United Nations Development Programme

PROJECT DOCUMENT

Bangladesh

Project: Strengthening Women's Ability for Productive New Opportunities (SWAPNO Phase II)
Project ID # 00133484

Implementing Partner: Local Government Division, Ministry of Local Government Rural Development & Cooperatives (MoLGRD&C)

Start Date: 1st July 2023 **End Date:** 30th June 2026

LPAC Meeting date: 27th October 2022

Brief Description
Bangladesh has been registering impressive economic growth and progress in human development over the past decade. Despite achievements, vulnerable employment and increased frequency and intensity of disaster and climate risks are stalling further development. The COVID-19 pandemic has posed an additional socio-economic challenge to Bangladesh, exacerbating inequalities and pushing millions into poverty. Women are enduring most of these complex challenges, and the pandemic has mainly had gendered impacts, halting or even reversing much of the progress achieved in gender equality. Strengthening Women's Ability for Productive New Opportunities (SWAPNO II) is a productive employment and sustainable livelihoods-based poverty graduation project that targets ultra-poor rural women. SWAPNO II aims to lift poor women out of poverty and help them sustain a higher income level after the end of project support by increasing women's future employability. Through targeted skills training, the women can invest their savings for productive purposes, yielding a stream of income for years to come. In addition to self-employment, SWAPNO II helps place women in local Small and Medium Enterprises (SMEs) and private sector companies in the formal and informal sectors. Based on the success of the last phase of SWAPNO and the experience gained, SWAPNO II aims to extend the project across the poorest 12 districts of Gaibandha, Rangpur, Lalmonirhat, Nilphamari, Jamalpur, Sherpur, Gopalgonj, Bagerhat, Pirojpur, Patuakhali Cumilla, and Chandpur. SWAPNO II will target youth women groups (18 to 35) to ensure the employability and sustainability of project outcomes. The project will harness the potential for financial inclusion and, in addition to self-employment, emphasize future employability by enhancing industry skills for job placements in the formal sector and local SMEs. Additionally, SWAPNO II will attract local investors to encourage environment-friendly businesses, create local employment, and collaborate with the private sector. The project will further emphasize the importance of disaster resilience and climate change adaptation and train women to develop their life and soft skills. By integrating these lessons, this proposal outlines SWAPNO's strategy to support women's access to decent employment, develop adaptive livelihoods, access to financial services for sustainable graduation from extreme poverty, and develop local government capacity to implement pro-poor projects. SWAPNO II will achieve the following results: • Output 1: Strengthen Institutional Capacity for Sustaining SWAPNO II benefits. • Output 2: Increased Income and Assets Engaging Local Economy and Skill Development • Output 3: Strengthened Human Capabilities and Resilience Capacity

Contributing Outcome (UNSDCF):

UNSDCF Outcome 1: By 2026, more people in Bangladesh, particularly the most vulnerable and marginalized from all gender and social groups and those from lagging districts benefit from sustainable livelihood and decent work opportunities resulting from responsible, inclusive, sustainable, green, and equitable economic development.

UNSDCF Outcome 2: By 2026, more people, in particular, the most vulnerable and marginalized, will have improved access to and utilization of quality, inclusive, gender- and shock-responsive, universal, and resilient social protection, social safety net, and essential social services.

CPD Output(s) with gender marker[1]:

CPD outputs 1.2, 2.1 & 2.2 [GEN 3]

Total resources required (USD):		**13,869,218.00**
Total resources allocated (USD):		
	UNDP TRAC:	**1,793,170.00**
	Donor Swedish Embassy: Marico:	 **5,071,375.00** **312,150.00**
	Government*:	**6,692,523.00**
Unfunded:		

* Conversion rate for GoB fund is considered at BDT 107.00/USD

Agreed by (signatures)[1]:

Government	UNDP	Implementing Partner
Print Name: Md. Shahriar Kader Siddiky Secretary Economic Relations Division Ministry of Finance Government of the People's Republic of Bangladesh	Print Name: Stefan Liller Resident Representative UNDP Bangladesh	Print Name: Dr. Md. Sarwar Bari Director General (Additional Secretary) Local Government Division Govt. of the People's Republic of Bangladesh
Date:	Date: 10 DECEMBER 2023	Date:

[1] *The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principal objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)*

[1] *Note: Adjust signatures as needed*

1. DEVELOPMENT CHALLENGE

1.1. INTRODUCTION

Bangladesh has been registering impressive economic growth and progress in human development over the past decade. Despite achievements, vulnerable employment, increased frequency and intensity of disaster, and climate risks are stalling further development. The COVID-19 pandemic has posed an additional socio-economic challenge to Bangladesh, exacerbating inequalities and pushing millions into poverty. Women are enduring most of these complex challenges, and the pandemic has mainly had gendered impacts, halting or even reversing much of the progress achieved in gender equality. ***Strengthening Women's Ability for Productive New Opportunities (SWAPNO)*** is productive employment and sustainable livelihoods-based poverty graduation project implemented by the Local Government Division that targets ultra-poor rural women. Since its inception (2015), SWAPNO has benefited 12,492 beneficiaries in five districts. The project has helped highly vulnerable women in poverty develop their skills, link them with services and the local market, and ensure their financial inclusion. This accessibility has secured their livelihoods and increased their resilience to shocks, empowering them long-term. Through targeted skills training, the women can invest their savings for productive purposes, yielding a stream of income for years to come. In addition to self-employment, SWAPNO II helps place women in local Small and Medium Enterprises (SMEs) and private sector companies in the formal and informal sectors.

The end-line study of the last phase of SWAPNO was conducted by the Bangladesh Institute of Development Studies (BIDS) in 2022. The study showed, in respect of all major indicators of economic well-being, that graduated beneficiaries outperformed the control group households.

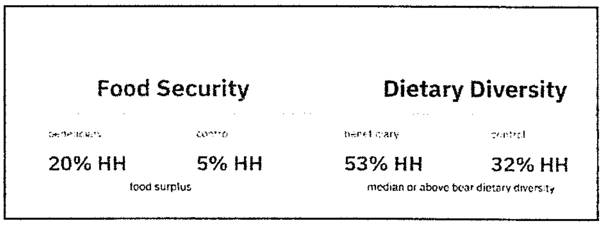
Increased Savings, Expenditure & Productive Assets: The beneficiary households' monthly average spending is almost three times higher (BDT 9,827 or USD 115.6) compared to the base situation (BDT 2,901 or USD 34). Moreover, the productive asset value of beneficiary households increased dramatically compared to the control group. The current average productive asset value of the beneficiary household is BDT 160,299 (USD 1,886) and the control group is BDT 101,907 (USD 1,199).

beneficiary households monthly average expenditure is **almost three times higher** (BDT 9,827 or USD 115.6) compared to the base situation of (BDT 2,901 or USD 34).

Access to services: The evaluation revealed that the beneficiaries' knowledge of IT-related services (Computer, e-payment, bKash/Rocket/Nagad, etc.) increased by double compared to the control households (95% vs 54%). A similar trend was found in the other services - Agriculture (42% vs 2%), Livestock (40% vs 4%), and health services (62% vs 44%).

Mobility & Decision making: As they become confident, women can move out on their own for business and other needs. All SWAPNO II beneficiaries can quickly move to the Union level as per their needs or to get different services. Their mobility to the Upazila level is 17% higher than that of the control group. A similar trend is also observed for District level mobility, indicating a positive direction of project beneficiaries getting access to different services. The study revealed that more than 90% of the beneficiaries are decision-makers, participate in social institutions, are sole bread earners and have complete control over their assets and income.

Food Security & Dietary diversity: Among the beneficiary households, 53% have a median or above dietary diversity, which is around 31% for the control households indicating significantly higher dietary diversity for SWAPNO beneficiary households.



While some evidence suggests that social mobility has increased in Bangladesh in the last two decades, many of its large populations remain in the poverty trap. According to the Asian Development Bank, 20.5% of Bangladesh's population lived below the national poverty line in 2019. In 2019-2020, Bangladesh's economy faced a slower GDP growth of 5.24 percent compared to the 8.15 percent previous fiscal year. Bangladesh Institute of Development Studies (BIDS) projected that COVID-19 could push an additional 16.4 million people into poverty. The result indicates the need for adequate social protection programs to enable the poor to move out of poverty through income mobility.

The poverty trap theory implies that "big pushes" are required to lift people out of poverty and address the global mass poverty problem. To lead to effective change, social protection Programs must offer more significant, albeit time-bound, transfers to achieve occupational change, which may be much larger than typical interventions. As such, the fiscal cost of permanently lifting people out of poverty may be much lower than traditional programs relying on continual transfers that raise consumption but do not lead to occupational change. These one-time pushes have also been found to lead to more long-lasting, or in many cases even permanent, effects.

The country is expected to graduate from the status of Least Developed Countries (LDCs) by 2024, aims to achieve the Sustainable Development Goals (SDGs) by 2030 and become a developed nation according to its overarching Vision 2041. These positive economic and social gains of the country need to be considered in the context of the current discussion on social protection in general and the next phase SWAPNO project.

1.2 THE COUNTRY CONTEXT OF SOCIAL PROTECTION

The country's positive economic and social gains need to consider in the context of the current discussion on social protection in general and the SWAPNO project. Notably, Bangladesh has come a long way in attaining higher per capita income growth, near food self-sufficiency, and a substantial poverty reduction. Social protection in Bangladesh is embedded in Article 15 (d) of the country's National Constitution (1972). The government is currently running 114 social protection programs, primarily centred around food security and cash transfers. While these notable achievements have supported improvements in average welfare, the social protection network and institutional framework need to be broadened and strengthened to address the vulnerabilities of the poor and specific target groups.

1.3 REMAINING CHALLENGES

The Pocket of Poverty: Poverty has reduced in Bangladesh while inequality has steadily risen. Inequality matters for poverty reduction because it reduces the potential impact of pro-poor growth and can threaten social cohesion. Most of the statistics measuring poverty in Bangladesh are universal and applied across the country. Sometimes those parameters are 'positive' in terms of new opportunities, but more often, they seem negative. A recent study[2] conducted by the BIDS showed that distinct extreme poverty pockets have formed across the country; each pocket is characterized by different conditions and drivers that explain the high incidence, increase or persistence of extreme poverty in the location.

According to BIDS, poverty in some Upazila, such as Galachipa and Dashmina of Patuakhali district, is 42.2% and 41.3%, respectively. Dewangonj of Jamalpur district is 43.8%, and Taragonj of Rangpur district is 48.7% remains remarkably high. However, the average district poverty rate is less than that of the respective Upazila.

Increasing climate change and disaster risks: Globally, Bangladesh ranks 7th most vulnerable to disasters and climate change effects (Global Climate Risk Index 2021). Climate shocks unevenly impact the poor because they live in higher-risk areas and have limited coping mechanisms. They fall back on coping strategies by selling assets, migrating, pulling children from school, early marriage, etc., putting them in

2 *Extreme Poverty the challenge of inclusion in Bangladesh, BIDS September 2021*

danger and losing their human and productive capital. Based on seven years of disaster-related data of Bangladesh between 2014 to 2020, Kurigram, Gaibandha, Jamalpur, and Sirajganj districts in the north of Bangladesh are at remarkably elevated risk (>=6.5 out of 10), with increased risk (>=5-6.49) districts primarily spread in the northeast, coastal south and southeast hilly region[3].

Poor labor force participation and vulnerable employment: Bangladesh's abundant labor supply, resulting from its large population, has confronted the country with the challenge of creating productive employment opportunities for all. Thus, it is unsurprising that 89% of Bangladesh's labor force works in the informal sector (ILO, 2018)[4] characterized by low productivity, increased vulnerability to poverty, and low social protection. According to the Bangladesh Labor Force Survey 2016-17, only 36.3% of women participate in Bangladesh's labor force compared to 80.5% of men. Women are particularly susceptible to vulnerable employment, with approximately 91.8% of women employed in the precarious informal sector (BRAC, 2020). Automation and innovative production processes impact women more than their male counterparts, resulting in significant job cuts, with employment reduced by about 850,000 jobs between 2013 and 2017. In the RMG sector alone, where most women aged between 18-25 are employed, the female workers' participation rate shrunk from 64% in 2015 to 60.8% in 2016 (CPD, May - 2018).

The significant gender gap in financial inclusion: Bangladesh has one of the world's most considerable gender gaps; only 36% of women have bank accounts compared to 65% of men (2017 Global Findex). Financial sector initiatives such as mobile banking have increased outreach to women while providing them with greater control and security. Due to several interventions taken by government-led social security programs, the participation rate of women in mobile financial services (MFS) has increased by 57% (Financial Inclusion for Women: the discriminatory socio-cultural norms in Bangladesh, UNDP).

Malnutrition trends among women and girls: Bangladesh ranks 84 out of 113 countries on the Global Food Security Index 2021[5] and performs worst in South Asia. Approximately 25 million people (or 15% of the total population) are undernourished, and 60% of women are malnourished (FAO, 2017). The proposed project aims to provide awareness of health and nutrition and the consequence of malnutrition and micronutrient deficiencies through community nutrition sessions and encourage women to spend increased income on a balanced diet.

Violence against women: It is estimated that at least ten million women and girls in Bangladesh experience some form of violence (physical, psychological, economic, and sexual) in their lifetime (UNFPA & BBS, 2015). Bangladesh has become one of the top-ranking countries in violence against women (VAW) by an intimate partner. Fifty percent of women aged between 15 and 49 in the country have experienced physical or sexual violence by their partners during their lifetime[6]. The report also said that UNICEF expressed concern over the growing child marriage that hinders women's empowerment in Bangladesh. The UN Children's agency said Bangladesh ranks fourth in the prevalence of child marriage globally. The covid-19-19 pandemic has increasingly pushed girls to the risk of child marriage.

Drawbacks of the social protection program

- ***Limited social protection support for working-aged people:*** Though the total budget for NSSS increases, the focus on the working-age population remains fixed in budget allocation, limiting the demographic dividend. As per the report published by World Bank, the working age represents 56 percent of the total population, but GoB allocation is only 13 percent of the social protection

[3] *'Start Network UK' on multi-hazard risk analysis of climate-related disasters of Bangladesh*

[4] *http://bbs.portal.gov.bd/sites/default/files/files/bbs.portal.gov.bd/page/4c7eb0f0_e780_4686_b546_b4fa0a8889a5/2021-05-16-09-14-4b18b6a036c8d9ad87930d0705deb7bd.pdf*

[5] https://documents1.worldbank.org/curated/en/829251631088806963/pdf/Bangladesh-Social-Protection-Public-Expenditure-Review.pdf

[6] *https://en.prothomalo.com/bangladesh/bangladesh-ranks-4th-in-violence-against-women-by-intimatepartner*

budget. However, in FY 2019-20, only seven programs were considered for labor market interventions, mostly in urban areas.

- ***Limited social protection investment for climate-vulnerable households:*** social protection is a critical sector in addressing the impacts of disasters. Actual expenditure on such social protection programs reflects 3 to 4 percent of the total budget.
- ***Unequal coverage of the poorest area***: Ideally, social protection coverage should follow the poverty rates of the area or districts and Upazila to bring coverage benefits. Unfortunately, this did not happen; for example, in 2016, Barisal (poverty 26.5%) got over coverage of 59.9%, whereas Mymensingh (poverty 32.8%) obtained coverage of only 27.7%.
- ***Beneficiary Coverage, exclusion, and inclusion errors***: The coverage in rural areas is higher than the poverty rate, with programs reaching 36 percent of people while 26 percent live in poverty. Beneficiary coverage through social protection programs as a percentage of the total population has covered between 32 and 34 percent between FY2015 and FY2018. One crucial observation is that the beneficiary coverage is higher than the prevailing poverty rate (i.e., around 20 percent), implying the system covers all poor and vulnerable populations. However, considering the significant exclusion and inclusion errors, the coverage of the poor becomes significantly lower.
- ***Taking a long time to transfer funds from the treasury to beneficiaries***: On average, the time lag between the release of funds from the treasury and the receipt of funds by beneficiaries is 82 days, as per the findings of the World Bank. For SWAPNO, it takes an average of 30 days to pay beneficiaries' wages through a mobile wallet from the date of issuing the GO. The G2P scheme will reduce the transferring time from 30 to 10 days.

1.4 NATIONAL PRIORITY

Perspective Plan of Bangladesh 2021-2041: Vision 2041 guides the development agenda in Bangladesh to eliminate extreme poverty, become an Upper Middle-Income Country by 2031, and minimize the incidence of poverty to **3% or less.** Among other priorities, the vision aims to uphold women's rights and increase resilience to climate change risks and impacts. It covers the two Medium-Term Budget Frameworks (MTBF) synchronized with every Five-Year Plan, and the Eighth Five-Year Plan FY 2021-2025 (8FYP) is part of that MTBF.

In the 8th Five Year Plan, the government has recommended facilitating the improvement of women's human capability, increasing women's economic benefits, enhancing women's voice and agency, and creating an enabling environment for women's advancement as strategies for gender equality. By 2025, the poverty reduction target is 15.6%, and the extreme poverty reduction target is 7.4% – as mentioned in the 8th FY Plan. The main elements of the 8th FY plan for poverty reduction strategy are the reversal of COVID-19-induced poverty. Job creation through growth and structural change, strengthening the implementation of NSSS, strengthening education and training focused on the poor, towards a universal health care system for Bangladesh, and the continued growth of microcredit services.

The National Skills Development Policy 2020 and Bangladesh Skills Vision 2016 reinforce the Government's aim of creating a skilled labor force to ensure global competitiveness. Building on investments in primary education, the Vision and Policy focus on secondary and tertiary education and investing in Technical Vocational Education and Training (TVET). The Policy has a separate section on women that calls for equal access to formal and non-formal programs to acquire or improve skills for meaningful employment.

2. STRATEGY

2.1 THEORY OF CHANGE

The project's overall objective is to lift poor women out of poverty and sustain them with a higher income level focusing on future employability. The aim is to enhance human capacity, productive skills, employment, resilience ability, financial inclusion, responsiveness, and accountability of local government and the private sector. The objectives will be achieved through the following outputs:

a. Output:1 - Strengthen institutional capacity for sustaining SWAPNO benefits
b. Output: 2 - Increased income and assets engaging local economy and skills development
c. Output:3 - Strengthened human capabilities to build climate resilience capacity

The critical areas of ToC are based on the causal and effect relationship as follows:

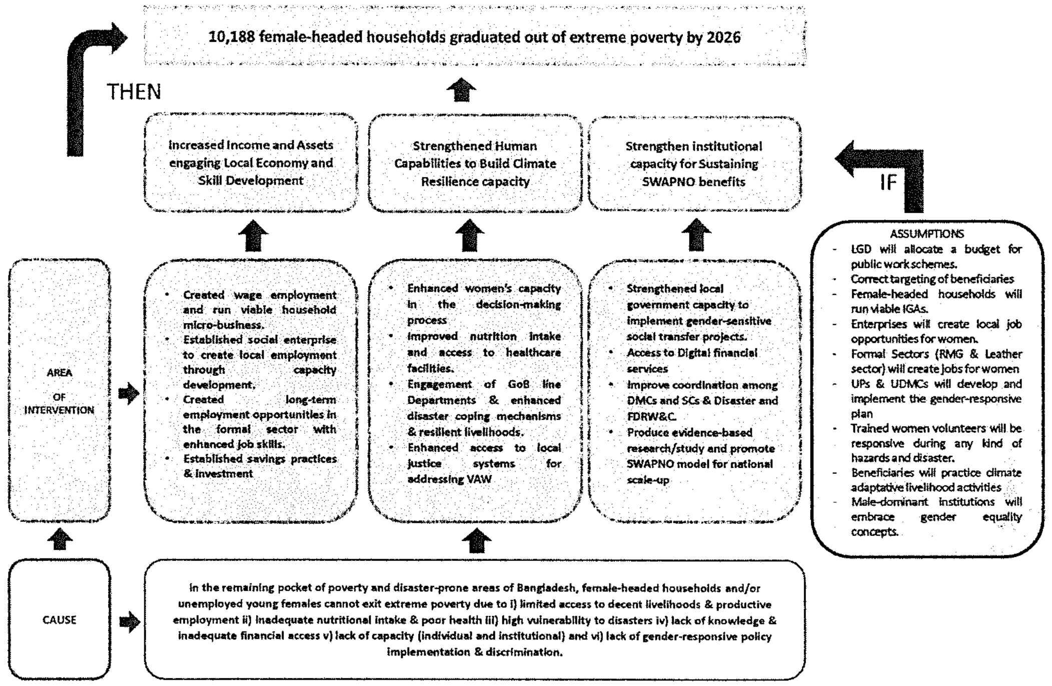


Fig – 1: Theory of Change

If the female-headed households in the remaining poverty-prone areas are aware of their essential needs and adaptive climate livelihoods; skilled in livelihood development options; engaged in public work activities; and employed in formal and informal sectors, then these will lead to improve human capability, increase income and livelihood development. If the household income increases, savings practices will accumulate, invest more in the IGAs, and expand women entrepreneurs' businesses. If all these works well, households will spend more on nutritious food, improving the family's well-being. Moreover, If life skill training and linkage development activities with service-proving agencies (financial institutions, life insurance, health service provider. line departments, etc.) work well, it will enhance women's burgeoning capacity to get services. These will promote economic growth, resilient ability, access to services, and graduates from extreme poverty.

