipped with the adequate point-of-sale (POS) device, which uses information from the SCOPE card to determine the available balance and record the transaction details.
43. In line with the amount set by the Inter-Sectoral Coordination Group (ISCG) and RRRC guideline, participants in community workfare-type activities will receive **BDT 50/hour**. They will be engaged in community workfare for a maximum of 7 hours/day for a maximum period of 90 days over the project period. Community service participants will receive **BDT 50/hour**. They will be engaged in community service activities for a maximum of 5 hours/day for a maximum of 90 days during the project period.
44. Payment would be made only in e-voucher. The e-voucher will be used to purchase both food and non-food items, including LPG refills from WFP-contracted shops in the camps.

Safeguards

45. Identification and assessment of environmental and social safeguard risks and potential impacts on the safety of affected communities, including gender analysis, institutional analyses and critical social considerations will be undertaken during all stages of the project to anticipate and manage unintended impacts on the affected community and will be carried out in line with the provisions of the World Bank approved and disclosed Environmental and Social Management Framework (EMSF) and Resettlement Policy Framework (RPF) as well as all requirements of the grievance redress mechanisms.
46. A protection assessment and analysis will be conducted to identify threats, vulnerabilities and coping mechanisms. Mitigation measures will be put in place to reduce threats and build capacity. Findings from the protection assessment will be shared with the Protection Sector.
47. All community workfare and community services sub-projects during planning and implementation will be integrated to deliberately contribute directly or indirectly to promote social, environmental and occupational safeguards using a gender lens at all stages of interventions.
48. The social safeguards include promoting good nutrition, gender equality, women's empowerment, and inclusiveness which recognizes the needs of vulnerable female headed households and people with disability. For example, through a consultative process, sub-projects may be identified as safer and more accessible for women if they are co-located with nutrition programs, linking an incentive for women to both participate and provide support for their children. Although currently WFP-contracted shops bring in food items from various parts of Bangladesh, through improved purchasing power, this project can enhance the availability and diversity of food produced and consumed locally. It also can strengthen and diversify sources of incomes, which in turn can have positive impacts on

nutrition. In addition, all community workfare programmes shall incorporate essential ‘do no harm’ considerations, such as defining lighter work norms/activities for pregnant and lactating women engaged in community workfare or avoiding activities that compete with the care practices for young infants and children. Care will also be taken to ensure that the proposed activities do not pose risks for children, women and other vulnerable groups. Social safeguarding will also include avoiding or perpetuating child labour practices or negative gender stereotypes.

49. The environmental and social risks in Cox’s Bazar have increased significantly since the arrival of the FDMN, mainly due to settlement and deforestation. If not implemented properly, some community workfare sub-projects such as community access roads, flood control and land stabilization measures may exacerbate environmental and social risks. Environmental and social risks will be avoided, reduced or mitigated as defined in the World Bank’s and WFP’s Environmental and Social Standards and outlined in the Emergency Multi-Sector Rohingya Crisis Response Project Environment and Social Management Framework (ESMF)⁷. All proposed community workfare sub-projects will be screened by the ESMF Screening Tools Environmental and Social Screening Tool during the design phase and before approval, in order to identify and avoid, reduce, or mitigate potential risks. As all sub-projects are small-scale and community-based, it is expected that through their design the environmental and social risks can be avoided or reduced. However, if a sub-project is identified as medium to high risk following the screening, an Environmental Impact Assessments (EIA) may be required, as defined in the ESMF.

Occupational health and safety refer to protecting workers from accident, injury or illness associated with exposure to hazards encountered in the workplace. The project should ensure the participants’ health and safety by providing a safe work environment, as defined in the World Bank’s and WFP’s Standards. For activities that may pose health risks or injury, participants should be provided with basic safety measures such as first aid kits, gumboots, gloves, helmets, visibility vests, etc. On a case-by-case basis, the project should be prepared to provide compensation in case of occupational injury.

50. Although not a formal employment programme with medical insurance, pensions, or other employee benefits, all sub-projects should adhere to the criteria of ILO’s Decent Work Agenda (DWA)⁸, with productive work for women and men in conditions of freedom, equity, security and human dignity.

Project monitoring

51. A comprehensive results framework will be developed with clearly stated objectives. This framework will define the monitoring requirements and reporting frequencies. Monitoring

⁷ The ESMF is a guidance document for the environmental and social screening of each sub-project during the technical design and implementation stage.

