



## PROJECT DOCUMENT

### Bangladesh, Knowledge for Development Management (K4DM), Phase II



**Project Title: Knowledge for Development Management (K4DM), Phase II**

**Project Number:**

**Implementing Partner: Economic Relations Division (ERD)**

**Start Date: 01 January 2021 End Date: 31 December 2023 PAC Meeting date: 15 November 2020**

#### Brief Description

Bangladesh is enthusiastically leading towards celebrating the golden jubilee of its independence with high pride and self-esteem. In the last fifty years, the country has increased per capita GDP to 14 times higher than what it was in 1971. With a starving population and periodic natural disasters, 1971's Bangladesh was not rich in minerals or other natural resources. However, with a combination of robust strategy and continuous hard work of the population, Bangladesh has transformed itself from an agrarian-based society to an export-oriented and industrial society.

Bangladesh is progressing towards graduating from least-developed country (LDC) as it pursues constantly sustainable and inclusive economic growth especially in last 12 years under the charismatic leadership of present regime. However, given the global situation and the national and international context of COVID-19 Bangladesh also has faced challenges towards its ongoing progressive development. With this context, K4DM Phase II will address two specific development challenges that Bangladesh may face within the next three years: a) how to accelerate the capacity of the Economic Relations Division (ERD), especially in relation to its ability to undertake evidence-based decision-making and engage effectively at the international arena for promoting national development interests; and b) how to mobilize maximum external economic resources through developing a comprehensive external resource mobilization strategy that would explore alternative sources of funding in addition to ongoing source of funding and create more sustainable partnership among government agencies and civil society. In light of this, K4DM Phase II sets to achieve a lasting impact that enables the Government of Bangladesh (GoB) to accelerate resource mobilization towards LDC graduation.




Contributing Outcome (UNDAF/CPD, RPD or GPD):

UNDAF Outcome 1/ CPD Outcome 2: Develop and implement improved social policies and programmes that focus on good governance, reduction of structural inequalities and advancement of vulnerable individuals and groups.

Indicative Output(s) with gender marker:

Required Resource	USD 3,148,900.00
UNDP TRAC:	USD 1,000,000.00
Development Partners:	
SDC- not yet committed	
Parallel Contribution:	
UNDP Korea	USD 28,000.00
Government contribution in kind/cash	USD 90,900.00
Unfunded	USD 2,030,000.00

Agreed by (signatures):

Government	UNDP	Implementing Partner
		
Fatima Yasmin Secretary Economic Relations Division	Sudipto Mukerjee Resident Representative UNDP Bangladesh	Dr. Nahid Rashid Additional Secretary and Wing Chief (UN) Economic Relations Division
Date: 11 March 2021	Date: 11 March 2021	Date: 11 March 2021

**Fatima Yasmin**  
Secretary  
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Ministry of Finance  
Govt. of the People's Republic of Bangladesh

**Sudipto Mukerjee**  
Resident Representative  
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**Dr. Nahid Rashid**  
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#### **I. DEVELOPMENT CHALLENGE**

Bangladesh is enthusiastically leading towards celebrating the golden jubilee of its independence with high pride and self-esteem. In the last fifty years, the country has increased per capita GDP to 14 times higher than what it was in 1971. It is just one of many glorious development milestones that the people of Bangladesh have achieved in the following years after independence. But when Bangladesh was born in 1971 as a new nation, there were diverse attitudes and perceptions about the future of Bangladesh. With a starving population and periodic natural disasters, 1971's Bangladesh was not rich in minerals or other natural resources. However, with a combination of robust strategy and continuous hard work of the population, Bangladesh has transformed itself from an agrarian-based society to an export-oriented and industrial society.

The most significant feature of Bangladesh's economic transformation has been the pro-poor economic development with surprising achievements in health, education, and gender equality indicators. To put these achievements in perspective, compared to India and Pakistan, people in Bangladesh live longer, have healthier lives, and send more of their children (especially daughters) to school. This broader development gain has helped Bangladesh to emerge as a proud nation. In order to transform this broader development into a regular phenomenon, in 2009 Bangladesh adopted Vision 2021 – a long term perspective plan. In the following years, for realizing the vision, through 6th and 7th Five - Year Plans, Bangladesh has been able to achieve an average GDP growth rate of 7%, attained most of the MDGs constantly and graduated from low-income country to lower-middle income status by 2015. Bangladesh has also fulfilled all the UN threshold criteria for graduating from the status of Least Developed Country (LDC).

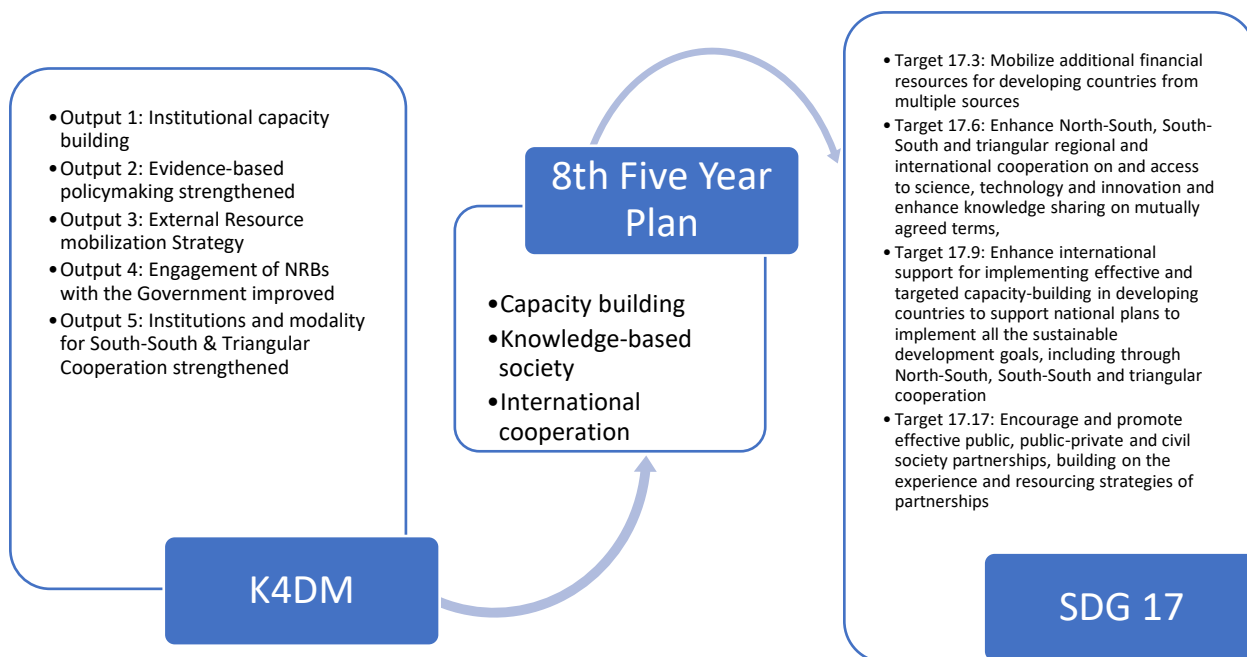
Bangladesh is progressing towards LDC graduation with credentials as it pursues persistently sustainable and inclusive economic growth. However, COVID-19 has changed the national and international context and threatens to disrupt this trajectory. The ongoing pandemic caused by COVID-19 has threatened the global economy which has also touched Bangladesh and marginally affected the country's impressive achievements. The pandemic exposes Bangladesh to social and economic shocks that have far-reaching public health consequences. With this context, the Government of Bangladesh has been revisiting its development strategies, especially in relation to resource mobilization, so that it can achieve smooth LDC graduation and post COVID-19 recovery.

Development Assistance has played an important role in leading Bangladesh towards LDC graduation. Historically, development assistance has allowed Bangladesh to undertake significant development projects despite a domestic savings-investment gap and a foreign exchange gap which would otherwise prevent the Government of Bangladesh to commit to development spending. However, over time, the dependence on development assistance has reduced given the terms of trade and improvement in Bangladesh's economy. With a more robust economy, Bangladesh has been successful in reducing the dependency on development assistance as a proportion of its GDP and development spending. Although development assistance contributed to approximately 39.65 percent of Bangladesh's Annual Development Programme (ADP) in 2009-10, this has steadily been reduced to 27 percent in 2015-16. In addition, development assistance has been reduced from 18 percent of total revenue in 2017-18, to 16 percent in 2018-19. From another estimate it is observed that Bangladesh's share of Official Development Assistance (ODA) as a percentage of GDP was 3.07 percent in FY1996-97 which has been reduced to as low as 1.47 percent of GDP in FY 2016-17 (CPD, 2018).

Despite the overall reduction on development assistance dependence in Bangladesh development assistance still contributes a significant proportion of the country's development budget. The type of development assistance and its modalities has shifted towards loans and project aid, including projects which directly address the impediments to aid effectiveness. These forms of modalities have shown significant success to build a vibrant and productive public sector, as well as the vital social and economic infrastructure that is needed to promote local and foreign investment. To achieve this objective, the Government of Bangladesh has to more functionally scale up its ongoing policy capacity more functionally so that it can articulate, protect, and promote its strategic interests in regional and global policy making arenas. This will become a pertinent issue as the decline in development assistance and with the expected graduation from LDC status will attribute to higher borrowing costs for development projects unless steps are taken to utilize alternate resources.

Bangladesh is firmly committed to pursuit Agenda 2030 for Sustainable Development. Thus, it has aligned all national development plans and programmes in a way so that it does *leave no one behind*. In fact, Bangladesh takes pride as one of the early starters by completing all groundworks for implementing the SDGs as well as embedding the Global Development Agenda into the 8th Five Year Plan. Given the all-encompassing nature of SDGs, the goals can be achieved by national efforts in partnership with international communities. Therefore, SDGs' Outcome Document stated that international development cooperation will play a significant role in achieving SDG targets. SDG 17 "Global Partnership for Sustainable Development" focuses on strengthening international cooperation. In Bangladesh's context, GoB recognized that global partnership needs substantial improvement from its current trajectory to meet the SDGs by 2030. The improvement has also got to come at a time when Bangladesh is graduating from LDC. And this is exactly the cause that establishes high relevance for K4DM project to contribute to GoB for achieving SDG 17.

K4DM project has direct association with 4 targets of SDG 17, that are 17.3, 17.6, 17.9 and 17.17. For example, SDG 17.9 sets target "enhance international support for implementing effective and targeted capacity-development in developing countries to support national plans to implement all the sustainable development goals, including through North-South, South-South and Triangular cooperation" which is clearly corresponds with outcome, principles and outputs of K4DM project. Similarly, the K4DM project has also strong linkages with financing plan of 8<sup>th</sup> Five Year Plan. The 8<sup>th</sup> FYP has been drafted in a manner that it would guide the activities to contribute towards achieving the SDGs. However, Goal 14, Goal 16, and Goal 17 are partially aligned with the 8<sup>th</sup> FYP.



**Figure 1: Relation between national development agenda and project goals**

The Knowledge for Development Management (K4DM) Project emerged as a joint initiative between the Government of Bangladesh (GoB) and the United Nations Development Programme (UNDP) in September 2014 to promote and facilitate a knowledge-based decision-making process. K4DM, being implemented and coordinated at the ERD within the Ministry of Finance, aims to improve the policy capacity of the GoB in general and the ERD in particular so that it becomes capable of exploring alternative avenues of external resources and mobilize them in persuasion of its development agenda.

Phase I of the K4DM Project concluded in December 2020 with considerable successes. Overall, the Evaluation Report found that Phase I successfully leveraged the knowledge and know-how of non-resident Bangladeshi's (NRBs) and South-South and Triangulation Cooperation to promote national development and creating a national knowledge repository through ERDPEDIA. The Report also found that Phase I was successful in providing training to government officials so that it can enhance their decision-making capacity. Respondents to the Evaluation Report Survey found that the K4DM Project was 'moderately satisfactory' in terms of efficiency and overall, it achieved 'value for money'.

However, the Evaluation Report also discovered several areas for improvement. The Evaluation Report recommended that Phase II should continue 'bridging and further strengthening the capacity that may exist in the Govt. officials', such as the lack of technical skills that can be bridged by training and support, and that stronger relationships should be enhanced between government and civil society. The Evaluation Report also noted that further steps should be taken to complete the NRB and South-South & Triangular Cooperation agenda that was established under Phase I. With this in mind, Phase II of the K4DM Project aims to continue its capacity development objectives so that the ERD can leverage all possible conventional and non-conventional sources of external resource mobilization for development initiatives.

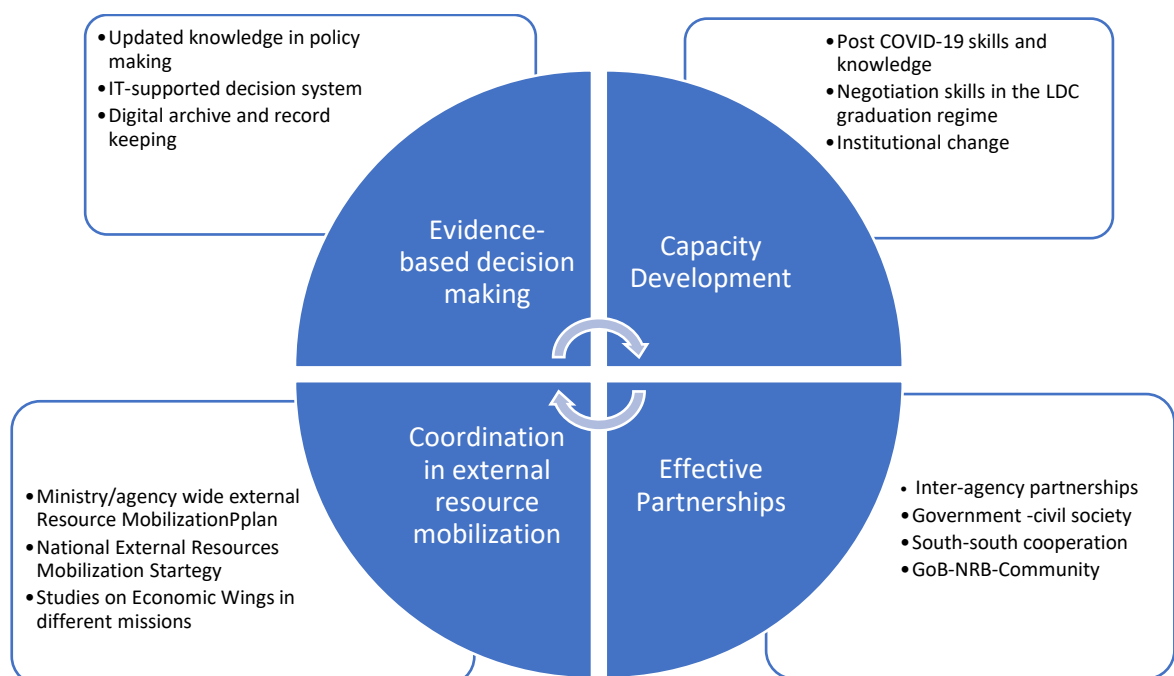
The Project has achieved consensus in that it will continue to be hosted by the ERD. The ERD will continue to act as the lead focal point for the GoB, such as acting as an interface with development partners and coordinate external assistance inflows into the country. Having taken the mandate of the ERD and the current COVID-19 pandemic into account, the Project

will address two specific development challenges that Bangladesh may face within the next three years (2021-23):

- a) how to accelerate the capacity of the Economic Relations Division (ERD), especially in relation to its ability to undertake evidence-based decision-making and engage effectively at the international arena for promoting national development interests; and
- b) how to mobilize maximum external economic resources through developing a comprehensive external resource mobilization strategy that would explore alternative sources of funding in addition to ongoing source of funding and create more sustainable partnership among government agencies and civil society.

These two broad development challenges are further reflected in four specific areas which require intervention under Phase II: evidence-based decision making, capacity development, coordination in external resource mobilization and establishing effective partnerships, as represented in Figure 1 below.

**Figure 2: Development challenges and areas of intervention**



### *The ProDoc Process*

This ProDoc has been developed using a pragmatic and participatory approach. This process has been underpinned by a principle that the ERD should take ownership of the Project's goals, implementation, and outcomes. Due to the COVID-19 pandemic, the ProDoc team have evolved to shift workshops and focus groups towards online-based modes of interviews and consultation with relevant stakeholders.

In order to seek new ideas for the upcoming Phase II of the K4DM Project, the ProDoc team has conducted interviews with a range of individuals from the Government, civil society, and the UNDP in Bangladesh. In total, 12 interviews and three consultations with relevant stakeholders have been conducted in formulating this ProDoc. The interviews included productive discussions with the Principal Coordinator SDG Affairs at the PMO, Member

Planning Commission, National Project Director, K4DM; Deputy Project Director, K4DM; former ERD Secretary, UN Wing Officials, BIDA, BEZA, Civil Aviation Authority, the Director General of the Ministry of Foreign Affairs, representatives of the Ministry of Expatriate Welfare and Overseas Employment, Aspire to Innovate (A2I) of Government of Bangladesh, Resident Representative of the UNDP Bangladesh and the Deputy Resident Representative of the UNDP.

The ProDoc team has also conducted interviews with civil society members and organizations including BIDS and Dr. Selim Jahan, former Director of Human Development Report Office, UNDP. The consultations were held with the K4DM team and the Head of the Governance cluster, UNDP Bangladesh. The stakeholders were identified in collaboration with the K4DM team and the list is included under *Annex D*.

In addition to interviews and consultation, the consultants have reviewed key project documents, including existing Pro. Doc., the final Evaluation Report for Phase I, Executive Board meeting minutes and various task forces, K4DM progress reports, Report on South-South Triangular Cooperation, Report on NRB, relevant research reports and relevant national policy documents including the Seventh Five Year Plan.

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## II. STRATEGY

In light of COVID-19, Bangladesh is facing two significant challenges: how to maintain its existing development trajectory, especially its progress towards LDC graduation and how to mobilize required external resources to feed COVID-19 recovery initiatives. These challenges can be multidimensional and complex but possible to address through joint initiatives for a progressing country like Bangladesh. The GoB can mitigate these challenges with the technical, policy and logistic support from development partners like UNDP. K4DM Phase II is carefully developed to respond to this requirement of the GoB.

K4DM Phase I was designed to support the GoB, especially the UN Wing of the ERD so that it can effectively use, update knowledge and information for decision making. This was achieved by development both the requisite technological infrastructure and skilled human resources required for evidence-based decision making. K4DM Phase I also promoted deeper engagement and collaboration among government and civil society, NRBs and the governments of other developing nations. The independent Final Evaluation Report identified that K4DM Phase I was profoundly successful in this regard.

K4DM Phase II has strongly considered the findings of the Evaluation Report of K4DM Phase I and findings of stakeholder consultations. The Report's recommendations centred on capacity development as a modality, as well as the need to mobilize resources more effectively in the context of LDC graduation. The Evaluation Report also noted a need to develop stronger collaboration, especially through South-South and Triangular Cooperation.

In light of this, K4DM Phase II sets to achieve an impact that makes the GOB more capable of mobilizing necessary external resources with accelerated and comprehensive measures for moving towards LDC graduation. This K4DM Phase-II highlights that this impact could be created through attaining two outcomes:

- a) Evidence-based policymaking towards national development aspirations practice
- b) External resource mobilization strategy and international economic collaboration strengthened.

To achieve this impact, K4DM Phase II will be underpinned by five principles that will shape the activities and outputs. These principles include:

- a) enhanced institutional and individual capacity so that they can efficiently access, generate and apply knowledge products/research outcomes in decision making;
- b) promote innovation and exchange within and beyond government;
- c) strengthen collaboration and partnership among government agencies and civil society organizations, think tanks and knowledge partners;
- d) to enhance knowledge services to the ministries and agencies, especially in relation to their resource mobilization; and
- e) institutionalization of knowledge management systems within the ERD.

## *Theory of Change Principles*

### a) Knowledge and capacity

Capacity development of government officials and service delivery agencies remains an effective means to achieve long term development. Capacity development purposefully minimises overreliance on external resources, including financial and knowledge resources, to generate the ability for local communities to take control over their own development pathway. The ability to conduct evidence-based decision-making requires a raft of supporting institutions, infrastructure, and stakeholders for it to be self-sustaining. Evidence-based decision-making also builds upon human rights and good governance principles concerning the accountability of all, increased participation and non-discrimination, which serves to further strengthen trust and legitimacy in government and create an enabling environment for sustainable development. For this reason, capacity development has been at the core of UNDP activities, recognised as a Sustainable Development Goal (SDGs) 17.9 and will remain a focus of the K4DM Project Phase II.