The action is taken to improve local institutional capacity (output: 1), the income and assets of the target women group (output: 2), and human capabilities (output: 3). The Outputs will be achieved through:

a. Strengthening local government capacity and financial inclusion will sustain pro-poor & gender-sensitive social transfer projects that improve coordination among UDMCs, SCs, Disaster, and FDRW&C and promote the SWAPNO model through evidence-based research/study.

b. Created wage employment and practiced savings to invest in viable household micro-business. Deliver vocational skills to create long-term and local jobs in the formal sector through the enterprise's capacity-building initiatives.
c. Enhance women's resilience capacity through decision-making process (households & community), improve nutrition intake and access to healthcare facilities practicing adaptive livelihoods, and improve access to local justice systems for addressing VAW.

2.2 SWAPNO POVERTY GRADUATION APPROACH
Poverty is multi-dimensional and cannot be captured fully by money metrics such as income poverty. The multidimensional poverty index pioneered by UNDP does not include income but has other indicators for assessing living standards. Nevertheless, it is undeniable that underemployment, lack of economic opportunities, and low returns to labor, resulting in insecure livelihoods and low income, contribute most to poverty. Therefore, employment is the main route out of poverty for most people stuck in perpetual cycles of poverty. By integrating lessons, SWAPNO builds its approach to supporting women's sustainable graduation from extreme poverty. SWAPNO poverty graduation is a blended approach that includes:

i) ***Cash-for-work as the entry point***: Key actions address the conventional financing constraint that limits the scope of programs implemented by non-State actors by leveraging community asset development to generate (explicitly or implicitly) the returns that justify subsequent investments in asset transfers. These activities enable the core beneficiaries to permanently lift themselves out of poverty through increased income and asset accumulation. Beneficiaries will be assisted to cross critical thresholds to avail themselves of opportunities and participate in markets they previously had no or limited access to. 36 selected beneficiaries will be employed for 12 months of maintenance and rehabilitation of rural earthen roads and other public assets. Wages (200 tk) will be paid fortnightly to ensure food security. The remaining amount (50 tk) will be set aside as an end-of-tenure bonus for productive investment to secure livelihoods after employment. Rotating Savings and Credit Associations (ROSCA) will also promote savings habits. 283 selected Union Parishads from 12 districts (i.e., the lowest local government tier) will employ 10,188 women from vulnerable households for 12 months to maintain or rehabilitate essential community assets. The working time is six hours, and wages will be BDT 250.

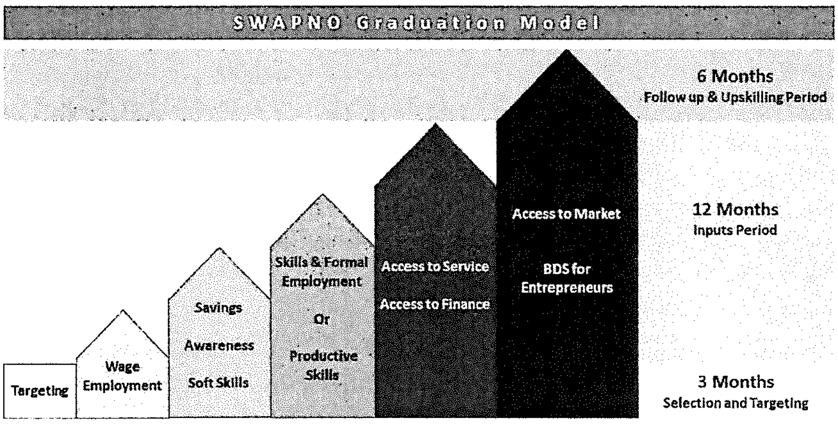


Fig 2 – SWAPNO II Poverty Graduation Approach

ii) Skills and Employment: The COVID-19 pandemic has led Bangladesh to experience a lower GDP growth of 5.24 percent in the fiscal year 2019-2020 compared to an increase of 8.15 percent in the previous fiscal year, as per National Account Statistics, BBS 2020. The prolonged restriction measures to have the spread of the virus have distorted labor markets as many working-age citizens suddenly found themselves without secure employment. The government and the private sector have been committed to improving organizational performance, helping the early recovery, and improving competitiveness in the market. Through the modernization of systems such as the integration of ICT, capacity enhancement, and

management of infrastructure, the labor market will demand a new skill set for both the rural and urban workforce.
With a keen eye on this change in the market system, SWAPNO II will conduct an in-depth assessment to explore local resources, market constraints, and opportunities for women's entrepreneurship and local job creation. Accordingly, productive skills will be delivered to the beneficiaries to maximize their income and establish a more comprehensive business network. The skills development and employment initiative of SWAPNO II includes a) livelihood skills development and self-employment, b) industrial skills development and formal sector employment *c)* apprenticeship for local employment. Engaging the private sector, including financial institutes, Government line departments, BDS providers, market actors, and local SMEs, is essential for poverty reduction.

a) ***Livelihood skills development and self-employment:*** With three income-generating options, the households earned two times more income than the baseline in the last phases of SWAPNO. Learning from the earlier phase Market System Development (MSD) approach will be followed. It will deliver practical training to the women on selected value chains to boost the household business, including food processing, handicrafts, livestock rearing, group farming, and vermicompost. The trade will be chosen based on the local market and potential value chain assessment. Technical officers from

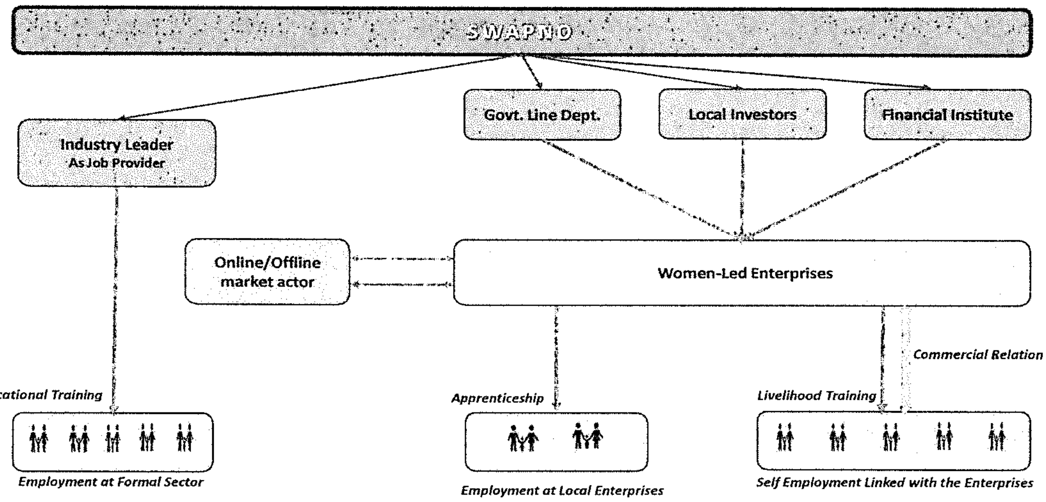


Fig 3 – SWAPNO II Skills and Employment Approach

Government line departments will provide inclusive training to the service providers who will provide training to the beneficiaries. Fifty percent of total beneficiaries in the age group of 31 to 45 years, not eligible for formal sector employment, having experience and scope of household production etc., will receive livelihood training and then planning for investment followed by a household business plan. Investment planning for this group includes input support, group savings, and collateral-free credit. The household producers will function as suppliers/agents and generate value in the local supply chain.

b) ***Industrial Skills Development and Formal sector employment*:** In the last three years, SWAPNO facilitated the jobs for 588 women in the RMG and Leather sectors in collaboration with the Leather Goods and Footwear Manufacturing and Exporter Association of Bangladesh (LFMEAB), Center of Excellence for Leather Skills Bangladesh Ltd (COEL), Green Smart Shirt and EcoFab Ltd. The demand for female employees in the **RMG** and **Leather** sectors is still the highest. However, other industries, such as packaging, security, and elderly care services, have also increased the demand for female staff. SWAPNO will develop a partnership with the industry leaders or industry association and select 3,000 self-motivated women (aged 18 to 30) beneficiaries to deliver a two-month-long industrial skills training and employment. SWAPNO will also work with large national and multinational conglomerates to provide sales skills to women and create jobs to establish a wide range of sales networks for fast-moving consumer goods (FMCG).

c) ***Apprenticeship for Local Employment***: Investing in the local level apprenticeship initiative and strengthening the institutional capacity of local enterprises are the key action to create local employment for 1500 married women (31 to 45 age) group. Moreover, this intervention will blend with the SWAPNO enterprise development intervention to maximize the impact.

iii) ***Enterprise Development:*** The project piloted the community led Small and Medium Enterprises (SME) Development model through local investment to create local-level employment. By establishing five enterprises such as Sunipun garments, Sanitary napkins, Water Treatment Plant, Milk Processing Plant, Mini hatcheries, about 187 beneficiaries have been employed in the last phase of SWAPNO. Learning from the previous phase, SWAPNO will identify potential entrepreneurs among beneficiaries, facilitate them forming cooperative, develop their skills, link them with local investors and support them to initiate social enterprises in different districts.

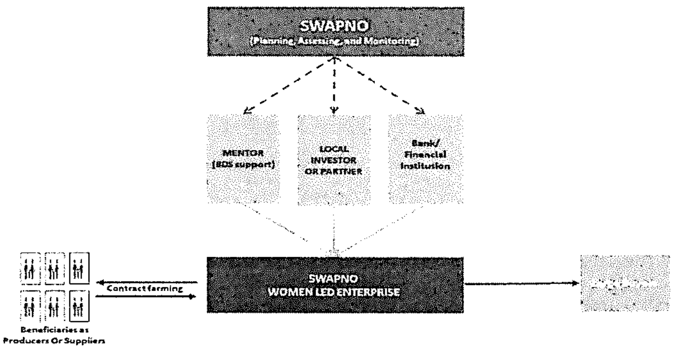


Fig 4 – SWAPNO II Enterprise Development Approach

SWAPNO will explicitly work to facilitate loans and business incubation and create an environment for blended financing and social business modelling for equity investment he local investors in partnership with multiple stakeholders that can promote rural enterprises. In addition, the project creates a business-enabling environment for the enterprise by linking them with the Bangladesh Small and Cottage Industries Corporation (BSCIC), SME Foundation, and financial institutes for further investment to expand their business and create job opportunities for others. This approach to enterprise development aims to:

- Develop an effective model for poverty alleviation through local employment.
- Create an alternative financing model for rural-based CMSME development.
- Create tangible evidence for rural women's economic empowerment through social business.

The enterprise development approach envisions creating many local employment opportunities by establishing backward and forward linkages. SWAPNO will promote several small enterprises for women in the 12 districts. In partnership with the mentoring organizations, the project will develop the enterprise's capacity, provide technical support, and develop its market competitiveness. SWAPNO II will promote the enterprises to address socio-economic challenges such as rural-urban migration, sustainable agriculture production, waste management, health and wellness, natural resources and conservation, small business financing, sustainable consumer products, and fair trade. Furthermore, local investors are the key actor of the SWAPNO enterprise development model, which will create employment by accessing women in those enterprises.

iv) SWAPNO Women Empowerment Approach: SWAPNO emphasizes empowering women as a strategy for contributing to the positive transformation of their position in both public and private spheres. The project itself was inspired by its beneficiaries. The project has been designed to contribute significantly towards) increasing women's access to income ii) control over assets iii) access to information and knowledge iv) mobility in the public sphere v) capacity for decision making vi) participation in community activities, and vii) decreasing different forms of violence and discrimination based on the women's identities of gender and economic status and harassment. Hence, SWAPNO's approach toward women's economic empowerment has immense potential to fulfill multiple SDGs related to women and children.

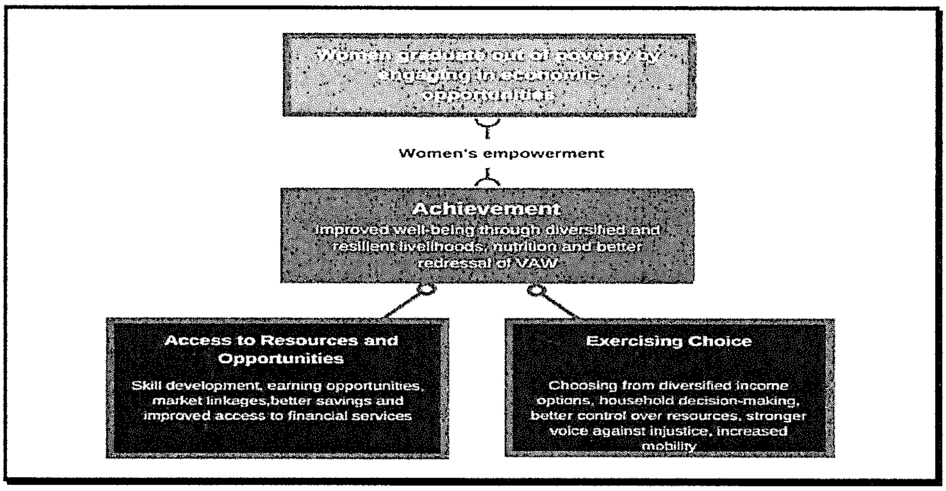


Fig 5 – SWAPNO II Women Empowerment Approach

The following approach highlights how SWAPNO is contributing toward women's empowerment for resilient poverty graduation:

- In its first stage, SWAPNO ensures women access multiple resources and opportunities. The targeted women are often involved in productive or economic activities that are not recognized and paid. On the other hand, they usually do not possess the required skills nor have links with agencies to obtain or improve such skills. This creates a strong barrier for them to venture into full-time self-employment or to engage in waged or salaried employment other than at the lower end of the productivity scale. Therefore, SWAPNO II focuses on improving women's access to human and social resources and economic resources. These include helping women build their productive skills, developing alternative earning opportunities or income choices, linking them to the market and local government institutions, and improving access to various financial services. Women's improved access to these resources should enable them to practice their agency, i.e., their ability to make and act on their own decisions.
- To support women's ability to make an informed choice (i.e., their agentic practice), SWAPNO II also raises awareness of women's rights and entitlements and supports their access to the legal justice system for redressing violence and discrimination. Meeting all these preconditions helps women act independently, for example, by choosing their income sources, establishing control over earnings and other resources, and raising their voices against discrimination, harassment, and injustice. Both access to resources and opportunities and women's ability to make their own choices help improve women's well-being. In turn, following the women's empowerment strategy helps SWAPNO support these women to graduate from extreme poverty gradually. While designing the project approach, SWAPNO II also considered building government ownership to help achieve better women's empowerment results.

V) Disaster Resilience Approach: The target project areas are highly vulnerable to both disasters and climatic risks like continuous riverbank erosion, frequent flooding, and other adverse effects of climate change that increase the vulnerability of the local communities. Biophysical and socioeconomic features are unique in this area and characterized by a complex livelihood pattern that differs from other parts of the country. Other than natural disasters, climate change adds a new dimension to community risk and vulnerability. Women, the elderly, adolescent girls, and children are the most vulnerable in disasters.

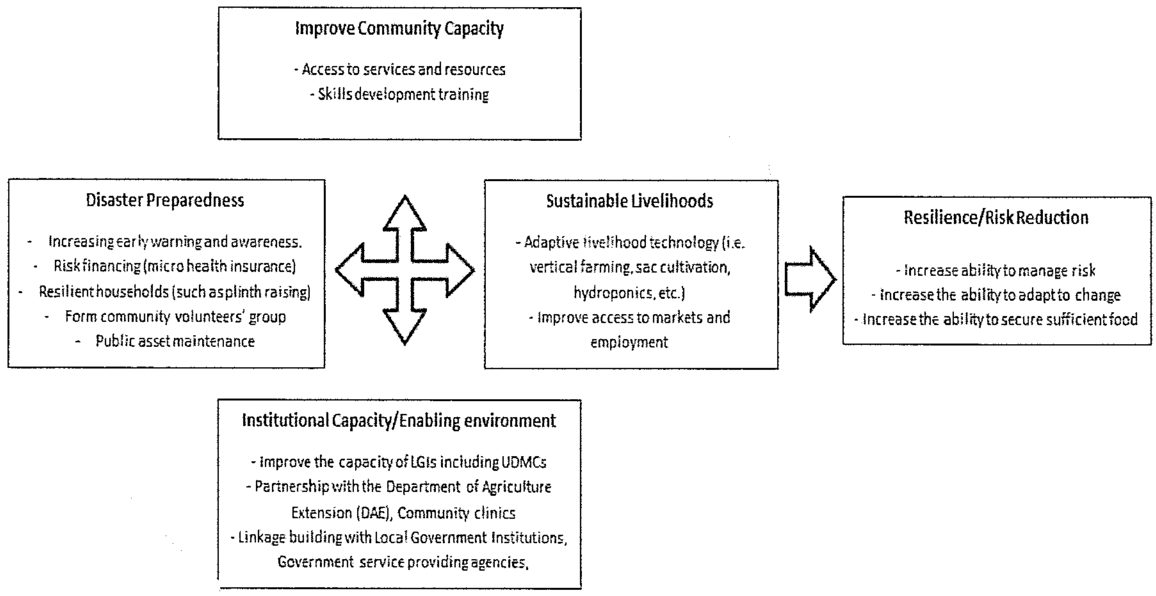


Fig 6 – SWAPNO Disaster Resilience Approach

Gender-based discrimination, social inequalities, and unequal power relations put them at substantial risk in various stages of disaster. SWAPNO II is working with impoverished communities and putting local people, who can act within their sphere of influence, at the centre of the process. In line with the Sendai Framework of Action and the 8th FYP of Bangladesh, the project adopts a disaster resilience strategy for its beneficiaries and their communities to cope and adapt to the disaster and shocks toward building disaster resilience. Building community resilience is strengthening the capacities of individuals, communities, government, and other social systems to effectively manage natural disasters, reduce losses and bounce back in the shortest possible time. The project will actively work with the Union Parishad and the communities to support them in collecting and disposing of plastic waste. SWAPNO II is also partnering with the Narayangonj City Corporation to learn effective ways of recycling plastic waste.

2.3 BEST PRACTICED

Since 2015 the project has completed three graduation cycles, lifting 12,492 beneficiaries out of poverty. Major strengths of this project include 96% correct beneficiary targeting, innovation in adaptive livelihoods, and skills development. As a result, even without public work wages, beneficiaries can now earn more than double. The project deliberately designed push and pull factors to uplift beneficiaries' socio-economic status, e.g., to minimize the risk of falling back into poverty.

- The project motivated them for group savings and generated USD 2 million to invest in livelihoods.
- SWAPNO also successfully piloted affordable micro-health insurance in the Jamalpur district.
- Digital integration for cash transactions (MFS) and product marketing through e-commerce enhanced their confidence.
- Collaboration with industry associations (LFMEAB) and green factories (EcoFab Ltd & GSS) for vocational training created employment for 588 women.

- One hundred eighty-seven jobs have already been created locally by enabling local investors to establish six enterprises such as Sunipun garments, Bindu Safe Water, Kallyani Sanitary Napkin, Milk Processing plant and Mini Hatcheries. All these enterprises are registered either with the Department of Cooperatives or BSCIC.
- in last phase of SWAPNO, each household monthly received BDT 5,000 as wages for public asset maintenance employment. The amount was inadequate to lift up the poor above the lower poverty line. Yet, when the social transfer was combined with SWAPNO's other interventions, the end-line survey of the project demonstrated poverty-reducing impacts – as measured by headcount, poverty gap, and severity measures. The result shows that the beneficiaries' monthly income, including wages, was BDT 16,240 and 14,782 in the 2nd and 3rd cycles, respectively. The income, excluding wages, was more than BDT 11,000 for the 2nd and 3rd cycles. The graph (Fig: 7) shows that women leveraged SWAPNO to move out of poverty.