⁸ Associated ILO Convention: Occupational Health and Safety, 1981 (No.155) and Safety and Health in Construction, 1988 (No.167). First of the fifth Substantive Labour Standards, these are based on international conventions of the ILO and on provisions contained in regional and national law. The full text of all International Labour Standards can be found on the ILO website from: https://www.ilo.org/wcmsp5/groups/public/---ed_norm/---normes/documents/publication/wcms_108393.pdf

will be carried out by engaging key stakeholders at all levels with the focus on process, performance and outputs. The key indicators to be monitored will include:

- a) Project performance and achievements, measured through outcomes and outputs such as percentage of the refugee population resorting to negative coping strategies, the type and number of assets created (or quantity of activities implemented) as well as qualitative assessments of achievement. Please refer to Annex I Table 3 and 4.
 - b) Implementation processes by systematically and continuously overseeing and assessing implementation of activities and facilitating effective management of the project through regular feedback about activities roll-out.
 - c) The resource amount transferred and redeemed by beneficiaries/participants, i.e., entitlements (cash and e-voucher) and number of participants;
52. At the national level, WFP will support the Project Management Unit (PMU) in establishing a Management Information System (MIS) for monitoring including developing monitoring Standard Operating Procedures (SoP) with appropriate checklists.
53. At the field level in Cox's Bazar and in the camps, WFP has a strong presence through its Field Monitors and Programme staff. These WFP staff conduct regular supervision and monitoring of activities including ensuring attendance verification of sub-project participants by cooperating partners. In addition, implementing NGO (Local) will conduct regular and day-to-day monitoring of implementation on the ground. Further, all partners will be subject to performance evaluations carried out by WFP to ensure high quality delivery of project deliverables in line with WFP's requirements.
54. WFP will support RRRC in Cox's Bazar in establishing public information dashboards to capture sub-project progress and achievements that can be accessible to the public to promote accountability and showcase achievements.

Grievance Response Mechanisms

55. Seeking the views of participants to improve implementation of the sub-projects is key. Appropriate mechanisms will be established to ensure that feedback and complaints are received, documented, processed, responded to and learnt from. The mechanism must be practical, while ensuring that it is trusted by and easily accessible to all project participants.
56. A telephone hotline will be established at RRRC that project participants can freely call when they have questions, concerns or complaints about the projects. WFP Dhaka currently has a hotline service as component of the comprehensive feedback and complaints mechanism for WFP programmes and a similar system can be replicated in Cox's Bazar and be aligned with existing mechanisms and complaint and feedback referral pathways. It is important that the existence and types of available mechanisms be clearly and broadly communicated to all members of the affected population as well as relevant stakeholders as part of the overall sensitization campaign.
57. Given the cultural contexts of FDMN, women might not be in a position to have free access to telephones or be in a position to engage in face-to-face conversation with strangers, especially those of the opposite sex. Therefore, WFP and partners should be in the position to provide different types of innovative feedback mechanisms that will capture data, including an increase of front-end and mobile help desks. Such innovative mechanisms should be developed through consultative processes with the affected population (e.g. focus

group discussions, key informant interviews, etc.), identifying the most effective and accessible as well as trusted mechanisms for all members of the population, including the most vulnerable ones. In addition, FDMN volunteer groups can be established to facilitate the reporting of grievances regarding the implementation of community workfare and community service sub-projects.

Maintenance of assets created through community workfare

58. Almost all the community workfare in the camps are likely to occur in state-owned lands. Project outputs (such as bamboo bridges, community roads, tree plantations, slope stabilization, etc.) will require some level of protection and long-term maintenance during and after the sub-projects' life time.
59. Prior to the start of the project, an agreement should be reached between WFP, local government (CiC) as well as implementing NGO (Local) regarding how the project outputs will be maintained. This can include an agreement to set aside contingency budget for this specific purpose.
60. Once a consensus is reached on who will be responsible for maintenance and how, it should be formalized and be annexed in the Field Level Agreement (FLA).

ANNEX 1.

Table 1. Suggested catalogue of community workfare sub-projects

Type of community workfare activities	Description
Site improvement and disaster risks reduction	Slope stabilization, improving drainages, perimeter fencing, geo-bags, constructing check dams or brushwood checks, bench terraces, clearing and rehabilitation of drainage canals, rehabilitation of community centres and youth centres,
Accessibility maintenance and improvement	Improving access to WASH facilities in the camps, bamboo bridges construction, rehabilitation and maintenance of footbridges (including handrails), access roads (including for Tom Toms), footpaths made of sandbags, steps and stairs, flags and signs for navigation, etc. This includes maintenance work of light infrastructures throughout the sub-project cycle and rehabilitation work during monsoon and cyclone seasons.
Community-based environmental protection	Plantation of fast-growing indigenous trees and Vetiver grass, bag gardening/vegetation for soil retention; planting trees and other plants for shade/insulation, seedling production and nursery propagation, creating charcoal from residue harvest, garbage collection and solid waste management.

Table 2. Catalogue of community services sub-projects

Name of activity	Description
<i>Eligible activities/ Community Co-responsibility</i>	
Community engagement in anti-social behavior awareness/ community meetings	Payment of stipends through e-voucher scheme to community members condition on participation in anti-social behavior awareness activities/community meetings in camps
Community engagement in volunteer network activities	Payment of stipends through e-voucher scheme to community members condition on participation in volunteer network activities in camps.
Community engagement in spending time/supporting the abandoned/vulnerable children and elderly	Payment of stipends through e-voucher scheme to community members who spend time condition on participation in supporting the abandoned/vulnerable children and elderly in camps.