For a developing country like Bangladesh, there are rooms to further enhance in possessing the financial, institutional, analytical and technical capacity to implement reform. K4DM Phase II directly addresses these issues by utilising capacity development to improve access to knowledge and drive evidence-based decision-making. The two outcome areas – evidence-based policymaking, external resource mobilization and increased international cooperation– contain capacity development activities at its core to achieve long term successes. These outcome areas and the proposed activities also share modalities that are vital to institutional capacity development, such as human resource management, human resource development and organisational development. As such, K4DM Phase II calls for national ownership of related activities and places the Bangladeshi people, and the ERD in particular, in the driving seat to achieve inclusive development. Since Bangladesh is moving towards LDC graduation within a context of decreasing ODA, the officials of ERD will require to be trained in the latest treaty negotiation practices, a working knowledge in global business, trade ecology and how to respond to political polarization.

### b) Innovation and exchange

The second guiding principle that influences the direction of K4DM Phase II is innovation and exchange so that new sources of resources can meet the demand for external assistance. To achieve effective innovation and exchange, the ERD will require resource mobilization tracking tools under the leadership of the UN Wing. A framework to promote exchange, such as between other developing countries (i.e. South-South and Triangular Cooperation) are examples of innovation and exchange principles in practice.

### c) Collaboration and partnership

The third guiding principle of K4DM Phase II is collaboration and partnership. The Project would be relying on collaboration with other ministries (e.g. Ministry of Foreign Affairs, Ministry of Overseas Employment and Expatriate Welfare) and agencies (e.g. Civil Aviation Authority, Bangladesh Economic Zone Authority). The partnership will also be extended beyond the government ministries and agencies.

There are resources and expertise available outside of the ERD and government organizations. K4DM Phase II will establish a formal relationship with these individuals and institutions (e.g. Policy Expert Pool) so that their expertise can be made available for the Government. This partnership will require collaboration with think tanks, civil society organizations and the private sector in order for the Project and the Government of Bangladesh to achieve its impact for improved evidence-based policy making.



#### d) Services and resources

The ERD may require resources and services to establish a sustainable, knowledge-based decision-making system. Currently, the ERD does not have manpower in organogram to manage the affairs of NRBs. At the same time, it does not have adequate financial and technical resources for running and maintaining the ERDPEDIA in which all signed contracts, MoUs and proposals may be electronically archived in an accessible format. This service needs to be provided into the foreseeable future to enable GoB to achieve collaboration with NRBs and obtain relevant resources for service delivery.

#### e) Institutions and systems

K4DM Phase II must continue ongoing initiatives within the ERD that have demonstrated a high degree of effectiveness and efficiency. For example, K4DM Phase I initiated an effort to set up a separate desk for managing South-South Cooperation within the ERD. This initiative requires to be institutionalized with the continuous support from Phase II. In addition, an institutional approach will also require a review of existing rules and policies to maximise human resource management and leadership development. Providing training courses will equip today's decision-makers with the additional necessary skills and framework to undertake evidence-based decision-making and help codify best practices.

K4DM Phase II will address human rights by both creating an enabling environment for informed policy making and making active contributions towards eliminating all forms of poverty eradication in Bangladesh and the promotion of the SDGs. To this extent, K4DM Phase II shares extensive inter-dependent goals between mainstreaming a human rights approach with SP Output 1.1.1 and SP Output 1.2.2. Specifically, the K4DM Phase II Progress Reports must report against how the Project is contributing to the SDG benchmarks and share this information with relevant stakeholders.

A fundamental component of K4DM Phase II is to drive greater gender equality and provide further opportunities, upskilling and career advancement for women in the ERD. Two activities support this approach. Activity 1.1.3 mandates the ERD to develop a Leadership and Performance Enhancement Guideline, vetted by ERD Senior Management, to identify and enable increased pathways for talent management and leadership development. Adopting a merit-based approach will allow more women to advance their careers and create an environment which encourages innovative public leadership from female leaders. Activity 2.2.5 (as highlighted below) requires a NRB Pool Fund to support NRB initiatives that targets women and NRBs from other disadvantaged communities.

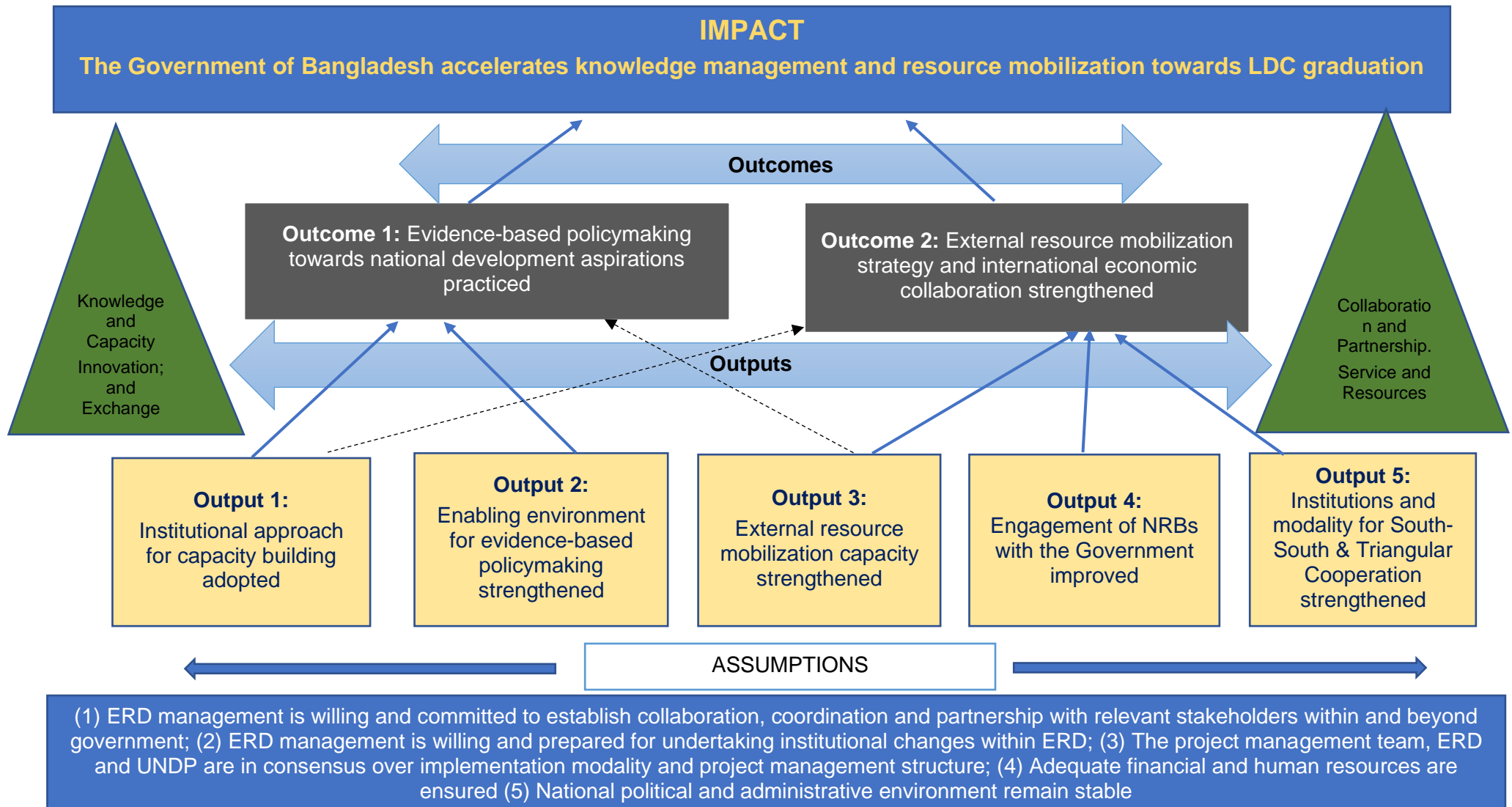
In addition, gender equality is promoted across the gender divide with K4DM Phase II challenging institutions to promote a greater understanding of contemporary gender equality issues with programme participants. Output 1.1.4 requires the e-Centre for Capacity Development to perform gender equality and equity courses to promote women's empowerment and forms part of a key performance indicator for the capacity development institution.

Finally, a core purpose of K4DM Phase II is to promote environmental sustainability and inclusive economic growth that is sensitive to intergenerational equity. K4DM Phase II is strongly aligned to pursue the SDGs and sets to achieve this by creating an enabling environment for evidence based, policy-making environment. By enabling subject matter experts (SMEs) to connect with policymakers through the dual channels of the Policy Expert Pool (PEP) under Output 2 or NRB activation (see Output 4), policymakers will have added greater capacity to undertake informed policymaking that integrates environmental sustainability and sustainable development objectives.

Figure 2 explains the process of achieving impact and outcome through carefully designed and delivered outputs. There are five outputs which will produce the two outcomes that directly address the Project's stated aims and intended impact. The five outputs include: (i) development an institutional approach for capacity development, (ii) creating an enabling environment for evidence-based decision making, (iii) strengthen the External Resource Mobilization Strategy, (iv) engage NRBs with the Government of Bangladesh, and (v) strengthen institutions and modalities for South-South and Triangular Cooperation.

**PROJECT DOCUMENT**

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## III. RESULTS AND PARTNERSHIPS

### ***Expected Results***

Expected results are identified as outcomes. Outcomes are further analysed in the form of a cluster of outputs. In light of the development challenges, consultations, Evaluation Report and the guiding Theory of Change principles, K4DM Phase II will seek to achieve the following outcomes:

#### **Outcome Area 1: Evidence-based policymaking towards national development aspirations practiced**

In order to achieve long-lasting LDC graduation and inclusive sustainable development, policymaking must be based upon evidence and adopted through data driven approaches. This requires a significant enabling environment which promotes evidence-based policymaking which can respond to fast changing facts on the ground and insulated from unpredictable situations that can disrupt policy responses to complex problems.

An evidence-based approach also requires data that drives policymaking to become highly accessible and open to informed debate. This not only requires the publication of material for dissemination, but also an institutional approach that can streamline the production of informed public officials and expertise that create and implement policy. Coupled with this, modern government officials must be equipped with contemporary policy evaluation techniques which scrutinise policy approaches to the necessary feedback loops for more effective policy on the ground.

Experience has shown that good policymaking not only requires a sound research methodology, but the capacity of policymakers to undertake high quality research, access to timely and sound data and access to data that is independent and transparent. K4DM Phase II will be strategically placed to develop this enabling environment for better policymaking and examine how limited resources can be strategically placed to ensure smooth LDC graduation and post COVID-19 recovery.

#### *Output 1: Institutional approach for capacity development adopted*

Capacity development projects and knowledge sharing platforms must move from ad-hoc projects that are funded through external development assistance, towards capacity development of institutions that are sustainably funded on longer time scales. This will require the establishment of a e-Centre for Capacity Development that will teach new best practices to service delivery partners and ensure that content is disseminated across the public sector. e-Centre will be an interactive virtual/physical learning platform that will host a series of courses relevant, mainly, for smooth functioning at and with ERD. With a view to further enhance performance of the ERD officials, there will be a web-based automated skill gap analysis module through which an official will conduct self-assessment to know which courses are relevant for him/her. Curriculum and course contents will be designed in consultation with relevant government training centres/academies such as Bangladesh Public Administration Training Centre (BPATC), Planning and Development Academy, Institute of Public Finance Bangladesh (IPF), Bangladesh Institute of Governance and Management (BIGM). ERD is expected to establish MoU with respective training academies for using their resources.

Consultants with expertise in e-learning and Bangladesh Civil Service, in addition to web-based module developers will be hired to design the curriculum, course contents and appropriate assessment system. The course participants will be given certificate after successful completion of courses. The certificates will be signed by the Secretary of ERD. The course should be attached to Annual Performance Agreement made by the each of the wings of ERD. The e-Centre will offer a mandatory course based on updated ERD Handbook for all incoming officials.

The e-Centre for Capacity Development must harness researchers and other experts to teach new knowledge and best practices to mid and senior-level government officials and improve their decision-making capabilities. This will be achieved by providing targeted courses and will be distinguished by its ability to allow government officials to express their needs for further skills development and assigning extension activities, such as tasks to disseminate acquired knowledge within a recipient's organisation. Costs can be scaled by identifying content where open access knowledge can be used where possible and success will be measured by how much training and follow-up is provided, as well as the number of government officials who have upgraded their skill sets to conduct evidence-based policymaking. Courses can also be provided in collaboration with existing programmes, including programmes provided by the Bangladesh Civil Service Administration Academy. The courses offered by the proposed e-Centre needs to be recognized by the Ministry of Public Administration as equivalent to other offline training programmes offered by various institutes/academies.

In addition, human resource management policy must also be updated to enable greater talent management and further development of leadership capabilities of women and early career professionals in an integrated way. Clear communication and coordination will further need to be ensured between the ERD and other key agencies (such as the Bangladesh Public Administration Training Centre) to monitor knowledge and skill gaps, and take a lead role of obtaining this insight so that it can be fed to key initiatives such as the National External Resource Mobilization Strategy (see below). The ERD will also be accountable for monitoring other determinative factors that can influence the success of alternative employment pathways and feed this information to the National External Resource Mobilization Strategy.

### Activities

- Activity 1.1.1: Establish an e-Centre for Capacity Development, in consultation with MOPA, that allows government officials and ERD staff to acquire new technical skills, knowledge and best practices, and to provide a platform for knowledge exchange.
- Activity 1.1.2: Mapping training/capacity development programmes offered by government, development partners to identify appropriate programme/courses that enhances capacity of ERD officials in delivering mandate of the ERD
- Activity 1.1.3: Develop a Leadership and Performance Enhancement Guideline, vetted by ERD Senior Management, to identify and enable increased pathways for talent management and leadership development.
- Activity 1.1.4: Develop special leadership development training/workshop/exchange visit programme and career improvement pathways for early career officials<sup>1</sup>.

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<sup>1</sup> Early career officials refer to those who are within the first 10 years of their career in the civil service in order to motivate the younger civil servants building a long career with ERD so that institutional capacity of ERD develops over time. This programme may include, among others, issues like leadership, negotiation and bargaining, economic diplomacy, resource mobilization and planning for development.

- Activity 1.1.5: Establishing a communications platform that will allow ERD officials to monitor and identify knowledge and skills gaps, including gaps that relate to their role in international resource mobilization negotiation and cooperation.
- Activity 1.1.6: Archiving the institutional memory through online documentation (YouTube, ERDPEDIA, ERD website) as a part of capacity development.
- Activity 1.1.7: Providing training to ERD officials on financial analysis, advanced financial management/debt management, relationship between debt stock and debt sustainability, advanced documentation and new skills (e.g. meeting over online platforms, presentation over online platforms, record keeping, cyber privacy and security, health safety) to adopt to New Normal situation caused by COVID-19.
- Activity 1.1.8: Informing the ERD officials with updated political economy analysis of the unwarranted pressure on external resource flow as the economic fallout of COVID-19 at both national and global level. The analysis will be fed to ERD system through conducting scientific studies in align with ERD mandate/framework on the impact of COVID-19 at both national and international levels.

#### Indicators:

- Indicator 1.1: To what extent government policymaking (from ERD) is evidence-based through institutionalization of capacity development
- Indicator 1.1.1: Number of formal training courses delivered by the e-Centre for Capacity Development.
- Indicator 1.1.2: Number of follow-up courses provided by the e-Centre for Capacity Development after formal training courses.
- Indicator 1.1.3: Number of government officials who attained a good understanding of contents delivered by the e-Centre for Capacity Development.
- Indicator 1.1.4: Number of early career government officials who attained a good understanding of gender equality and equity through a training course delivered by the e-Centre for Capacity Development.
- Indicator 1.1.5: Percentage of government officials participating in a training course at the e-Centre for Capacity Development who have reflected their learning in their actual work after training.

#### *Output 2: Enabling environment for evidence-based policymaking strengthened*

Evidence based policy making can occur if there is an enabling environment which allows decision makers reasonable access to knowledge, insights, and expertise. This will require strengthening the Foreign Aid Budget and Accounts (FABA) and ICT Wings of the ERD so that it can apply data analytics to government records, including aid development budgets. These data driven insights can be used to determine the effectiveness of existing resource mobilization or identify new areas for efficiency. Creating data driven insights will be a challenge considering Bangladesh's computer processing capacity and the capital-intensive cost of data analytics and related infrastructure. Because of this, partnerships with the civil and private sectors, and importantly universities, will be central. Given budget constraints, the scope of work conducted by a strengthened FABA/ICT Wing may involve acting as a clearing house for new research conducted by third parties, which may require significant public trust and sharing of anonymised datasets. By partnering with research bodies, the FABA and ICT Wings of the ERD may need to develop clear and transparent data sharing agreements and other legal protections to share in the outcomes generated by this research. Expertise and experience from other government and autonomous bodies such as IPF, BIGM, Planning and

Development Academy, BPATC could be harnessed, if and when necessary, to build an evidence-based decision infrastructure at ERD.

Data analytics can only be achieved through knowledge capture, consistent record keeping practices and the standardisation of data. This will require a Digital Transformation Policy which will establish a strategy to facilitate, in the current COVID-19-affected context, adoption of new online based practices such as e-meeting, e-filing, e-sharing over zoom/team platform, e-hearing and so on among the ERD Officials. This will also be supported by further training and a two-way dialogue with Information Officers across the Government to identify capacity constraints and areas for future improvement to promote record keeping and knowledge management best practices. The successful ERDPEDIA will continue under K4DM Phase II and will include monitoring to ensure that new knowledge continues to be codified.

Access to a critical mass of evidence to inform policy making will also require the creation of a Policy Expert Pool (PEP). This pool will consist of established subject matter experts, as well as emerging talented researchers, that can assist policy makers to create informed policy. The PEP can in turn allow researchers and experts a space to test new research ideas and the publication of 'grey literature' on the ERDPEDIA.

Effective resource allocation and operating in a more challenging funding environment will require the Government to pursue its development agenda more selectively and strategically. It will also require independent, fact-based reporting to assist policymakers to allocate resources effectively. A biennial National Human Development Report (NHDR) will assist to identify what areas require immediate resourcing action, so that knowledge and resources can be applied with greater efficacy and help inform revisions to the National Resource Mobilization Strategy. The NHDR Report will need to consider a holistic approach to development, including metrics beyond economic development.

### Activities

- Activity 1.2.1: Improve analytical capacity of the ERD by strengthening the Foreign Aid Budget and Accounts (FABA) and ICT Wings of the ERD so that it can apply data analytics to government data.
- Activity 1.2.2: Create a Digital Transformation Policy that is tasked with promoting record keeping best practices and standardisation of government held data.
- Activity 1.2.3: Upscale training in record-keeping practices under the Digital Transformation Policy.
- Activity 1.2.4: Establish a *ERD Roundtable* to create dialogue regarding information handling and sharing knowledge management issues in government. Strong collaboration will be built with
- Activity 1.2.5: Publish bi-annual Foreign Aid Analytics highlighting trends, gaps and utilization of foreign aids in Bangladesh. The necessary data will be taken from the existing Foreign Aid Management Systems (FAMS).
- Activity 1.2.6: Increase monitoring of ERDPEDIA by designating a person responsible from the UN Wing.
- Activity 1.2.7: Develop and operationalise a Policy Expert Pool<sup>2</sup> (PEP) to establish working partnerships with experts and organizations.

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<sup>2</sup> Policy Expert Pool (PEP) should be consisted of resource persons drawn from among serving and former civil service members, civil society, academia, eminent citizens and thinktanks based on their proven track record in respective policy fields. It will be a multi-disciplinary team consists of members with diverse academic

- Activity 1.2.8: National Human Development Report (NHDR) published every alternative year.