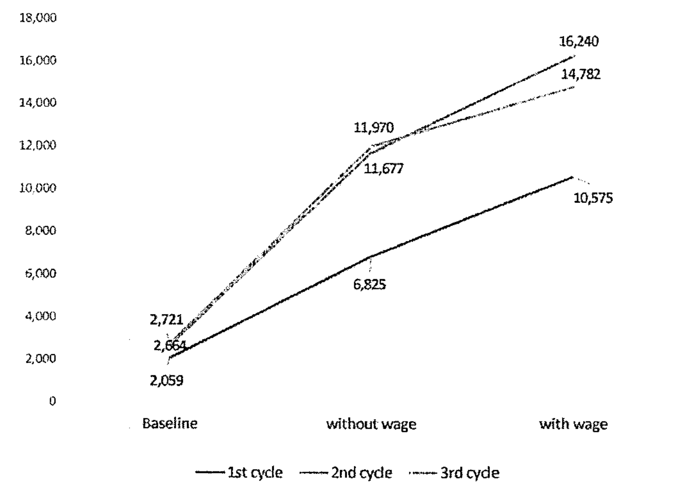


Fig 7: Cycle-wise beneficiaries' monthly income in BDT

The South Asian Network on Economic Modelling (SANEM) has recently conducted a study that suggested promoting livelihood programs such as SWAPNO to attain the SDGs. This type of project enhances the ability of poor people to maintain a high income even in the absence of the project.
General Economic Division of Bangladesh Planning Commission published a progress report on Sustainable Development Goals (SDGs) in June 2020, where the government highlighted the initiative of SWAPNO to eliminate poverty.
Several field consultation meetings with relevant stakeholders were conducted to develop the project, and a multistakeholder consultation workshop was held at the PMU level. Community people, local government units, especially UPs, and other service-providing organizations, Upazila and district administration bodies were involved in the field-level consultation. Besides the representative members from different ministries and concerned authorities, donor members, academicians, district representatives, graduated beneficiaries, private sectors, and financial institutes participated in the national-level consultation workshop.

Improvements in Project Design based on the learning:

- SWAPNO II will deliberately target the youth women group (18 to 45 age) to increase the effectiveness of market-driven skills required for individual employability.
- A digital selection method and GPS will track the beneficiaries' households to ensure accuracy and increase the program's effectiveness.
- SWAPNO II will work with investors for local economic development through small enterprise development and creating local employment.
- Beneficiaries' knowledge of business planning, digital literacy and volunteerism will be increased.
- The effort to harness the potential for financial inclusion through transferring risks, i.e., micro-health insurance, integrating mobile financial service (MFS) for transferring wages, and access to credit services from Micro Finance Institute (MFI) and commercial banks.

- SWAPNO II will pursue partnerships with the private sector to mobilize local resources, build capacity, and create forward and backward market integration.
- Poor young women lacking skills are the primary constraint to sustainable employment. Thus, SWAPNO II will emphasize future employability by enhancing industry skills for job placements in the formal sector. Moreover, along with self-employment, the project will foster local employment through market-oriented SMEs.
- Psycho-social counseling and Pre-job sessions for beneficiaries and awareness raising on the decent workplace for factory personnel.
- Advocacy and communication with the Ashrayan Project for resilient housing
- The project will inform the beneficiaries about health and nutrition, rights, disaster, and gender equality, along with numeracy and accounting, digital literacy, leadership, and communication skills.
- To promote livelihoods and family well-being, there will be an even more pronounced emphasis on access to essential services from Upazila and Union public service departments, i.e., agriculture, livestock, Union Parishad, community clinic, and social welfare.
- There will be integration between Social Protection, Disaster Risk Reduction (DRR), and Climate Change Adaptation (CCA). This will be applied to selecting project areas, vulnerable beneficiaries, public works, and livelihood activities.
- Effective follow-up and "post-graduation" support enhance project beneficiaries' resilience to future shocks.

ALIGNMENT WITH UNSDCF

The theory of change for the proposed project is grounded in the GOB plans[7]and the country's stated vision and development priorities. The proposed project aligns with core strategies underpinning United Nations Sustainable Development Cooperation Framework (UNSDCF) 2022-2026 for Bangladesh. The project will contribute to UNSDCF's outcomes 1 & 2; CPD outcomes 1 & 2 (refer result framework in section V) since UNDP Bangladesh seeks to assist the Government in meeting the SDG targets. It is envisioned that the SWAPNO II project will play a growing role in supporting Bangladesh's drive towards upper-middle income country status and other key development priorities.

The proposed project is expected to contribute to the following SDGs:

a. **Goal 1: No Poverty**
b. **Goal 2: End hunger**
c. **Goal 3: Ensure healthy lives and promote well-being.**
d. **Goal 5: Gender Equality**
e. **Goal 8: Decent Work and Economic Growth**
f. **Goal 10: Reduced Inequalities**
g. **Goal 13: Climate Action**

UNDP Bangladesh seeks to assist the Government in meeting these SDG targets. It is backed by a longstanding partnership with the Government for developing good governance and institutional responses to development issues concerning vulnerable people, including women and girls. UNDP's strong relationship will help maintain the political will and ensure that key decision-makers in Dhaka and SWAPNO's target areas are engaged and supportive of the project.

[7] *Perspective Plan of Bangladesh 2021-2041 & 8th Five Year Plan: Vision 2041 guides the development agenda in Bangladesh to become an Upper Middle-Income Country by 2031 and minimize the incidence of poverty by 3% or less. By 2025, the poverty reduction target is 15.6 % and the extreme poverty reduction target is 7.4 %– as mentioned in the 8th FY Plan. Still, on average 10.5% of people lives under the lower poverty line and 20.5% under the upper poverty line, and this estimation is much higher in many pockets – particularly hard-to-reach areas .*

3. Results and Partnerships

3.1 EXPECTED RESULTS

Output 1: Strengthen institutional capacity for sustaining SWAPNO benefits.

Strengthening local government capacity supports effective project implementation and reinforces service delivery mechanisms. Adequate capacity for pro-poor and gender-sensitive service delivery requires capability and commitment and is vital for a successful graduation project. The programs often can challenge deeply entrenched community norms on women's roles. In partnership with Union Parishad, the project will devise a system for reporting and redressing violence against women.

Marginalized groups typically remain in poverty. The Government must remove barriers to accessing economic opportunities and create a more level playing field in equal measure by providing welfare, health, and education services that equip people with what it takes to participate in and enjoy the fruits of a growing and dynamic economy.

To achieve the project outputs, Local Government Institutions will require increased capacities and improved management skills, with particular attention to their responsiveness to the needs and demands of the poor. This set of activities aims to promote good governance in implementing social transfer Programs and pro-poor service delivery concerning accountability, responsiveness, and inclusive development.

Capacity development of participating Local Government Institutions will include training needs assessment, curriculum development, selection of trainers, training of trainers, conducting courses, monitoring of activity, and training impact assessments. This will be done by the Technical Assistance team together with the National Institute of Local Government (NILG). In addition to classroom training, there will be continuous on-the-job coaching by Technical Assistance staff, including knowledge transfer of good practices by a financial monitoring team.

The activities regarding financial inclusion include the use of digital services and access to credit for the beneficiaries. Mobile financial services will transfer the wages and savings to the beneficiaries. The project will also tie the beneficiaries with financial institutes to access microfinance.

- *Activity 1 – Develop local government capacity to implement the project's Operation Manual (OM)*
- *Activity 2 – Conduct inception workshops at the district level for buy-in and support of key decision-makers, influencers, and administration officials for smooth implementation.*
- *Activity 3 – Use CRA/RRAP to select public assets, finalize and approve the yearly maintenance plan for the UP, and engage SWAPNO women for work.*
- *Activity 4 – Collaborate with MFS service providers and orient women beneficiaries on digital account risk management.*
- *Activity 5 – Interface with the Upazila health complex and the respective community clinic in collaboration with hospital authorities.*
- *Activity 6 – Partnership with UP-level committees to build the capacity for UDMCs on disaster monitoring mechanisms.*
- *Activity 7 – Conduct quarterly meetings with community people and UP members to raise their awareness of climate risk and vulnerability.*
- *Activity 8 – Collaborate with the local service department and LGIs for service delivery through accountability, transparency, gender sensitivity, and pro-poor approach.*
- *Activity 9 – Collaborate with department of cooperatives for getting cooperation to establish the cooperative society.*
- *Activity 10 – Organize peer learning from best practitioners ("champions") with support from the District and Upazila administration.*

Output 2: Increased Income and Asset Engaging Local Economy and Skills Development

The output emphasis is on "future employability." Women will leverage wage employment through public works with training on market-based skills and access to employment to lift themselves out of poverty. Eligible women will start with short-term public works assignments as an entry point into employment. During the project, SWAPNO II will train them to operate viable income-generating activities (IGAs) or to engage in SMEs. It will also partner with the private sector to train and place three thousand women in the formal sector in priority industries. The Private sector partnership policy (to be developed by the project in the preparatory stage) will guide all partnership-related activities.

Activities will provide a package of technical assistance for enhancing productivity, employment generation, and, thus, income. Women will receive livelihood training such as livestock rearing and group farming through lease land, food processing, vermicompost, or handicrafts. Upazila technical officers of govt. The line department will train the targeted beneficiaries on different modules based on market analysis and individual choice. SWAPNO II will promote several enterprises in the working area to create 1500 positions of local employment. The project will select the entrepreneurs among the beneficiaries, develop their capacities, facilitate them to establish their businesses and provide technical support to compete with the local market. The project will also mobilize funds from local investors and create business-enabling environments by engaging with the BSCIC and financial providers. Women will receive on-the-job training/apprenticeships to get employment in the enterprises.

SWAPNO II will deliberately select self-motivated women aged 18 to 30 for formal sector employment. The project will also build partnerships with the RMG and Leather industries association and large national and multinational conglomerates to deliver skills and full-time jobs.

This component will enhance cooperation between the UPs and service delivery departments, which will positively impact the livelihood activities to be undertaken by the participating workers and aim to strengthen developmental impact. These will include services to directly promote livelihoods, such as agricultural extension, veterinary services, fisheries services, services to cottage industries and health and education services for the entire household. Banks will not merely be a channel for the transfer of funds; they also have a significant role in the graduation process by opening entry to safe savings deposits and easy, low-cost access to credit. Financial services through MFIs, as required, will also be explored, including a delivery model for micro-insurance. Activities under this output are

- *Activity 1 – Select and recruit 10,188 eligible women for wage employment in 12 districts.*
- *Activity 2 – Initiate compulsory savings at the start of the project and promote group 'pulled savings' through Rotating Savings and Credit Associations (ROSCAs).*
- *Activity 3 – Conduct a market assessment and a Training Needs Assessment (TNA)*
- *Activity 4 – TOT for local service providers and livelihood skills training on household micro business for women beneficiaries.*
- *Activity 5 – Explore local investment and partnership with local business chambers, BSCIC, Financial Institute, and NGOs.*
- *Activity 6 – Assessment and selection of potential entrepreneurs among the eligible beneficiaries*
- *Activity 7 – Provide enterprise start-up support through i) building entrepreneurship capacity, ii) business plan development, iii) digital technology integration, iv) product development, and v) buyer linkages for the enterprise.*
- *Activity 8 – Partnership with Financial Institute to access and ensure the available credit/savings product for SWAPNO beneficiaries.*
- *Activity 9 – Provide apprenticeship training to 1500 women through the enterprises to work locally.*
- *Activity 10 – Partnership with leading manufacturing and exporting industries in RMG and Leather sectors and FMCG sector for skills and employment.*
- *Activity 11 – Conduct a pre-job workshop on psychosocial counseling and rapid job demand assessment of SWAPNO women beneficiaries.*
- *Activity 12 – Facilitate the industry-specific skills development and employment for three thousand productive age groups of women.*
- *Activity 13 – Promote decent work for the workplace, safety, and dignity by developing mechanisms to prevent sexual harassment / Gender-based Violence (GBV).*

Output 3: Strengthen Human Capabilities and Resilience Capacity

Output two focuses on enhancing conditions that promote women's empowerment and building resilience of the women and their communities to shocks. It works toward improving well-being and removing existing barriers so that women can act on their decisions to graduate out of poverty. Specifically, by working with the Government, UN, and NGO partners to establish and maintain coordination mechanisms,

disaster risk reduction, and protect key public assets, Output 2 aims to i) develop women's awareness and their soft skills; ii) improve nutrition; iii) build adaptive livelihood capacity and iv) minimize health risk and access to local health.
The objective is to develop human capital that builds confidence and awareness, boosts resilience to shocks and adverse trends, reverts previous social exclusion, and thwarts inter-generational transmission of poverty.
Training will enable disadvantaged women employed for maintenance work to graduate from poverty as individuals capable of managing their own lives, so they do not return to their previous destitute condition. The awareness and soft skills Program will address issues and topics related to nutrition, primary health, sanitation, gender equity, rights and entitlements, digital literacy, disaster, leadership, communication, etc. To prevalent malnutrition amongst the targeted women households, SWAPNO II will pay attention to raising awareness about nutrition and encourage them to take a balanced diet using their income. This set of activities aims to address the challenges and vulnerabilities posed by climate change and natural disasters. Schemes can include raising the height of the existing dams and building, rehabilitating, and maintaining earthen road cyclones and flood shelters. Schemes will be initiative-taking to minimize the impact of future natural calamities and reactive in repairing community assets damaged by a disaster to help communities cope with the adverse situation.
Women may become vulnerable to abuse and even violence by participating in Programs set up to assist them, as these Programs often expose them and can challenge deeply entrenched community norms on women's roles. The project will devise a system for reporting and redressing violence against and abuse of women.
Activities will include the implementation of schemes to address the challenges posed by climate change and reduce risks associated with natural disasters. These can include raising the height of the existing dams, building, rehabilitating and/or maintaining cyclone and flood shelters, and other local assets that reduce communities' risks. Local communities would propose climate change adaptive infrastructure schemes to be funded under a special challenge fund. Vulnerability is diminished both by the protective impact of physical infrastructure, the economic impact of the employment generated, and the associated wage income bolstering the resources of poor households. This represents an "adaptive social protection" response in several ways. Activities under this output are

- *Activity 1 – Conduct awareness/orientation sessions on life skills modules such as i) Health & Nutrition ii) Disaster Preparedness iii) Rights, Entitlement and Gender Development iv) Volunteerism v) Leadership Development vi) Digital & Financial Literacy*
- *Activity 2 – Raise awareness about malnutrition and micronutrient deficiencies through community nutrition sessions.*
- *Activity 3 – Partnership with the local health service providers to build the capacity of field staff on BCC, conducting different campaigns on sexual health, menstrual hygiene, and balanced nutrition at the community level.*
- *Activity 4 – Work with the Department of Agriculture Extension (DAE) livestock department to scale up the successful adaptive livelihood technology.*
- *Activity 5 – Identify the most climate-vulnerable households; diligently work with "Ashrayan Project."*
- *Activity 6 – Scale up the microinsurance health products for all SWAPNO beneficiaries.*
- *Activity 7 – Engage UP Chairs and Chairperson of the Standing Committee (SC) on VAW*

3.2 RESOURCES REQUIRED TO ACHIEVE THE EXPECTED RESULTS

The project will be implemented in partnership with the GoB. The implementing partner of this project is the Local Government Division of the Ministry of Local Government Rural Development & Cooperatives. However, the government of Bangladesh commits to share **48%** of the finance to implement the project. UNDP and its development partners have already committed the rest of **52%** of the fund.
Based on the three outputs and related activities, it is estimated that the total budget for SWAPNO II will be **USD 13,869,218.00** for three years (July 2023 – June 2026). Of the total budget, **GoB's contribution will be USD 6,692,523.00.**

Particulars	2023	2024	2025	2026	Total (USD)	%
Strengthen Institutional Capacity for Sustaining SWAPNO II benefits	139,649.89	218,720.91	168,419.34	69,155.92	**595,946.06**	4%
Wages Employment 10,188 beneficiaries		5732719.32	1,659,233.94		**7,391,953.26**	53%
Skills and Enterprise Development for Employment to Increased Income and Assets	146,098.51	1,339,623.05	1,416,667.36	570,700.57	**3,473,089.49**	25%
Strengthened Human Capabilities and Resilience Capacity	10,000.00	401,448.78	169,025.81	45,773.31	**626,247.89**	5%
Project Management	148,498.44	593,993.76	593,993.76	445,495.33	**1,781,981.30**	13%
Total:	444,246.84	8,286,505.82	4,007,340.21	1,131,125.13	**13,869,218.00**	100%
Source of Fund						
Core/TRAC Fund	*355,643.16*	*332,141.95*	*953,077.42*	*152,307.48*	***1,793,170.00***	*13%*
Sweden Embassy	*223,914.42*	*2,119,202.20*	*1,783,378.68*	*944,879.70*	***5,071,375.00***	*37%*
CSR Fund (Marico Ltd.)	*20,306.07*	*102,442.39*	*155,465.49*	*33,936.05*	***312,150.00***	*2%*
Government Contribution (GoB)		*5,577,102.50*	*1115420.5*		***6,692,523.00***	*48%*
Total:	***599,863.65***	***8,130,889.04***	***4,007,342.09***	***1,131,123.23***	***13,869,218.00***	*100%*

3.3 PARTNERSHIPS

UNDP is committed to working with the Government and other UN agencies to complement efforts to support women to graduate sustainably out of extreme poverty through SWAPNO II. UNDP's proposed interventions relate to areas where UNDP already has considerable experience and expertise nationally. UNDP will aim to partner with ongoing Government-UNDP initiatives to not duplicate efforts and resources. It will leverage its NGO roster to collaborate with local NGOs. Further, UNDP will emphasize public-private sector partnerships to improve the project's model and contribute to economic, social, and environmental sustainability.

- ***Local Government Division (LGD), Ministry of Local Government, Rural Development and Co-operatives***: The LGD enhances local governance and socio-economic development in urban and rural areas. The Division implements different social security schemes by itself and supports other ministries in rolling out their programs in the field. The National Social Security Strategy envisages that the LGD will support beneficiary targeting of social security programs, following a community participation approach. It will help resolve grievances and disputes related to implementing programs and assist with monitoring and evaluating them. Consolidating workfare programs is another key responsibility of the LGD. SWAPNO is a social transfer project and also implemented by LGD.
- ***National Institute of Local Government (NILG):*** Placed under the LGD, NILG is the only government institute for training local government officials and elected representatives. Using NILG to deliver capacity development training for Local Government Institutions participating in SWAPNO would further reinforce LGD ownership over the project through an institutionally sustainable model.
- ***The Cabinet Division and General Economics Division (GED), Planning Commission:*** The Cabinet Division and GED have been collaborating to address Bangladesh's social development issues from a coordination and reform perspective. Supported by UNDP, these Government entities have been rolling out the NSSS reform in thirty-five ministries/divisions. SWAPNO's partnership with the Cabinet Division and GED supports NSSS reforms by providing results-based evidence to inform future policy, enhance financial inclusion, and strengthen the G2P digital payment system. This will be done through an ongoing partnership with the 'Social Security Policy Support (SSPS) Program,' an initiative spearheaded by the Cabinet Division and GED, with support from UNDP.

- ***'Aspire to Innovate (a2i) initiative:*** a2i, jointly implemented by UNDP and the Prime Minister's Office (PMO), is dedicated to building a digital Bangladesh and has strategic partnerships in place for interventions on livelihood development. a2i also has an extensive database on market-oriented livelihood opportunities and resource organizations across Bangladesh. SWAPNO II will tap into this database to identify the best-suited resource organizations for its work, such as anondomela. Daraz. Parmeeda.
- ***Private sector***: In line with UNDP's private sector strategy, SWAPNO is pursuing partnerships that can improve the project's model and contribute to economic, social, and environmental sustainability. SWAPNO II diagnoses potential partners, value chains, and alignment with the SDGs identifies opportunities and takes the following steps accordingly. SWAPNO has already partnered with key actors across priority industries such as BSRM Ltd. Marico Limited, Fakir Apparels Ltd, EcoFab Ltd., Green Smart Shirt Ltd, Leathergoods and Footwear Manufacturer and Exporter Association of Bangladesh (LFMEAB), Center of Excellence for Leather Skills in Bangladesh (COEL). It is currently reviewing opportunities with other potential partners.
- ***NGOs:*** For SWAPNO, NGOs play a crucial role in supporting UPs to implement the project following GoB and UNDP guidelines. NGOs help develop the UP's capacity and engage in selecting eligible project beneficiaries, training them, and facilitating implementation processes. SWAPNO II will partner with NGOs as per UNDP selection guidelines.