Table 3: Expected outputs (indicative) – Community workfare sub-project

Activity	Measuring unit	Expected output
Pedestrian Bamboo Bridge construction	Number	80 per year
Pedestrian Bamboo Bridge rehabilitation/ maintenance	Number	20 per year
Herring-Bone-Bond Access Road construction	Km	20 km per year
Herring-Bone-Bond Access Road Maintenance	Km	5 km per year
Drainage construction and Canal excavation for restoration of wetlands	Km	20 km per year
Drainage rehabilitation/maintenance/	Km	5 km per year
Drainage Cleaning	Km	20 km per year
Slope protection	M2	20,000 per year
Rehabilitation/maintenance of Slope Protection	M2	5,000 per year
Total tree seedling plantation/maintenance	Number	100,000 per year
Covered grass/vetiver (erosion control)	Hectare	30 per year
Renovation/maintenance of social infrastructure/WASH, health and learning centers, etc	Number	50 per year
Training of Beneficiaries	Number	200 per year
Training of implementing NGO and WFP staffs	Number	50 per Year
Total no of participants engaged in community workfare	Number	Maximum 30,000 per year participants; 40,000 participants over 3 years period

Table 4: Expected outputs (indicative): Community Services sub-project

Activity	Measuring unit	Expected output
Community engagement in anti-social behaviour awareness/ community meetings	10000 community members per year.	30000 community members participate in antisocial behaviour awareness meetings and are paid stipends
Community engagement in volunteer network activities	5000 community members act as volunteers per year	15000 community members act as volunteers for the duration of the project and are paid a stipend
Community engagement in spending time/supporting the abandoned/vulnerable children and elderly	5000 community members act as volunteers per year	15000 community members act as volunteers for the duration of the project and are paid a stipend.
Total no of participants engaged in community workfare	Number	Maximum 60,000 participants over 3 years period.

Table 5: Project logframe including results, outputs and activities	
Objective: Increase productive activities within the camps and address the refugees immediate needs through improving basic facilities and community services	
Percentage of households using crisis coping strategies	Outcome indicator (Objective level)
Result 1: Increased livelihood asset base and reduced usage of negative coping strategies amongst refugee population	Result
Outcome 1.1: Proportion of population (%) with improved protection from sudden onset natural shocks due to an enhanced livelihood asset base	Outcome indicator
Outcome 1.2: Proportion of population (%) with improved physical access to markets and/or to basic services due to an enhanced livelihood asset base	Outcome indicator
Outcome 1.3: Proportion of population (%) with improvement in the natural environment due to an enhanced livelihood asset base	Outcome Indicator
Result 2: Increased Community Engagement for the Refugee Population including in gender transformative activities	Result
Outcome 2.1: Proportion of trained individual having retained a minimum of 50% of topics trained on (for a variety of trainings) against a set topic specific questionnaire	Outcome indicator
Outcome 2.2: Proportion of decision-making entity – committees, boards, teams, etc. – members who are women	Outcome indicator
Outputs	
Output 1.1: Number of women, men, boys and girls receiving transfers as participants in community workfare	Output Indicator
Output 1.2: Amount of cash redeemed and by participants (disaggregated by activity, sex/age)	Output Indicator
Output 1.3: Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure	Output Indicator
Output 1.4: Number of participants trained disaggregated by sex and age	Output Indicator
Output 1.6: Number of Community Based Participatory Planning activities implemented for assets/infrastructure maintenance projects	Output Indicator
Output 1.7: Number of Community Based Participatory Planning activities implemented for environmental rehabilitation projects	Output Indicator
Activity 1.1: Cash-for-Work infrastructural works activities	Activity
Activity 1.2: Provision of transfers of max 350 BDT/day as remuneration for participants	Activity
Activity 1.3: Registration and enrolment of beneficiaries onto WFP's SCOPE platform	Activity
Activity 1.4: Community Based Participatory Planning (CBPP) activities	Activity
Output 2.1: Number of women, men receiving cash-based transfers as participants in community services	Output Indicator
Output 2.2: Number of volunteers trained (by gender and by training type)	Output Indicator

Output 2.3: Number of trainings delivered by community volunteers	Output Indicator
Output 2.4: Number of people (disaggregated by sex/age) trained by volunteers.	Output Indicator
Output 2.6: Number of community assets maintained (e.g. community kitchens, sanitation blocks, etc.)	Output Indicator

Activity 2.3: Caretaker services through volunteers	Activity
Activity 2.4: Provision of child care services through volunteers	Activity
Activity 2.5: Formation of community support groups to curb social problems	Activity
Activity 2.8: Provision of conditional cash incentives of max 350 BDT/day as remuneration for volunteers	Activity

Annex II. Sample technical note on certain community workfare (source – *Site Management Sector; this document is currently being further updated by the sector*)



Specifications.pdf

Annex III. A note on Seasonal Livelihood Programming (SLP)

The SLP is a consultative process to design integrated multi-year, multi-sectorial, and complementary operational plans using livelihood, seasonal, and gender lenses.