Indicators:

- Indicator 1.2.1: Number of government officials who have a good understanding of data analytics and evidence-based policymaking.
- Indicator 1.2.2: Number of data analytical outputs generated by FABA/ICT Wings of ERD for evidence-based policymaking.
- Indicator 1.2.3: Number of government policies backed up by data generated through FABA-ICT Wings of ERD.
- Indicator 1.2.4: Number of government records which have been stored in the ERDPEDIA.
- Indicator 1.2.5: Number of subject matter experts available in the Policy Expert Pool (PEP).
- Indicator 1.2.6: Number of policy briefs published by the PEP and shared with relevant ministries and other stakeholders.
- Indicator 1.2.7: Number of NHDRs published by the ERD.

**Outcome Area 2: External resource mobilization strategy and international economic collaboration strengthened**

Bangladesh is on track to achieve LDC graduation, however the recent COVID-19 pandemic is placing this at risks. At the time of Prodoc development, the impact of this global crisis has not been well understood or clearly measured. It is clear that earlier plans and programmes may need to be modified for Bangladesh to maintain the LDC graduation process. LDC graduation will have a range of impacts for Bangladesh in both regional and international arenas, including a stepdown of future ODA, loss of access to international instruments that may promote future development, and loss of preferential market access and differential treatment under the WTO.

In order to transition from LDC status, Bangladesh will need to complete a range of tasks by 2028, including improving human resources policies and promoting capacity development through knowledge exchange, improved South-South and Triangular Cooperation, and coordination with other international organisations. There will be many external activities which may impact this journey along the way, including two triennial reviews by the Committee for Development Policy (UN ECOSOC) that will consider Bangladesh's progress against key metrics such as Human Assets Index (HAI) and the Economic Vulnerability Index (EVI). Upon graduation, external assistance will change from grants to loans, as well as offering technical and development support services to improve the transparency, accountability, participation, and efficacy of government-led initiatives. Development support services allow Bangladesh to competently address the tasks associated with LDC graduation and ensure that its development agenda can be served efficiently, effectively, and sustainably.

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background, for instance economists, governance specialists, natural resource experts, political scientists etc. Individuals and institutions both could be considered for inclusion in the policy pool. The pool members will be finally recruited by the ERD secretary. The pool members are expected to serve the government voluntarily; no regular payment will be made to them. They, however, might be eligible to receive a reasonable amount of honorarium based on their specific services as and when required.



With the COVID-19 crisis, LDC graduation, the decline in development assistance and these tasks in mind, Bangladesh may face a significant challenge to ensure that its development does not slide back and it is able to sustain continued process of poverty reduction and inclusive economic growth. Key stakeholders have expressed urgency for developing a comprehensive external resource mobilization strategy for the Government of Bangladesh under the leadership of the ERD. This comprehensive strategy requires be aligned with the present Sustainable Development Goals (SDGs) Implementation Programme to strengthen resource mobilisation and to explore innovative sources of alternative financing and modalities and international bi-lateral and multi-lateral organisations including UNDP. With this strategy the ERD will be better placed to coordinate its activities towards attaining synchronized national target. At the same time the ERD will be more efficient in identifying right partner for right kind of projects. The external resource mobilization strategy will also provide strategic direction for the Ministry of Finance to plan mobilization and allocation of resources from both domestic and external sources. Collaboration will play a key role to effectively mobilise resources, identify where resource gaps exist and develop strategies to leverage alternative sources of knowledge (such as NRBs).

The GoB requires to further strengthen a systemic, institutional response for stronger international economic and knowledge cooperation so that it can meet the needs for obtaining new knowledge and resources. South-South and Triangular Cooperation has already shown potential and scale to be included into the upcoming Eighth Five Year Plan. The K4DM Phase I Evaluation Report identified the need to exchanging knowledge with countries from the Global South.

Knowledge Accelerator Labs and other similar information sharing platforms can address South-South Triangular Cooperation by creating a space to share knowledge between various large-scale projects that are being implemented in other similar developing country jurisdictions. Knowledge Accelerator Labs comprises of a range of experts and think-tanks and create a resource pool that can provide innovative insights for various challenges, including foreign assistance mobilisation. To reduce the costs to Government, these insights can be obtained through open access. The UNDP has launched over 60 Knowledge Accelerator Labs across 78 different countries (including Bangladesh) and it has been an effective mechanism to assist decision-makers to assess the viability of different activities and programmes and develop effective strategies for implementation. This is another example of utilising effective modalities to achieve stronger international cooperation for improved outcomes.

Given the existing and potential challenges to mobilize external financing for development initiatives in Bangladesh ERD may need to widen its scope of institutional collaboration to other government entities who are also involved in dealing with external financing be it public or private. To this end, the ERD is likely to build further institutional partnership with Bangladesh Investment Development Authority (BIDA), Bangladesh Economic Zone Authority (BEZA) and PPP Authority.

### *Output 3: External resource mobilization capacity strengthened*

Mobilizing resources for better effectiveness requires a strategic approach that aims to expand and deepen relationships with subject matter experts, diversify the development partners base through alternative funding streams and knowledge sources, and mobilising advocates and strategic communication amongst a network of non-resident Bangladeshi's (NRBs). The External Resource Mobilization Strategy can provide the framework to mobilize resources more efficiently and address these aims. External Resource Mobilization Strategy will contribute to further strengthening of resource mobilization capacity of the government of

Bangladesh which is being done by the Economic Relations Division. This strategy will support to existing process of resource mapping conducted by the Finance Division annually.

The External Resource Mobilization Strategy must reflect best practices and other lessons learnt from graduating LDCs in order for Bangladesh to transition smoothly towards middle-income status. A External Resource Mobilization Strategy must promote efficiency and effectiveness, meet the needs of the Bangladeshi people, build upon a network of NRB expertise, strengthen capacity and have a results-based programming at its core. An External Resource Mobilization Strategy must also reflect the latest status of both financial and non-financial resources, and best practices. These best practices must also be extended to the distribution of funds under the NRB Pool and resources that are utilised for the NRB Taskforce.

Given their exposure to development assistance, the UN Wing can provide strategic direction over the External Resource Mobilization Strategy. The Strategy must be consistent with the development agenda in Bangladesh, namely, the Eighth Five Year Plan, Perspective Plan 2021 - 2041 and other key development policies. An annual Bangladesh Development Forum will be established to maintain and strengthen communication with NRBs and other subject matter experts to deepen relationships and promote the Strategy.

The External Resource Mobilization Strategy must also identify how it can harness PPPs as an effective modality to build development partnerships. Private investment will also form an important backbone to obtaining external support for Bangladesh's future development. As part of forming new strategic relationships, the External Resource Mobilization Strategy will identify and evaluate which projects can potentially attract private investment or other forms of PPP assistance. This assessment will be conducted with joint collaboration with the National PPP Authority (PMO).

Clear communication and oversight must underpin this Strategy. Therefore, each Ministry has a responsibility to ensure that the External Resource Mobilization Strategy is being implemented and this is overseen through External Resource Mobilization Plan administered by relevant Wings under the ERD. The Strategy must be supported by the use of objective indicators which can allow the ERD to determine that agencies are using external resources with maximum efficiency. Strategic direction may be given from an inter-ministerial coordination body so that resource gaps are adequately addressed and resources are deployed for most value for money to the public.

Public perception of development projects is vital to ensure that alternative sources of funding, including the utilization of private finance, is applied using best practices and meeting international standards. This is vital to provide confidence to international investors, as well as tourists and development partners. In addition, branding that is advocated by key ambassadors will underscore a positive message to attract funding for Bangladeshi development projects and overall greater interactions which will promote a project's legitimacy. Branding is also important to demonstrate country ownership of development projects and can emphasize Bangladesh's competitive industries, including financial markets and its status as a developmental state. Ownership is vital to promote community participation and ensure that the local community are invested in the project's outcomes.

### Activities

- Activity 2.1.1: Establish a multidisciplinary and multi-agency expert team, under the leadership of the FABA Wing of ERD, tasked to formulate a comprehensive and forward-looking External Resource Mobilization Strategy.
- Activity 2.1.2: External Resource Mobilization Strategy undertaken focusing on new approaches and innovative sources.

- Activity 2.1.3: External Resource Mobilization Strategy to publish a special component on foreign direct investment which may include mobilization of external resources through PPP authority, BIDA and BEZA in collaboration with those respective agencies<sup>3</sup>.
- Activity 2.1.4: Perform a formal review of the Strategy upon the release of key Government development agenda documents, including the Eighth Five Year Plan and Perspective Plan.
- Activity 2.1.5: Implement the External Resource Mobilization Strategy and develop oversight by requiring relevant Wings under the ERD to develop their own respective Resource Mobilization Plan.
- Activity 2.1.6: Assign a focal person from each Wing to open communication, track the implementation of the External Resource Mobilization Strategy, Resource Mobilization Plans and adherence to the objective indicators.
- Activity 2.1.7: Organize regular coordination meeting, workshops and seminars with respective government agencies to inform them about the status of flow and usage of external resources so that they can be prepared to cope with prospective upcoming changes/shocks.
- Activity 2.1.8: Conduct studies on 'how to strengthen capacity of external officers of ERD', and 'Assess the need and feasibility of opening economic wing positions in other missions abroad'
- Activity 2.1.9: Engaging youth and third generation Bangladeshi's as Resource Star in order to create a positive image of the country abroad drawn on existing Bangladesh branding strategies. This activity will include both online and offline campaign, expositions, competitions, roadshows etc as and when appropriate.
- Activity 2.1.10: Undertake effective measures to showcase Bangladesh's development achievement and potential for attracting international investors, tourists and other development partners in the year between two BDFs.
- Activity 2.1.11: Organize a special slot/side event in BDF to show case Bangladesh's development achievement with a special focus on areas where foreign aids and grants will be required more in upcoming years, with special focus on national development agendas like SDGs, climate change in a COVID-affected context
- Activity 2.1.12: Conduct studies on "the implication of accepting concessional and non-concessional assistance from DPs" and a study on "Debt Sustainability."
- Activity 2.1.13: Conduct a study for analysing the interest rate of different donors for accessing low-cost assistance seeking strategy considering the changes like phasing out of LIBOR and economic need and political nexus in post-COVID context.

#### Indicators

- Indicator 2.1.1: To what extent External Resource Mobilization Strategy developed and adopted by the ERD.
- Indicator 2.1.2: Number of Resource Mobilization Plans developed by each relevant ERD Wing.

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<sup>3</sup> The K4DM with this strategy may also identify and evaluate which sector/projects can attract private investment or other forms foreign direct investment. K4DM may also publish supplementary reports on interests and scope of investment by multi-lateral development partners like WB in projects under such modalities.

- Indicator 2.1.3: To what extent the Bangladesh Branding Strategy developed by the ERD for promotion of good practices in relation to national development within and outside of Bangladesh.
- Indicator 2.1.4: Number of funding commitments secured with donors through international aid forum(s) supported by the project.

*Output 4: Engagement of NRBs with the Government improved*

LDC graduation and increased costs to undertake development projects will require the Government of Bangladesh to establish relationships with NRB expertise as an alternative resource for policy planning. This task requires significant coordination and identification of subject matter experts that will enhance the knowledge of ERD. An NRB Taskforce will enable resources to match knowledge and resource gaps and build the capacity for the Government to continue implementing its development agenda in a higher cost environment.

The NRB Taskforce must be delineated into three key areas that reflect the type of resources being contributed towards development policy: philanthropy, investment and expertise. A two-way conversation is vital between the NRB Taskforce and Government to identify where resource and knowledge gaps exist, so that the appropriate expertise or funding can be applied to meet the situation. This will require the establishment of NRB Cells, as well as conducting a Strategic Resources (NRB) Assessment that can be published as a component to the External Resource Mobilization Strategy. An NRB Support and Information Cell can provide outward facing support and must be placed appropriately within Government given the international diplomacy that it is performing. The project will provide support to the possible initiatives of the Ministry of Expatriate Welfare and Overseas Employment (MoEWOE) regarding NRB engagement in national development.

Activities

- Activity 2.2.1: Strengthening the NRB Taskforce by organizing regular meetings and follow-ups and facilitating the secretariat for developing a 2-year action plan.
- Activity 2.2.2: Establish and operationalize NRB Focal Points, with their annual workplan and targets, in relevant government agencies (i.e., Ministry, Division and District) and also connect them with and provide support to activate existing NRB Focal Points in different agencies. Advocate for incorporation of NRB related targets in the Annual Performance agreement of respective agencies.
- Activity 2.2.3: Enhance the NRB Support and Information Cell in collaboration with A2I, Ministry of Foreign Affairs, the Prime Minister's Office and other relevant government agencies.
- Activity 2.2.4: NRB Taskforce and Cells to conduct a Strategic Resources (NRB) Assessment – and delivered as a component to the National Resource Mobilization Strategy – to map what NRB expertise is required for each Ministry by the NRB Taskforce.
- Activity 2.2.5: Create an NRB Pool Fund to support NRB initiatives that targets women and NRBs from other disadvantaged communities.
- Activity 2.2.6: Establish a web-based crowd-sourcing self-entry database platform for the NRBs under the guidance of the NRB Taskforce which could be promoted by Bangladeshi missions abroad. NRB database also needs to be associated with some forms of incentives attracted to NRBs.
- Activity 2.2.7: Establish appropriate governance mechanisms to provide effective support and oversight of NRB Pool Fund

- Activity 2.2.8: Organize periodic events such as convention or conference with NRBs to at home and abroad for enhancing engagements and interactions towards national development issues.

#### Indicators

- Indicator 2.2.1: Number of NRBs who received services from NRB booths established in international airports in Bangladesh.
- Indicator 2.2.2: Number of active NRBs listed on the NRB database.
- Indicator 2.2.3: Number of NRBs who attended conferences/conventions held within or outside of Bangladesh for promotion of national development.
- Indicator 2.2.4: Number of projects engaging NRBs in national development.
- Indicator 2.2.5: Number of NRB Focal Points established in government agencies

#### *Output 5: Institutions and modality for South-South and Triangular Cooperation strengthened*

The support of other developing countries and creating South-South and Triangulation may be critical in advancing Bangladesh's development agenda and discovering alternative forms of resourcing. Despite the fact that a South-South Cooperation cell already exists within the ERD, however, in order to strengthen functionality of that cell a South-South and Triangular Cooperation Knowledge Centre with a Knowledge Accelerator Lab allows developing countries to collaborate and share knowledge on development projects with Bangladesh that can boost its implementation and efficacy. These Labs may start with small partnerships amongst developing countries but have the ability to scale to foster a critical mass of collective intelligence can foster to solve project implementation challenges and other service delivery issues. The Knowledge Accelerator Labs will follow a five-step process to tackling issues, which include sensing the issues, designing experiments (policy design), growing solutions, testing and exploring opportunities for reflection. Other development forums, including the World Economic Forum's Strategic Intelligence Platform, can also be used to structure the SSTC Knowledge Centre and frame the Centre's activities.

South-South and Triangulation Cooperation must also be predicated on a comprehensive mapping exercise to identify areas where cooperation and collaboration can occur. Once feasible projects that are ripe for South-South and Triangulation Cooperation are first identified, the five-step process towards collective problem solving can be initiated. Triangulation must be underpinned by the development of a South-South Triangular Cooperation Pool Fund with appropriate oversight so that it allows emerging researchers and young civil servants to contribute new ideas and perspectives.

#### Activities

- Activity 2.3.1: Create a permanent South-South Triangular Cooperation Knowledge Centre with a Knowledge Accelerator Lab in cooperation with the existing South-South Cooperation Triangulation Cell, Ministry of Foreign Affairs and the A2I programme.
- Activity 2.3.2: Undertake a comprehensive South-South Triangular Cooperation Mapping Report in order to identify the potential areas, countries and cooperation.
- Activity 2.3.3. Strengthen the existing SSTC Cell in ERD through increased knowledge and resource sharing.
- Activity 2.3.4: Continuation of a permanent South-South Triangular Cooperation Desk with officer(s).

- Activity 2.3.5: Create a South-South Triangular Cooperation Pool Fund for showcasing Bangladesh experiences to other countries.
- Activity 2.3.6: Establish appropriate oversight mechanism of South-South Triangular Cooperation Pool fund and South-South Triangular Cooperation Knowledge Centre
- Activity 2.3.7: Strengthen Bangladesh Young Professionals Network and connecting them with similar international networks (e.g. South Star) across the developing world in order to exchange their experience, innovative ideas and innovations in public services, community services, charity and volunteerism
- Activity 2.3.8. Organize periodic convention, conference or event regarding SSTC collaboration and knowledge-sharing issues at home and abroad.

#### Indicators

- Indicator 2.3.1: Number of partnerships established by ERD for the promotion of SSTC.
- Indicator 2.3.2: Number of best practices of national development disseminated through international or national SSTC events.
- Indicator 2.3.3: Number of Bangladeshi youth members involved in international SSTC forums.

## **PROJECT DOCUMENT**

### **Bangladesh, Knowledge for Development Management (K4DM), Phase II**

#### ***Resources Required to Achieve the Expected Results***

K4DM Phase II is a Technical Assistance Project which will be implemented in partnership with the Government of Bangladesh. Knowledge is the main resource for this project. The aim of the project is to tap knowledge and expertise from within and outside the government and channel them into the government agencies through the UN Wing of the ERD so that it can be better equipped in mobilizing external resources in a changing global context specially in the LDC graduation phase. However, for implementing the project UNDP will mobilize and provide the larger share of the required financial and technical resources.

It is estimated that, based on the outputs and corresponding activities for the two separate Outcome Areas, the tentative budget for the K4DM Project Phase II will be USD 3,148,900.00 for a programme period of three years (2021-23).

<b>Project Budget</b>	<b>Year 1 (USD)</b>	<b>Year 2 (USD)</b>	<b>Year 3 (USD)</b>	<b>Total Budget in USD</b>
	488,969.00	1,276,276.00	1,292,755.00	2,830,179.00

There is scope for a Government Counterpart Fund of USD 90,900.00 (BDT 7,698,321.00). That is subject to statutory audits. UNDP contributions to the Project will be subject to audit provisions under the NIM Manual. For a detailed budget, please see Annex A.

#### ***Partnerships***

The K4DM Phase II is heavily relying on collaboration and partnership between government and nongovernment agencies, agencies within government, government and development partners. Having UN Wing, ERD at the centre the Project would be drawing on collaboration with other ministries for instance Ministry of Foreign Affairs, Ministry of Overseas Employment and Expatriate Welfare) and agencies e.g. Civil Aviation Authority, Bangladesh Economic Zone Authority. The partnership will also be extended beyond the government ministries and agencies.

There are resources and expertise available outside of the ERD and government organizations. K4DM Phase II will establish a formal relationship with these individuals and institutions (e.g. Policy Expert Pool) so that their expertise can be made available for the Government. This partnership will require collaboration with think tanks, civil society organizations and the private sector so that the Project and the Government of Bangladesh can achieve its impact for improved evidence-based policy making.

#### ***Risks and Assumptions***

The achievement of the desired results of the project is drawn on several assumptions. These assumptions include (1) cooperation, committed and collaboration, coordination and partnership of ERD (2) ERD management is willing and committed to establish collaboration, coordination and partnership with relevant stakeholders within and beyond government; (3) The project management team, ERD and UNDP are in consensus over implementation modality and project management structure; (4) Adequate financial and human resources are ensured (5) National political and administrative environment remain stable.

## ***Stakeholder Engagement***

The primary stakeholder of this project is the government officials, especially those who are working with ERD, Ministry of Finance (MOF). However, this project also addresses officials working in other partner ministries/agencies. As key stakeholders it includes MOF, Ministry of Foreign Affairs, Ministry of Expatriate and Overseas Employment, Ministry of Public Administration, General Economic Division, Planning Commission, Ministry of Planning. Other stakeholders also include BEZA, BIGM, BPATC, BIDA, Prime Ministers' Office, Civil Aviation Authority.

As secondary stakeholder the project also promises to address young population, Non-Resident Bangladeshis, professional groups overseas workers. Since, K4DM is aimed at capacitating ERD for mobilizing external resources towards making necessary funding available for achieving sustainable development goals. Therefore, indirectly, the K4DM would contribute to poverty reduction strategy of the country.