3.4 RISKS AND ASSUMPTIONS

The achievement of the project's desired results is drawn on several risks that can threaten the achievement of results and the assumptions on which the project's results depend. The key risks identified for this project are (i) adverse effects on Health, Safety, and Working conditions during training/workshop/meeting to achieve the results, (ii) beneficiaries can't move out of extreme poverty because of natural calamities like cyclones and floods, (iii) political instability/ social unrest may stall project implementation, (iv) delayed in appointing government staff for the project may hamper smooth implementation, (v) mismanagement of funds by UPs, and (vi) insufficient capacity and motivation of the private sectors. However, the project assumptions include (i) Involvement of local government institutions & GoB line departments in the implementation, (ii) correct targeting & selection of beneficiaries, (iii) proper plan & contingency plan and risk mitigation plan (iv) coordination with LGD, UNDP and donors and (v) budget allocation by LGD for public work schemes. If all these assumptions work well, project implementation will minimize the risk.

3.5 STAKEHOLDER ENGAGEMENT

SWAPNO is a productive employment and sustainable livelihoods-based poverty graduation project that targets to lift ultra-poor rural women out of poverty by enhancing women's employability. The targeted women will be selected from ultra-poor families living in rural and vulnerable areas. They would be members or heads of their households, preferably widowed/divorced/ separated/abandoned or with a disabled husband who cannot earn an income. The selection criteria will be based on: (i) age, (ii) food security status (unable to provide families with three balanced meals daily), (iii) economic status (little or no assets, forced to beg or employed at low wages), and (iv) vulnerable to climate change and natural disasters.

The project targets productive age or young women (18 to 45 age) to sustain the project outcome. In the previous phases, SWAPNO worked with the age group between 18-45. But it was revealed by the end-line study that women beyond the productive age group lack cognitive capacity, and thus cannot make sustainable livelihoods. Scientists also said that humans reach their cognitive peak around age 35 and begin to decline after age 45. Moreover, the Ministry of Finance has recently decided to expand the social safety net for the **elderly, widows, and disabled persons**, increasing the number of beneficiaries by 7.35 lakh in the upcoming fiscal 2023-24. The ministry is also going to raise the monthly old age allowance and widow allowance in the new budget after a decade-long break in light of the recent surge in commodity prices.

Since great number of safety nets are channelised through the UPs, SWAPNO will closely work with them to facilitate right targeting of impoverished women above the age of 35 in these safety nets.

Therefore, the project deliberately selects women from 18 to 45 age. The project will select 50 percent of beneficiaries from this productive age group (18 – 30) eligible for industry skills training and employment in the formal sector. The remaining 50% of beneficiaries (31 – 45 years of age) will receive entrepreneurship skills and sustain their livelihoods by operating multiple household production activities and/or establishing a micro business according to SWAPNO's graduation model.

According to the MDG final evaluation report (2016), the literacy rate of 15-24 years old women is 78.86%, among them, only 25.4% of women remained single when they entered the age group 20-24. According to the labor force survey 2022, the youth labor force (aged from 15 to 29) is observed around 26.82 million population.

District Name	% of Poor (BBS 2017)	Vulnerability Index	Multi-Hazard Risk Index	Multi-Hazard Risk level	Major Disaster Type	Proposed Upazila	# UPs	# Beneficiaries
Jamalpur	52.52	5.1	7.0	Very High	Flood	Bakshigonj, Dewangonj, Islampur	27	972
Sherpur	41.3	5.1	5.1	High	Flood	Nalitabari, Nakla	21	756
Gaibandha	46.66	5.5	6.6	Very High	Flood	Fulchari, Sadar, Saghata, Sundargonj, Gobindogonj	35	1260
Rangpur	43.79	4.8	4.8	Medium	Flood	Gangachara, Pirgonj, Pirgacha	33	1188
Lalmonirhat	41.98	5.0	5.0	High	Flood	Lalmonirhat Sadar, Hatibandha	21	756
Nilphamari	32.3	4.7	4.3	Medium	Flood	Domar, Jaldhaka	21	756
Chandpur	29.31	5.0	4.9	Medium	Flood	Matlab Uttar, Faridgonj, Haimchar	25	900
Cumilla	13.52	4.3	4.5	Medium	Flood	Laksham, Manahargonj	17	612
Patuakhali	37.23	4.7	5.1	High	Cyclone	Dasmina, Galachipa	18	648
Pirojpur	32.21	5.6	4.7	Medium	Cyclone	Sadar, Indurkani	12	432
Gopalganj	29.51	4.8	3.7	Medium	Flood	Kotalipara, Muksedpur, Tungipara	26	936
Bagerhat	31.04	4.6	5.0	High	Cyclone	Chitalmari, Sarankhola, Morolgonj	27	972
						32	283	10188

3,679 elected members from 283 Union Parishads of 12 districts will actively engage with the project. 9,056 members from Union Disaster Management Committee (UDMCs) will be capacitated. 32 Upazila Health clinics, one thousand community clinics and about 32 Union Health Service Centers will be engaged as a potential service provider group with the project.

3.6 DIGITAL SOLUTIONS[8]

To ensure accuracy and increase the program's effectiveness, digital integration in the selection method will be introduced, and a GPS will track the beneficiaries' households. By developing an online system, the project will select beneficiaries digitally. The concept is selecting beneficiaries randomly from the candidates by a 100% automated system. The project will follow the KYC (know your customer) approach and integrate an API (application programming interface) to transfer the candidate's BRN/NID card information from the Government's national database to SWAPNO's server. After verifying credentials with our project beneficiaries' selection criteria, the automated system will randomly choose the desired number of beneficiaries and the waiting list.

Furthermore, by mappings the beneficiary's households, business hub/points, and enterprises, the project will enable a geographic information system, and a hotline number will be developed for project stakeholders to receive complaints and provide solutions. Moreover, all the beneficiaries will have a mobile financial account as part of financial inclusion and receive wages and other project support (if needed).

[8] *Please see the Guideline "Embedding Digital in Project Design."*

All the enterprises operated by the project beneficiaries will be managed by a digital account management system through which the business can manage all its operations, including production, planning, purchasing, manufacturing, sales, distribution, and accounting. Moreover, an e-commerce platform (anondomela.shop) developed by UNDP enables customers to purchase and sell tangible items. Smart card and digital system will be integrated with the private sector to implement the micro health insurance for beneficiaries. Furthermore, project's M&E and MIS digital system will be designed for data gathering, storing, and analysing the data.

3.7 KNOWLEDGE

SWAPNO II will publish knowledge materials more widely available through print media, social media, workshops, seminars, etc., to increase the visibility of the project interventions. Below is a detailed explanation of the dissemination process.

BCC materials, training modules, and booklets: SWAPNO has already produced several training modules for conducting life skills and livelihood skills development training. For wider circulation, these modules will be revised and reprinted based on the needs and preferences of the beneficiaries. The project has developed and published a storybook combining 100 success stories of the beneficiaries and a Booklet of 20 best practices which will be reprinted and circulated to the relevant stakeholders. BCC materials like Brochures, leaflets, posters, and flyers will be designed, published, and shared with the target audience.

Video documentaries: The project has produced several videos across three cycles on the project's approach, agricultural practices, a water treatment plant, sanitary napkins, mini garments, etc. The visibility of these videos was increased through their publication on the project website and social media sites like Facebook and YouTube. New video documentaries will also be developed based on the project's new initiatives.

Media promotion: Social media platforms like Facebook, YouTube, and Twitter are routinely updated by SWAPNO for media promotion, which aids in providing pertinent stakeholders with project updates. The initiative will keep up with the upkeep of social media. In addition, SWAPNO will publish editorials, stories, and articles in print media to highlight notable accomplishments.

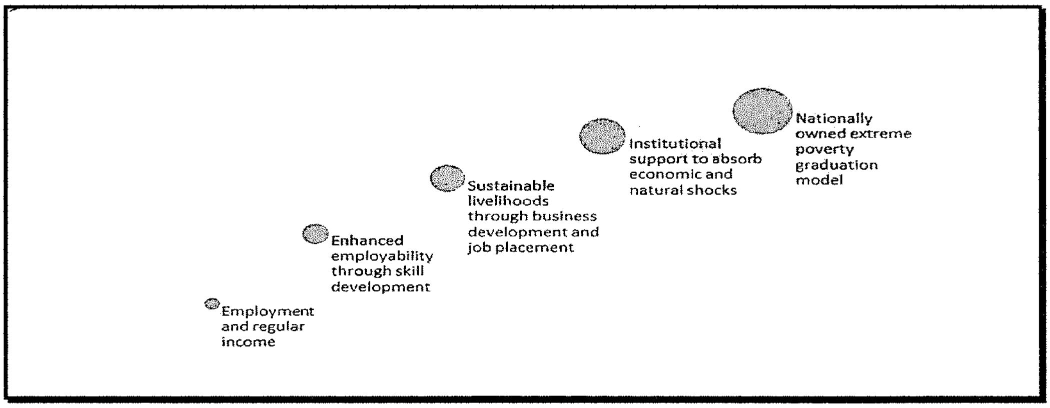
Campaign & National level workshop: The project will conduct district-level campaigns on some topics, including nutrition, menstrual hygiene, and climate change adaptation. A national-level seminar will be held for other projects to emulate SWAPNO's activities and disseminate lessons learned.

3.8 SUSTAINABILITY AND SCALING UP

SWAPNO II will involve local and national institutions to achieve sustainable outcomes beyond project tenure.

Community-level sustainability

SWAPNO II will mobilize the community and establish registered cooperatives to sustain their livelihood. Women can access the local economy by partnering with local investors and engaging market actors. Engaging the local community in monitoring the public assets maintenance program and building community resilience enhances graduation results. Moreover, SWAPNO will promote i) supporting women's enterprises and linking them to market suppliers; ii) training women on additional vocational skills and providing access to financial support; iii) protecting women from sexual and gender-based violence, and iv) registration of women groups as societies and registration of enterprise business. Similarly, SWAPNO's partner NGOs will continue to support the women and track their socio-economic status.



Institutional and financial sustainability
SWAPNO II will advocate for Union Parishads and local government representatives and officials to continue supporting SWAPNO women after graduation. District and sub-district level coordination among the service-providing institutes, such as Agriculture Extension Officers, Livestock Officers, Women Officers, Youth Officers, Bank Managers, Deputy Commissioners, and other essential government officials, will continue through UNDP and local NGOs after the project period. Besides, capacity development of local govt. Institutes and building strong linkage with local citizens, the service-providing organization will be more responsive and accountable to delivering services that enhance the project outcomes.

Policy-level sustainability
SWAPNO is already embedded within a national social protection framework. Backed by proven development impact, as part of ongoing NSSS reforms, it has been incorporated into the Government's Action Plan for scale-up across twenty-eight sub-districts.
In addition to government finances, in line with NSSS, the project is setting up PPPs for both technical engagements and financing the model over the long term. To garner further support, SWAPNO II will share results through a national workshop. The workshop participants will include development partners, government stakeholders, NGOs, and development practitioners.

Sustainability of results
As previously noted, SWAPNO has successfully piloted and scaled up digital wage payments (i.e., social transfers that the Government pays to the women) through mobile transfers. This intervention is linked with the Social Security Policy Support program—the Government's lead initiative on NSSS reforms. Findings will inform national policy on scaling up digital payments across Bangladesh's G2P delivery system for social security cash transfers.
Results of the SWAPNO intervention model have proven to be sustainable over at least medium-term time. This can be illustrated by graduation evidence from the last three graduation cycles of SWAPNO. Such evidence is available from the end-line evaluation conducted by BIDS. Ex-post/second evaluation done December 2022 – after three years of employment.)

4. PROJECT MANAGEMENT

4.1 COST EFFICIENCY AND EFFECTIVENESS

SWAPNO II offers a cost-effective development approach to tackling severe and chronic poverty, as conceptualized by DFID's (now FCDO) value-for-money framework[9]. The key linkages among economy, efficiency and effectiveness that create cost-effectiveness and value-for-money are illustrated in Figure 11 below. The following discussion documents how SWAPNO provides excellent value for money at each link in the chain.

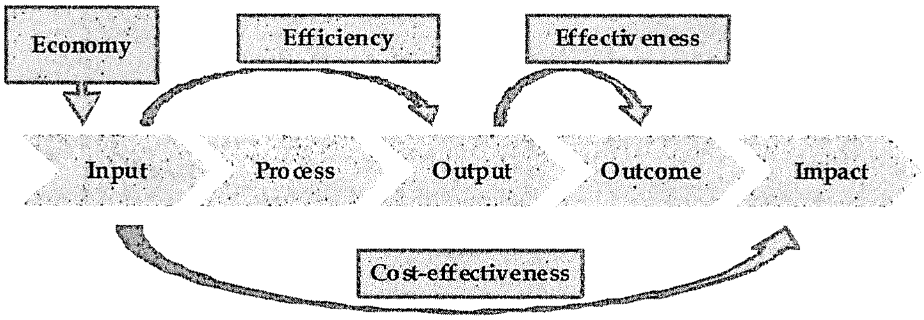


Figure 11: Economy, Efficiency and Effectiveness in a value-for-money approach

SWAPNO compares well to Bangladesh's gold-standard Programs, such as BRAC's CFPR-TUP and the Char Livelihoods Program (CLP). With support from development partners, these social transfer Programs target vulnerable women and are deeply invested in helping them escape poverty. Unlike other initiatives, however, SWAPNO also demands meeting per capita income (at the national extreme poverty line) in its graduation assessment. The project's cost-effective approach has been analysed within this context.

Unit cost as a measure of the economy: Each household under SWAPNO received a cash transfer amounting to USD 811 through daily wages paid to women during project employment. The amount was inadequate to provide above the lower poverty line per capita incomes. Yet, when the social transfer was combined with SWAPNO's other interventions, the end-line survey result of the 3rd Cycle of SWAPNO demonstrates poverty-reducing impacts – as measured by headcount, poverty gap, and severity measures. This shows that women leveraged SWAPNO to move out of poverty.

Concerning the unit cost of development aid, the Government has strong ownership of SWAPNO, reflected by a 54% cost share. Compared to 46% development aid, the cost per beneficiary household is around USD 829. At the same time, there is the double benefit of well-maintained or rehabilitated community assets reducing disaster risks, facilitating climate change adaptation, or improving poor communities' access to markets, education, health care facilities etc. These costs also include a robust fiduciary control arrangement through UNDP to guarantee corruption-free use of the taxpayers' money.

Efficiency and effectiveness: SWAPNO's model also offers significant cost-effectiveness through the efficiency provided by its design and the Program's effectiveness in strengthening long-term developmental impact. SWAPNO achieves efficiency through three channels: (i) directly supporting the livelihoods of participating households – a **push** out of poverty; (ii) facilitating access for the marginalized woman to a range of public services – a **pull** out of poverty; and (iii) creating pro-poor public goods (assets) that benefit the larger community and contribute to inclusive economic growth. This yields multiplier benefits that improve investment efficiency. By employing unutilized household human resources, the longer-term effectiveness in strengthening development impact provides a sustainable contribution to cost-effectiveness and real value-for-money. By linking financial inclusion, human capital development, gender equity, and other comprehensive elements, SWAPNO's integrated developmental model strengthens economic and social impacts and generates sustainable and deepening effects. It is recognized.

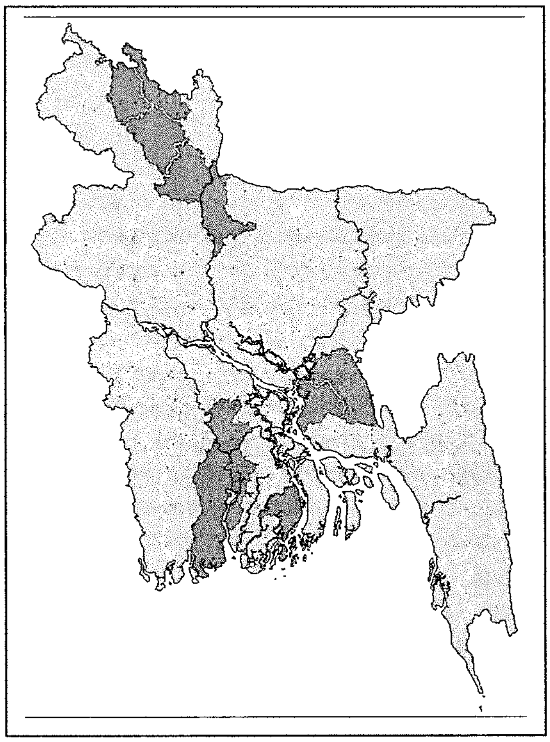
[9] *DFID 2011, "DFID's Approach to Value for Money (VfM)"*

However, the cost-benefit calculation for comprehensive social protection Programs is complicated, as quantifying the entire span of benefits poses significant challenges.

The quality assessment of SWAPNO II will include cost efficiency measurements like average unit costs of infrastructure compared to other programs, operating costs as a share of total costs, the average cost per direct beneficiary household and an estimate of the benefit-cost ratio (BCR). The ratio proposed here is measured in two ways: a BCR looking at graduation benefits and another that includes assessing the value of community assets. Key development indicators will be measured both at baseline and end-line, and then after Program activities end to determine the sustainability of the benefits and the extent to which developmental outcomes deepen over time.

4.2 PROJECT MANAGEMENT

In the next phase, SWAPNO II will cover 12 districts with the highest percentage of extreme poverty, and the risk of multi-hazard is also extremely high. The districts have been selected based on a matrix of the district's latest extreme poverty data (BBS 2017) and vulnerability index with district economic growth potentiality. In the four proposed regions, 283 Unions and 32 Sub-districts have been identified under the 12 districts. Thirty-six beneficiaries from each Union Parishad will be selected. Four regional offices and a PMU office will manage the project with a team of 21 members. Detail management structure is described in the Project Governance part (Page 39)



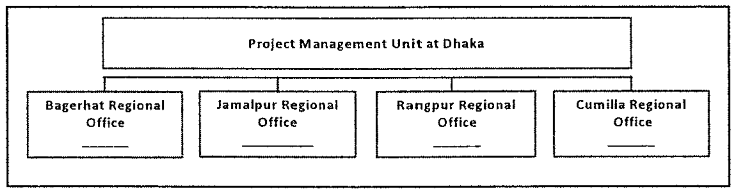
Rangpur region: Gaibandha, Rangpur, Lalmonirhat and Nilphamari districts covered 12 sub-districts and 110 Unions.

Jamalpur region: Jamalpur and Sherpur districts covered 48 unions from 5 sub-districts.

Bagerhat region: Includes Bagerhat, Patuakhali, Pirojpur and Gopalgonj districts with 10 sub-districts and 83 Unions.

Cumilla region: Cumilla and Chandpur districts are under this region with 5 subdistricts and 42 Unions.

The partnership will also include linkages with UNDP-supported projects for synergy benefits, including the Union Parishad Governance Project and the Upazila Governance Project (as related to LGI capacity development) and the Aspire to Innovate (A2I) Project and its Union Information & Service Centres (as related to payment platforms and MIS).



The project will be subjected to an audit of the Foreign Aided Project Audit Directorate under the office of the Comptroller and Auditor General of Bangladesh (annually) and through UNDP audit of projects under the NIM implementation modality. Co-funding Development Partners' audit requirements will be adhered to.