The SLP is a powerful planning tool to coordinate stakeholders in identifying short- and long-term interventions suited to different contexts. It brings humanitarian and development interventions together by combining seasonal, livelihood, gender, crisis and programme aspects to identify the most appropriate range of interventions, and then aligning these into complementary short- and long-term plans for action. SLP complements existing government planning processes, providing a framework to align ongoing government and partners efforts at national and sub-national levels.

The value of the SLP lies in reaching a common understanding of the context between communities and government, partners, and WFP staff of the area and how seasonal and non-seasonal shocks and stressors affect them, the identification of on-going programmes across sectors, and who is implementing them. These findings are used to align programme activities against livelihood activities according to the most appropriate time (seasonality) and target group (household profile), and to identify complementarities between multi-sectorial programmes and the partners delivering them.

SLP is conducted in two phases: the first phase at a broader, regional/provincial level to provide the overview of seasonality and programming; the second phase refines and tailors the findings to district/commune levels (i.e. the lowest administrative level to which government development plans exist).

Once the SLP has been completed, the following four main outputs should be used to inform the implementation of the community workfare and community services:

1. **Seasonal livelihood calendars – typical and shock years:** these provide an overview of the livelihood activities and strategies in the area, explaining who (women and men, boys and girls) is doing what activities, and at which time in a ‘typical year’. The calendar also shows the impact on livelihoods and what people (by gender) will do differently during ‘shock’ years, when the most common /recurring shock occurs. This informs how the community workfare and community services can be used to improve their lives, reduce disaster risks and impacts, reduce hardships (especially for women and girls), and contributes to complementing other aspects of people’s food security and nutrition.
2. **Programme rationales and lenses:** this synthesizes times of the year that people (i) experience the least stresses and can make the greatest investments for their livelihoods; (ii) are preparing for difficult times ahead; and (iii) are experiencing the most difficult time of the year and draw on their investments to deal with these hardships. This aspect shows the projects’ entry point into a resilience building continuum and overall strategy in relation to other partners’ efforts. Within these timeframes, communities’ preferred

transfer modalities (cash, food, vouchers or a mix thereof) and availability to work are captured to be used for project planning.

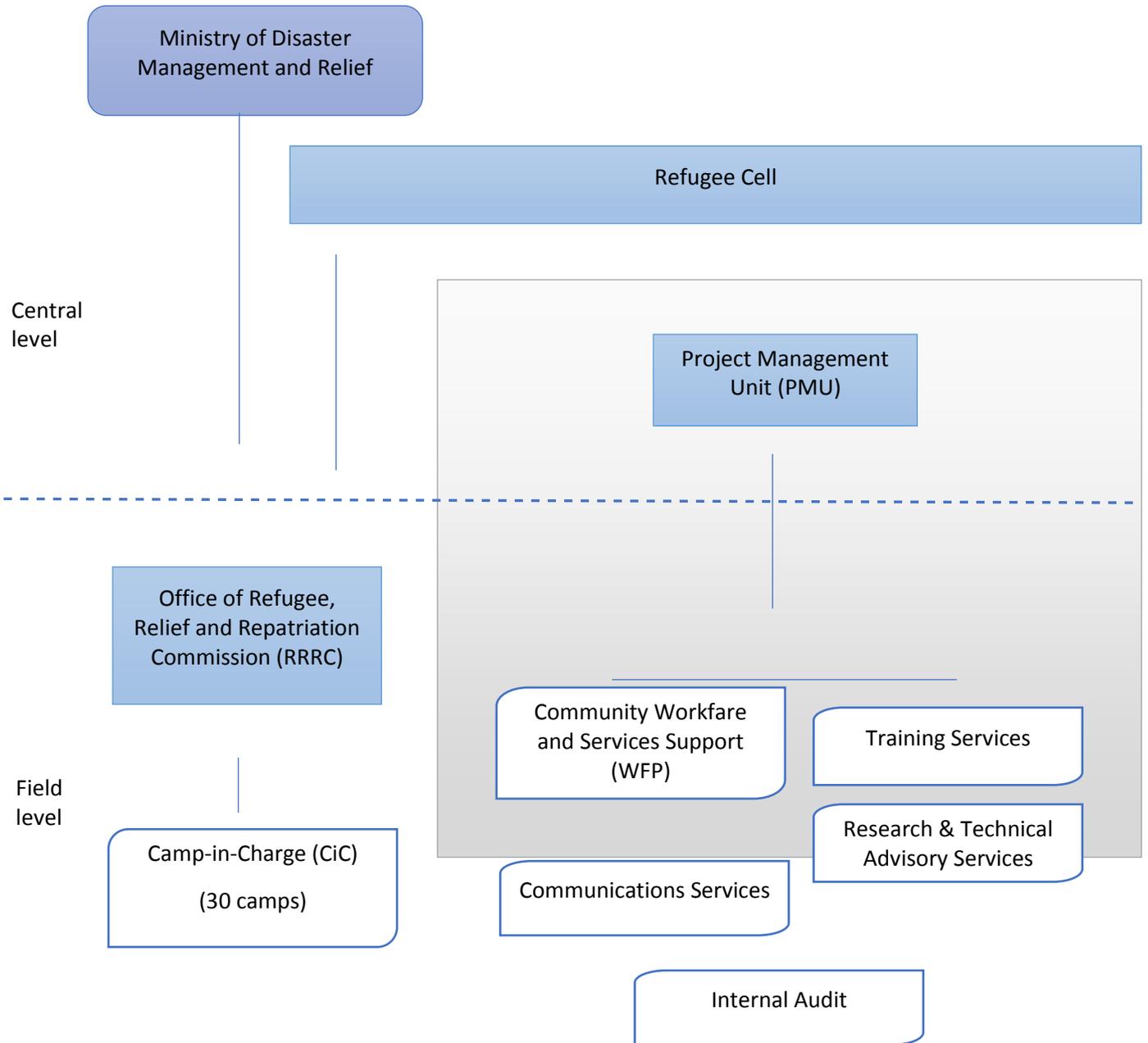
3. **Programme activities and targeting:** this aspect of SLP identifies on-going multi-sectorial programme activities (and programme gaps) in the area and which partners are implementing them. It aligns these activities to the most appropriate times of the year that they should be done, based on peoples (by gender and target group) on-going livelihood activities, capacities and needs. This is used to align and complement the community workfare and community service activities with the actions of others. **Partnerships and implementation:** drawing on the previous aspects, context-specific project activities can be selected, partnerships identified, and multi-year planning and implementation arrangements made and applied to ensure coordinated and effective operationalization of the projects. The SLP also provides a solid set of arguments to advocate with partners and donors for multi-sectorial, multi-year and government-led interventions and investments in the right place and at the right time