## ***South-South and Triangular Cooperation (SSC/TrC)***

South-South and Triangulation cooperation has been one of the prime areas of interventions of K4DM Phase II. It is assumed that South-South cooperation will be critical in advancing Bangladesh's development agenda and discovering alternative forms of resourcing. The project has envisioned to South-South Cooperation cell that already exist with the government of Bangladesh. It also will undertake activities to strengthen functionality of that cell. K4DM Phase II has planned to develop a South-South Triangular Cooperation Knowledge Centre with a Knowledge Accelerator Lab allows developing countries to collaborate and share knowledge. The Knowledge Accelerator Labs will follow a five-step process to tackling issues, which include sensing the issues, designing experiments (policy design), growing solutions, testing and exploring opportunities for reflection. Other development forums, including the World Economic Forum's Strategic Intelligence Platform, can also be used to structure the SSTC Knowledge Centre and frame the Centre's activities.

## ***Knowledge***

The prime focus of the Knowledge for Development Project Management (K4DM) Phase II is to create several knowledge products. The project has planned to produce several important knowledge products, for example, the K4DM Phase II will invest in producing External Resource Mobilization Strategy, National Human Development Report, Leadership Development Curriculum.

## ***Sustainability and Scaling Up***

The K4DM project is a National Implementation Project, which means it is designed in a way so that most of its outcomes contribute to capacity development of the respective agencies of the government. The outputs of the project for example, National Human Development Report, External Resources Mobilization Strategy would be adopted by the government as regular practice. Having considered the design of the project it is assumed that the project lessons, practices and processes will be institutionalized as regular practices of the ERD.



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## IV. PROJECT MANAGEMENT

K4DM Phase II is a technical assistance project implemented in NIM modality. The Implementing Partner of this project is UN Wing of ERD. K4DM Phase II will be overseen by the ERD and will be implemented under the leadership of the National Project Director (NPD). The NPD will lead and manage K4DM Phase II and will ensure that the frameworks and systems that are considered by the ProDoc are implemented effectively. The key responsibilities of the NPD include:

- Provide overall direction and guidance to the Project
- Chair executive meetings
- Review objectives of the Project and delivery of results
- Recommend corrective action where appropriate
- Ensure high level coordination with development partners and national institutions.

For implementing the day-to-day management affairs of the project will be done by the leadership of the Project Manager. The project Manager will be assisted by a group of technical experts.

However, the overall policy guideline will be provided by and overseen by the Project Executive Board. The Board will be headed by the honourable secretary of ERD. In addition, UNDP will also apply its personnel and financial regulations in managing and overseeing the project implementation.

### ***Cost Efficiency and Effectiveness***

The project is designed to maintain cost effectiveness and cost efficiency. Based on the outputs and corresponding activities for the three separate Outcome Areas, the tentative budget for the K4DM Project Phase II will be USD 3,148,900.00 for a programme period of three years (2021-23).

There is scope for a Government Counterpart Fund of USD 90,900.00 (BDT 7,698,321.00). This funding is subject to statutory audits. UNDP contributions to the Project will be subject to audit provisions under the NIM Manual. For a detailed budget, please see Annex A.

## V. RESULTS FRAMEWORK

<b>Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:</b>									
UNDAF Outcome 1/ CPD Outcome 2: Develop and implement improved social policies and programmes that focus on good governance, reduction of structural inequalities and advancement of vulnerable individuals and groups									
<b>Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:</b>									
N/A									
<b>Applicable Output(s) from the UNDP Strategic Plan:</b>									
[Strategic Plan Output 1.2.2] Enabling environment strengthened to expand public and private financing for the achievement of the SDG ([Strategic Plan Output 1.1.1] Capacities developed across the whole of government to integrate the 2030 Agenda, the Paris Agreement and other international agreements in development plans and budgets, and to analyze progress towards the SDGs, using innovative and data-driven solutions)									
<b>Project title and Atlas Project Number:</b> Knowledge for Development Management (K4DM) Phase II									
<b>Impact:</b>									
The Government of Bangladesh accelerates knowledge management and resource mobilization towards LDC graduation									
<b>Outcomes:</b>									
Outcome 1: Evidence-based policymaking towards national development aspirations practiced									
Outcome 2: External resource mobilization strategy and international economic collaboration strengthened									
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS per year				Data Collection Methods & Risks
			Value	Year	Year 1	Year 2	Year 3	Total	
<b>Outcome 1: Evidence-based policymaking towards national development aspirations practiced</b>									
	1.1: To what extent government (ERD) policymaking is evidence-based through	Annual Review report, Evaluation reports	0	2020	1	2	3	3	DCM: Review of ERD's reports  R: Lack of understanding among partners

	institutionalization of capacity development <sup>4</sup>								
<b>Output 1: Institutional approach for capacity development adopted</b>	<b>1.1.1:</b> Number of formal training courses delivered by e-Centre for capacity development	Training reports	0	2020	3	5	5	13	DCM: Review of training reports  R: N/A
	<b>1.1.2:</b> Number of follow-up courses provided by e-Centre for capacity development after formal training courses	Training reports	0	2020	3	5	5	13	DCM: Review of training reports  R: Lack of time of officials to attend the courses
	<b>1.1.3:</b> Number of government officials who attained a good understanding of contents delivered by e-Centre for capacity development <sup>5</sup>	Training reports (Pre & post capacity assessments)	0	2020	50 (Male:35, Female: 15)	120 (Male 84, Female: 36)	150 (Male:105, Female:45)	320 (Male: 224, Female: 96)	DCM: Review of training reports (Pre & post capacity assessments)  R: Lack of understanding among training participants
	<b>1.1.4:</b> Number of early career government officials who attained a good understanding of gender equality and equity through a training course delivered by e-Centre for capacity development <sup>6</sup>	Training reports (Pre & post capacity assessments)	0	2020	20 (Male:14, Female: 6)	30 (Male 21, Female: 9)	30 (Male 21, Female: 9)	80 (Male: 56, Female: 24)	DCM: Review of training reports (Pre & post capacity assessments)  R: Lack of understanding among training participants
	<b>1.1.5:</b> Percentage of government officials participating in a training course at e-Centre for capacity development who have reflected their learning in their actual work after training	Monitoring reports	0%	2020	20%	40%	60%	46%	DCM: Questionnaire survey, Review of monitoring reports  R: Lack of understanding among training participants

<sup>4</sup> Score 0: "Not evidence-based" – government policy documents formulated by ERD are not evidence-based (without using data i.e.data analysis, data analytics, datasets) at all. Score 1: "Somewhat evidence-based" - 10-20% of government policy documents formulated by ERD are evidence-based (using data i.e.data analysis, data analytics, datasets). Score 2: "Moderately evidence-based" - 30-50% of government policy documents formulated by ERD are evidence-based (using data i.e.data analysis, data analytics, datasets). Score 3: "Mostly evidence-based" - More than 70% of government policy documents formulated by ERD are evidence-based (using data i.e.data analysis, data analytics, datasets) and practiced towards national development aspirations.

<sup>5</sup> Level of understanding: Based on the score that a participant will obtain in a short test after undertaking a training course; 69 and below = "Poor/ Inadequate understanding" and 70 and above = "Good understanding"

<sup>6</sup> Level of understanding: Based on the score that a participant will obtain in a short test after undertaking a training course; 69 and below = "Poor/ Inadequate understanding" and 70 and above = "Good understanding"

<b>Output 2: Enabling environment for evidence-based policymaking strengthened</b>	<b>1.2.1:</b> Number of government officials who have a good understanding of data analytics and evidence-based policymaking <sup>7</sup>	Capacity assessment report (including Pre & post assessment)	TBD	2020	40 (Male:28, Female: 12)	50 (Male:35, Female: 15)	75 (Male:53, Female: 22)	165 (Male:116, Female: 49)	DCM: Review of Capacity assessment report (including pre & post assessment)  R: Lack of understanding among training participants
	<b>1.2.2:</b> Number of data analytical outputs generated by a Centre for Data Analytics for evidence-based policymaking	ERD reports, BBS reports	0	2020	3	6	10	19	DCM: Review of ERD reports, BBS reports  R: N/A
	<b>1.2.3:</b> Number of government policies backed up by data generated through a Centre for Data Analytics	Policy briefs	0	2020	0	1	1	2	DCM: Review of Policy briefs  R: N/A
	<b>1.2.4:</b> Number of government records which have been stored in ERDPEDIA	ERDPEDIA records	3,000	2020	50	100	150	3,300	DCM: Review of ERDPEDIA records  R: Lack of interest of designated officials & Lack of monitoring
	<b>1.2.5:</b> Number of subject matter experts available in Policy Expert Pool (PEP)	K4DM progress reports	0	2020	15 (Male:8, Female: 7)	15 (Male:7, Female: 8)	20 (Male:10, Female:10)	50 (Male:25, Female:25)	DCM: Review of K4DM progress reports  R: Lack of interest of subject matter experts
	<b>1.2.6:</b> Number of policy briefs published and shared with relevant ministries and other stakeholders	Policy briefs	0	2020	2	4	6	12	DCM: Review of project reports and policy briefs  R: Perceived political leaning of some of the subject matter experts may erode the credibility of the policy recommendations

<sup>7</sup>Level of understanding: Based on the score that a participant will obtain in a short test after undertaking a training course; 69 and below = "Poor/ Inadequate understanding" and 70 and above = "Good understanding"

	<b>1.2.7:</b> Number of NHDR published by ERD	NHDR	0	2020	1	0	1	2	DCM: Review of project reports, ERD's reports, NHDR  R: N/A
<b>Outcome 2: External resource mobilization strategy and international economic collaboration strengthened</b>									
<b>Output 3:</b>  <b>External resource mobilization capacity strengthened</b>	<b>2.1:</b> Amount of external resources mobilized by ERD	ERD Annual reports	\$9.8 B	2018-19					DCM: Review of ERD Annual reports  R: Change in global political economy
	<b>2.2:</b> Proportion of external resources in annual development budget of the Government of Bangladesh	Annual Development Plan	30.54%	2018-19					DCM: Review of Annual Development Plan  R: N/A
	<b>2.1.1:</b> To what extent External Resource Mobilization Strategy developed and adopted by ERD <sup>8</sup>	ERD reports	0	2020	1	2	3	3	DCM: Review of ERD reports  R: Lack of interest of ERD officials
	<b>2.1.2:</b> Number of Resource Mobilization plans developed by wings of ERD	Resource Mobilization plans	0	2020	2	4	3	9	DCM: Review of ERD reports & project reports  R: Lack of interest of ERD officials
	<b>2.1.3:</b> To what extent Bangladesh Branding Strategy developed by ERD for promotion of good practices in relation to national development within and outside Bangladesh <sup>9</sup>	Government reports	0	2020	0	1	2	2	DCM: Review of govt. reports  R: Lack of interest of govt. officials in sharing knowledge

<sup>8</sup> Score 0: "No" - No national external resource mobilization strategy available. Score 1: "Institutional setup" - A multidisciplinary and multi-agency expert team established. Score 2: "Draft strategy developed" - Draft national external resource mobilization strategy developed. Score 3: "Strategy submitted" - National resource mobilization strategy submitted to ERD for its endorsement.

<sup>9</sup> Score 0: "No" - No Bangladesh branding strategy with focus on resource mobilization available. Score 1: "Draft strategy developed" – Draft Bangladesh branding strategy developed with good practices, Score 2: "Strategy submitted"- Bangladesh branding strategy submitted to ERD for its endorsement.

	<b>2.1.4:</b> Number of funding commitments secured from development partners through international aid forum supported by the project	ERD reports, K4DM progress reports	0	2020	1	0	2	3	DCM: Review of ERD reports, K4DM progress reports  R: Lack of interest of development partners
<b>Output 4:</b>  <b>Engagement of NRBs with the Government improved</b>	<b>2.2.1:</b> Number of NRBs who received services from NRB booths established in international airports in Bangladesh	Civil Aviation Authority & Ministry of Expatriate Welfare and Overseas Employment (MoEWOE) reports	0	2020	50 (Male: 35, Female: 15)	200 (Male: 140, Female: 60)	500 (Male: 350, Female: 150)	750 (Male: 525, Female: 225)	DCM: Review of CAA & MoEWOE reports  R: N/A
	<b>2.2.2:</b> Number of active NRBs listed on NRB Database	NRB database	0	2020	20 (Male: 16, Female: 4)	30 (Male: 24, Female: 6)	50 (Male: 40, Female: 10)	100 (Male: 80, Female: 20)	DCM: Review of NRB database, K4DM progress reports  R: Lack of interest of NRBs
	<b>2.2.3:</b> Number of NRBs who attended conference/convention held within and outside Bangladesh for promotion of national development	NRB website, K4DM progress reports	0	2020	40 (Male: 28, Female: 12)	80 (Male: 56, Female: 24)	100 (Male: 70, Female: 30)	220 (Male: 154, Female: 66)	DCM: Review of NRB website, K4DM progress reports  R: Lack of interest of NRBs
	<b>2.2.4:</b> Number of projects engaging NRBs in national development	NRB website, K4DM progress reports	13	2020	5	7	10	35	DCM: Review of NRB website, K4DM progress reports  R: Lack of interest of NRBs and Lack of interest of govt.
<b>Output 5:</b>  <b>Institutions and modality for South-South &amp; Triangular Cooperation strengthened</b>	<b>2.3.1:</b> Number of partnerships established by ERD for the promotion of SSTC	ERD reports, K4DM progress reports	2	2020	2	3	3	10	DCM: Review of ERD reports, K4DM progress reports  R: Lack of interest among partner countries in promoting partnerships

	<b>2.3.2:</b> Number of best practices of national development disseminated through international/national SSTC events	UNOSSC reports, A2i website, K4DM reports	0	2020	3	6	5	14	DCM: Review of UNOSSC reports, A2i website, K4DM progress reports  R: Lack of interests of other Ministries including Ministry of Foreign Affairs towards SST cooperation
	<b>2.3.3:</b> Number of Bangladeshi youth members involved in international SSTC forums	UNOSSC reports, Ministry of Youth and Sports reports, Youth forum report	0	2020	20 (Male:10, Female:10)	50 (Male:25, Female 25)	100 (Male:50, Female:50)	170 (Male:85, Female:85)	DCM: Review of UNOSSC reports, Ministry of Youth and Sports reports, Youth forum report  R: N/A
<b>SP Outcome 1: Advance Poverty Eradication in all its forms and dimensions</b>									
<b>SP Output 1.1.1: Capacities developed across the whole of government to integrate the 2030 Agenda, the Paris Agreement and other international agreements in development plans and budgets, and to analyze progress towards the SDGs, using innovative and data-driven solutions</b>	<b>IRRF Indicator 1.1.1.2:</b> Number of national and sub-national governments and other partners sharing their innovative solutions through SSMART a) National governments	United Nations Office of South-South Corporation (UNOSSC) reports, MoFA & Task force reports, K4DM progress reports		2020	3	N/A	N/A	N/A	DCM: Review of UNOSSC reports, MoFA & Task force reports, K4DM progress reports  R: Lack of interests of other Ministries including Ministry of Foreign Affairs towards SST cooperation
<b>SP Output 1.2.2: Enabling environment strengthened to expand public and private financing for the achievement of the SDG</b>	<b>IRRF Indicator 1.2.2.1:</b> Existence of an enabling environment in place leveraging additional resources from public and private sources for the SDGs a) Policy, legal and regulatory frameworks b) Institutional mechanisms	K4DM progress reports	a) No b) No	2020	a) Yes b) Yes	N/A	N/A	N/A	DCM: Review of K4DM project reports  R: Lack of initiative of govt. in creating enabling environment

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## VI. MONITORING AND EVALUATION

The project will be monitored quarterly drawing on both quantitative and qualitative data on the indicators to track implementation status of the project. The indicators and frequency of monitoring report would be finalized in collaboration with the ERD. A continuous quality assurance and learning component will be embedded within the project. The progress towards results will be continuously tracked based on agreed criteria and indicators, including the UNDP's global standards.

The project will be monitored on a quarterly basis and a quarterly reporting will record progress towards the completion of key results by the National Project Director (NPD). A lessons learnt will also be updated by the National Project Manager as part of the quarterly updates to ensure the on-going learning and adaptation within the organization.

A sequencing of specific activities and timeline will be reflected in the annual work plan and a risk and issue log will also capture tracking and resolution of problems encountered by the National Project Manager. This will also be supported by a lessons-learned report at the end of the project that will be submitted by the National Project Manager and complied with the NPD. The lessons learned will be continuously captured during the project and interesting experiences and practices will be shared immediately across UNDP and the government agencies using audio-visual and narrative stories.

In addition, an annual review for the first year will be prepared by external consultants and will address each outcome area in collaboration with the National Project Manager and the NPD. The annual review will involve various stakeholders as required and will focus on how the programme is achieving its work plan and objectives as indicated under the ProDoc.

Mid-term evaluation and final evaluation will be conducted by external evaluators to do an independent assessment on the project from multiple perspectives based on the OECD evaluation criteria. The evaluators will make recommendations for course correction and adaptive programming of the project in the mid-term evaluation. Final evaluation will provide forward looking recommendations to the overall programme portfolio as well as how to evolve towards the next phase of the project, if appropriate. UNDP will develop management responses to the recommendations made by the evaluators. Target audience of the evaluation includes the UNDP, the Government of Bangladesh, donors, and any other relevant stakeholder. Evaluation will be conducted in accordance with UNDP evaluation guidelines.

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to the project's context, as needed.]*



## Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
<b>Track results progress</b>	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	The Project Management will take a specific measure if the progress is slower than expected.		
<b>M&amp;E plan</b>	A multi-year project M&E plan is a practical tool to operationalize results tracking using indicators defined in the RRF.	Bi-annually (Progress of each indicator itself is tracked in a pre-defined frequency)	The project will update the entire M&E plan bi-annually and submit the updated M&E plan to UNDP Country Office. Progress of each indicator may be tracked more frequently in a pre-defined frequency.		
<b>Monitor and manage risk</b>	Specific risks that may threaten achievement of intended results will be identified. Risk management actions will be identified and monitored using a risk log. This includes monitoring measures and plans that may have been required as per the UNDP's Social and Environmental Standards. Audits will be conducted in accordance with the UNDP's audit policy to manage financial risk.	Quarterly	Risks will be identified by the Project Management and actions will be taken to manage the risk. The risk log will actively be maintained to keep track of identified risks and actions taken.		
<b>Learns learned and good practices</b>	Knowledge, good practices, and lessons learned will be captured regularly as well as actively be sourced from other projects and partners and integrated back into the project to facilitate adaptive programming and course correction.	At least annually	Relevant lessons will be captured by the project team and be used to inform management decisions.		

<b>Project Quality Assurance</b>	The quality of the project will be assessed against UNDP's quality standards to identify the project's strengths and weaknesses and to inform management decision making to improve the project.	Annually/ Every other year	Areas of strength and weakness will be reviewed by Project Management and be used to inform decisions to improve the project's performance.		
<b>Internal review and course corrections</b>	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
<b>Progress Report</b>	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/outcome level, the annual project quality rating summary, an updated risk long with mitigation measures.	Quarterly, Annually, and at the end of the Project (final report)	Progress reports should document progress, challenges, lessons learned and good practices. The Project Management will share the reports with the relevant stakeholders and take a mitigation action if the specific challenge is identified in the reporting.		
<b>Annual Review</b>	An annual review will be conducted by the external consultants and will address each outcome area in collaboration with the National Project Manager and Director. Annual review will also provide an opportunity for the management to conduct a resources review in collaboration with the NPD for assessment of the allocation of resources.	End of 1 <sup>st</sup> year	Annual review may involve various stakeholders as required and will focus on how the programme is achieving its work plan and objectives as indicated under the ProDoc.		
<b>Project Review (Project Board)</b>	The project's governance mechanism (i.e., project board) will hold a regular project review to assess the performance of the project and review the Multi-Year work plan to ensure realistic budgeting over the life of the project.	End of Project	Any quality concerns or delay in progress should be discussed by the Project Board and management actions will be agreed and taken to address the issues identified.		

	In the final year of the project, the Project Board shall hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to socialize the project's results and lessons learned with the relevant audiences.				
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### Evaluation Plan<sup>10</sup>

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation	N/A	SP Output 1.1.1./1.2.2	UNDAF Outcome 1/CPD Outcome 2	September 2022	The Government of Bangladesh	USD 36,000 (Project budget)
Final Evaluation	N/A	SP Output 1.1.1./1.2.2	UNDAF Outcome 1/CPD Outcome 2	October 2023	The Government of Bangladesh	USD 36,000 (Project budget)

<sup>10</sup> Project will conduct annual review separately after the first year.