5. Results Framework[10]

Intended Outcome as stated in the UNSDCF/Country [or Regional] Programme Results and Resource Framework: UNSDCF Outcome 1: By 2026, more people in Bangladesh, particularly the most vulnerable and marginalized from all gender and social groups and those from lagging districts benefit from sustainable livelihood and decent work opportunities resulting from responsible, inclusive, sustainable, green, and equitable economic development. UNSDCF Outcome 2: By 2026, more people, in particular, the most vulnerable and marginalized, will have improved access to and utilization of quality, inclusive, gender- and shock-responsive, universal, and resilient social protection, social safety net and basic social services.
Outcome indicators as stated in the Country Programme [or Regional] Results and Resources Framework, including baseline and targets: CPD Indicator: Proportion of population covered by social protection Baseline: 27.8% (2016) Target: 35.0% (2026) CPD Indicator: Proportion of population living below the national poverty line Baseline: Upper poverty line (UPL): 20.5%; Lower poverty line (LPL): 10.5% (2019) Target: UPL: 15.6%, LPL: 7.4% (2026)
Applicable Output(s) from the UNDP Strategic Plan: SP Output1.3 Access to basic services1 and financial and non-financial assets and services improved to support productive capacities for sustainable livelihoods and jobs to achieve prosperity OUTPUT 3.1 Institutional systems to manage multi-dimensional risks and shocks strengthened at regional, national and sub-national levels
Project title and Atlas /Quantum Award ID: Strengthening Women's Ability for Productive New Opportunities (SWAPNO II), Award ID # 00081623, Project ID # 00133484

[10] UNDP publishes its project information (indicators, baselines, targets, and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

EXPECTED OUTPUTS	OUTPUT INDICATORS[11]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	FINAL[12]	
Output 1 Strengthen institutional capacity for sustaining SWAPNO benefits	*1.1 # of public assets serving the purpose of reducing natural disaster/climate change risks*	*UPs register/public work scheme list*	*14,567*	*2022*	*849*	*1,132*	*849*	*2,839*	*Review of UPs register/public work schemes list/progress reports* *Risk: UPs/local leaders may influence public work scheme selection.*
	1.2 # of UPs selected priority public assets for natural disaster protection	*Union Parishad/progress report*	*223*	*2022*	*283*	*0*	*0*	*283*	*Review of UPs engagement documents/papers/progress report* *Risk: Not applicable*
	1.3 # of local government representatives trained (gender Disaggregated data)	*Training participants list/progress report*	*5,814 (30% female participation)*	*2022*	*3,000 (40% female participation)*	*2,660 (50% female participation)*	*0*	*5,660 (50% female participation)*	*Review of UPs training report/participant list/progress reports* *Risk: Not applicable*
	1.4 # of Union Disaster Management Committees (UDMCs) trained on Gender-responsive Disaster Risk Reduction and Climate Change Adaptation (gender Disaggregated data).	*Training participants list/progress report*	*223 UDMCs*	*2022*	*0*	*283*	*0*	*283*	*Review of UDMCs training report/participant list/progress reports* *Risk: Not applicable*
	1.5 # of Quarterly meetings conducted with UDMCs.	*Meeting minutes/Register*	*669*	*2022*	*849*	*849*	*849*	*2,547*	*Review of UDMCs meeting minutes/participant list/progress reports* *Risk: Not applicable*
	1.6 # of inception workshops conducted at the District level	*Event report/progress report*	*5*	*2022*	*10*	*0*	*0*	*10*	*Review of workshop/event reports/progress report* *Risk: Not applicable*
	1.7 # number of health institutes engaged in providing support to SWAPNO beneficiaries	*Progress report*	*223*	*2022*	*83*	*100*	*100*	*283*	*Review of event reports/progress report* *Risk: Not applicable*
	1.8 # of peer learning events organized	*Event report/progress*	*25*	*2022*	*0*	*5*	*5*	*10*	*Review of event reports/progress report* *Risk: Not applicable*

[11] It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

[12] The final figure is cumulative of year 1, year 2, year 3. However, it has not been added up the figure of the baseline.

EXPECTED OUTPUTS	OUTPUT INDICATORS[11]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	FINAL[12]	
		report							
	1.9 # of evaluation/assessment/study conducted	*Assessment/evaluation report*	*7*	*2022*	*1*	*0*	*1*	*2*	*Review of baseline/end-line/Market Need Assessment Reports* *Risk: Not applicable*
Output 2 *Increased Income and Assets engaging Local Economy and Skill Development*	*2.1 % of women-headed households increased incomes against baseline and poverty line*	*Evaluation/survey reports*	*0*[13]	*2023*	*0*	*70%*	*80%*	*80%*	*Sample household survey/Discussion with community people.* *Risk: Not applicable*
	2.2 % of households increased consumption and savings against the baseline	*Evaluation/survey reports*	*0*	*2023*	*0*	*70%*	*80%*	*80%*	*Do*
	2.3 # of eligible women received wage employment	*Beneficiary tracker/Register*	*12,492*	*2022*	*5,553*	*4,635*	*0*	*10,188*	*Review of beneficiary trackers in each quarter.* *Risk: Influence by local leaders may hamper the real beneficiaries as per the guideline.*
	2.4 # of workdays created through public works employment	*Beneficiary tracker/Register*	*5,347,856*	*2022*	*1,665,900*	*1,390,500*	*0*	*3,056,400*	*Review of workdays in the UP register in each quarter.* *Risk: Double/or duplicate counting of beneficiaries*
	2.5 # of community people benefited through public works (Gender Disaggregated data)	*UP register/documents/tracker*	*4,878,910 (49% female)*	*2022*	*100,000*	*1,900,000*	*3,660,000*	*5,660,000*	*Review of UP register in each quarter.* *Risk: Double/or duplicate counting of community people*
	2.6 # of women run viable household micro-business	*Beneficiary tracker/Register*	*622*	*2022*	*1,000*	*3,000*	*1,688*	*5,688*	*Review of beneficiary trackers in each quarter.* *Risk: selection of real women for microbusiness with physical verification in each household because of time bound.*
	2.7 # of women-led enterprises developed	*Beneficiary tracker/Register*	*271*	*2022*	*0*	*100*	*100*	*200*	*Review of enterprise trackers in each quarter.* *Risk: selection of real women for microbusiness with physical verification in each household because of time bound.*
	2.8 # of women got apprenticeship training	*Training tracker/Register*	*622*	*2022*	*0*	*622*	*878*	*1,500*	*Review of the training participants tracker/database.* *Risk: Not applicable*
	2.9 # of local employment created through enterprises development	*Beneficiary tracker*	*622*	*2022*	*0*	*622*	*878*	*1,500*	*Review of local employment beneficiary tracker/progress report/individual discussion*

[13] The project has plan to conduct a baseline and the figure of Zero will be updated once baseline is completed.

EXPECTED OUTPUTS	OUTPUT INDICATORS[11]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	FINAL[12]	
									Risk: real women are reluctant and less interested in working.
	2.10 # of women employed in the formal sector	*Beneficiary tracker/Register*	*588*	*2022*	*0*	*2,000*	*1,000*	*3,000*	*Review of formal sector employed beneficiary tracker/progress report/individual discussion.* *Risk: real women may be reluctant and less interested to be engaged in formal sector employment.*
	2.11 # of study/assessment/market need assessment conducted	*Community level/individual household*	*1*	*2022*	*1*	*0*	*0*	*1*	*Individual discussion/FGD/GD/KII* *Risk: Participants may not be interested in participating in the discussion session.*
Output 3 Strengthened Human Capabilities and Resilience Capacity	*3.1 % of households improved diet diversity in food consumption*	*Evaluation/survey reports*	*0*	*2023*	*0*	*60%*	*80%*	*80%*	*Sample household survey/Discussion with community people.* *Risk: Not applicable*
	3.2 % of beneficiary women with improved health status (self-reported) as against baseline status	*Evaluation/survey reports*	*0*	*2023*	*0*	*60%*	*80%*	*80%*	*Sample household survey/Discussion with community people.* *Risk: Not applicable.*
	3.3 % of women beneficiaries have control over personal and household assets	*Evaluation/survey reports*	*0*	*2023*	*0*	*70%*	*90%*	*90%*	*Sample household survey/Discussion with community people.* *Risk: Not applicable*
	3.4 # of participants trained on different relevant issues (100% female)	*Training tracker/Register*	*12,492 (100% female)*	*2022*	*5,553*	*4,635*	*0*	*10,188*	*Review of the training participants tracker/database.* *Risk: Not applicable*
	3.5 # of households practised adaptive livelihoods at climate-vulnerable areas	*Beneficiary trackers*	*12,492*	*2022*	*0*	*5,553*	*4,635*	*10,188*	*Review of the beneficiary trackers/database.* *Risk: Beneficiary may be reluctant to apply adaptative livelihood options at their households.*
	3.6 # of women under micro-health insurance coverage	*Quarterly progress report/progress tracker*	*1,587*	*2022*	*0*	*5,553*	*4,635*	*10,188*	*Review of beneficiary's progress trackers.* *Risk: Rural women may be reluctant to get the services form health insurance providing organization.*
	3.7 % of people got access to health care through partnerships with government and NGO health services (gender Disaggregated data)	*Beneficiary tracker/progress report*	*0*	*2023*	*60% female (Out of total)*	*70% female (Out of total)*	*80% female (Out of total)*	*80% female (Out of total)*	*Review of periodic result assessment report /progress tracker* *Risk: health service providers may not provide service & people may be reluctant to go the service providers*

EXPECTED OUTPUTS	OUTPUT INDICATORS[11]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	FINAL[12]	
	3.8 % of victim women got access to justice system	*Quarterly progress report/progress tracker*	*0*	*2023*	*0*	*10%*	*20%*	*20%*	*Review of quarterly report/progress tracker/case story* *Risk: Victim may not want to go to the justice system or reluctant to get the services*
	3.9 # of households supported for resilience infrastructure	*Progress report/beneficiary tracker*	*198*	*2022*	*0*	*200*	*0*	*200*	*Vulnerable household selection for resilience infrastructure* *Risk: UPs & local leaders may be less motivated or may be bias to select real beneficiaries.*
	3.10 # people participated in the nutrition session (gender Disaggregated data)	*Progress report/participants tracker*	*25,231 (64% female & 36% male)*	*2022*	*7,000 (70% female)*	*12,000 (80% female)*	*9,000 (80% female)*	*28,000 (80% female)*	*Review of event reports/participants tracker/progress reports* *Risk: Not applicable*
	3.11 # of meetings with DAE and livestock department to scale up the successful adaptive technologies.	*Progress report/meeting register*	*57*	*2022*	*94*	*104*	*74*	*272*	*Review of meeting minutes/progress reports/participants tracker* *Risk: Frequent transfer of GoB line department representatives or less interest in participating in the meeting may delayed the scale up the adaptive technologies.*
	3.12 # of women trained in volunteerism	*Training trackers/Register*	*0*	*2022*	*5,553*	*4,635*	*0*	*10,188*	*Review of training report/participant list/progress reports* *Risk: Not applicable*

6. Monitoring And Evaluation

By UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the project's progress in achieving the agreed outputs.	Quarterly	Slower than expected progress will be addressed by project management.	LGD, IMED & UNDP	USD 186713.00
Monitor and Manage Risk	Identify specific risks that may threaten the achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted following UNDP's audit policy to manage financial risk.	Bi-annually	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	LGD, IMED & UNDP	
Learn	Knowledge, good practices and lessons will be captured regularly and actively sourced from other projects and partners and integrated into the project.	Annually	Relevant lessons are captured by the project team and used to inform management decisions.	LGD, IMED & UNDP	
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision-making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	LGD, IMED & UNDP	
Review and Make Course Corrections	Internal data and evidence from all monitoring actions will be used to make decisions.	Annually	Performance data, risks, lessons, and quality will be discussed by the project board and used to make course corrections.	LGD, IMED & UNDP	
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually and at the end of the project (final report)	Project performance will be reported by project management, and need-based adjustments/modifications will be taken during program implementation.	LGD, IMED & UNDP	
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the project's performance and review the Multi-Year Work Plan to ensure realistic budgeting over the project's life. In the project's final year, the Project Board shall hold an end-of-project review to capture lessons learned, discuss opportunities for scaling up and socialize project results and lessons learned with relevant audiences.	Annually	The project board should discuss any quality concerns or slower-than-expected progress, and management agreed to address the identified issues.	LGD, IMED & UNDP	

Evaluation Plan[14]

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNSDCF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final evaluation	Ministry of Local Government, Rural Development and Cooperatives	OUTPUT 1.3 Access to basic services1 and financial and non-financial assets and services improved to support productive capacities for sustainable livelihoods and jobs to achieve prosperity	UNSDCF Outcome 1: & 2/ CPD outcome 1 &2	Middle of the project intervention	Community people, UPs, UDMCs, private sectors, formal sector representatives (RMG & leather sector)	USD 5,0000

[14] Optional, if needed

7. Multi-Year Work Plan [15][16]

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated, and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are related to the project need to be disclosed transparently in the project document

Expected Output	Planned Activities	Year Wise Budget (USD)				Responsible Party	Budget		
		2023	2024	2025	2026		Funding Source	Description	Amount (USD)
OUTPUT 1: Strengthen Institutional Capacity for Sustaining SWAPNO benefits	1.1 Develop local government capacity to implement the project's Operation Manual (OM) and Internal Control Framework-mandatory guidelines for project implementers	15,000.00				UNDP	UNDP	Training, Workshops and Conference	15,000.00
	1.2 Collaborate with MFS service providers and orient women beneficiaries on digital account operation, risk-minimizing steps and financial services offered by the service providers and financial institute		20,000.00	12,450.40		UNDP	UNDP	Training, Workshops and Conference	32,450.40
Gender Marker: 3	1.3 Organize peer learning from best practitioners ("champions") with support from the District and Upazila administrations			17,925.60		UNDP	UNDP	Training, Workshops and Conference	17,925.60
	1.4 Use CRA/RRAP for selecting public assets to identify holdings in areas through "ward sabha" meetings	17,509.80				LGD	UNDP	Training, Workshops and Conference	17,509.80

[15] Cost definitions and classifications for program and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

[16] Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP program manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

Expected Output	Planned Activities	Year Wise Budget (USD)				Responsible Party	Budget		
		2023	2024	2025	2026		Funding Source	Description	Amount (USD)
	1.5 Partnership with UP level committees to develop the capacity for UDMCs and implement SWAPNO project activities through engaging DMC and SC on disaster to strengthen monitoring mechanisms		87,549.00	87,549.00		UNDP	UNDP	Training, Workshops and Conference	175,098.00
	1.6 Conduct quarterly meetings with community people and UP members to make aware of the climate risk and vulnerability and motivate them to continue maintenance support for the public assets developed by SWAPNO		30,560.00	30,560.00	15,280.00	UNDP	UNDP	Training, Workshops and Conference	76,404.90
	1.7 Conduct inception workshops at the district level of key decision-makers, influencers and administration officials for smooth implementation and foundation workshop for staffs	40,000.00				LGD	UNDP	Training, Workshops and Conference	40,000.00
	1.8 Capacity development of the local service providing department gender-responsive pro-poor approach		16,740.90	16,740.90		LGD	UNDP	Training, Workshops and Conference	33,481.80
	1.9 Staffs training on MIS, M&E and GIS Mapping		10,000.00			UNDP	UNDP	Training, Workshops and Conference	10,000.00
	1.10 Foundation Training for NGOs and Stakeholders of the project	10,794.30				UNDP	UNDP	Training, Workshops and Conference	10,794.30
	1.11 Baseline and Endline survey, Research and documentation		50677.6		50,677.6	UNDP	SE	Research Study	101,355.14
	1.12 Establish a hotline to redress grievances and ensure a pilfer-proof wage transfer system	10,000.00				UNDP	UNDP	Device and Connectivity	10,000.00

Expected Output	Planned Activities	Year Wise Budget (USD)				Responsible Party	Budget		
		2023	2024	2025	2026		Funding Source	Description	Amount (USD)
	1.13 Activity Monitoring, Communication, Quality Assurance and Reporting		3,193.44	3,193.44	3,193.44	UNDP	UNDP	Monitoring visit, meeting, assessment	9,580.33
	1.14 Project MnE and Management Information System	46,345.79				UNDP	SE	Contractual Services-Companies	46,345.79
	Sub Total: Output-1	**139,649.89**	**218,720.91**	**168,419.34**	**69,151.01**				**595,946.06**
OUTPUT 02: Increased Income and Assets Engaging Local Economy and Skill Development.	2.1 (a) Recruit eligible women in close collaboration with partner NGOs, community representatives, and leaders	41,084.11				UNDP	SE	Communication & Audio Visual	41,084.11
	2.1 (b) Wages Employment 10,188 beneficiaries for 300 days @250 BDT		5577102.5	1,115,420.50		LGD	GoB	Wages	6,692,523.00
		155,616.82		543,813.44		UNDP	UNDP	Wages	699,430.26
	2.1 (c) Initiate compulsory savings at the start of the project and Promote group 'pulled savings' through Rotating Savings and Credit Associations (ROSCAs)					UNDP	SE	No cost involved	
	2.1 (d) The project will conduct the local market assessment and Training Needs Assessment (TNA) to discover local market dynamics, identify Business Development Service (BDS) providers and ascertain skills		58,140.19			UNDP	SE	Contractual Services-Companies	58,140.19
	2.1 (e) TOT and livelihood training for selected 5,000 beneficiaries (31-45		300,000.00	260,764.17		UNDP	SE	Training, Workshops and	560,764.17

Expected Output	Planned Activities	Year Wise Budget (USD)				Responsible Party	Budget		
		2023	2024	2025	2026		Funding Source	Description	Amount (USD)
	age categories) on microbusiness							Conference	
	2.2 (a) Exploring local investment for social enterprise based on the local economy, environment, and social needs in partnership with local business chambers, BSCIC, Financial Institute etc. NGO etc.		5,525.62	5,525.62		UND	Marico	Training, Workshop and Conference	11,051.23
	2.2 (b) Assessment and selection of potential entrepreneurs among the eligible beneficiaries (25 to 30 age group) and provide Business Plan Training		11,709.23			UNDP	UNDP	Training, Workshop and Conference	11,709.23
	2.2 (c) Provide start-up support for the enterprise to expand the business and create a job in the local market	10,000.00	100,000.00	114,299.20		UNDP	SE	Contractual Services-Companies	224,299.07
	2.2 (d) Provide apprenticeship training to 1500 women through the enterprises to work in the local area			103,148.10	103,148.10	UNDP	SE	Training, Workshop and Conference	206,296.20
	2.2 (e) Partnership with Financial Institute to access and ensure the available credit/savings product for SWAPNO beneficiaries			66,220.00		UNDP	Marico	Contractual Services-Companies	66,220.00
	2.3 (a) Develop and strengthen partnerships with Industry Association, Partnership with leading manufacturing and exporting industries in RMG, Leather and FMCG sector		5,000.00			UNDP	Marico	Training, Workshop and Conference	5,000.00
	2.3 (b) Conduct a Pre-job workshop on psychosocial counseling and rapid job demand assessment beneficiaries for		11,638.00			LGD	UNDP	Training, Workshop and Conference	11,638.00

Expected Output	Planned Activities	Year Wise Budget (USD)				Responsible Party	Budget		
		2023	2024	2025	2026		Funding Source	Description	Amount (USD)
	formal sector employment								
	2.3 (c) Facilitate the industry-specific skills development and employment for 3,000 women and support coping with unfamiliar environments following migration		274,504.03	274,504.03	274,504.03	LoA	SE	Training, Workshops and Conference	823,512.10
	2.3 (d) Promote decent work for the workplace, safety and dignity by developing mechanisms to prevent sexual harassment/gender-based violence (GBV)			19,100.40		LGD	Marico	Training, Workshops and Conference	19,100.40
	2.3 (e) Partnership with NGOs	17,643.40	570,086.40	570,086.40	190,028.85	RPA	SE	Contractual Services-Companies	1,347,845.05
		77,371.00					UNDP	Contractual Services-Companies	77,371.00
	2.3 (f) Activity Monitoring, Communication, Quality Assurance and Reporting		3,019.58	3,019.58	3,019.58	UNDP	Marico	Monitoring visit, meeting, assessment	9,058.75
	Sub Total: Output -2	**301,715.33**	**6,916,725.55**	**3,075,901.44**	**570,700.57**				**10,865,042.75**
OUTPUT 3: Strengthened Human Capabilities and Resilience Capacity	3.1. Conduct awareness/orientation sessions on life skills modules		292,842.00			LGD	SE	Training, Workshops and Conference	292,842.00
	3.2.(a) Capacity building for field staff on BCC to conduct a campaign on sexual health and ministerial hygiene and balanced nutrition diet at the community level in partnership with local health service providers for			38,203.00		UNDP	UNDP	Contractual Services-Companies	38,203.00

Expected Output	Planned Activities	Year Wise Budget (USD)				Responsible Party	Budget		
		2023	2024	2025	2026		Funding Source	Description	Amount (USD)
	SWAPNO beneficiaries								
Gender Marker: 3	3.2.(b) Raise awareness about malnutrition and micronutrient deficiencies through Community nutrition sessions and encourage women to spend increased income on a balanced diet			61,889.30		UNDP	UNDP	Training, Workshops and Conference	61,889.30
	3.3 (a) Work with the Department of Agriculture Extension (DAE), livestock department to scale up the successful adaptive livelihood technology with recommended modification and customization		25,210.28	25,210.28		UNDP	SE	Contractual Services-Companies	50,420.56
	3.3 (b) Identify the most climate-vulnerable households or marketplace; closely work with "Ashrayan Project" to rehabilitee the affected SWAPNO households				22,429.91	UNDP	UNDP	Contractual Services-Companies	22,429.91
	3.4. (a) Develop access to community clinics and Upazila hospitals to ensure access to quality health services		12,377.20			LGD	SE	Training, Workshops and Conference	12,377.20
	3.4. (b) Scale-up the customized microinsurance products to SWAPNO women for managing risks to sustainable livelihoods		27,672.90			UNDP	Marico	Contractual Services-Companies	27,672.90
	3.4 (c) Engage UP Chairs and Chairperson of the Standing Committee (SC) on VAW using MoWCA's existing setup and database		23,346.40	23,346.40	23,346.40	UNDP	UNDP	Training, Workshops and Conference	70,039.20