Annex IV: A note on Community Based Participatory Planning (CBPP)

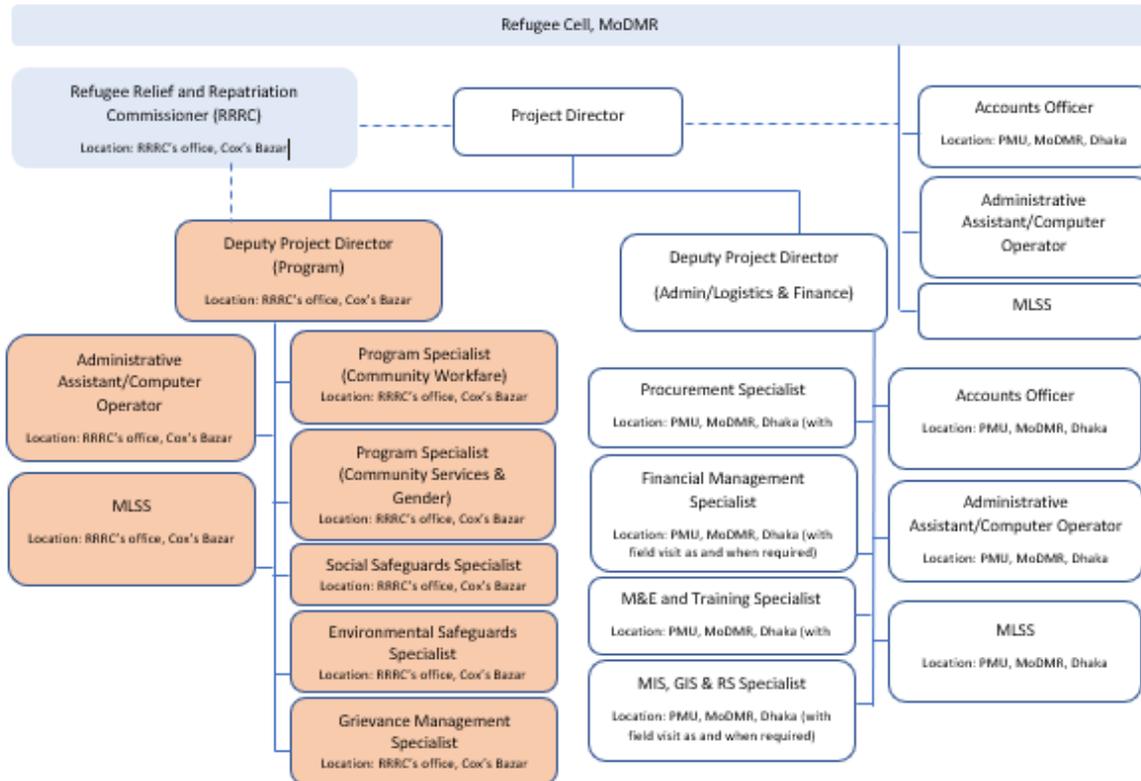
Core Principles

1. **CBPP places vulnerable communities in the driver's seat** of planning and development of activities.
2. **Community members who will benefit from intervention** must be involved throughout the planning process, and CBPP is required to validate and fine-tune the details of each interventions to ensure they all fit into the longer-term goals of the community.
3. **CBPP is a major empowerment tool** if applied systematically. Through its inclusive approach, CBPP places community members at the centre of the asset creation effort, ensuring the relevance, ownership, implementation plan, management, and maintenance of the assets created. CBPP focuses on ecosystems which links people to their landscapes in ways that would help them better understand the root causes of their environment-related vulnerabilities and providing entry points to scale up recovery and resilience building through asset creation and complementary partners' efforts. **CBPP should build on any existing participatory planning approaches**, but with specific attention being paid to vulnerabilities, food security and nutrition - aspects that may not necessarily be emphasized in other planning efforts.
4. **CBPP should complement and reinforce decentralized government planning efforts** and become an integral part of capacity development efforts to strengthen government institutions.
5. CBPP is a key contribution to monitoring baselines and tracking:
 - a. **Qualitative:** use community-level information collected through CBPP to establish baselines, tracking ongoing performance and impact monitoring. This includes problems affecting the community and their perceptions of risks and vulnerability, their priorities to address such problems, the hardships faced by specific groups (i.e. time spent by women/girls collecting water and firewood), access conditions to basic services and markets, etc.
 - b. **Quantitative:** use the CBPP to collect baselines for: a) Community-level indicators (project-specific indicators); and b) for household-level indicators. CBPP also offers a spatial dimension to track specific environmental changes, such as vegetation indexes and water, and other landscape features.

Annex V: Organogram of the Refugee Cell



Annex VI: Organogram of the PMU



Annex VII: MODMR PMU staff roles and responsibilities

	Consultant	Scope of Work
1	Procurement Specialist	<ul style="list-style-type: none"> • Provide advice on procurement policies and procedures ensure consistency with World Bank's Guidelines and Government's Public Procurement Act and Regulations; • Prepare and update Procurement Plans and schedules on a periodic basis; • Prepare invitation for bids, request for expressions of interest, bidding documents, request for proposals, terms of reference, evaluation reports, contracts, and all other procurement documentation; • Monitor procurement processes, identify slip-pages, take risk mitigation actions; • Prepare periodic reports required by MoDMR or IDA, and ensure proper follow-up of necessary actions;