## VII. MULTI-YEAR WORK PLAN

PROJECT OUTPUT	Activities	Time Frame			Responsible Party	Planned Budget	
		2021	2022	2023		Source of Fund	Total Amount USD
Output 1: Institutional approach for capacity development adopted	<b>1 ) Capacity development</b>				UNDP	UNDP	
	<b>1.1.1) e-Centre for Capacity Development</b>	x	x	x			<b>164,225.00</b>
	1.1.1.1) Study to design the scope structure and function of the e center (2 studies)	x	-	x			5,000.00
	1.1.1.2) Software development and installation cost	x	-				15,000.00
	1.1.1.3) Module development cost (13 modules)	x	x	x			15,000.00
	1.1.1.4) IT infrastructure and other necessary resources for activating and maintaining the e-center (Locally developed system)	x	x	x			21,000.00
	1.1.1.5) Organizing need-based trainings, meeting, MoU signing with respective national and international training institutions, workshops and policy dialogues (26 training, 15 meetings, 5 MoU signing, 6 workshops, 3 policy dialogues)	x	x	x			19,000.00
	1.1.1.6) Provide support for digitalization to ERD and UN Wing	x	x	x			9,000.00
	1.1.1.7) Exchange visit for Knowledge Sharing (4 exchange visits)	-	x	x			60,000.00
	1.1.1.8) Printing and Publication of different reports of ERD and UN wing (5 publications)	x	x	x			11,000.00
	1.1.1.9) Printing and Publication ( e.g. News letter, reports, policy recommendations) (21 publications)	x	x	x			9,225.00
	<b>1.1.2) Mapping training/capacity development programmes offered by government, development partners to identify appropriate programme/courses that enhances capacity of ERD officials in delivering mandate of the ERD</b>	x	-	x			<b>51,000.00</b>
	1.1.2.1) Need Assessment cost (2)	x	x	x			10,000.00
	1.1.2.2) Consultation with ERD (2)	x	x	x			6,000.00
	1.1.2.3) Organize periodical networking events with DPs/High Commission/Embassies (5 events)	x	x	x			30,000.00
	1.1.2.4) Printing and Publication (2 publication)	x	x	x			5,000.00

<b>1.1.3) Develop Leadership and Performance enhancement guideline, vetted by ERD senior management</b>	x	x	x	UNDP	UN DP	<b>31,000.00</b>
1.1.2.1) Course development cost (6 courses)	x	x	x			7,000.00
1.1.2.2) Printing and Publication (3 publications)	x	x	x			4,000.00
1.1.2.3) Training, Workshops for leadership development (6 trainings, 2 workshops)	x	x	x			20,000.00
<b>1.1.4) Special leadership development training/workshop/exchange visit programme and career improvement pathways for early career officials</b>	x	x	x	UNDP	UN DP	<b>59,000.00</b>
1.1.4.1) Generating smooth career Pathway opportunities for women and early career professionals through linking the relevant gov. training academies (20 officials/6 batches)	x	x	x			17,000.00
1.1.4.2) Need-based training and skill development programs for enhancing professional capacities (25 officials/6 batches)	x	x	x			32,000.00
1.1.4.3) Providing technical support to facilitate and implement the program	x	x	x			10,000.00
<b>1.1.5) Establishing a communications platform that will allow ERD officials to monitor and identify knowledge and skills gaps</b>	x	x	x	UNDP	UN DP	<b>20,000.00</b>
1.1.5.1) Develop a periodic knowledge and skill need assessment system	x	x	x			8,000.00
1.1.5.2) Workshops, Meeting & Seminar (3 workshops/meetings/seminars)	x	x	x			12,000.00
<b>1.1.6) Archiving the institutional memory through online documentation (12 short video documentaries)</b>	x	x	x			<b>19,500.00</b>
1.1.6.1) Printing, Publication and dissemination	x	x	x			9,500.00
1.1.6.2) Provide support to ERDOC with Knowledge materials	x	x	x			10,000.00
<b>1.1.7) Providing training to ERD officials on new skills to adopt to COVID-19</b>	x	x	x	UNDP	UN DP	<b>22,000.00</b>
1.1.7.1) Conduct a Study	x	x	-			7,000.00
1.1.7.2) Develop curriculum	x	x	-			5,000.00
1.1.7.3) Training/Workshop	x	x	x			10,000.00
<b>1.1.8) Informing the ERD officials with updated political economy analysis of the economic fallout of Covid</b>	x	x	x	UNDP	UN DP	<b>18,000.00</b>
1.1.8.1) Conduct a Study on political economy analysis	x	-	-			10,000.00
1.1.8.2) Conduct training/workshop on updated political economy analysis	x	x	x			5,000.00

	1.1.8.3) Printing and Publication	x	-	-			3,000.00
	<b>Sub Total Activities 1</b>	<b>36,500.00</b>	<b>205,000.00</b>	<b>143,225.00</b>			<b>384,725.00</b>
<b>Output 2: Enabling environment for evidence-based policymaking strengthened</b>	<b>2 ) Evidence-based policy making</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>			<b>Total (USD)</b>
	<b>1.2.1 ) Strengthening FABA-ICT Wings of ERD by analytical capacity</b>	x	x	x	UNDP	UNDP	<b>39,000.00</b>
	1.2.1.1) Meetings, Workshops and events for institutional collaboration (5 meetings/workshops/trainings)	x	x	x			6,000.00
	1.2.1.2) Upgradation of ERDPEDIA (IT equipment) (Locally Procured equipment based on need assessment)	x	x	x			17,000.00
	1.2.1.3) Training for officials to enhance their analytical capacities to use external resources data (5 trainings)	x	x	x			10,000.00
	1.2.1.4) Analyzing, printing and dissemination of external resources data (6 knowledge materials)	x	x	x			6,000.00
	<b>1.2.2) Digital Transformation Policy/Initiative</b>	x	x	x			UNDP
	1.2.2.1) SoP/Manual for Digital Transformation of ERD business procedure in COVID context	x	-	-	1,000.00		
	1.2.2.2) Printing and Publications (2 knowledge materials)	x	x	x	2,500.00		
	<b>1.2.3) Upscale training in record-keeping practices under the Digital Transformation Initiative</b>	x	x	x	UNDP	UNDP	33,500.00
	1.2.3.1) Conduct periodic training/workshop on ERDPEDIA for all ERD officials (9)	x	x	x			13,000.00
	1.2.3.2) Supporting Digitization of ERD documents (300 documents)	x	x	x			5,500.00
	1.2.3.3) Technical and logistics support for ERDPEDIA (Locally procured based on need assessment)	x	x	x			15,000.00
	<b>1.2.4) Establish a ERD Roundtable to create dialogue regarding information handling and sharing knowledge management issues</b>	x	x	x	UNDP	UNDP	<b>45,000.00</b>
	1.2.4.1) Organizing Seminars and Symposium to strengthen knowledge management issues (4 events)	x	x	x			21,000.00
	1.2.4.2) Compiling and publishing the country strategy of different Development Partners of ERD (3)	x	x	x			18,000.00
	1.2.4.3) Printing and publications (5 publications)		x	x			6,000.00
<b>1.2.5) Publish yearly Foreign Assistance Analytics highlighting trends, gaps and utilization of foreign assistances in Bangladesh</b>	x	x	x	UNDP	UNDP	<b>22,000.00</b>	
1.2.5.1) Analyze yearly External Assistance Flow of ERD (3)	x	x	x			15,000.00	

	1.2.5.2) Publish yearly Foreign Assistance Analytics (3 publications)	x	x	x			7,000.00
	<b>1.2.6) Monitoring Position of ERDPEDIA in UN Wing (gov)</b>						-
	<b>1.2.7) Policy Expert Pool (PEP)</b>	x	x	x	UNDP	UN DP	<b>57,000.00</b>
	1.2.7.1) Organizing meetings of Policy Expert Pool (6 meetings)	x	x	x			11,000.00
	1.2.7.2) Policy brief development cost (12 briefs)	x	x	x			20,000.00
	1.2.7.3) Facilitate dissemination events (2 policy dialogues and 1 conferences)	x	x	x			17,000.00
	1.2.7.4) Printing and publications (12 publications)	x	x	x			9,000.00
	<b>1.2.8) National Human Development Report (NHDR) published every alternative year</b>	x	-	x			UNDP
	1.2.8.1) Organize meetings of Advisor's committee and writer's pool for Developing NHDR (10 meetings)	x	-	x	25,000.00		
	1.2.8.2) Consultancy Fee's for Developing NHDR	x	-	x	100,000.00		
	1.2.8.3) Organize Consultation Meeting (3 at National and Divisional Level)	x	-	x	45,000.00		
	1.2.8.4) NHDR Printing and Publication (dissemination cost)	x	-	x	50,000.00		
	<b>1.2.9) Programme Officer (1 Post)</b>	x	x	x	UNDP	UN DP	
	<b>1.2.10) Programme Associate (Knowledge Management and Capacity Development) (1 Post)</b>	x	x	x	UNDP	UN DP	<b>52,500.00</b>
	<b>Sub Total Activities 2</b>	<b>90,500.00</b>	<b>151,000.00</b>	<b>355,500.00</b>			<b>597,000.00</b>
<b>Output 3: External resource mobilization capacity strengthened</b>	<b>3 ) External Resource Mobilization Strategy Development</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>			<b>Total (USD)</b>
	<b>2.1.1) External Resource Mobilization Strategy formulation</b>	x	x	x	UNDP	UN DP	<b>43,000.00</b>
	2.1.1.1) Organizing scoping meetings (DPs and Foreign Mission officials) (3 meetings)	x	x	x			7,000.00
	2.1.1.2) Organizing workshops, seminars (DPs and Foreign Mission officials) (5 events)	x	x	x			15,000.00
	2.1.1.3) Strategy formulation cost	x	x	x			17,000.00
	2.1.1.4) Printing and publications (5 publications)	x	x	x			4,000.00

<b>2.1.2) External Resource Mobilization Strategy implemented focusing on new approaches and innovative sources towards attaining SDGs</b>	x	x	x	UNDP	UN DP	<b>21,000.00</b>
2.1.2.1) Conduct review of the External Resource Mobilization Strategy implementation (1)	x	x	x			9,000.00
2.1.2.2) Organize workshop/seminar for sharing the review outcomes at national level (3)	x	x	x			7,000.00
2.1.2.3) Printing the revised strategy paper (1)	x	x	x			5,000.00
<b>2.1.3) Strengthen collaboration with respective authorities to implement External Resource Mobilization Strategy focusing on FDI</b>	x	x	x	UNDP	UN DP	<b>27,000.00</b>
2.1.3.1) Organize regular collaborative meeting/workshop/seminar with ERD, PPP, BIDA, BEZA and multi-lateral DPs on FDI	x	x	x			11,000.00
2.1.3.2) Develop policy briefs/papers/reports on interest & scope of investment by multi-lateral DPs like World Bank	x	x	x			16,000.00
<b>2.1.4) Perform a formal review of the Strategy upon the release of key Government policy and planning documents i.e. 8th FYP, Perspective Plan, NHDR</b>	x	x	x	UNDP	UN DP	<b>8,000.00</b>
2.1.4.1) Analyze National Policy & Planning documents periodically and update the External Resource Mobilization Strategy	x	x	x			8,000.00
<b>2.1.5) Resource Mobilization Plans developed by each wing (ERD)</b>	x	x	x	UNDP	UN DP	<b>27,000.00</b>
2.1.5.1) Providing support to each wing of ERD for formulation of External Resource Mobilization plan	x	x	-			10,000.00
2.1.5.2) Organize workshop/meetings for finalizing the plan	x	x	-			13,000.00
2.1.5.3) Printing and Publication	x	x	-			4,000.00
<b>2.1.6) Assign a focal person from each Wing to track the implementation of the External Resource Mobilization Strategy and relevant issues</b>	x	x	x	UNDP	UN DP	<b>9,000.00</b>
2.1.6.1) Organize regular meetings/workshops to monitor the implementation of External Resource Mobilization Strategy	x	x	x			9,000.00
<b>2.1.7) Organize regular coordination meeting, workshops and seminars with respective government agencies to inform them status of flow and usage of external resources so that they can be prepared to cope with upcoming changes/shocks</b>	x	x	x	UNDP	UN DP	<b>12,500.00</b>
2.1.7.1) Regular meeting/workshop/seminar with respective govt. agencies	x	x	x			12,500.00
<b>2.1.8) Conduct two (2) studies on "how to strengthen capacity of external officers of ERD" and "Assessing the need of economic wing positions in other missions abroad"</b>	x	-	x	UNDP	UN DP	<b>37,000.00</b>
2.1.8.1) Study cost	x	-	x			32,000.00



2.1.8.2) Printing and publication (2 publications)	x	-	x			5,000.00
<b>2.1.9) Engaging youth and third generation Bangladeshi's as Resource Star</b>	x	x	x	UNDP	UN DP	<b>38,000.00</b>
2.1.9.1) Organizing Youth Engagement Events (2 events)	x	x	x			16,000.00
2.1.9.2) Meetings (5 meetings)	x	x	x			10,000.00
2.1.9.3) Preparing communication materials (video documentaries, articles etc.)	x	x	x			12,000.00
<b>2.1.10) Undertake effective measures to showcase Bangladesh's achievement and potential in the year between two BDFs</b>	x	x	x	UNDP	UN DP	<b>5,000.00</b>
2.1.10.1) Preparing communication materials (Posters, banners, Video documentaries etc.)	x	x	x			5,000.00
<b>2.1.11) Organizing an event in Bangladesh Development Forum for Showcasing achievement of UN wing and K4DM</b>	-	x	-	UNDP	UN DP	<b>15,000.00</b>
2.1.11.1) Event organizing cost (1 event)	-	x	-			10,000.00
2.1.11.2) Material development and Printing & publication	-	x	-			5,000.00
<b>2.1.12) Conduct a study to formulate a strategy for accessing low-cost assistance in the post LDC graduation phase</b>	x	-	-	UNDP	UN DP	<b>20,000.00</b>
2.1.12.1) Study cost	x	-	-			17,000.00
2.1.12.2) Printing and publication (1 publication)	x	-	-			3,000.00
<b>2.1.13) Conduct a study for analysing the interest rate of different donors for accessing low cost assistance seeking strategy considering the changes like phasing out of LIBOR</b>	x	-	-	UNDP	UN DP	<b>20,000.00</b>
2.1.13.1) Study cost	x	-	-			17,000.00
2.1.13.2) Printing and publication	x	-	-			3,000.00
<b>2.1.14) Programme Associate (Communication)(1 Post)</b>	x	x	x	UNDP	UN DP	<b>52,500.00</b>
<b>2.1.15) Programme Associate (Resource Mobilization) (1 Post)</b>	-	x	x	UNDP	UN DP	<b>52,500.00</b>
<b>Sub Total Activities 3</b>	<b>64,500.00</b>	<b>190,500.00</b>	<b>132,500.00</b>			<b>387,500.00</b>
<b>4) Enhance working relationships with NRB expertise</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>			<b>Total (USD)</b>

<b>Output 4: Engagement of NRBs with the Government improved</b>	<b>2.2.1) Support to NRB Taskforce</b>	x	x	x	UNDP	UN DP	<b>26,500.00</b>
	2.2.1.1) Organizing regular meetings of NRB task force (8 meetings)	x	x	x			13,000.00
	2.2.1.2) Materials development, policy briefs, advocacy tool and publications (3 publications)	x	x	x			13,500.00
	<b>2.2.2) NRB Ministry Focal Points</b>	x	x	x	UNDP	UN DP	<b>27,500.00</b>
	2.2.2.1) Organizing meeting on establishing NRB focal points in relevant agencies and connect existing NRB focal points in different agencies (6 events)	x	x	x			13,000.00
	2.2.2.2) Organizing regular follow-up meetings to coordinate activities with NRB cell (6 meetings)	x	x	x			9,000.00
	2.2.2.3) Providing technical support for the NRB focal points	x	x	x			5,500.00
	<b>2.2.3) NRB Support and Information Cell</b>	x	x	x	UNDP	UN DP	<b>34,000.00</b>
	2.2.3.1) Organizing meetings to enhance collaboration with relevant stakeholders (3 meetings)	x	x	x			7,000.00
	2.2.3.2) Provide technical support for smooth functioning of NRB booth at the airports (750 NRBs served; 525 male & 225 female)	x	x	x			18,000.00
	2.2.3.3) Providing logistics supports for NRB cell (need-based locally procured)	x	x	x			9,000.00
	<b>2.2.4) Strategic Resources (NRB) Assessment</b>	x	-	-	UNDP	UN DP	<b>6,000.00</b>
	2.2.4.1) Conduct a study on Strategic Resources Assessment (NRB) (1 study)	x	-	-			5,000.00
	2.2.4.2) Consultation meetings (2 meetings)	x	-	-			1,000.00
	<b>2.2.5) NRB Pool Fund</b>	x	x	x	UNDP	UN DP	<b>39,525.00</b>
	2.2.5.1) Conferences (2 conferences)	x	x	x			15,000.00
	2.2.5.2) Funding Projects and Fellowships (5 projects, 3 fellowships)	x	x	x			18,875.00
	2.2.5.3) Technical support to Pool Fund management (Meeting, Policy dialogues, Printing & Publication)	x	x	x			5,650.00
<b>2.2.6) NRB Database</b>	x	x	x	UNDP	UN DP	<b>13,000.00</b>	
2.2.6.1) Organizing preparation meeting on establishing a database of active NRBs (3 meetings)	x	-	-			1,000.00	
2.2.6.2) Create a database of active NRBs (100 NRBs listed)	x	x	x			7,000.00	

	2.2.6.3) Technical support for establishing the database (crowd-sourcing medium)	x	x	x			5,000.00
	<b>2.2.7) Organize a Yearly Convention/Conference in National Development Issues</b>	-	x	x	UNDP	UN DP	<b>100,000.00</b>
	2.2.7.1) International convention/conference with different NRB professionals at home and abroad (2 events)	-	x	x			50,000.00
	2.2.7.2) Printing and Publication	-	x	x			10,000.00
	2.2.7.3) Exposure visit to mobilize NRBs in different countries (2 exposure visits)	-	x	x			40,000.00
	<b>2.2.8) Programme Associate (NRB) (1 post)</b>	x	x	x	UNDP	UN DP	<b>49,000.00</b>
	<b>Sub Total Activities 4</b>	<b>19,500.00</b>	<b>141,375.00</b>	<b>134,650.00</b>			<b>295,525.00</b>
<b>Output 5: Institutions and modality for South-South Triangular Cooperation strengthened</b>	<b>5 ) South-South Triangular Cooperation</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>			<b>Total (USD)</b>
	<b>2.3.1) SSTC Knowledge Centre and Knowledge Accelerator Lab</b>	x	x	x	UNDP	UN DP	<b>48,500.00</b>
	2.3.1.1) Meetings on establishing the SSTC Knowledge Centre and Knowledge Accelerator Lab (4 meetings)	x	-	-			3,000.00
	2.3.1.2) Operation and technical support cost (Need-based)	x	x	x			21,000.00
	2.3.1.3) Logistical support for the accelerator lab (Locally procured based on need assessment)	x	-	-			10,000.00
	2.3.1.4) Material development, Printing and Publication and dissemination cost	x	x	x			14,500.00
	<b>2.3.2) SSTC Mapping Report</b>	x	-	-	UNDP	UN DP	<b>12,500.00</b>
	2.3.2.1) Conducting a study on SSTC Mapping and preparing a Mapping Report (1 study)	x	-	-			10,500.00
	2.3.2.2) Printing and Publication and dissemination cost (1 publication)	x	-	-			2,000.00
	<b>2.3.3) Strengthen the existing SSTC Cell in ERD through increased knowledge and resource sharing</b>	x	x	x	UNDP	UN DP	12,500.00
	2.3.3.1) Coordinate and operationalize SSTC initiatives	x	x	x			6,500.00
	2.3.3.2) Knowledge and resource sharing regarding SSTC	x	x	x			6,000.00
	<b>2.3.4) Operationalize SSTC cell and desk</b>	x	x	x	UNDP	UN DP	<b>15,000.00</b>
	2.3.4.1) Operation cost (as per need)	x	x	x			9,000.00
2.3.4.2) Logistic and technical support (as per need)	x	x	x	6,000.00			