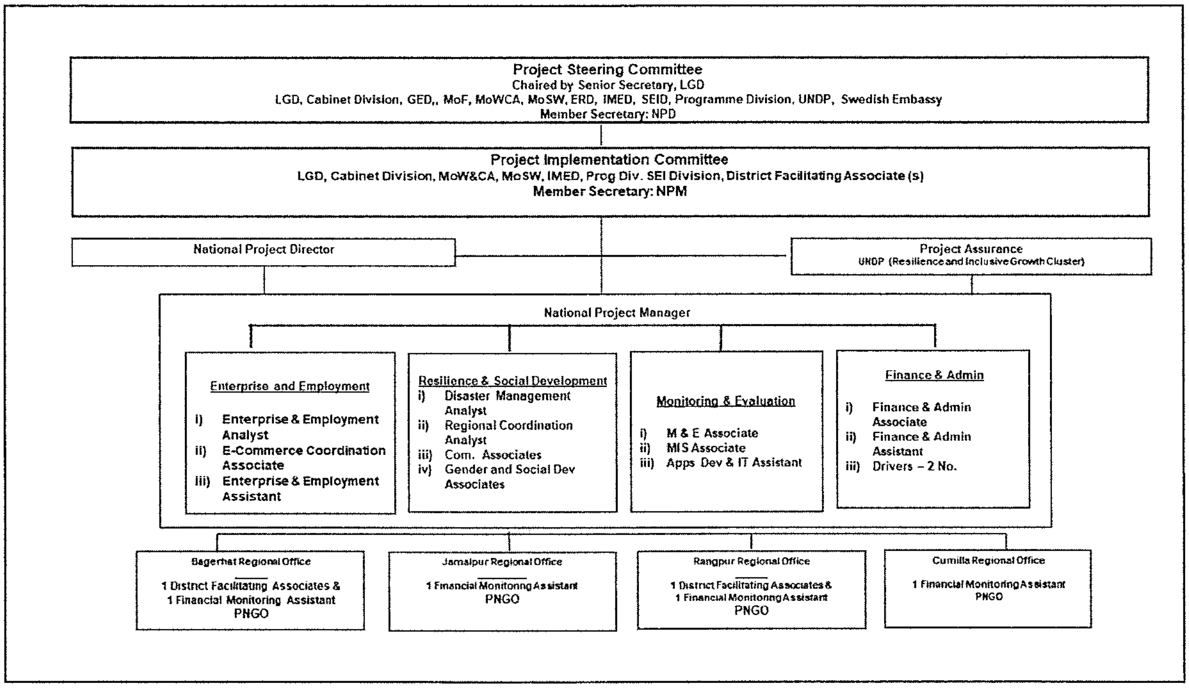
Expected Output	Planned Activities	Year Wise Budget (USD)				Responsible Party	Budget		
		2023	2024	2025	2026		Funding Source	Description	Amount (USD)
	that UNDP developed								
	3.4 (d) Communication, Quality Assurance and Reporting	10,000.00	20,000.00	20,373.83		UNDP	Marico	Communication & Audio Visual Equip	50,373.83
	Sub Total: Output 3	**10,000.00**	**401,448.78**	**169,022.81**	**45,776.31**				**626,247.89**
Project Management	**4.1 Human Resource**	108841.1217	435364.4867	435364.4867	326523.365	UNDP	SE	Contractual Services - Individual	1,306,093.46
	4.2 Operation Administrative Cost	10306.07477	41224.29907	41224.29907	30918.2243	UNDP	Marico	Communication & Audio Visual Equip	123,672.90
		294.3925234	1177.570093	1177.570093	883.1775701	LGD	UNDP	Courier Charges	3,532.71
		1901.869167	7607.476667	7607.476667	5705.6075	UNDP	UNDP	Connectivity Charges	22,822.43
		2411.215	9644.86	9644.86	7233.645	UNDP	UNDP	Custodial & Cleaning Services	28,934.58
		15682.2425	62728.97	62728.97	47046.7275	UNDP	UNDP	Travel - Other	188,186.91
		238.3175	953.27	953.27	714.9525	UNDP	UNDP	Utilities	2,859.81
		641.7441667	2566.976667	2566.976667	1925.2325	UNDP	UNDP	Stationery & other Office Supp	7,700.93
		1233.645	4934.58	4934.58	3700.935	UNDP	UNDP	Printing and Publications	14,803.74
		1766.355	7065.42	7065.42	5299.065	LGD	UNDP	Sundry	21,196.26
		1864.485981	7457.943925	7457.943925	5593.457944	UNDP	UNDP	Fuel, petroleum and other oils	22,373.83

Expected Output	Planned Activities	Year Wise Budget (USD)				Responsible Party	Budget		
		2023	2024	2025	2026		Funding Source	Description	Amount (USD)
		1051.401869	4205.607477	4205.607477	3154.205607	UNDP	UNDP	Rent	12,616.82
		981.3084112	3925.233645	3925.233645	2943.925234	UNDP	UNDP	Maint, Oper of Transport Equip	11,775.70
		1,284.27	5137.07	5137.07	3852.8025	UNDP	UNDP	Maintenance of Equipment	15,411.21
	Sub Total: Output -4	**148,498.44**	**593,993.76**	**593,993.76**	**445,495.32**			**1,781,981.29**	**1,781,981.29**
Grand Total: (Output -1 to 4)		**599,863.66**	**8,130,889.00**	**4,007,337.35**	**1,131,123.21**				**13,869,218.00**

8. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be implemented following UNDP's national implementation modality, according to the Standard Basic Assistance Agreement between UNDP and the Government of Bangladesh and the Country Programme. The Implementing Partner for this project is the Local Government Division (LGD) under the Ministry of Local Government, Rural Development and Cooperatives (MoLGRD&C), where UNDP is the responsible party under the national implementation by the government. The Implementing Partner is responsible and accountable for managing this project, including the monitoring and evaluation of project interventions, and achieving project outcomes. The Implementing Partner is responsible for approving and signing the multiyear Workplan, approving and signing the combined delivery report at the end of the year, and signing the financial report or the funding authorization and certificate of expenditures.

At the same time, UNDP will provide support focused on (a) provision of technical assistance to promote and embed, within national frameworks, best policy and practice on social safety net development; (b) capacity development across all levels with a particular focus on participating UPs and Upazila; (c) undertake key aspects of project monitoring and quality assurance services; and (d) provide support to human resource management, procurement, and fiduciary services, to ensure high levels of accountability in line with international standards, as required.



Governance arrangements: The project will be governed by a Project Steering Committee (PSC). The PSC will consist of a group of representatives responsible for making consensus-based strategic, policy and management decisions for the project. The PSC also is responsible for making consensus management decisions when guidance is required by the Project Manager, including recommendations for UNDP/Implementing Partner approval of project plans and revisions and addressing any project-level grievances. To ensure UNDP's ultimate accountability, PSC decisions should be made following standards that ensure management for development results, best value money, fairness, integrity, transparency, and effective international competition. It will meet once every six months and/or upon a call by the National Project Director (see below) if an urgent strategic decision is to be made. PSC will review the progress of the project and discuss policy implications; recommend actions to reflect new policy directions in national planning documents; provide proper policy guidelines to overcome the problems of the project and approve the Annual Work Plan; advise on inter-departmental/ministerial cooperation and coordination; any changes to the project design will require PSC approval. The PSC will be chaired by the Secretary/Senior Secretary, Local Government Division, MoLGRD&C with NPD as member secretary,

representative from Cabinet Division, GED, LGD, MoF (Finance Division, Banking Division), MoDMR, MoWCA, MoSW, MoEF, ERD, IMED, UNDP, Swedish Embassy will be the member of PSC.
Project Assurance: UNDP Country Office shall designate a National Programme Officer to conduct project assurance, including compliance with annual work plans and results, donor coordination, and financial and procurement-related compliance with the UNDP rules and regulations.

Implementation and Management Arrangements:
The Project Management Unit (PMU) will prepare the quarterly work plan, progress report, and annual progress report. PMU will supervise the overall project implementation and day-to-day management of the project. The NPD will lead the PMU. The AWPs will be the main management instrument for the project implementation. The RPs will prepare their AWPs with well-defined result indicators using the standard UNDP format, which the PSC will approve. The human resource and procurement needs are an integral part of the AWP. Through the AWP, the NPD may request UNDP to provide various technical and operational support, which may include procurement and recruitment done by UNDP. These will be directly spent by UNDP and included in the quarterly and annual financial and narrative reports signed off by NPD.

National Project Director
Using established practice under NIM, GoB will designate a National Project Director (NPD) who will be a Senior Official from LGD and not below the rank of Joint Secretary. The NPD will be responsible for setting out the overall directions, strategic guidance, and timely delivery of project outputs. He will also be responsible for the day-to-day operational management of the project, including developing and overseeing work and procurement plans, monetary management, and preparation of project progress reports. The Project Director will also facilitate anchoring project experience with policy implications within the Government system to smoothen the process of policy response and facilitate cooperation required with other ministries and Government Departments for effective SWAPNO implementation.

National Project Manager
The National Project Manager ensures that the project is managed effectively and accountably, complying with UNDP guidelines and reporting requirements. She/he will support the project's activities and its partners and stakeholders. The National Project Manager is a social protection and poverty reduction specialist and will lead the Technical Assistance Specialist Team. She/he will ensure that the team is effectively deployed to provide essential capacity development services to the LGD and the SWAPNO II Project Implementation Team. This includes the provision of technical expertise related to social safety nets with graduation strategies and capacity development initiatives, as well as the project's interface with disaster risk reduction and climate change adaptation. The National Project Manager will ensure a feedback loop of project experience into the SPPS and actively feed information to UNDP and the GoB on project lessons with implications for social protection strategy and policy. The NPD and NPM will function in good coordination. The National Project Manager will lead the capacity development of participating Local Government Institutions by assisting in curriculum development, selection of trainers, training of trainers, monitoring of training, and training impact assessments.

Enterprise Development and Employment Analyst
The Enterprise Development and Employment Analyst will lead and be responsible for devising effective strategies and input packages for sustainable post-employment livelihood activities and formal sector employment of core beneficiary households. She/He will actively consult with the organization(s) contracted for training in micro-enterprise skills and set up links for apprenticeship training. Furthermore, he will oversee inventories of skills in demand from local SMEs, with job placement and advise accordingly on skills training plans. In close collaboration with the National Project Manager, the Enterprise Development and Employment Cluster will enable women beneficiaries to access market and formal sector employment. She/he will outline a menu of more climate change resilient livelihood options, as well as lists of activities sensitive to climatic events, based on area-specific conditions, and act to ensure that women

are counselled when building up a business portfolio. She/he will set rapid market appraisals for key livelihood activities in motion, facilitate market considerations in selecting activities, and establish a partnership with different sectors to organize skills training and employment for women in productive age groups.

Disaster Management Analyst
The disaster management specialist will be responsible for resilience building and DRR activities. The analyst will lead the process of public asset selection and institutional capacity building for disaster management. He/she will ensure adaptive livelihood intervention and micro-health insurance for all beneficiaries. The analyst will also minimize the health and nutrition risk to make the community resilient.

Regional Coordination Analyst
The Regional Coordination Analyst will lead the capacity development interventions across implementing districts through effective coordination with the district's administration, communities, and UPs. He will be responsible for the program's life skills development, health and nutrition interventions, and institutional capacity development. S/he will lead to assess the training needs, develop training curriculum, selection of trainers, training of trainers (ToT), monitoring of training, and training impact assessments. The Regional Coordination Analyst will oversee the trainers' performance through field observations. S/he will undertake an initial training needs assessment and, through field observations, identify existing capacity gaps in the performance of Local Government Institutions and Partner NGOs and devise need-based training as required.

Communication Officer/Associate
The Communication Officer/Associate will lead to uphold project learnings and communicate with internal and external stakeholders using multiple media and communication platforms. The Communication Officer/Associate will also take the lead in sharing knowledge and best practices across the project while strictly adhering to gender norms to ensure gender equality. S/he will advocate to remove obstacles and create a more friendly environment to provide a decent workplace for the women beneficiaries. S/he will also provide the visibility of the project interventions by devising and sharing communication materials with the project stakeholders.

Digital Entrepreneurship Officer/Associate:

The Digital Entrepreneurship Officer/Associate will be responsible for the digital marketplace, digital money transfer (G2P), payment gateway and capacity development on digital literacy. S/he will contribute to designing, implementing, and managing the digital platforms for the target women groups and entrepreneurs. His/her work will also entail establishing a hyper-local logistic system and market linkages to the domestic and foreign markets. S/he will also be primarily responsible for integrating the best practices and improving the business performance of the project beneficiaries through advocating with the country's digital network and market enablers and improving the system for the rural micro and cottage enterprises.

M&E Officer/Associate

The M&E Officer/Associate will be responsible for monitoring, developing quarterly, half-yearly and annual reporting and feedback systems, record keeping and documentation, and taking the lead in setting up and operating the project's M&E and MIS system. Moreover, S/he will develop monitoring tools, collect data and feedback to highlight to the decision-making body and set the agenda for discussions on different strategic points, take the lead in collecting MIS data from the field through an MIS expert and regional M&E officers, feed such data into quarterly and annual progress reports and assist in report writing, as well as support provides support to the internal evaluation committee consisting of LGD, ERD, IMED and

Planning Commission (Rural Institution Wing) representatives. The committee will evaluate the overall project activities annually.

MIS Officer/Associate

The MIS Officer/Associate will design and implement an effective Management Information System (MIS) under the guidance of an M&E Officer, devise the process of feeding MIS data from Union Parishad up; ensure implementation of effective MIS reporting and facilitate capacity development training as required; collect MIS data from the field, feeding such data into quarterly and annual progress reports and assist in report writing; undertake/provide training of data collectors, and be responsible for the quality of data collection and supervise quality data entry.

District Facilitating Officer/Associate

Two District Facilitating Officers/Associates will ensure proper implementation of project activities in the districts, establish a good working relationship with all GoB counterparts involved in project implementation, organize capacity strengthening training and district workshops, coach local government representatives/ officials and Partner NGO field workers on-the-job for their capacity development, guide and monitor the work of NGO field workers and organization(s) contracted for training in microenterprise skills, liaise with local SMEs for apprenticeship training and job placement opportunities, assist UPs and Upazila in monitoring of project activities, network to disseminate knowledge of project activities, document and report project activities in the district, and identify problems and bottlenecks and contribute to solving them.

Financial Monitoring Officer/Associate

Four Financial Monitoring Officers/Associates will have overall financial control responsibility for the monetary management of approved project budgets at the Union Parishad level and the implementation of operational strategies. S/he will also have control of Union Parishad project accounts and fund management, as well as facilitation of knowledge building and sharing. They will ensure the effective implementation of the Internal Control Framework, with mechanisms and various activities clustered under preventive controls and detective controls deterrence controls.

Administrative and Financial Support

The administrative and financial support staff will provide finance, human resources management, procurement, and logistics services. S/he will facilitate budgeting and expenditure tracking, prepare financial reports, assist recruitment and payment of UNDP staff, and manage UNDP's procurement.

Application Development and IT Assistant

The Application Development and IT Assistant will be responsible for developing and conducting SWAPNO's information management system. S/he will consult closely with all SWAPNO II project staff to ensure the data & information technology plan reflects and involves their needs. S/he will collaborate closely with M&E and MIS to ensure project needs. S/he will be responsible for designing, administering, and implementing the app, database system, and survey tools as/when required. S/he will also provide support to ICT and manage the project website and social media platforms.

9. Legal Context

This project document shall be the instrument referred to in Article 1 of the Standard Basic Assistance Agreement between the Government of Bangladesh and UNDP, signed on 25 November 1986. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by the Local Government Division (LGD) and UNDP by its financial regulations, rules, practices, and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure the best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

10. Risk Management

1. Consistent the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of the Implementing Partner and its personnel and property and of UNDP's property in the Implementing Partner's custody rests with the Implementing Partner. To this end, the Implementing Partner shall:
   a) Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried.
   b) Assume all risks and liabilities related to the Implementing Partner's security and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received under the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via https://www.un.org/securitycouncil/content/un-sc-consolidated-list.
4. The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.

   (a) In the implementation of the activities under this Project Document, the Implementing Partner and each of its sub-parties referred to above shall comply with the standards of conduct outlined in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").

   (b) Moreover, and without limitation to the application of other regulations, rules, policies, and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the Implementing Partner and each of its sub-parties referred to above, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offence or humiliation when such conduct interferes with work, is made a condition of employment, or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.
5. a) In the performance of the activities under this Project Document, the Implementing Partner shall (concerning its own actions) and shall require from its sub-parties referred to in paragraph 4 (with

respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and practices to be able to take effective preventive and investigative action. These should include policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:

i. Prevent its employees, agents, or other persons performing any services under this Project Document from engaging in SH or SEA.
ii. Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP.
iii. Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and the status there of.
iv. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
v. Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received. Investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

b) The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner and each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

6. Social and environmental sustainability will be enhanced through the application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanisms (http://www.undp.org/secu-srm).
7. The Implementing Partner shall: (a) conduct project and program-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or Program to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
8. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any Program or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
9. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud, or corruption by its officials, consultants, responsible parties, subcontractors, and sub-recipients in implementing the project or using UNDP funds.
10. In the implementation of the activities under this Project Document, UNDP places reasonable reliance upon the Implementing Partner for it to apply its laws, regulations, and processes, and applicable international laws regarding anti-money laundering and countering the financing of terrorism to ensure consistency with the principles of then in force the UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy.

11. The Implementing Partner will ensure that its monetary management, anti-corruption, anti-fraud, and anti-money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.
12. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
13. In the event that an investigation is required, UNDP has an obligation to conduct investigations relating to any aspect of UNDP projects and Programs in accordance with UNDP's regulations, rules, policies and procedures. The Implementing Partner shall provide its full cooperation, including making available personnel and relevant documentation and granting access to the Implementing Partner's (and its consultants,' responsible parties,' subcontractors,' and sub-recipients) premises for such purposes at reasonable times and on reasonable conditions as may be required for an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.
14. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, credible allegation of fraud or corruption or other financial irregularities with due confidentiality.
    Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.
15. UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud, corruption, or other financial irregularity, or otherwise paid other than in accordance with the terms and conditions of the Project Document. UNDP may deduct such an amount from any payment due to the Implementing Partner under this or any other agreement.
    Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud, corruption or other financial irregularity, or otherwise paid other than in accordance with the terms and conditions of the Project Document.
    Note: The term "Project Document" as used in this clause, shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors, and sub-recipients.
16. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions, or other payments other than those shown in the proposal, have been given, received, or promised in connection with the selection process or contract execution and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.
17. Should UNDP refer to the relevant national authorities for appropriate legal action regarding any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover, and return any recovered funds to UNDP.
18. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor, and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

ANNEXES

1. **Project Quality Assurance Report**
2. **Social and Environmental Screening Template**
3. **Risk Analysis**. Use the standard Risk Register template. Please refer to the Deliverable Description of the Risk Register for instructions
4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including Partner Capacity Assessment Tool (PCAT) and HACT Micro Assessment)
5. **Project Board Terms of Reference and TORs of key management positions.** The standard Project Board TOR can be found here.
6. **On-Granting Provisions Applicable to the Implementing Partner[17].** On-granting clauses for non-UNDP Implementing Partners can be found here.

[17] Applicable for non-UNDP Implementing Partner as Grant Making Institution facilitating on-granting.