2	Financial Management Specialist	<ul style="list-style-type: none"> • Manage the accounting and budgeting systems to ensure proper fund utilization, enable performance analysis, ensure regular reconciliation, etc.; • Process withdrawal applications for IDA funds to the Government Consolidated Fund and/or Designated Account, and prepare relevant financial management reports; • Ensure adequate internal controls for funds management, separation of duties and policy for authorization of transactions, etc.; • Coordinate with internal and external auditors to provide information and address queries; • Prepare periodic reports required by MoDMR or IDA, and ensure proper follow-up of necessary actions;
3	Social Safeguards Specialist	<ul style="list-style-type: none"> • Review the Environmental and Social Management Framework (ESMF) and supervise implementation of the social management parts in coordination with the Environmental Safeguards Specialist;

		<ul style="list-style-type: none"> • Provide basic orientation and training to the PMU and field staff involved in project implementation, on the ESMF; • Supervise the preparation of site specific social management plans, screenings, consultations, campaigns, trainings as required and ensure adherence of project implementation with the World Bank’s social safeguards policies; • Coordinate with and supervise any firm/s and their subcontractors where applicable, assigned to support the Project’s compliance to social safeguards; • Provide technical advice to the Project Director on ensuring social safeguards compliance and support troubleshooting; • Maintain coordination with the activities implemented by LGD under the same Project. • Consolidate information and prepare reports for the World Bank; • Assist in policy dialogue with counterpart agencies;
4	Environmental Safeguards Specialist	<ul style="list-style-type: none"> • Review the Environmental and Social Management Framework (ESMF) and supervise implementation of the environmental management part parts in coordination with the Social Safeguards Specialist; • Provide basic orientation and training to the PMU and field staff involved in project implementation, on the ESMF; • Ensure the quality of environmental screening; • Ensure adherence of project implementation with the World Bank’s environmental safeguards policies; • Supervise the preparation of site specific Environmental Management Plan (EMP) and ensure the quality of implementation of the EMP; • Coordinate with and supervise any firm/s and their subcontractors where applicable, assigned to support the Project’s compliance to environmental safeguards; • Provide technical advice to the Project Director on ensuring environmental safeguards compliance and support troubleshooting; • Maintain coordination with the activities implemented by LGD under the same Project; • Consolidate information and prepare reports for the World Bank;