	<b>2.3.5) SSTC Pool Fund</b>	x	x	x	UNDP	UN DP	<b>40,000.00</b>
	2.3.5.1) Organize Conferences/ Seminar/ Workshop/Webinar (9 events)	x	x	x			10,000.00
	2.3.5.2) Funding Projects and Fellowships (3 projects, fellowship as per need)	x	x	x			30,000.00
	<b>2.3.6) Establish appropriate oversight mechanism of South-South Triangular Cooperation Pool fund and South-South Triangular Cooperation Knowledge Centre</b>	x	x	x			60,500.00
	2.3.6.1) Exposure visit for knowledge sharing by the SSC Taskforce and Pool Fund Governance Committee (2 exposure visits)	x	x	x			50,000.00
	2.3.6.2) Meetings of the Governance Committee (3 meetings)	x	x	x			6,000.00
	2.3.6.3) Technical support to the Governance Committee (as per need)	x	x	x			4,500.00
	<b>2.3.7) Strengthen Bangladesh Youth Network and connecting them with similar international networks (e.g. South Star) across the developing world</b>	x	x	x	UNDP	UN DP	<b>42,500.00</b>
	2.3.7.1) Meetings on formulation of Bangladesh Youth Network	x	x	x			6,000.00
	2.3.7.2) Convention/Conference of Bangladesh Young Network	x	x	x			30,000.00
	2.3.7.3) Printing and Publication	x	x	x			6,500.00
	<b>2.3.8) Organize a Yearly Convention/Conference at home and abroad Regarding SSTC Collaboration and Knowledge Sharing Issues</b>	x	x	x	UNDP	UN DP	<b>99,000.00</b>
	2.3.8.1) organizing international convention/conference/exposure visit at home and abroad (2 convention/conferences, 2 exposure visits)	x	x	x			62,000.00
	2.3.8.2) Printing and Publication and audio visual documentation (3 knowledge materials)	x	x	x			12,000.00
	2.3.8.3) Organizing the convention/conference (1 event)	-	x	x			25,000.00
	<b>2.3.9) Programme Associate (SSTC) (1 Post)</b>	x	x	x	UNDP	UN DP	<b>52,500.00</b>
	<b>2.3.10) Project Support Assistant (SSTC) (1 Post)</b>	x	x	x	UNDP	UN DP	<b>34,500.00</b>
	<b>Sub Total Activities 5</b>	<b>50,500.00</b>	<b>204,000.00</b>	<b>163,000.00</b>			<b>417,500.00</b>
<b>Output 6: Project support /</b>	<b>6 ) Establish project support team / Operational Cost</b>	Year-1	Year-2	Year-3			<b>Total (USD)</b>
	<b>6.a) Establish project support team</b>	x	x	x	UNDP		<b>410,720.00</b>

<b>Operational Cost</b>	National Project Manager (1)	x	x	x		UN DP	265,000.00		
	Monitoring and Evaluation Officer (1)	x	x	x			43,720.00		
	Finance / Admin. Officer (1)	x	x	x			67,500.00		
	Project Support Assistant (1)	x	x	x			34,500.00		
	<b>6.b) Procure equipment</b>	x	x	x	UNDP	UN DP	<b>50,500.00</b>		
	Office Equipment /Computer (20)	x	x	-			10,500.00		
	Office Furniture / Computer table/ File cabinet etc. (15)	x	x	x			23,000.00		
	Printer (5)	x	x	x			4,000.00		
	Photocopiers (3)	x	x	x			4,000.00		
	Scanner / fax (2)	x	x	x			2,000.00		
	Other equipment/ Mobile, Internet etc. (15)	x	x	x			7,000.00		
	<b>6 c ) Ensure operations and maintenance (Rental Office and office maintenance)</b>	x	x	x			UNDP	UN DP	<b>113,464.00</b>
	Rent and Operation Maintenance for ERD and Project office	x	x	x					7,500.00
	Operation maintenance Office and Office equipment / Mobile, Internet, telephone etc. Bill	x	x	x					13,000.00
	Rental Vehicle	x	x	x	73,364.00				
	Supplies office Stationeries and Other ICT materials	x	x	x	19,600.00				
	<b>6. d) Project Regular Activities</b>	x	x	x	UNDP	UN DP	<b>373,066.00</b>		
	Printing Publication of periodic reports (K4DM, ERD)	x	x	x			1,500.00		
	Annual Review, Mid-term Evaluation, Final Evaluation	x	x	x			72,000.00		
	Annual project retreat (including resource person)	x	x	x			30,000.00		
	Annual planning workshop (local and central level)	x	x	x			20,000.00		
	DPC/GMS	x	x	x			186,086.00		

	UNDP Common Cost (Communication, Gender, UN Clinic, Security)	x	x	x			46,480.00
	Miscellaneous Expenses	x	x	x			17,000.00
	<b>Sub Total Activities 6</b>	<b>199,469.00</b>	<b>384,401.00</b>	<b>363,880.00</b>			<b>947,750.00</b>

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## **VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS**

### **Project Executive Board (PEB)**

The project has provision for a Project Executive Board (PEB) to provide high level policy guidance and direction based on the recommendations made by the PIC committee. The PEB will coordinate at the highest level among relevant stakeholders of the project. The PEB will be headed by the Secretary, ERD and include membership of officials from the following Ministry/ Division/ Agency around the rank of Additional, Joint and Deputy Secretary.

- National Project Director of K4DM Project; - Member
- ERD (UN Wing)- Joint Secretary (UN-I & UN-II) - Member
- ERD- Representatives from 10 wings - Member
- A representative from General Economics Division (GED), Implementation, Monitoring and Evaluation Division (IMED) and Statistics and Informatics Division- Member
- UNDP – Resident Representative and Deputy Resident Representative- Member
- UNDP- Assistant Resident Representative of Democratic Governance Cluster- Member
- National Project Manager of K4DM Project- Member
- ERD- Deputy Secretary (UN-3)- Member Secretary.

The key responsibilities of the Project Executive Board (PEB) include:

- Provide direction of the Project in accordance with the goals and objectives indicated in the Pro Doc.
- Endorse all final output produced by the K4DM Phase II Project;
- Establish and receive reports regarding appropriate governance assurance arrangements, including Progress Reports and provide further direction to relevant stakeholders where necessary;
- Accept ownership of issues and risks associated with K4DM Phase II;
- Ensure that any necessary resources are available to enable the timely completion of activities as indicated in the Pro. Doc.
- Recommend necessary actions to be taken for efficient and effective implementation of the project.
- The Board will meet every six months. However, it may call its meeting any time needed.

### **National Project Director and Deputy Project Director**

K4DM Phase II will be overseen by the ERD and will be implemented under the leadership of the National Project Director (NPD). The NPD will lead and manage K4DM Phase II and will ensure that the frameworks and systems that are considered by the ProDoc are implemented effectively. The key responsibilities of the NPD include:

- Provide overall direction and guidance to the Project
- Chair executive meetings
- Review objectives of the Project and delivery of results
- Recommend corrective action where appropriate
- Ensure high level coordination with development partners and national institutions.

The National Project Director will also be supported by a Deputy Project Director who will provide operational support where necessary. The key responsibilities of the Deputy NPD will be to:

- Serve as the focal point for liaison with internal and external stakeholders
- Manage public relations related to Project
- Keep abreast of developments relating to the Project
- Contribute to the allocation of resources towards the Project
- Support the NPD in mitigating any risks and to strengthen strategic partnerships related to the Project.

### **Liaison Officer**

The project has provision for a Liaison Officer to provide administrative support for the smooth implementation of the project through appropriate liaison with and among the Senior Project Management, ERD, UNDP and other line ministries and divisions. The Liaison Officer will be from ERD UN Wing around the rank of Deputy Secretary.

- Serve as the liaison desk officer
- Initiate filing process for the approval of project related works
- Maintain regular liaison and coordination with internal and external stakeholders
- Support public relations related activities of the Project
- Support the NPD in organizing PIC, Executive Board Meetings and relevant policy level events of the project
- Maintain close relationship and regular correspondence with UNDP.

### **National Project Manager**

The National Project Manager (NPM) will play a key role in operationalising the Project and ensuring that effective project oversight takes place. The NPM will act as a focal point of implementing the overall strategy of the Project onto the ground, whilst also communicating to the NPD and the Deputy NPD key information about the Project that can inform the Project's strategy against the ProDoc.

The key responsibilities of the NPM include:

- Informing and seeking guidance from the NPD and Deputy NPD on critical issues relating to the Project and relevant information from the ground that can inform strategy
- Manage the Associates, Consultants, Volunteers and Project Administration teams, including managing performance and ensuring that staff comply with relevant workplace, performance, health and safety standards
- Monitoring progress and assist the Programme Quality Assurance Team with their monitoring and evaluation functions to ensure the financial and administrative integrity of K4DM Phase II
- Assist the NPD and Deputy NPD regarding strategic relationships with key stakeholders
- Ensuring collaboration between the separate Associates and work programmes and effectively manage internal relationships
- Support the development of coherent work plans with Associates, Consultants and Volunteers.



## **Project Administration**

K4DM Phase II will also be supported by a Project Administration Team that will support the overall aims of the Project and its personnel. The Project Administration Team will consist of one (1) Finance and Administration Officer and two (2) Project Support Assistants.

The key responsibilities of the Finance & Administration Officer include:

- Implement best practices regarding the financial management of the Project
- Ensure that any legislative or other financial reporting requirements relating to the Project are met
- Liaison and assist the Programme Quality Assurance team with their monitoring and evaluation functions and/or other performance reviews
- Action and reconcile and costs and invoicing related to the Project
- Review all procurement actions, including onboarding of staff and ensure that it achieves value for money.
- Assist in coordinating appointments and scheduling workshops with the NPM and Associates
- Ensure that the physical working spaces (i.e. office space) and telecommunications is adequately equipped and working effectively
- Work with the Finance Officer to facilitate the onboarding and offboarding of personnel
- Support other internal staff, including the Finance Officer and Programme Quality Assurance team, with their oversight functions
- Ensure that the entire staff comply with record keeping requirements and provide assistance where necessary
- Create and maintain records and databases relating to personnel and other data.

The key responsibilities for the Project Support Assistants include:

- Implement best practices in project management and assist the NPM with evidence-based options to ensure that deliverables are being met
- Monitor, track and report on the status of deliverables to the NPM
- Contribute to the development of the Project's plans and other strategic documents
- Provide secretarial support for the NPM
- Draft and prepare general correspondence, notes and memorandums to internal and external stakeholders
- Assist the Associates with research support upon the direction of the NPM, if necessary.

## **Associates**

The heart of the Project will be implemented by several Associates who will each be responsible for the different outputs related to the Programme. The Associates are divided by key subject matter areas that reflect the Programme's activities, and include a Capacity Development Associate, Knowledge Management Associate, National Resource Mobilization Strategy Associate, NRB Associate, Communications Associate and a SSTC Associate. Each Associate will report to the NPM.

The responsibilities for the Associates include:

- Research and undertake data analysis relating to the subject matter of their assignment

- Ensure that the project deliverables are executed in a timely and efficient manner and perform related project management tasks to achieve this
- Assist in the preparation of correspondence with key external stakeholders and maintain key relationships related to their post
- Contribute to the development of strategic and reporting documents relating to the Project where necessary
- Liaison with internal staff, including the Administration Officer, with the scheduling of key workshops or events related to the Project
- Provide direction and formulate work plans to volunteers and internships that is commensurate to their experience and if assigned to the role.

In addition, certain Associates will also have additional responsibilities that reflect their area of expertise. The Communications Associate will be responsible for:

- Operationalise marquee events, including SSTC/NRB international and national events in collaboration with other Associates
- Coordinate with other Associates and liaison with the NPM and other internal staff regarding external correspondence or enquiries relating to the Project.

Finally, given the volume of work programmed for the NRB and SSTC Associates, they will each be supported by a National UN Volunteer/Intern and an NRB and SSTC Individual Consultant respectively. The key responsibilities for the Individual Consultants include:

- Provide subject matter expertise to the Associates that can inform content and programme delivery
- Conduct interviews with external stakeholders or conduct desktop research to obtain insights relating to the subject area
- Provide analysis through independent research using both quantitative and qualitative methods
- Adopt and implement feedback from a range of internal and external stakeholders.

The key responsibilities of the UN Volunteers and Internships, include:

- Undertake research and analysis upon the direction of the NRB or SSTC Associates
- Assist in preparing project documents or correspondence where necessary.

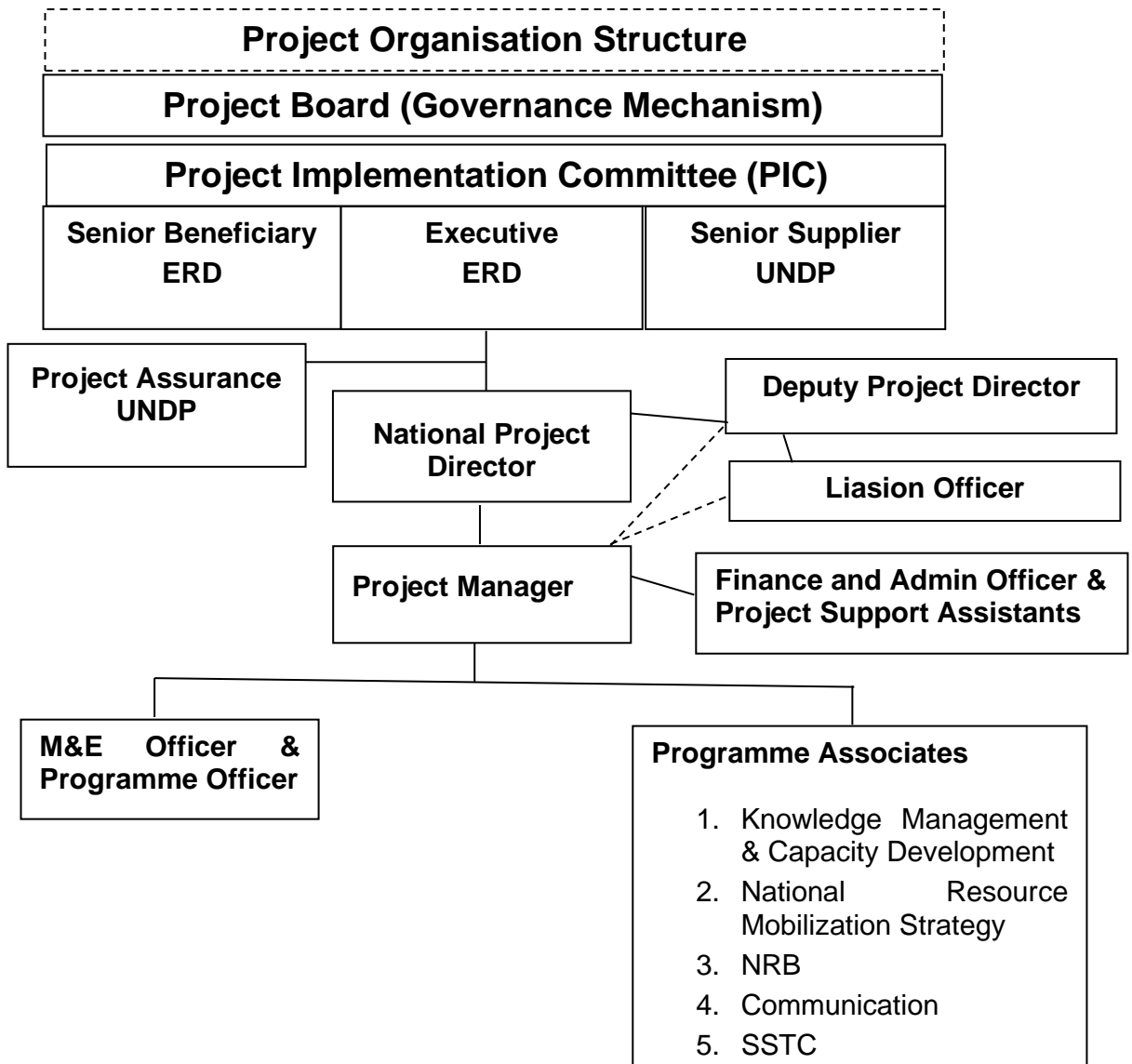
### **Programme Quality Assurance**

Programme Assurance will be conducted by the Programme Quality Assurance team. The Programme Quality Assurance Team will be led by the Programme Officer who will be responsible for:

- Ensuring that K4DM Phase II is being delivered effectively and efficiently
- Conduct regular internal reviews and audits, analyse data and make recommendations to the NPM for improving the delivery of the Project in collaboration with the Monitoring and Evaluation Officer
- Implement an internal human resources conflict resolution process
- Act as an independent approval authority for the onboarding of high value assets
- Provide recommendations to the NPM regarding the findings from the NHDR Associate that can inform the strategic direction of the National Resource Mobilization Strategy.

In addition, the Programme Quality Assurance team will have a Monitoring and Evaluation Officer who will be responsible for:

- Carrying out oversight and monitoring functions across K4DM Phase II and implement the Monitoring and Evaluation Plan
- Conduct internal audits of deliverables and outputs and ensure regulatory compliance in liaison with the Programme Officer.



**Figure 3: Organogram of the Project**

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## LEGAL CONTEXT

This project document together with the UNDAF-AP signed by the GoB and UNDP which is incorporated by reference constitutes together a Programme document as referred to in the Standard Basic Assistance Agreement (SBAA) between the Government of Bangladesh and UNDP, signed on 25 Nov. 1986 (or other appropriate governing agreement) and all Country Programme Action Plan provisions apply to this document.

Consistent with the Article III of the SBAA the responsibility for the safety and security of the executing agency and its personnel and property, and of the UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency 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 security agency's security, and full implementation of the security plan

1. 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.
2. This project will be executed by ERD, UN Wing (Implementing Partner) in accordance with 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 best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to 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 list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.
4. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. The Implementing Partner shall: (a) conduct project and programme-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 programme 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.

6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme 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.

### **Tolerance**

An overall stage tolerance of plus/minus 20% on approved stage budget and plus/minus 6 months on stage schedule will be allowed. If these tolerance levels are forecast to be exceeded, the Project Executive Board will be immediately notified, and corrective action will be taken as required.

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## IX. RISK MANAGEMENT

The successful implementation of the Project is conditioned by a set of risk assumptions. The first and foremost assumption is that the ERD is interested and will remain highly committed to the Project for its whole duration. A change in the leadership of the ERD and NPD can seriously affect the performance of this Project. Thus, it is assumed that the Project will have a consistently committed leadership throughout its life. Secondly it is also assumed that the ERD officials will be interested in capacity development programmes and they are accommodative enough to adapt to changes in attitudes and practices. Since the Project will introduce a set of changes in the existing practices within ERD, the senior management needs to be willing and positive towards these changes.

It is clearly evident that there is lack of clarity in terms of mandate and job description among ministries and divisions in Bangladesh. This obscurity and overlapping very often leads to tension and unnecessary competition among the government agencies and individuals. For this situation to be effectively handled, the ERD Senior Management needs to be willing and capable of establishing collaboration, coordination and partnership between relevant ministries and agencies.

Smooth interaction and communication between the Project Management Team, ERD Senior Management and the UNDP is a prerequisite for the Project to run successfully. These three parties need to be in consensus over the implementation modality, policy guidelines and project management structure. For smooth implementation of the Project, it is assumed that there will be development partners interested in pursuing a knowledge management project. Finally, the project also will be hugely dependent on the overall status of the society, especially in relation to the economic, social and health challenges associated with COVID-19 and political economy.

Among the above-mentioned risks some are manageable at the level of ERD and UNDP, and some are beyond. The manageable risks could be handled with legal-institutional measures, and behavioural measures. For any tension between ERD and government agencies, the ERD and the UNDP, this can be managed by following the Rules of Business of the Government and the UNDAF signed between UNDP and the Government of Bangladesh. This includes practicing behavioural measures including transparent and regular communication between parties involved in implementation. It is important that meetings between the Executive Board or Steering Committees, the National Project Director, Deputy Project Director and National Project Manager are held on a regular basis. Effective communication, transparency and accountability must be maintained with highest standard in order to reduce the manageable risks.