Annex – 1

Project Quality Assurance Report

<table>
<tr><td colspan="5">PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL</td></tr>
<tr><td colspan="5">OVERALL PROJECT</td></tr>
<tr><td>EXEMPLARY (5)
●●●●●</td><td>HIGHLY SATISFACTORY (4)
●●●●○</td><td>SATISFACTORY (3)
●●●○○</td><td>NEEDS IMPROVEMENT (2)
●●○○○</td><td>INADEQUATE (1)
●○○○○</td></tr>
<tr><td>At least four criteria are rated Exemplary, and all are rated High or Exemplary.</td><td>All criteria are rated Satisfactory or higher, and at least four are rated High or Exemplary.</td><td>At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The Principled criterion must be rated Satisfactory or above.</td><td>At least three criteria are rated Satisfactory or higher, and only four may be rated Needs Improvement.</td><td>One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.</td></tr>
<tr><td colspan="5">DECISION</td></tr>
<tr><td colspan="5">• APPROVE – the project is of sufficient quality to be approved in its current form. Any management actions must be addressed on time.
• APPROVE WITH QUALIFICATIONS – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed on time.
• DISAPPROVE – the project has significant issues that should prevent the project from being approved as drafted.</td></tr>
<tr><td colspan="5">RATING CRITERIA
For all questions, select the option that best reflects the project</td></tr>
</table>

<table>
<tr><td colspan="3">STRATEGIC</td></tr>
<tr><td rowspan="3">1. Does the project specify how it will contribute to higher-level change through linkage to the programme's Theory of Change?
• <u>3:</u> The project is linked to the programme's theory of change. It has an explicit change pathway that explains how the project will contribute to outcome-level change and why the project's strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks.
• <u>2:</u> The project is clearly linked to the programme's theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change.
• <u>1:</u> The project document may describe in generic terms how the project will contribute to development results without directly linking to the programme's theory of change.
*Note: Projects not contributing to a programme must have a project-specific Theory of Change. See alternative questions under the lightbulb for these cases.</td><td>3 √</td><td>2</td></tr>
<tr><td colspan="2">1</td></tr>
<tr><td colspan="2">Evidence
Referred ToC diagram in the prodoc (Page 07)</td></tr>
<tr><td rowspan="3">2. Is the project aligned with the UNDP Strategic Plan?
• <u>3:</u> The project responds to at least one of the development settings as specified in the Strategic Plan[18] and adapts at least one Signature Solution[19]. The project's RRF includes all the relevant SP output indicators. (all must be true)
• <u>2:</u> The project responds to at least one of the development settings as specified in Strategic Plan[4]. If relevant, the project's RRF includes at least one SP output indicator. (both must be true)
• <u>1:</u> The project responds to a partner's identified need, but this need falls outside of the UNDP Strategic Plan. Also, select this option if none of the relevant SP indicators is included in the RRF.</td><td>3</td><td>2 √</td></tr>
<tr><td colspan="2">1</td></tr>
<tr><td colspan="2">Evidence
Referred RRF in the ProDoc 29 page</td></tr>
<tr><td>3. Is the project linked to the programme outputs? (i.e., UNDAF Results Group Workplan/CPD, RPD or Strategic Plan IRRF for global projects/strategic interventions not part of a programme)</td><td>Yes√</td><td>No</td></tr>
</table>

[18] *The three development settings in UNDP's 2018-2021 Strategic Plan are: a) Eradicate poverty in all its forms and dimensions; b) Accelerate structural transformations for sustainable development; and c) Build resilience to shocks and crises*

[19] *The six Signature Solutions of UNDP's 2018-2021 Strategic Plan are: a) Keeping people out of poverty; b) Strengthen effective, inclusive and accountable governance; c) Enhance national prevention and recovery capacities for resilient societies; d) Promote nature based solutions for a sustainable planet; e) Close the energy gap; and f) Strengthen gender equality and the empowerment of women and girls.*

<table>
<tr><th colspan="3">PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL</th></tr>
<tr><td colspan="3">RELEVANT</td></tr>
<tr><td rowspan="3">4. Do the project target groups leave the furthest behind?
<u>3:</u> The target groups are specified, prioritising discriminated, and marginalized groups left the furthest behind, identified through a rigorous process based on evidence.
<u>2:</u> The target groups are specified, prioritizing groups left furthest behind.
<u>1:</u> The target groups are not specified.
*Note: Management Action must be taken for a score of 1. Projects that build institutional capacity should still identify targeted groups to justify support</td><td>3 √</td><td>2</td></tr>
<tr><td colspan="2">1</td></tr>
<tr><td colspan="2">Evidence
Referred expected result section in the prodoc (page: 20)</td></tr>
<tr><td rowspan="3">5. Have knowledge, good practices, and past lessons learned from UNDP and others informed the project design?
<u>3:</u> Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project.
<u>2:</u> The project design mentions knowledge and lessons learned backed by evidence/sources but has not been used to justify the approach selected.
<u>1:</u> There is little or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence.
*Note: Management Action or strong management justification must be given for a score of 1</td><td>3 √</td><td>2</td></tr>
<tr><td colspan="2">1</td></tr>
<tr><td colspan="2">Evidence
Referred best practices in the prodoc (page:12)</td></tr>
<tr><td rowspan="3">6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national/regional/global partners and other actors?
<u>3:</u> An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project, including identifying potential funding partners. It is clear how results achieved by partners will complement the project's intended results, and a communication strategy is in place to communicate results and raise visibility vis-à-vis key partners. Options for south-south and triangular cooperation have been considered appropriate. (all must be true)
<u>2:</u> Some analysis has been conducted on the role of other partners in the area where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labor between UNDP and partners through the project, with unclear funding and communications strategies or plans.
<u>1:</u> No clear analysis has been conducted on the role of other partners in the area where the project intends to work. There is a risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Despite its potential relevance, options for south-south and triangular cooperation have not been considered.
*Note: Management Action or strong management justification must be given for a score of 1</td><td>3</td><td>2 √</td></tr>
<tr><td colspan="2">1</td></tr>
<tr><td colspan="2">Evidence
Referred partnership analysis in the Prodoc (page: 18)</td></tr>
<tr><td colspan="3">PRINCIPLED</td></tr>
<tr><td rowspan="3">7. Does the project apply a human rights-based approach?
<u>3:</u> The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project's strategy. The project upholds the relevant international and national laws and standards. Any potential adverse impacts on the enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into the project design and budget. (all must be true)
<u>2:</u> The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. Potential adverse impacts on the enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures were incorporated into the project design and budget. (both must be true)
<u>1:</u> No evidence that human rights guide the project. Limited or no evidence that potential adverse impacts on the enjoyment of human rights were considered.
*Note: Management action or strong management justification must be given for a score of 1</td><td>3</td><td>2 √</td></tr>
<tr><td colspan="2">1</td></tr>
<tr><td colspan="2">Evidence
Referred output 2 in the Prodoc (page: 16)</td></tr>
<tr><td rowspan="3">8. Does the project use gender analysis in the project design?
<u>3:</u> A participatory gender analysis has been conducted, and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. (all must be true)
<u>2:</u> A basic gender analysis has been carried out, and results from this analysis are scattered (i.e.,</td><td>3 √</td><td>2</td></tr>
<tr><td colspan="2">1</td></tr>
<tr><td colspan="2">Evidence
Referred women empowerment</td></tr>
</table>

<table>
<tr><th colspan="3">PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL</th></tr>
<tr><td>fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender-sensitive outputs and/or activities, but gender inequalities are not consistently integrated across each output. (all must be true)
1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the gender inequalities have not been identified and reflected in the project document.
*Note: Management Action or strong management justification must be given for a score of 1</td><td colspan="2">approach in the Prodoc (page: 11)</td></tr>
<tr><td rowspan="3">9. Did the project support the resilience and sustainability of societies and/or ecosystems?
3: Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated into the project strategy and design. The project reflects the interconnections between sustainable development's social, economic and environmental dimensions. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into the project design and budget. (all must be true).
2: The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental impacts have been identified and assessed, and relevant management and mitigation measures have been incorporated into the project design and budget. (both must be true)
1: Sustainability and resilience dimensions and impacts were not adequately considered.
*Note: Management action or strong management justification must be given for a score of 1</td><td>3</td><td>2 √</td></tr>
<tr><td colspan="2">1</td></tr>
<tr><td colspan="2">Evidence
Referred Disaster Resilience Approach in the prodoc (page: 12)</td></tr>
<tr><td rowspan="2">10. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, training, workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]</td><td>Yes √</td><td>No</td></tr>
<tr><td colspan="2">SESP Not Required</td></tr>
<tr><th colspan="3">MANAGEMENT & MONITORING</th></tr>
<tr><td rowspan="3">11. Does the project have a strong results framework?
3: The project's selection of outputs and activities are at an appropriate level. SMART Outputs are results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender-sensitive, target group-focused, sex-disaggregated indicators where appropriate. (all must be true)
2: The project's selection of outputs and activities are at an appropriate level. SMART, results-oriented indicators accompany outputs, but baselines, targets and data sources may not yet be fully specified. Some use target group-focused, sex-disaggregated indicators as appropriate. (all must be true)
1: The project's selection of outputs and activities are not at an appropriate level; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change and have not been populated with baselines and targets; data sources are not specified, and/or no gender-sensitive, sex-disaggregation of indicators. (if any is true)
*Note: Management Action or strong management justification must be given for a score of 1</td><td>3 √</td><td>2</td></tr>
<tr><td colspan="2">1</td></tr>
<tr><td colspan="2">Evidence
Referred Result Framework in the prodoc (page: 25)</td></tr>
<tr><td rowspan="3">12. Is the project's governance mechanism clearly defined in the project document, including the composition of the project board?
3: The project's governance mechanism is fully defined. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the reference. The ToR of the project board has been attached to the project document. (all must be true).
2: The project's governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles. (all must be true)
1: The project's governance mechanism is loosely defined in the document, only mentioning key roles that need to be filled later. No information on the responsibilities of key positions in the governance mechanism is provided.
*Note: Management Action or strong management justification must be given for a score of 1</td><td>3 √</td><td>2</td></tr>
<tr><td colspan="2">1</td></tr>
<tr><td colspan="2">Evidence
Referred governance & management approach in the prodoc (page: 39)</td></tr>
<tr><td rowspan="3">13. Have the project risks been identified with clear plans to manage and mitigate each risk?
3: Project risks related to the achievement of results are fully described in the project risk log, based on a comprehensive analysis drawing on the programme's theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analyses such as funding potential and reputational risk. Key internal and external stakeholders have identified risks through a consultative process. Clear and complete plan in place to manage and mitigate each risk, reflected in project budgeting and monitoring plans. (both must be true)</td><td>3 √</td><td>2</td></tr>
<tr><td colspan="2">1</td></tr>
<tr><td colspan="2">Evidence
Referred risk log & risk analysis in the prodoc</td></tr>
</table>

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL		
2: Project risks related to the achievement of results are identified in the initial project risk log based on a minimum level of analysis and consultation, with mitigation measures identified for each risk. 1: Some risks may be identified in the initial project risk log, but no evidence of consultation or analysis and no clear risk mitigation measures are identified. This option is also selected if risks are not identified and/or no initial risk log is included with the project document. *Note: Management Action must be taken for a score of 1	(Annex 3)	
EFFICIENT		
14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include, for example, i) using the theory of change analysis to explore different options for achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost-effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners; iv) sharing resources or coordinating delivery with other projects, v) using innovative approaches and technologies to reduce the cost of service delivery or other types of interventions. *(Note: Evidence of at least one measure must be provided to answer yes to this question)*	Yes (3) √	No (1)
15. Is the budget justified and supported with valid estimates? 3: The project's budget is at the activity level with funding sources and is specified for the duration of the project period in a multi-year budget. Realistic resource mobilisation plans are in place to fill unfunded components. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated into the budget. Adequate costs for monitoring, evaluation, communications and security have been incorporated. 2: The project's budget is at the activity level with funding sources, when possible, and is specified for the project's duration in a multi-year budget, but no funding plan is in place. Costs are supported with valid estimates based on prevailing rates. 1: The project's budget is not specified at the activity level and/or may not be captured in a multi-year budget.	3 √ 1 **Evidence** Refereed multiyear Workplan and budget analysis (page: 31)	2
16. Is the Country Office/Regional Hub/Global Project fully recovering the costs involved with project implementation? 3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing following prevailing UNDP policies (i.e., UPL, LPL.) 2: The budget covers significant project costs attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant. 1: The budget does not adequately cover project costs attributable to the project, and UNDP is cross-subsidizing the project. *Note: Management Action must be given a score of 1. The budget must be revised to reflect the implementation costs before the project commences.	3 1 **Evidence** Refereed multiyear Workplan and budget analysis (page: 31)	2 √
EFFECTIVE		
17. Have targeted groups been engaged in the design of the project? 3: Credible evidence that all targeted groups, prioritising discriminated and marginalized populations that will be involved in or affected by the project, have been actively engaged in the project's design. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.) 2: Some evidence that key targeted groups have been consulted in the project design. 1: No evidence of engagement with targeted groups during project design.	3 1 **Evidence** Referred to the stakeholders' consultation of the project designing phase in the prodoc (page: 13)	2 √
18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lessons learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation?	Yes (3) √	No (1)
19. The gender marker for all project outputs is scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.	Yes (3) √	No (1)

<table>
<tr><th colspan="3">PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL</th></tr>
<tr><td>*Note: Management Action or strong management justification must be given for a score of "no."</td><td colspan="2">Evidence</td></tr>
<tr><td colspan="3">SUSTAINABILITY & NATIONAL OWNERSHIP</td></tr>
<tr><td rowspan="3">20. Have national/regional/global partners led or proactively engaged in the project's design?
3: National partners (or regional/global partners for regional and global projects) have full ownership of the project and lead the project development process jointly with UNDP.
2: The project has been developed by UNDP in close consultation with national/regional/global partners.
1: The UNDP developed the project with limited or no engagement with national partners.</td><td>3</td><td>2 √</td></tr>
<tr><td colspan="2">1</td></tr>
<tr><td colspan="2">Evidence
Referred to the stakeholders' consultation of the project designing phase in the prodoc (page: 13)</td></tr>
<tr><td rowspan="3">21. Are key institutions and systems identified and is a strategy for strengthening specific/ comprehensive capacities based on capacity assessments?
3: The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. This strategy includes regularly monitoring national capacities using clear indicators and rigorous data collection methods and adjusting the strategy to strengthen national capacities accordingly.
2: A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the capacity assessment results.
1: Capacity assessments have not been carried out.</td><td>3</td><td>2</td></tr>
<tr><td colspan="2">1 √</td></tr>
<tr><td colspan="2">Evidence
N/A</td></tr>
<tr><td>22. Is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.) to the extent possible?</td><td>Yes (3) √</td><td>No (1)</td></tr>
<tr><td>23. Is a clear transition arrangement/ phase-out plan developed with key stakeholders to sustain or scale up results (including resource mobilisation and communications strategy)?</td><td>Yes (3) √</td><td>No (1)</td></tr>
</table>

Annex – 2

Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? *Note Complete SESP Attachment 1 before responding to Question 2.*	**QUESTION 3: What is the significant level of potential social and environmental risks?** *Note: Respond to Questions 4 and 5 below before proceeding to Question 5*			**QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High**
Risk Description (broken down by event, cause, impact)	***Impact and Likelihood (1-5)***	***Significance (Low, Moderate, Substantial, High)***	***Comments (optional)***	***Description of assessment and management measures for risks rated as Moderate, Substantial or High***
Risk 1: There is risk that the project beneficiary may not claim their rights and access to services by September 2025. Cause 1: As a result of insufficient capacity and lack of motivation to get the services by women beneficiaries within the project cycle. Impact 1. Which will impact in target achievement of output 3 (women capacity in mobility, access to services & decision-making process).	I = 3 L = 2	Moderate		• Project will impart capacity development training for the beneficiaries to claim their rights and access services from government and non-government organizations by September 2025.. • The project also has strong advocacy with service-providing agencies, liaisons and involvement in the project implementation process, creating opportunities for the beneficiaries.
Risk 2: There is a risk that project beneficiaries may not continue their regular Income Generating Activities (IGAs) in vulnerable disaster-prone areas during the rainy season, in each year. Cause 2: [if] the beneficiaries regular income generating options damaged by sudden flood/flash flood during rainy	I = 3 L = 3	Moderate		• The project will introduce alternative livelihood options among the beneficiaries to be learned and engaged by 2025.

season in each year. Impact 2: Which will impact on households income options of affected household that lead to non-achievement of the Result Framework indicators under output 2					
	QUESTION 4: What is the overall project risk categorization?				
	Low Risk	☐	Overall limited risk		
	Moderate Risk	√☐			
	Substantial Risk	☐			
	High Risk	☐			
	QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are triggered? (check all that apply)				
	Question only required for Moderate, Substantial and High-Risk projects				
	Is assessment required? (check if "yes")	☐			*Status? (completed, planned)*
	If yes, indicate the overall type and status			Targeted assessment(s)	
				ESIA (Environmental and Social Impact Assessment)	
				SESA (Strategic Environmental and Social Assessment)	
	Are management plans required? (check if "yes)	√☐			
	If yes, indicate the overall type		✓	Targeted management plans (e.g. Gender Action Plan, Emergency Response Plan, Waste Management Plan, others)	
				ESMP (Environmental and Social Management Plan, which may include range of targeted plans)	
				ESMF (Environmental and Social Management Framework)	
	Based on identified risks, which Principles/Project- level Standards triggered?		**Comments (not required)**		
	Overarching Principle: Leave No One Behind				
	Human Rights	√☐			
	Gender Equality and Women's Empowerment	☐			

	Accountability	☐	
	1. Biodiversity Conservation and Sustainable Natural Resource Management	☐	
	2. Climate Change and Disaster Risks	☐	
	3. Community Health, Safety and Security	☐	
	4. Cultural Heritage	☐	
	5. Displacement and Resettlement	☐	
	6. Indigenous Peoples	☐	
	7. Labor and Working Conditions	☐	
	8. Pollution Prevention and Resource Efficiency	☐	

Final Sign Off

Final Screening at the design stage is not complete until the following signatures are included

Signature	***Date***	***Description***
QA Assessor		UNDP staff member responsible for the project, typically a UNDP Programme Officer. The final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. The final signature confirms they have "cleared" the SESP before submission to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases, PAC Chair may also be the QA Approver. The final signature confirms that the SESP was considered part of the project appraisal and considered in the recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		
INSTRUCTIONS: The risk screening checklist will assist in answering Questions 2-6 of the Screening Template. Answers to the checklist questions help to (1) identify potential risks, (2) determine the overall risk categorization of the project, and (3) determine the required level of assessment and management measures. Refer to the SES toolkit for further guidance on addressing screening questions.		
Overarching Principle: Leave No One Behind **Human Rights**		**Ans. (Yes /No)**
P.1	Have local communities or individuals raised human rights concerns regarding the project (e.g. during the stakeholder engagement process, grievance processes, public statements)?	*No*
P.2	Is there a risk that duty-bearers (e.g. government agencies) cannot meet their obligations in the project?	*No*
P.3	Is there a risk that rights-holders (e.g. project-affected persons) cannot claim their rights?	*Yes*
Would the project potentially involve or lead to:		
P.4	Adverse impacts on the enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population, particularly marginalized groups?	*No*
P.5	inequitable or discriminatory impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups, including persons with disabilities? [16]	*No*
P.6	restrictions in availability, quality of and/or access to resources or basic services, particularly to marginalized individuals or groups, including persons with disabilities?	*No*
P.7	exacerbation of conflicts and/or the risk of violence to project-affected communities and individuals?	*No*
Gender Equality and Women's Empowerment		
P.8	Have women's groups/leaders raised gender equality concerns regarding the project (e.g. during the stakeholder engagement process, grievance processes, public statements)?	*No*
Would the project potentially involve or lead to:		
P.9	Adverse impacts on gender equality and/or the situation of women and girls?	*No*
P.10	reproducing discrimination against women based on gender, especially regarding participationin the design and implementation of access to opportunities and benefits?	*No*
P.11	limitations on women's ability to use, develop and protect natural resources, taking into accountdifferent roles and positions of women and men in accessing environmental goods and services? *For example, activities that could lead to natural resources degradation or depletion in communities that depend on these resources for their livelihoods and well being*	*No*
P.12	exacerbation of risks of gender-based violence? *For example, through the influx of workers to a community, changes in the community and household power dynamics increased exposure to unsafe public places and transport, etc.*	*No*
Sustainability and Resilience: Screening questions regarding risks associated with sustainability and resilience are encompassed by the Standard-specific questions below		
Accountability		
Would the project potentially involve or lead to:		
P.13	excludes any potentially affected stakeholders, particularly marginalized groups and excluded individuals (including persons with disabilities), from fully participating in decisions that may affect them.	*No*
P.14	grievances or objections from potentially affected stakeholders?	*No*
P.15	risks of retaliation or reprisals against stakeholders who express concernsor grievances or seek to participate in or obtain information on the project?	*No*
Project-Level Standards		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
Would the project potentially involve or lead to:		
1.1	adverse impacts on habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? *For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes*	*No*
1.2	activities within or adjacent to critical habitats and/or environmentally sensitive areas, including (but not limited to) legally protected areas (e.g. nature reserve, national park), areas proposed for protection or recognized by authoritative sources and/or indigenous peoples or local communities?	*No*
1.3	changes to the use of lands and resources that may adversely impact habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard5)	*No*
1.4	risks to endangered species (e.g. reduction, encroachment on habitat)?	*No*
1.5	exacerbation of illegal wildlife trade?	*No*
1.6	introduction of invasive alien species?	*No*
1.7	adverse impacts on soils?	*No*
1.8	harvesting of natural forests, plantation development, or reforestation?	*No*
1.9	significant agricultural production?	*No*
1.10	animal husbandry or harvesting of fish populations or other aquatic species?	*No*