		<ul style="list-style-type: none"> • Assist in policy dialogue with counterpart agencies;
5	MIS, GIS & RS Specialist	<ul style="list-style-type: none"> • Supervise all IT operations and IT consultants; • Facilitate MoDMR in the use of IT equipment and the MIS/database by understanding the functions of the users and analyzing current processes and procedures; advising on appropriate means to meet computing needs and assist in the preparation of associated bidding documents; • Promote cohesiveness of the MIS staff by conducting periodic staff meetings as an opportunity to share experiences, discuss issues and formulate plans; • Coordinate the administration, maintenance, and training associated with the MIS and database management system at the PMU and the field staff of MoDMR/RRRC; • Manage the MIS especially with regard to digitizing beneficiary information and automating all parts of the project: application, enrolment, payments and grievance filing and redress; • Develop systems for cross-referencing, aggregating, and analyzing various forms of data to produce analytical reports; • Review deliverables of related vendors; • Provide general support on MoDMR's MIS usage and capability development; • To monitor the encroachment of human settlement in the reserve forest and forest extension programs using RS and GIS. • Will maintain geospatial database for all schemes using GIS and RS.
6	M&E & Training Specialist	<ul style="list-style-type: none"> • Review the quality of implementation to ensure consistency with program guidelines and World Bank requirements; • Support the overall program monitoring and operational review process, including management of grievance redress system; • Assess training needs of MoDMR's Refugee Cell staff at all levels; • Develop training plans and curricula and tools for monitoring and evaluation of training outcomes; • Organize training sessions, workshops and study visits
7	Program Specialist (Community Services & Gender)	<ul style="list-style-type: none"> • Supervise and coordinate field operations with regards to community services and awareness

		<p>utilizing a gender lens to ensure transformative interventions;</p> <ul style="list-style-type: none"> • Work also in the capacity of the Project’s Gender Focal Point and ensure in the Project activities, integration of and adherence to IDA’s Gender policies, ensuring the mainstreaming of gender throughout the project. • Support the preparation of bidding documents for appointing specialized agencies to support implementation; • In collaboration with the Program Specialist (Community Workfare), coordinate and supervise the day-to-day operations on the selection of beneficiaries and sub-projects in consultation with camp administration including the CiCs and the community; • Facilitate review, troubleshooting and approval processes as required; • Maintain coordination with the activities implemented by LGD under the same Project;
8	Program Specialist (Community Workfare)	<ul style="list-style-type: none"> • Supervise and coordinate field operations with regards to community workfare; • Support the preparation of bidding documents for appointing specialized agencies to support implementation; • In collaboration with the Program Specialist (Community Services & Gender), coordinate and supervise the day-to-day operations on the selection of beneficiaries and sub-projects in consultation with camp administration including the CiCs and the community; • Facilitate review, troubleshooting and approval processes as required; • Maintain coordination with the activities implemented by LGD under the same Project;
9	Grievance Management Specialist	<p>28. Plan and supervise the grievance management process of the Project through FDMN Volunteers and camp level committees in close coordination with RRRC, MoDMR and related agencies/authorities;</p> <p>29. Make critical decisions regarding research and investigation to appropriately categorize and resolve all grievances.</p> <p>30. Facilitate the investigation of complex cases.</p> <p>31. Facilitate review, troubleshooting and approval processes as required;</p> <p>32. Maintain coordination with the activities implemented by LGD under the same Project;</p>

Annex VIII: TOR for Implementing NGOs to participate in Community works and community services activities of the Emergency Multisector Rohingya Crisis Response Project.

United Nations World Food Programme (WFP), Bangladesh in collaboration with NGO partners will implement community workfare and services to improve the safety and living conditions of the Displaced Rohingya people (DRP) and minimize the environmental degradation of the camps (Project site).

The specific objective of this assignment is to utilize the e-voucher system to distribute payment in-kind to the identified DRPs subject to their participation in community workfare or community services activities. This TOR will support the identification of best-suited national and international non-governmental organizations (NGOs) to partner for the implementation of the selected activities as stated in the scope of work in Ukhiya and Teknaf.

Background

Bangladesh is hosting over 910,000 forcibly displaced Rohingya refugees from Myanmar who have mostly settled in Ukhiya and Teknaf sub-districts of Cox's Bazar district, provided by the Government of Bangladesh. This area has limited infrastructure and much of the land is not habitable, with unstable hills denuded of forest. Spontaneous refugee settlements have led to large-scale clearing of vegetation. Amplified by the lack of sufficient drainage channels, the region is rendered highly susceptible to landslides, mudslides and flash floods during monsoon rains. Additionally, Cox's Bazar is extremely vulnerable to natural disasters such as cyclones. Lack of roads and other essential social infrastructure such as markets within the settlement significantly hinders distribution of humanitarian assistance and often these refugees have to travel long distances on extremely muddy paths to access assistance to reach the distribution points, including food distribution points and WFP supported e-voucher shops. Also, WFP is keenly focusing on host population needs.