## X. ANNEXES

### ANNEX A | BUDGET SUMMARY

PROJECT OUTPUT	Activities	Year 1	Year 2	Year 3	Total Budget
Output 1: Institutional approach for capacity development adopted	<b>1 ) Capacity development</b>	<b>Amount USD</b>	<b>Amount USD</b>	<b>Amount USD</b>	<b>Amount USD</b>
	1.1.1) e-Centre for Capacity Development	19,000.00	81,000.00	64,225.00	164,225.00
	1.1.2) Mapping training/capacity development programmes offered by government, development partners to identify appropriate programme/courses that enhances capacity of ERD officials in delivering mandate of the ERD	6,000.00	31,000.00	14,000.00	51,000.00
	1.1.3) Develop Leadership and Performance enhancement guideline, vetted by ERD senior management	-	17,000.00	14,000.00	31,000.00
	1.1.4) Special leadership development training/workshop/exchange visit programme and career improvement pathways for early career officials	4,000.00	27,000.00	28,000.00	59,000.00
	1.1.5) Establishing a communications platform that will allow ERD officials to monitor and identify knowledge and skills gaps	2,000.00	11,000.00	7,000.00	20,000.00
	1.1.6) Archiving the institutional memory through online documentation (12 short video documentaries)	1,500.00	10,000.00	8,000.00	19,500.00
	1.1.7) Providing training to ERD officials on new skills to adopt to COVID-19	4,000.00	13,000.00	5,000.00	22,000.00
	1.1.8) Informing the ERD officials with updated political economy analysis of the economic fallout of Covid	-	15,000.00	3,000.00	18,000.00
		<b>Sub Total Activities 1</b>	<b>36,500.00</b>	<b>205,000.00</b>	<b>143,225.00</b>
Output 2: Enabling environment for evidence-based policymaking strengthened	<b>2 ) Evidence-based policy making</b>				
	1.2.1 ) Strengthening FABA-ICT Wings of ERD by analytical capacity	5,000.00	19,000.00	15,000.00	39,000.00
	1.2.2) Digital Transformation Policy/Initiative	2,000.00	1,000.00	500.00	3,500.00
	1.2.3) Upscale training in record-keeping practices under the Digital Transformation Initiative	3,500.00	17,000.00	13,000.00	33,500.00
	1.2.4) Establish a ERD Roundtable to create dialogue regarding information handling and sharing knowledge management issues	5,000.00	20,000.00	20,000.00	45,000.00

	1.2.5) Publish yearly Foreign Assistance Analytics highlighting trends, gaps and utilization of foreign assistances in Bangladesh	2,000.00	10,000.00	10,000.00	22,000.00
	1.2.6) Monitoring Position of ERDPedia in UN Wing (gov)	-	-	-	-
	1.2.7) Policy Expert Pool (PEP)	4,000.00	25,000.00	28,000.00	57,000.00
	1.2.8) National Human Development Report (NHDR) published every alternative year	10,000.00	-	210,000.00	220,000.00
	1.2.9) Programme Officer (1 Post)	41,500.00	41,500.00	41,500.00	124,500.00
	1.2.10) Programme Associate (Knowledge Management and Capacity Development) (1 Post)	17,500.00	17,500.00	17,500.00	52,500.00
	<b>Sub Total Activities 2</b>	<b>90,500.00</b>	<b>151,000.00</b>	<b>355,500.00</b>	<b>597,000.00</b>
<b>Output 3: National resource mobilization capacity strengthened</b>	<b>3 ) External Resource Mobilization Strategy Development</b>				
	2.1.1) External Resource Mobilization Strategy formulation	1,000.00	31,000.00	11,000.00	43,000.00
	2.1.2) External Resource Mobilization Strategy implemented focusing on new approaches and innovative sources towards attaining SDGs	7,000.00	-	14,000.00	21,000.00
	2.1.3) Strengthen collaboration with respective authorities to implement External Resource Mobilization Strategy focusing on FDI	6,000.00	15,000.00	6,000.00	27,000.00
	2.1.4) Perform a formal review of the Strategy upon the release of key Government policy and planning documents i.e. 8th FYP, Perspective Plan, NHDR	-	-	8,000.00	8,000.00
	2.1.5) Resource Mobilization Plans developed by each wing (ERD)	2,000.00	10,000.00	15,000.00	27,000.00
	2.1.6) Assign a focal person from each Wing to track the implementation of the External Resource Mobilization Strategy and relevant issues	3,000.00	3,000.00	3,000.00	9,000.00
	2.1.7) Organize regular coordination meeting, workshops and seminars with respective government agencies to inform them status of flow and usage of external resources so that they can be prepared to cope with upcoming changes/shocks	2,500.00	5,000.00	5,000.00	12,500.00
	2.1.8) Conduct two (2) studies on "how to strengthen capacity of external officers of ERD" and "Assessing the need of economic wing positions in other missions abroad"	2,000.00	17,500.00	17,500.00	37,000.00
	2.1.9) Engaging youth and third generation Bangladeshi's as Resource Star	2,000.00	18,000.00	18,000.00	38,000.00
	2.1.10) Undertake effective measures to showcase Bangladesh's achievement and potential in the year between two BDFs	-	5,000.00	-	5,000.00



	2.1.11) Organizing an event in Bangladesh Development Forum for Showcasing achievement of UN wing and K4DM	-	15,000.00	-	15,000.00
	2.1.12) Conduct a study to formulate a strategy for accessing low-cost assistance in the post LDC graduation phase	2,000.00	18,000.00	-	20,000.00
	2.1.13) Conduct a study for analysing the interest rate of different donors for accessing low cost assistance seeking strategy considering the changes like phasing out of LIBOR	2,000.00	18,000	-	20,000.00
	2.1.14) Programme Associate (Communication)(1 Post)	17,500.00	17,500.00	17,500.00	52,500.00
	2.1.15) Programme Associate (Resource Mobilization) (1 Post)	17,500.00	17,500.00	17,500.00	52,500.00
	<b>Sub Total Activities 3</b>	<b>64,500.00</b>	<b>190,500.00</b>	<b>132,500.00</b>	<b>387,500.00</b>
Output 4: Engagement of NRBs with the Government improved	4 ) Enhance working relationships with NRB expertise				
	2.2.1) Support to NRB Taskforce	1,500.00	13,000.00	12,000.00	26,500.00
	2.2.2) NRB Ministry Focal Points	4,500.00	13,000.00	10,000.00	27,500.00
	2.2.3) NRB Support and Information Cell	9,000.00	14,000.00	11,000.00	34,000.00
	2.2.4) Strategic Resources (NRB) Assessment	1,000.00	5,000.00	-	6,000.00
	2.2.5) NRB Pool Fund	500.00	16,875.00	22,150.00	39,525.00
	2.2.6) NRB Database	3,000.00	5,000.00	5,000.00	13,000.00
	2.2.7) Organize a Yearly Convention/Conference in National Development Issues	-	50,000.00	50,000.00	100,000.00
	2.2.8) Programme Associate (NRB) (1 post)	-	24,500.00	24,500.00	49,000.00
	<b>Sub Total Activities 4</b>	<b>19,500.00</b>	<b>141,375.00</b>	<b>134,650.00</b>	<b>295,525.00</b>
Output 5: Institutions and modality for South-South Triangular Cooperation strengthened	5 ) South-South Triangular Cooperation				
	2.3.1) SSTC Knowledge Centre and Knowledge Accelerator Lab	8,500.00	21,000.00	19,000.00	48,500.00
	2.3.2) SSTC Mapping Report	500.00	12,000.00	-	12,500.00
	2.3.3) Strengthen the existing SSTC Cell in ERD through increased knowledge and resource sharing	4,500.00	3,000.00	5,000.00	12,500.00
	2.3.4) Operationalize SSTC cell and desk	1,000.00	8,000.00	6,000.00	15,000.00
	2.3.5) SSTC Pool Fund	-	20,000.00	20,000.00	40,000.00

	<b>2.3.6) Establish appropriate oversight mechanism of South-South Triangular Cooperation Pool fund and South-South Triangular Cooperation Knowledge Centre</b>	1,500.00	30,000.00	29,000.00	60,500.00
	<b>2.3.7) Strengthen Bangladesh Youth Network and connecting them with similar international networks (e.g. South Star) across the developing world</b>	1,500.00	21,000.00	20,000.00	42,500.00
	<b>2.3.8) Organize a Yearly Convention/Conference at home and abroad Regarding SSTC Collaboration and Knowledge Sharing Issues</b>	4,000.00	60,000.00	35,000.00	99,000.00
	<b>2.3.9) Programme Associate (SSTC) (1 Post)</b>	17,500.00	17,500.00	17,500.00	52,500.00
	<b>2.3.10) Project Support Assistant (SSTC) (1 Post)</b>	11,500.00	11,500.00	11,500.00	34,500.00
	<b>Sub Total Activities 5</b>	<b>50,500.00</b>	<b>204,000.00</b>	<b>163,000.00</b>	<b>417,500.00</b>
<b>Output 6: Project support / Operational Cost</b>	<b>6 ) Establish project support team / Operational Cost</b>				
	<b>6.a) Establish project support team</b>	127,720.00	141,500.00	141,500.00	410,720.00
	National Project Manager (1)	85,000.00	90,000.00	90,000.00	265,000.00
	Monitoring and Evaluation Officer (1)	8,720.00	17,500.00	17,500.00	43,720.00
	Finance / Admin. Officer (1)	22,500.00	22,500.00	22,500.00	67,500.00
	Project Support Assistant (1)	11,500.00	11,500.00	11,500.00	34,500.00
	<b>6.b) Procure equipment</b>	14,000.00	25,500.00	11,000.00	50,500.00
	Office Equipment /Computer (20)	2,500.00	8,000.00	-	10,500.00
	Office Furniture / Computer table/ File cabinet etc. (15)	10,000.00	8,000.00	5,000.00	23,000.00
	Printer (5)	500.00	2,500.00	1,000.00	4,000.00
	Photocopiers (3)	-	3,000.00	1,000.00	4,000.00
	Scanner / fax (2)	-	1,000.00	1,000.00	2,000.00
	Other equipment/ Mobile, Internet etc. (15)	1,000.00	3,000.00	3,000.00	7,000.00
	<b>6 c ) Ensure operations and maintenance (Rental Office and office maintenance)</b>	20,464.00	47,500.00	45,500.00	113,464.00

Rent and Operation Maintenance for ERD and Project office	2,500.00	2,500.00	2,500.00	7,500.00
Operation maintenance Office And Office equipment / Mobile, Internet, telephone etc. Bill	3,000.00	5,000.00	5,000.00	13,000.00
Rental Vehicle	13,364.00	30,000.00	30,000.00	73,364.00
Supplies office Stationeries and Other ICT materials	1,600.00	10,000.00	8,000.00	19,600.00
<b>6. d) Project Regular Activities</b>	<b>37,285.00</b>	<b>169,901.00</b>	<b>165,880.00</b>	<b>373,066.00</b>
Printing Publication of periodic reports (K4DM, ERD)	500.00	500.00	500.00	1,500.00
Annual Review, Mid-term Evaluation, Final Evaluation consultants	-	36,000.00	36,000.00	72,000.00
Annual project retreat (including resource person)	-	15,000.00	15,000.00	30,000.00
Annual planning workshop (local and central level)	-	20,000.00	20,000.00	20,000.00
DPC/GMS	28,305.00	78,401.00	79,380.00	186,086.00
UNDP Common Cost (Communication, Gender, UN Clinic, Security)	6,480.00	20,000.00	20,000.00	46,480.00
Miscellaneous Expenses	2,000.00	12,000.00	11,000.00	17,000.00
<b>Sub Total Activities 6</b>	<b>199,469.00</b>	<b>396,401.00</b>	<b>379,880.00</b>	<b>947,750.00</b>
<b>Total Budget:</b>	<b>460,969.00</b>	<b>1,288,276.00</b>	<b>1,308,755.00</b>	<b>3,058,000.00</b>

## ANNEX B | SOCIAL AND ENVIRONMENTAL SCREENING TEMPLATE

### Project Information

#### Project Information

- |                                     |                                                      |
|-------------------------------------|------------------------------------------------------|
| 1. Project Title                    | Knowledge for Development Management (K4DM) Phase-II |
| 2. Project Number                   |                                                      |
| 3. Location (Global/Region/Country) | Dhaka                                                |

### Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

#### QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

##### Briefly describe how the Project mainstreams the human-rights based approach

Bangladesh is progressing towards least-developed country (LDC) graduation as it pursues sustainable and inclusive economic growth. However, COVID-19 has changed the national and international context and threatens to derail this trajectory. Foreign aid has played an important role in developing Bangladesh towards LDC graduation. Historically, foreign assistance has allowed Bangladesh to undertake significant development projects despite a domestic savings-investment gap and a foreign exchange gap which would otherwise prevent the Government of Bangladesh to commit to development spending. Despite the overall reduction on foreign assistance dependence in Bangladesh, foreign assistance still contributes a significant proportion of the country's development budget. K4DM Phase II sets to achieve an impact that makes the Government of Bangladesh capable of mobilizing necessary external resources with accelerated and comprehensive measures for moving towards LDC graduation. To achieve this impact, K4DM Phase II will be underpinned by five principles that will shape the activities and outputs. These principles include: a) enhanced institutional and individual capacity so that they can efficiently access, generate and apply knowledge products/research outcomes in decision making; b) promote innovation and exchange within and beyond government; c) strengthen collaboration and partnership between government agencies and civil society organizations, think tanks and knowledge partners; d) provide knowledge services to the Government ministries and agencies, especially in relation to their resource mobilization; and e) institutionalization of knowledge management systems within the ERD.

Bangladesh is firmly committed to pursuit Agenda 2030 for Sustainable Development. Thus, it has aligned all national development plans and programmes in a way so that it does leave no one behind. K4DM phase-II has direct association with 4 SDG targets, strong linkages with financing plan of 8th Five Year Plan which will further contribute towards achieving the SDGs. The programmes including capacity development programmes for govt. officials will include specific issues on inclusion of women, children, elderly, poor and vulnerable groups, men and youth in the process of development of the country. The project will also advocate to ERD for mobilizing external resources focusing on these groups. One of the key activities of K4DM phase-II will be to publish NHDR regularly which will further contribute to evidence-based policy making and ensure mainstreaming human-rights in the development of the country.

##### Briefly describe how the Project is likely to improve gender equality and women's empowerment

Gender issues will be addressed as all the programmes target both genders equally. More than 30 percent of government officials are female, who will be served by the initiative. The Project considers "gender" as a cross-cutting issue. Equal opportunities will be created for both genders in the project team. The capacity-development programmes will ensure maximum participation of female officials of the govt. The programmes will include dedicated components focusing on gender

issues i.e. women empowerment, leadership development and will focus to ensure that women have real voice in all governance institutions as a prerequisite to achieving SDG goals.

**Briefly describe how the Project mainstreams environmental sustainability**

K4DM phase-II do not have any plan of physical intervention that may affect natural ecosystem. Furthermore, the project will consider issues of environmental sustainability as a cross-cutting issue too by strict conservation of materials and energy in the day-to-day operations and practices. The project will ensure conservation of energy by using energy efficient PCs and other electric appliances i.e. using LED lights, reducing number of electric appliances used at the project office. It will reduce use of paper by using computer-based online mediums for communicating reports and other written documents, progressive reduction of printed materials, sourcing paper from eco-friendly, socially responsible suppliers, promoting technology for virtual meetings, establishing E-learning center for ERD for capacity development of govt. officials and so on. Use of fuel-efficient vehicles for transport will be ensured for reducing use of fuel and GHG emission.

**Part B. Identifying and Managing Social and Environmental Risks**

<p><b>QUESTION 2: What are the Potential Social and Environmental Risks?</b></p> <p>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</p>	<p><b>QUESTION 3: What is the level of significance of the potential social and environmental risks?</b></p> <p>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</p>			<p><b>QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?</b></p>
<p><b>Risk Description</b></p>	<p><b>Impact and Probability (1-5)</b></p>	<p><b>Significance (Low, Moderate, High)</b></p>	<p><b>Comments</b></p>	<p><b>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</b></p>
<p>Risk 1: <b>No Risks Identified</b></p>	<p>I = P =</p>			
<p>Risk 2 :....</p>	<p>I = P =</p>			
<p>Risk 3: ....</p>	<p>I = P =</p>			
<p>Risk 4: ....</p>	<p>I =</p>			

[add additional rows as needed]

P =

**QUESTION 4: What is the overall Project risk categorization?**

Select one (see SESP for guidance)

Comments

Low Risk

Moderate Risk

High Risk

**QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?**

Check all that apply

Comments

Principle 1: Human Rights

Principle 2: Gender Equality and Women's Empowerment

1. Biodiversity Conservation and Natural Resource Management

2. Climate Change Mitigation and Adaptation

3. Community Health, Safety and Working Conditions

4. Cultural Heritage

5. Displacement and Resettlement

6. Indigenous Peoples

7. Pollution Prevention and Resource Efficiency

## Final Sign Off

Signature	Date	Description
QA Assessor		UNDP staff member responsible for the Project, typically a UNDP Programme Officer. 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. Final signature confirms they have “cleared” the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases, PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

## SESP Attachment 1. Social and Environmental Risk Screening Checklist

<b>Checklist Potential Social and Environmental Risks</b>	
<b>Principles 1: Human Rights</b>	<b>Answer (Yes/No)</b>
1. Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2. Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? <sup>11</sup>	No
3. Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4. Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6. Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7. Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8. Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
<b>Principle 2: Gender Equality and Women's Empowerment</b>	
1. Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2. Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3. Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4. Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
<b>Principle 3: Environmental Sustainability:</b> Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below	

<sup>11</sup> Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.



<b>Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management</b>		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services?  <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water?  <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area?  <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	No
<b>Standard 2: Climate Change Mitigation and Adaptation</b>		
2.1	Will the proposed Project result in significant <sup>12</sup> greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)?  <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No

<sup>12</sup> In regards to CO<sub>2</sub>, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

<b>Standard 3: Community Health, Safety and Working Conditions</b>		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, developments)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of developments or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
<b>Standard 4: Cultural Heritage</b>		
4.1	Will the proposed Project result in interventions that would potentially adversely impact 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 inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
<b>Standard 5: Displacement and Resettlement</b>		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in 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	Is there a risk that the Project would lead to forced evictions? <sup>13</sup>	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
<b>Standard 6: Indigenous Peoples</b>		

<sup>13</sup> Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect 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)?  <i>If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
<b>Standard 7: Pollution Prevention and Resource Efficiency</b>		
7.1	Would the Project potentially result in 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
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs?  <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

## ANNEX C | PROJECT BOARD TERMS OF REFERENCE AND TORs OF KEY MANAGEMENT POSITIONS

### **Project Executive Board and its role:**

The project has provision for a Project Executive Board (PEB) to provide high level policy guidance and direction based on the recommendations made by the PIC committee. The PEB will coordinate at the highest level among relevant stakeholders of the project. The PEB will be headed by the Secretary, ERD and include membership of officials from the following Ministry/ Division/ Agency around the rank of Additional, Joint and Deputy Secretary:

- National Project Director of K4DM Project; - Member
- ERD (UN Wing)- Joint Secretary (UN-I & UN-II) - Member
- ERD- Representatives from 10 wings - Member
- A representative from General Economics Division (GED), Implementation, Monitoring and Evaluation Division (IMED) and Statistics and Informatics Division- Member
- UNDP – Resident Representative and Deputy Resident Representative- Member
- UNDP- Assistant Resident Representative of Democratic Governance Cluster- Member
- National Project Manager of K4DM Project- Member
- ERD- Deputy Secretary (UN-3)- Member Secretary.

### **THE ROLE OF THE PROJECT BOARD IS TO:**

- Provide direction of the Project in accordance with the goals and objectives indicated in the Pro Doc.
- Endorse all final output produced by the K4DM Phase II Project;
- Establish and receive reports regarding appropriate governance assurance arrangements, including Progress Reports and provide further direction to relevant stakeholders where necessary;
- Accept ownership of issues and risks associated with K4DM Phase II;
- Ensure that any necessary resources are available to enable the timely completion of activities as indicated in the Pro. Doc.
- Recommend necessary actions to be taken for efficient and effective implementation of the project.
- The Board will meet every six months. However, it may call its meeting any time needed.