1.11 significant extraction, diversion or containment of surface or groundwater? *For example, the construction of dams, reservoirs, river basin developments, groundwater extraction*	*No*
1.12 handling or utilization of genetically modified organisms/living modified organisms? [17]	*No*
1.13 utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)[18]	*No*
1.14 adverse transboundary or global environmental concerns?	*No*
Standard 2: Climate Change and Disaster Risks	
Would the project potentially involve or lead to:	
2.1 areas subject to hazards such as earthquakes, floods, landslides, severe winds, storm surges, tsunamis or volcanic eruptions?	Yes
2.2 outputs and outcomes sensitive or vulnerable to potential impacts of climate change or disasters? For example, through increased precipitation, drought, temperature, salinity, extreme events, earthquakes	No
2.3 Increased vulnerability to climate change impacts or disaster risks now or in the future (also known as maladaptive or negative coping practices)? For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding	No
2.4 increases in greenhouse gas emissions, black carbon emissions or other drivers of climate change?	No
Standard 3: Community Health, Safety and Security	
Would the project potentially involve or lead to:	
3.1 construction and/or infrastructure development (e.g. roads, buildings, dams)? (Note: the GEF does not finance projects that would involve the construction or rehabilitation of large or complex dams)	No
3.2 air pollution, noise, vibration, traffic, injuries, physical hazards, poor surface water quality due to runoff, erosion, sanitation?	No
3.3 harm or losses due to failure of structural elements of the project (e.g. collapse of buildings or infrastructure)?	No
3.4 risks of water-borne or other vector-borne diseases (e.g. temporary breeding habitats), communicable and non-communicable diseases, nutritional disorders, mental health?	No
3.5 transport, storage, and use and/or disposal of hazardous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.6 adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g. food, surface water purification, natural buffers from flooding)?	No
3.7 influx of project workers to project areas?	No
3.8 engagement of security personnel to protect facilities and property or to support project activities?	No
Standard 4: Cultural Heritage	
Would the project potentially involve or lead to:	
4.1 activities adjacent to or within a Cultural Heritage site?	No
4.2 significant excavations, demolitions, earth movement, flooding or other environmental changes?	No
4.3 adverse impacts on sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have unintentional adverse impacts)	No
4.4 alterations to landscapes and natural features with cultural significance?	No
4.5 Use tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement	
Would the project potentially involve or lead to:	
5.1 temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	No
5.2 economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3 risk of forced evictions? 19	No
5.4 impacts on or changes land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples	
Would the project potentially involve or lead to:	
6.1 areas where indigenous peoples are present (including project area of influence)?	No
6.2 activities located on lands and territories claimed by indigenous peoples?	No
6.3 impacts (positive or negative) on the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)?	No

If the answer to screening question 6.3 is "yes", then Standard 6 requirements apply, and the potential significance of risks related to impacts on indigenous peoples must be Moderate or above. *	
6.4 the absence of culturally appropriate consultations to achieve FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5 the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6 forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources? *Consider, and where appropriate, ensure consistency with the answers under Standard 5 above*	No
6.7 adverse impacts on the development priorities of indigenous peoples as defined by them?	No
6.8 risks to the physical and cultural survival of indigenous peoples?	No
6.9 impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices? *Consider and ensure consistency with the answers under Standard 4 above.*	No
Standard 7: Labor and Working Conditions	
Would the project potentially involve or lead to (note: applies to project and contractor workers)	
7.1 working conditions that do not meet national labor laws and international commitments?	No
7.2 working conditions that may deny freedom of association and collective bargaining?	No
7.3 use of child labor?	No
7.4 use of forced labor?	No
7.5 discriminatory working conditions and/or lack of equal opportunity?	No
7.6 occupational health and safety risks due to physical, chemical, biological and psychosocial hazards (including violence and harassment) throughout the project life-cycle?	No
Standard 8: Pollution Prevention and Resource Efficiency	
Would the project potentially involve or lead to:	
8.1 the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
8.2 the generation of waste (both hazardous and non-hazardous)?	No
8.3 the manufacture, trade, release, and/or use of hazardous materials and/or chemicals?	No
8.4 the use of chemicals or materials subject to international bans or phase-outs? *For example, DDT, PCBs and other chemicals are listed in international conventions such as the Montreal Protocol, Minamata Convention, Basel Convention, Rotterdam Convention, Stockholm Convention*	No
8.5 the application of pesticides that may harm the environment or human health?	No
8.6 significant consumption of raw materials, energy, and/or water?	No

* Note: revised July 2022 modifying presumption of risk significance from Substantial or higher to Moderate or higher.

ANNEX 3
OFFLINE PROJECT RISK REGISTER TEMPLATE

Project Title: Social Protection Programme – Component 3: Strengthening Women's Ability for Productive New Opportunities (SWAPNO II)	**Project Number:** **Award ID #, 00081623** **Project ID # # 00133484**	**Date: 17-Sept-23**

#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level *(see Annex 3 Risk Matrix)*	Risk Valid From/To	Risk Owner *(Individual accountable for managing the risk)*	Risk Treatment and Treatment Owner
1	There is a risk that the beneficiary may not claim their rights and get access to services by September 2025.	[if] the beneficiaries are not motivated to get the services by September 2025.	Which will impact on access to services of 10,188 poor and extreme poor households and lead to non-achievement of the intended result under output 3	**1. SOCIAL AND ENVIRONMENTAL (1.5. Climate change and disaster risks) - UNDP Risk Appetite: CAUTIOUS**	Likelihood: **2 - Low likelihood** Impact: **3 - Intermediate** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: 01-Jul-22 To: 30-Sep-25	Arif Abdullah KHAN, Programme Specialist - Disaster and Resilience, UNDP Bangladesh	Risk Treatment 1.1: Project will impart capacity development training for the beneficiaries to claim their rights and access services from government and non-government organizations by September 2025. Risk Treatment Owner 1.1: Kajal Chatterjee, National Project Manager, SWAPNO Project Risk Treatment 2.2: The project will also conduct strong advocacy with service-providing agencies and involve them in the project implementation process, which will create opportunities for the beneficiaries by September 2025. Risk Treatment Owner: Kajal

#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level *(see Annex 3 Risk Matrix)*	Risk Valid From/To	Risk Owner *(Individual accountable for managing the risk)*	Risk Treatment and Treatment Owner
								Chatterjee, National Project Manager, SWAPNO Project

#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level *(see Annex 3 Risk Matrix)*	Risk Valid From/To	Risk Owner *(Individual accountable for managing the risk)*	Risk Treatment and Treatment Owner
2	There is a risk that beneficiary could not pass the skill training and less motivated to be engaged in the formal sector and other private sector/industries by September 2025.	[if] the service providing organizations do not engage technical skilled person for training conduction, even lack of quality monitoring during training session, cultural barriers for the women beneficiaries by December 2025.	Which will impact on access to services of 10,188 women beneficiaries to get service from service providing organizations that lead to non-achievement of the intended result 2.10 under output 2.	**3. OPERATIONAL (3.5. Partners' engagement) - UNDP Risk Appetite: EXPLORATORY TO OPEN**	Likelihood: **2 - Low likelihood** Impact: **3 - Intermediate** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: 01-Oct-23 To: 31-Sept-25	Arif Abdullah KHAN, Programme Specialist - Disaster and Resilience, UNDP Bangladesh	Risk Treatment 2.1: Strong advocacy and follow-up monitoring with the service providing organizations (government & private sector) by the project team from the beginning to September 2025. Risk Treatment Owner 2.1: Kajal Chatterjee, National Project Manager, SWAPNO Project Risk Treatment 2.2: Project will sign a MOU with private sectors by 1st year of the project intervention in year 2024 Risk Treatment Owner 2.2: Kajal Chatterjee, National Project Manager, SWAPNO Project

#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level *(see Annex 3 Risk Matrix)*	Risk Valid From/To	Risk Owner *(Individual accountable for managing the risk)*	Risk Treatment and Treatment Owner
3	There is a risk that National Political unrest may stall the project field implementation by April 2024.	[if] the political unrest exists and halt the staff movement by April 2024 considering the upcoming National Election at the end of year 2023.	Which will impact on the community mobilization, beneficiary selection and the planned field implementation of the project, it will hinder the achievement of outcome level indicators outlined in the Result Resource Framework (RRF) under output 1 to 3 by April 2024.	**8. SAFETY AND SECURITY (8.2. Political instability) - UNDP Risk Appetite: CAUTIOUS**	Likelihood: **2 - Low likelihood** Impact: **2 - Minor** Risk level: **LOW (equates to a risk appetite of CAUTIOUS)**	From: 01-Oct-23 To: 30-Apr-24	Arif Abdullah KHAN, Programme Specialist - Disaster and Resilience, UNDP Bangladesh	Risk Treatment 3.1: The project will have alternative activities and contingency plan to do the community mobilization, beneficiary selection and filed implementation by April 2024. Risk Treatment Owner 3.1: Kajal Chatterjee, National Project Manager, SWAPNO Project

#	Event	Cause	Impact(s)	Risk Category and Sub-category *(including Risk Appetite)*	Impact, Likelihood & Risk Level *(see Annex 3 Risk Matrix)*	Risk Valid From/To	Risk Owner *(Individual accountable for managing the risk)*	Risk Treatment and Treatment Owner
4	There is a risk that project beneficiaries may not continue their regular Income Generating Activities (IGAs) in vulnerable disaster-prone areas during the rainy season, in each year.	[if] the beneficiaries regular income generating options damaged by sudden flood/flash flood during rainy season in each year.	Which will impact on households income options of affected household that lead to non-achievement of the Result Framework indicators under output 2	**1. SOCIAL AND ENVIRONMENTAL (1.5. Climate change and disaster risks) - UNDP Risk Appetite: CAUTIOUS**	Likelihood: **3 - Moderately likely** Impact: **3 - Intermediate** Risk level: **MODERATE (equates to a risk appetite of EXPLORATORY)**	From: 01-Jul-22 To: 30-Jun-26	Arif Abdullah KHAN, Programme Specialist - Disaster and Resilience, UNDP Bangladesh	Risk Treatment 4.1: The project will introduce alternative livelihood options among the beneficiaries to be learned and engaged by 2026. Risk Treatment Owner 4.1: Kajal Chatterjee, National Project Manager, & Md Golam Fazle Rabbani Enterprise Development & Employment Analyst, SWAPNO Project

ANNEX – 4
Capacity Assessment of LGD

ATTACHED IN THE LAST AS SEPARATE DOCUMENT

ANNEXE – 5

TERMS OF REFERENCES OF PROJECT STEERING COMMITTEE (PSC)

A. The committee will be composed of the following members:

1	Senior Secretary/Secretary, Local Government Division	Chairperson
2	Representative, Cabinet Division, Bangladesh Secretariat	Member
3	Representative, Finance Division, Ministry of Finance	Member
4	Representative, General Economic Division (GED), Planning Commission	Member
5	Representative, Programming Division, Planning Commission	Member
6	Representative, Socio-Economic Infrastructure Division, Planning Commission	Member
7	Representative, Economic Relations Division (ERD)	Member
8	Representative, Implementation Monitoring & Evaluation Division (IMED)	Member
9	Representative, Ministry of Social Welfare	Member
10	Representative, Ministry of Women and Children Affairs	Member
11	Director-General, Planning & MIE Wing, Local Government Division	Member
12	Additional Secretary Union Parishad, LGD	Member
13	Joint Secretary (Planning), LGD	Member
14	National Project Director, SWAPNO II	Member Secretary
15	Deputy Secretary/ Sr. Asst Secretary, Planning-2, Local Government Division	Member

B. The PSC will meet bi-annually.
C. The PSC will assist the Executing Authority by approving directions given and the main reports provided by the project.
D. The PSC will review and approve Annual Work Plan and budget endorsed by the Project Implementation Committee (PIC) before they are sent to the Executing Authority and donors for final consideration and approval.
E. Any appropriate sub-structures of the PSC, e.g., a technical advisory body, may be appointed as required.
F. The PSC will also assist in facilitating overall project implementation.
G. Joint Secretary or equivalent officer will represent the respective organization.
H. The PSC members will be entitled with honorarium at BDT 3000.00 each meeting.

TERMS OF REFERENCES OF PROJECT IMPLEMENTATION COMMITTEE (PIC)

A. The committee will be composed of the following members:

1	National Project Director, SWAPNO II	Chairperson
2	Representative, Cabinet Division	Member
3	Representative, UP Wing, Local Government Division.	Member
4	Representative, Social Welfare	Member
5	Representative, Women and Children Affairs	Member
6	Representative, SCYSWAM wing, SEI Division, Planning Commission	Member
7	Representative SEI wing, Programming Division, Planning Commission	Member
8	Representative, M&E Sector -3 IMED, Planning Commission	Member
9	Representative, UN Wing, ERD, Planning Commission	Member
10	Senior Assistant Secretary, Planning 2, Local Government Division	Member
11	District Facilitating Officer (s)	Member
12	National Project Manager (NPM)	Member-Secretary

B. The PIC may co-opt other members, as necessary.
C. The committee will discharge the following functions.
   a. Provide advice for timely implementation of scheduled activities.
   b. Monitor and evaluate implementation progress and suggest necessary course corrections.
   c. Review the performance of project personnel and quality of deliverables.
   d. Resolve issues and conflicts that may emerge during implementation.
   e. Facilitate coordination and convergence with other line ministries/divisions/departments/agencies.
   f. Keep the PSC apprised on overall performance and other key issues relating to the project.

D. The PIC will meet quarterly.

E. The PSC members will be entitled with honorarium at BDT 2000.00 each meeting.

Annex – 6
On-granting provisions applicable to the implementing partner

Whereas the Implementing Partner ("IP") has been selected by UNDP and the Government to undertake grant-making activities under the Agreement in accordance with the Project Document (Annex A), the IP agrees to be bound by the following additional provisions:

1. Grant Award Process

1.1 The IP shall be fully accountable for the completion of all grant making activities in accordance with its financial regulations, rules and policies, to the extent that they are consistent with UNDP's grant policies and Financial Regulations and Rules. If they are not consistent, UNDP's grant policies and Financial Regulations and Rules must be followed.

1.2 The IP shall conduct an assessment of grant recipient proposal(s) against set selection criteria established in the Project Document or in the call for proposals, and shall submit eligible grant proposal(s) to the Project Board or designated grant selection committee for consideration and final selection.

1.3 The IP shall ensure that:

a. the grant award process is organized in a fully transparent manner that guarantees impartiality and equal treatment to all applicants;
b. all stages of the grant award process are formally documented through standardized checklists and forms;
c. grants are awarded in accordance with formal rules of procedure, including adequate due diligence policies and processes;
d. the evaluation process is based solely on the established criteria for eligibility, selection and exclusion as indicated in the call for proposals;
e. the grant recipient is duly organized and in good standing in its state/country of organization, as well as the eligibility of activities to be carried out with the grant award;
f. all applicants are notified in writing of the grant award outcome;
g. the grant award decision is made public within a reasonable timeframe following its issuance;
h. grant funds are channeled transparently and effectively to grant recipients;
i. no grant is awarded retroactively for activities already started or completed at the time of the application; and
j. procedures are in place (and set forth in any agreements the IP enters into with grant recipients pursuant to this Agreement) to:
    i. recover grant funds unduly paid, and/or to prevent and address irregularities and fraud by the grant recipient; and
    ii. suspend, reduce or terminate the grant if the grant recipient fails to comply with its obligations.

1.4 Funding provided by the IP to any individual grant recipient shall not exceed $150,000 per individual grant and $300,000 on a cumulative basis within the same programme period.

2. Managing and Monitoring Performance of Grant Recipient(s)

2.1 The IP shall supervise and monitor the grant recipient's activities and its achievement of specified results pursuant to the grant proposal selected by the Project Board or designated grant selection committee, including the schedules set forth therein.

2.2 The IP shall measure the grant recipient's performance based on results achieved against agreed performance targets in the grant agreement. Performance shall be monitored and assessed through the progress narrative and financial reports specified in Section 3 below.

2.3 The IP shall ensure that each deliverable for which a grant recipient is responsible for achieving has an effective performance target against which the grant recipient must report periodically and which the IP will monitor through regular reporting, at least on an annual basis.

2.4 UNDP may, during the term of the Agreement, undertake various independent assurance measures (such as spot checks or audits) regarding the IP's activities that are the subject of this Agreement, including monitoring and oversight, as well as independent assurance measures of the Responsible Party (where applicable) and grant recipients' programmatic and financial activities.

3. Reporting and Audit

3.1 The IP shall have in place its own systems to assess and monitor the grant recipient's activities and use of grant funds, including reporting and audit requirements.

3.2 The IP shall ensure the timeliness and accuracy of the grant recipient's reporting in relation to the grant and shall be responsible for the management of the grant recipient's audits. The IP shall determine the frequency of audits of grant recipient(s), evaluate audit quality, and monitor audit findings and any corrective measures to ensure resolution. Notwithstanding the above, UNDP shall have the right to audit or review the IP's and the grant recipient's related books and records as it may require.

3.3 The IP shall consolidate the reporting from grant recipient(s) and submit **annual financial and narrative progress reports** to UNDP no later than 30 days after the end of the year. In the event that the IP engages a Responsible Party to undertake its grant-making obligations and responsibilities (as further described in Section 5 below), the IP shall cause the RP to consolidate the **annual financial and narrative progress reports** from grant recipient(s) and submit the aforementioned to the IP no later than 30 days after the end of the year. The IP will in turn review and submit the consolidated reports to UNDP no later than 45 days after the end of each year.

3.4 The IP shall provide progress reports ("Performance Reports") including financial and narrative information, to UNDP at least 30 days before the expected release of the next tranche or at least annually within 30 days after the end of each year until the activities have been completed. In the event disbursement of funds from UNDP to the IP is to be made quarterly, Performance Reports should be submitted to UNDP on a quarterly basis. The Performance Reports should include a dated certification by the IP's representative with institutional responsibility for financial reporting.

3.5 The IP shall ensure that the grant recipient(s) are audited in accordance with the terms of the relevant agreements. Upon request, the IP shall furnish or cause to be furnished to UNDP a copy of audit reports of the grant recipient(s).

4. Responsibility of the IP

4.1 The IP shall be solely liable for claims by third parties arising from the grant recipient's acts and/or omissions in the course of performing activities under the agreement entered into with the IP pursuant to this Agreement. UNDP shall assume no responsibility for the actions of grant recipients and shall in no way be held liable for third party claims arising therefrom.

5. Engagement of a Responsible Party to Undertake the IP's Grant-Making Responsibilities and Obligations

In the event that the IP engages a Responsible Party ("RP") to undertake its grant-making responsibilities, the IP agrees to the following additional provisions:

5.1 In selecting an RP to undertake the grant-making activities, the IP shall use the same capacity assessment process and due diligence standards applied by UNDP to assess the IP's financial and grant management skills prior to signing this Agreement.[20] The IP shall select the RP in consultation with the Project Board, as such term is defined in the Project Document, and which includes UNDP and the IP.

5.2 The IP shall sign an agreement with the RP, the terms of which shall be subject to, and construed in a manner that is fully in accordance with, all of the provisions of this Agreement. The IP shall remain responsible for the acts and omissions of the RP in relation to the on-granting activities as if they were the acts and omissions of the IP.

5.3 The IP shall ensure that all provisions, commitments and performance standards that apply to the IP in Paragraphs 1 – 3 above shall apply to the RP unless otherwise agreed by UNDP.

5.4 The IP shall ensure that each responsibility contracted to the RP has an effective performance indicator against which the RP must report periodically and which the IP will monitor through regular reporting and spot-checking, at least on an annual basis.

5.5 Funding provided by the RP to any individual grant recipient shall not exceed $60,000 per individual grant and $120,000 on a cumulative basis within the same programme period.

5.6 The disbursement of grant-making funds from UNDP to the IP shall be made quarterly and in arrears upon submission to and acceptance by UNDP of the quarterly narrative and financial reports provided in Paragraph 3.4 above.

5.7 Payments from the IP to the RP must be made as Performance-Based Payments and contingent solely upon or subject to the achievement of specific results. The RP shall self-finance all or a significant portion of the grant funds necessary to achieve the required measurable results until the pre-agreed performance measures are achieved by the RP and the grant recipients, as measured and approved by UNDP.

5.8 The IP shall ensure that the RP is audited in accordance with the terms of the relevant agreements. Upon request, the IP shall furnish or cause to be furnished to UNDP a copy of audit reports of the RP.

5.9 Any attempted or purported assignment, delegation or other transfer of obligations of the IP set forth in the above on-granting Provisions shall be void and have no effect, except with the prior written consent of UNDP.

[20] The UNDP Partner's Capacity Assessment tool is available here - Partner Capacity Assessment.