SCOPE OF WORK

As detailed in the main text of the Operational Manual for the implementation of community workfare and services interventions under the Project. These interventions comprise the following:

Community Services: NGOs with the support of WFP will be recruited as Implementing Partners (IPs) to facilitate the community workfare and services interventions within specific camps. Of the 34 camps, 32 camps will be targeted. And depending on the capacity and size of an NGO, it may be recruited to facilitate community workfare and services as a CP for one or more camps. Implementing Partners (IPs) will facilitate community meetings with the local authorities (CiC and RRRC) to identify or suggest the potential project/s that would benefit the community. The final list of all community works, and community services project activities prioritized will be reviewed by WFP and endorsed by the local authority the Camp in Charges (CiC) before implementation. IPs will, in a participatory manner, will train at-risk youth to identify and implement community workfare and services sub-projects.

The community services activities will be specific to the needs of the community and the services performed will differ from one camp to another. WFP will coordinate and supervise IPs in participatory identification of needed services within each camp and then mobilize at-risk youth and train them in providing those services which may include but are not limited to: cleaning houses of the elderly; collecting water for the elderly; cooking for the elderly or young mothers; and looking after abandoned children.

The IP will facilitate the identification of the vulnerable children, women, disabled and elderly households and the locations where other community services are required within the camp. From among the trained youth, the IP will facilitate the selection of those to participate in delivering the services as well as the quantity and specifications of the tools and equipment needed for carrying out the services. WFP will collect information on the needed tools and equipment for procurement and storage. WFP will then vet the list of the selected youth and register them in the SCOPE based e-voucher system. Following which, the IP will supervise the youth delivering the services and compile the timesheets and report to WFP for payment.

Community Workfare: This intervention is directed primarily toward at-risk-youth (18-29).⁹ This modality will provide income support to beneficiaries in return for participating in labor-intensive public works in maintaining, restoring and creating of small community assets, as well as cleaning of public spaces in the camps. It has the threefold objectives of: a) providing income to targeted DRP households; b) reducing the likelihood of youth's idleness, and c) improve the living conditions of the camps, risk mitigation as well as cleaning environmental restoration activities.

Under this sub-component, WFP will augment its Engineering Unit of which the Site Maintenance Engineering Services retained at the DRP camps by WFP jointly with IOM and UNHCR is a sub-unit. This will enable WFP to use its unit to identify needed works for each of the camps, prepare workfare designs, provide oversight of the IPs supervising the works and ensure safeguards compliance. Based on the designs, WFP will specify and quantify the materials, equipment and tools, procure and store them. In each of the target 32 camps, the same IP will facilitate DRP participation in both the community services and workfare activities.

The IP will, through participatory means, facilitate DRP to prioritize the public works within their camps and for which the IP will carry out works programming and supervision. The IP will facilitate the participatory selection of workfare participants. WFP will collect and use the selection information to vet the participants and register workfare beneficiaries in the SCOPE-based e-Voucher system. Following which the CP will mobilize the registered workfare participants and put them to work, supervise the works and compile timesheets and submit to WFP for payment.

Safeguards: All IPs will ensure that all activities that will be implemented under both the community services and workfare components will comply with the safeguard requirements that have been agreed between the Government of Bangladesh and the World Bank for the **Emergency Multisector Rohingya Crisis Response Project**. WFP will provide all the safeguard documents that have been approved by the World Bank and disclosed publicly by the Government of Bangladesh to the IPs for their reference and adherence in all the steps of their planning and implementation project activities. IP project progress report will include a safeguard section where the social and environmental safeguard issues will be reported.

⁹ Can include other able-bodied adults

Project implementation progress reporting by IPs: IPs will submit quarterly reports on detailed progress of the project within 15 days of the end of each quarter. The report will include among others the activities accomplished, outputs achieved, budget utilized, adherence to safeguard requirements, challenges faced, and measures taken to overcome them. WFP will provide to IPs a reporting format that will be followed.

To support the NGOs to implement their activities, WFP will among other things;

- Maintain the SCOPE system for use by the project.
- Procure the materials, equipment and the tools for community works and services.
- Commission project studies/assessments.
- Avail the site management and engineering team to design and prepare sub-project design specifications for quick implementation.
- Establish public information and outreach mechanisms.
- Establish grievance redress and case management mechanism.
- Timely pay beneficiaries.
- Timely pay service providers.
- Provide Implementing Partner NGOs with progress reporting formats and safeguard documents that have been approved and disclosed publicly
- Coordinate with other agencies doing similar activities, as well as the respective offices of the District Commissioners and the Refugee Relief and Repatriation Commissioner (RRRC).

Involvement of government agencies: at the Cox's Bazar level, WFP will inform the RRRC regarding the project/s. At the camp level, WFP and IP will liaise with government counterparts including the CiCs. CP will take the lead, with WFP support to present all project activities to the respective CiC before implementation. All relevant government authorities (including the RRRC, CiCs, and MoDMR) will be actively involved in the planning and implementation of the activities.