### **Project Implementation Committee (PIC) and its role:**

The project has provision for a Project Implementation Committee (PIC) to provide policy guidance and direction and overall review of project implementation towards smooth implementation of the project. The PIC will be headed by the National Project Director and include membership of officials from the following Ministry/ Division/ Agency around the rank of Joint/ Deputy Secretary:

- ERD -All branch heads of the UN Wing of ERD;
- Representatives from UNDP
- National Project Manager – K4DM;
- Representatives from IMED and Planning Commission;

## RESPONSIBILITY OF PIC:

The main responsibilities of the PIC are as follows:

- Effective delivery of the programme with a special focus on resolving problems and bottlenecks;
- Ensuring relevant approvals are given for Project activities;
- Reviewing and Monitoring the progress of annual work plan and budget;
- Reviewing quarterly work plan and quarterly estimates;
- Reviewing Procurement and human resources plans and confirming the procedures and progress;
- Supporting compliance with regulations and rules;
- Supporting the Project to deliver its targeted outputs and objectives;
- Facilitating Project reviews and evolutions to assist project assurance for performance, improvement, accountability and learning;
- Effective communication, coordination and co-operations between the various justice institutions;
- Identifying cross- institutional problems and solutions and recommend low/no cost mechanism for problem solving and agreeing on way forward;
- Take relevant action based on issues referred by the steering committee and Technical Approval Committee;

## National Project Manager

I. POSITION INFORMATION
Job code title: National Project Manager Project Name: Knowledge for Development Management (K4DM) Position No: 1 Proposed Grade: SB5 Organizational Unit: UNDP- Governance Portfolio Bangladesh Department: Governance Portfolio Supervisors/grade: Assistant Resident Representative, Democratic Governance Cluster Duty station: Dhaka, Bangladesh Duration of Contract: One (1) Year, renewable based on incumbent's performance and availability of funds.
II. ORGANIZATIONAL CONTEXT
A joint initiative of the Government of Bangladesh (GoB) and UNDP Bangladesh, Knowledge for Development Management (K4DM) Project Phase-I has being undertaken from September 2014 till December 2020. The project has contributed to objectives of the United Nations Development Assistant Framework (UNDAF) Action Plan. In the wake of declining Official Development Assistance (ODA) and as donors, governments and development partners are placing a greater emphasis on results-based interventions, this project has supported the Government of Bangladesh, especially the UN Wing of the ERD so that it could effectively use, updated knowledge and information that is used for decision

making. This was achieved by development both the requisite technological infrastructure and skilled human resources that is required for evidence-based decision making. K4DM Phase I also promoted deeper engagement and collaboration between government and civil society, NRBs and the governments of other developing nations.

K4DM phase-II (2021-2023) which will mainly be focused on country's current progress towards LDC graduation as the result of smooth persuasion of sustainable and inclusive growth continuously during the last few years, although the COVID-19 has changed the national and international context and threatens to derail this trajectory. Considering the context, K4DM Phase II has been developed to address two specific development challenges including how to enhance the capacity in the Economic Relations Division (ERD) and relevant stakeholders for enhancing their ability to undertake evidence-based decision-making process and engage effectively at the international arena for promoting national development interests; and how to mobilize maximum external economic resources by exploring multiple sources of funding and create a dynamic partnership among government agencies, development partners and civil society. As the context is very complex and compound, therefore, K4DM phase-II will focus on strengthening capacity of the ERD and relevant GOB officials, so that they become more skilled in making decisions those are based on evidences through appropriate knowledge management. It will also provide technical, policy and logistic support to the ERD and other line Ministries as per their needs. K4DM phase-II will support for strengthening effective partnerships with the development partners and other countries through effective collaboration nationally and internationally applying multiple approaches for maximizing external resource mobilization. To achieve a lasting impact that enables the Government of Bangladesh to accelerate resource mobilization towards LDC graduation. K4DM phase-II will create the impact through attaining two outcomes:

- Evidence-based policymaking towards national development aspirations practiced;
- External resource mobilization strategy and international economic collaboration strengthened.

UNDP Bangladesh is seeking a Programme Associate- Knowledge Management & Capacity Development for K4DM Phase-II to lead the project team in the implementation of the activities envisaged under this project's Phase II. The Associate will work under the overall guidance of the National Project Manager (NPM) and in close coordination with the UNDP Country Office. The associate is expected to lead technical support to knowledge management and institutional capacity development and develop, implement and monitor institutional capacity strategic plan at the project arena. S/he will as well plan, execute and monitor comprehensive knowledge management and capacity development programmes in the project along with ensuring quality control in the design of corresponding modules.

### **III. FUNCTIONS / KEY RESULTS EXPECTED**

The National Project manager will report and work under the guidance and supervision of the Assistant Resident Representative, Democratic Governance Cluster. Under the overall guidance of the National Project Director (NPD) and UNDP, NPM will accomplish his/her work the incumbent will do the following activities:

#### **Summary of key functions:**

- Informing and seeking guidance from the NPD and Deputy NPD on critical issues relating to the Project and relevant information from the ground that can inform strategy

- Manage the Associates, Consultants, Volunteers and Project Administration teams, including managing performance and ensuring that staff comply with relevant workplace, performance, health and safety standards
- Monitoring progress and assist the Programme Quality Assurance Team with their monitoring and evaluation functions to ensure the financial and administrative integrity of K4DM Phase II
- Assist the NPD and Deputy NPD regarding strategic relationships with key stakeholders
- Ensuring collaboration between the separate Associates and work programmes and effectively manage internal relationships
- Support the development of coherent work plans with Associates, Consultants and Volunteers.

**Detailed Duties:**

- Manage the realization of project outputs through activities;
- Implementation of the annual results-based work plans and result frameworks in close consultation with the Components, national/international experts and relevant UNDP cluster;
- Plan, strategize and manage the scaling up the project to a national level with closer guidance from NPD and coordination of UNDP;
- Provide direction and guidance to the Project Team and other parties responsible for delivery of or contribution to project results;
- Liaise with the Project Board or its appointed Project Assurance roles to assure the overall direction and integrity of the project;
- Identify and obtain any support and advice required for the management, planning and control of the project;
- Be responsible for project administration and perform evaluation tasks of Project staff;
- Ensure successful coordination with multiple and multi-level stakeholders for facilitating broader network, strategic alliance development and mainstreaming;
- Liaise with any suppliers;
- May also perform Team Manager and Project Management roles;
- Plan the activities of the project and monitor progress against the initial quality criteria;
- Mobilize goods and services to initiative activities, including drafting TORs and work specifications;
- Monitor events as determined in the Monitoring & Communication Plan, and update the plan as required;
- Manage requests for the provision of financial resources by UNDP and other donors, using advance of funds, direct payments, or reimbursement;
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Manage and monitor the project risks as initially identified in the project document, submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;
- Be responsible for managing issues and requests for change by maintaining an Issues Log;

- Prepare the Project Quarterly Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Board and Project Assurance;
- Prepare the Annual Review Report, and submit the report to the Project Board;

#### **Knowledge development and capacity enhancement services**

- Lead the process of knowledge captures of national, regional and global know-how in the subject area and production of knowledge-based products;
- Manage or support the formation of national and regional panel of advisors to guide the work of the project;
- Lead the process of knowledge creation and dissemination related to national, regional and global know-how in the subject area. In this context, partner with practitioners and members of the National think tanks, UNDP global networks, leadership of the practice and sub-practice teams in civil service, recruitment process, change management, HR policy and other related Bureau on knowledge management services;
- Organize internal and external networks or communities of practice covering prominent experts in government, non-government, think tanks, private companies, international development organizations and the UN system;
- Develop country-based intelligence on country situation, opportunities, interests and prospects government, UNDP and major development stakeholders. Map key competencies available in different government agencies and development organizations;

#### **Financial Management**

- Ensure effective management of the project's financial resources;
- Supervise proper accounting of the project resources and reporting;

#### **Policy and Programme Services**

- Stimulate strategic thinking in the area of knowledge management;
- Map on the consistent basis the development issues, covering the situation and strategic opportunities in the form of professional papers and reports;
- Ensure highest UNDP standards in the provision of technical and advisory inputs, organization of workshop, seminars, training and delivery outputs(products);
- Promote convergence between the different development inventions in the area of aid management and also with the work of different development agencies. Identify opportunities to enhance teamwork;
- Work closely with UNDP to ensure that the programme is achieving expected outcomes, progress and milestones are managed and completed;

Ensure programme outputs are aligned procedurally with UNDP positions and practice area development;

### **IV. Impact of Results**

The key results have an impact on the overall achievement in enhancing knowledge for development management in the country in light of the internationally agreed principles and country context especially the Joint Cooperation Strategy (JCS).



## V. Competencies

### **Corporate Competencies:**

- Promotes UN's Values and ethical standards (tolerance, integrity, respect, results orientation, impartiality);
- Displays cultural, gender, religion, race, nationality and sensitivity and adaptability;
- Demonstrates integrity by modelling in the UN's values and ethical standards (human rights, peace, understanding between people and nations, tolerance, integrity, respect, results orientation, UNDP core ethics, impartiality);
- Treats all people fairly without favouritism.

### **Functional Competencies:**

#### Knowledge Management and Learning

- Promotes knowledge management and a learning environment in the office through leadership and personal example,
- Excellent knowledge of capacity development theory and the application of methodology, good understanding of capacity assessment methodologies,
- Excellent ability to identify significant capacity development opportunities, ability to get capacity development,
- Excellent ability to demonstrate national capacities development (mastery of the tools and their application);
- Excellent communication skills (written and oral);
- Display understanding of the relevant contemporary ICT tools and continuously act towards personal capacity development;

#### Development and Operational Effectiveness

- Ability to effectively lead strategic planning, results-based management and reporting;
- Ability to lead formulation, implementation, monitoring and evaluation of development programmes and projects;
- Good ICT skills, knowledge of Aid Information Management Systems;
- Solid knowledge of aid effectiveness principles and concepts, as well as related global trends and developments;
- Knowledge of public administration and public financial management issues;
- Ability to engage with high ranking UNDP Managers, Government Officials and international donor community and provide policy advisory support services;
- Ability to identify opportunities, conceptualize and develop project reports;
- Ability to implement new systems and affect staff behavioural/attitude change;
- Ability to undertake result-based management and reporting;

#### Management and Leadership

- Demonstrates capacity to plan, priorities and deliver task on time to meet goals in a highly pressured environment;
- Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback;
- Ability to work flexibly at the senior and strategic level as well as provide practical support at the operational level;
- Consistently approaches work with energy and a positive, constructive attitude;

- Demonstrated ability to work in a team and communicate in a multi-cultural environment, and adaptability to respond flexibly to country needs and generate innovative, practical solutions to challenging situations;
- Demonstrates good oral and written communication skills;
- Demonstrates openness to change and ability to manage complexities;
- Demonstrates coaching and mentoring ability;
- Demonstrates openness to change and ability to manage complexities;
- Demonstrates strong administrative skills and result oriented approach to work;
- Provides inspiration and leadership to project staff as well as all the partners;

## **VI. Recruitment Qualifications**

### **Education**

Master's Degree or equivalent in Business Administration, Law, Public Administration and related fields of Social Science.

### **Qualifications**

- At least ten years of experience in field of development cooperation, or public administration, at national and/or international level;
- At least three years of experience in project management, managing staff and establishing relationships with senior government officials in senior leadership role is essential. Previous work experience as Project Coordinator in related field is highly preferred;
- Experience of successfully engaging and lobbying with government on policy issues is essential;
- Understanding of UNDP and government procedures in relation to project management is highly desirable;
- Considerable knowledge of results-based management principles and practices, as well as project management tools and techniques; knowledge of UNDP's rules and regulations would be an advantage;
- Experience in development and managing partnerships, including with national and international stakeholders;
- Excellent analytical, organizational and managerial skills;
- Strong negotiation skills and interpersonal skills;
- Experience in working with UN/UNDP/other bilateral development agencies is essential.
- Demonstrated evidence of achievement as an innovative leader with proven ability to work within a team environment involving government, NGOs, UN and both public and private sector partners.

### **Language Requirements**

The candidate must have excellent report writing skills, written and speaking skills in English language.

## Programme Officer

### I. Project Information:

Job code title: Programme Officer  
Project Name: Knowledge for Development Management (K4DM) Project, Phase II  
Position No: 1  
Proposed Grade: SB 4  
Organizational Unit: UNDP- Governance Portfolio Bangladesh  
Department: Governance Portfolio  
Supervisors/grade: National Project Manager, Knowledge for Development Management (K4DM) Project, Phase II  
Duty station: Dhaka, Bangladesh  
Duration of Contract: One (1) Year, renewable based on incumbent's performance and availability of funds.

### II. Organizational Context:

A joint initiative of the Government of Bangladesh (GoB) and UNDP Bangladesh, Knowledge for Development Management (K4DM) Project Phase-I has being undertaken from September 2014 till December 2020. The project has contributed to objectives of the United Nations Development Assistant Framework (UNDAF) Action Plan. In the wake of declining Official Development Assistance (ODA) and as donors, governments and development partners are placing a greater emphasis on results-based interventions, this project has supported the Government of Bangladesh, especially the UN Wing of the ERD so that it could effectively use, updated knowledge and information that is used for decision making. This was achieved by development both the requisite technological infrastructure and skilled human resources that is required for evidence-based decision making. K4DM Phase I also promoted deeper engagement and collaboration between government and civil society, NRBs and the governments of other developing nations.

K4DM phase-II (2021-2023) which will mainly be focused on country's current progress towards LDC graduation as the result of smooth persuasion of sustainable and inclusive growth continuously during the last few years, although the COVID-19 has changed the national and international context and threatens to derail this trajectory. Considering the context, K4DM Phase II has been developed to address two specific development challenges including how to enhance the capacity in the Economic Relations Division (ERD) and relevant stakeholders for enhancing their ability to undertake evidence-based decision-making process and engage effectively at the international arena for promoting national development interests; and how to mobilize maximum external economic resources by exploring multiple sources of funding and create a dynamic partnership among government agencies, development partners and civil society.

As the context is very complex and compound, therefore, K4DM phase-II will focus on strengthening capacity of the ERD and relevant GOB officials, so that they become skilled in making decisions those are based on evidences through appropriate knowledge management. It will also provide technical, policy and logistic support to the ERD and other line Ministries as per their needs. K4DM phase-II will support for strengthening effective partnerships with the development partners and other countries through effective collaboration nationally and internationally applying multiple approaches for maximizing external resource mobilization. To achieve a lasting impact that enables the Government of

Bangladesh to accelerate resource mobilization towards LDC graduation. K4DM phase-II will create the impact through attaining two outcomes:

1. Evidence-based policymaking towards national development aspirations practiced;
2. External resource mobilization strategy and international economic collaboration strengthened.

UNDP Bangladesh is seeking a programme Officer for K4DM Phase-II to lead the project team in the implementation of the activities envisaged under this project's Phase II. The officer will work under the overall guidance of the National Project Manager (NPM) and in close coordination with the UNDP Country Office. The programme Officer is expected to be responsible for providing technical guidance to the team and timely inputs of the project's Phase II implementation. Furthermore, S/He will guarantee that the project bears away with success while maintaining good and effective coordination among the persons, institutions and actors responsible for project planning, management and implementation. S/He will as well look out for developing and strengthening strategic partnership with the relevant stakeholders as per the Project requirements. In addition to that, S/He is expected to come up with substantive advice towards organizing, implementing, monitoring and reporting activities of the project as well as initiate local policy advocacy activities with relevant stakeholders as necessary.

### **III. FUNCTIONS / KEY RESULTS EXPECTED**

*The incumbent will be responsible for day to day support to the Project management and programme execution issues to contribute in achieving the desired results of K4DM project's Phase II.*

#### **Summary of key functions:**

1. Provide Technical support towards Programmatic issues of K4DM Phase II;
2. Develop Strategic Partnerships with relevant stakeholders and maintain coordination among them;
3. Ensure project monitoring, evaluation and reporting;
4. Provide inputs to publish quarterly report, annual reports and other Project related publications;
5. Assist Project Manager for implementation of any other relevant project activities as per AWP and for successful realization of the targeted outputs of the activities.
6. Provide technical support to develop concept papers, note to file, drafting letters, preparing media coverage;
7. Provide technical support to develop newsletter of K4DM Project. Phase II in liaison with Country Office;
8. Provide technical support to develop AWP and realistic budget in collaboration with the Admin-Finance Officer;
9. Provide technical guidance towards organizing and implementing workshops, seminars, capacity development training, local policy advocacy initiatives with stakeholders as necessary;
10. Keep all stakeholders informed of project targets, project activities, achievements and lessons learned and get involved with the efforts of advancing project activities and hold discussion with reverent stakeholders;

#### **Detailed Duties:**

- Support and communicate with the relevant component focal point at ERD for obtaining smooth technical guidance for timely implementation of project activities including South-South Cooperation, NHDR report

development, NRB engagement and Capacity Development Support the associates to work as per the Project Document designed for the K4DM project, Phase II.

- Ensure development, production and dissemination of necessary documents and knowledge products towards implementing Project activities.
- Develop programme related periodic and annual reports, stories of events and other required documents of the planned activities in accordance with the UNDP rules.
- Assist Project Manager for implementation of any other relevant project activities as per AWP and for successful realization of the targeted output of the activities.
- Provide support towards implementing workshops, seminars, capacity development training and local policy advocacy initiatives with stakeholders as necessary.
- Liaise with the concerned government line departments and other stakeholders for effective knowledge management and capacity development.
- Ensure a good management system in place to support project planning, management and proper implementation of activities on K4DM Project, Phase II.
- Conduct and coordinate among the activities of performing regular internal reviews and audits, analysing data and making recommendations to the National Project Manager that bears upon the improvement of the delivery of the Project's Phase II.
- Bring about systematic record keeping and data management on the Project's Phase II activities.
- Ensure necessary work plans, concept notes and monitoring reports to be made regularly.
- Manage any other activities/initiatives as agreed by both parties of achieving the goal of the project's Phase II.

#### **IV. Impact of Results**

The key results have an impact on the overall achievement in enhancing Knowledge for Development Management, Phase II in the country in light of the internationally agreed principles and country context.

#### **V. Competencies**

##### **Corporate Competencies:**

- Good Understanding of UNDP and GoB's Policies and Procedures for project management;
- Demonstrates commitment to UNDP's mission, vision and values;
- Strong interpersonal and communication skills;
- Strong analytical, reporting and writing abilities skills;
- Openness to change and ability to receive/integrate feedback;
- Ability to plan, organize, implement and report on work;
- Ability to work under pressure and tight deadlines;

- Comprehensiveness knowledge of project management;
- Proficiency in the use of office IT applications and internet in conducting research;
- Outstanding communication, project management and organizational skills;
- Excellent presentation and facilitation skills.
- Demonstrates integrity and ethical standards;
- Positive, constructive attitude to work;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

### **Functional Competencies:**

#### *Leadership*

- Takes initiative
- Identifies opportunities and challenges and recommends options
- Checks assumptions against facts
- Assumes responsibility for decisions and outcomes

#### *Innovation - ability to make new and useful ideas work*

- Analyses ideas and provides recommendations for actions
- Analyses complex technical materials (including data) and makes concise, relevant recommendations
- Contributes to reliable production of knowledge services and transactions

#### *People Management - ability to improve performance and satisfaction*

- Seeks opportunities to learn and share
- Demonstrates behaviours such as teamwork, knowledge sharing, maintaining relationships
- Recognizes potential roadblocks to completing tasks and seeks guidance from supervisors to address issues
- Based on formal and informal feedback received, takes action to address areas for growth and improvement.
- Encourages team engagement.

#### *Communication - ability to listen, adapt, persuade and transform*

- Listens to develop awareness for client needs
- Respects difference of opinion
- Finds common ground to solve problems
- Gains trust of peers, partners, clients
- Presents complex, conceptual ideas in practical terms to others

#### *Delivery - ability to get things done*

- 1 Takes responsibility for addressing critical situations
- 2 Demonstrates commitment to clients and quality
- 3 Works to agreed goals dealing with challenges constructively
- 4 Responsible for project implementation and/or team deliverables

#### *Technical Competencies*

- Experience in monitoring and assessment and identification of needs;
- Ability to organize and plan events;
- Knowledge and application of administrative/operational rules;
- Knowledge and sensitivity of local politics and culture as well as community related issues.

- Capability for traveling, field work and work under pressure;
- Excellent computer literacy (MS Office; Windows);

## VI. RECRUITMENT QUALIFICATIONS

### Education:

Minimum Bachelor's Degree in Social Sciences especially in Economics, Political Science or any relevant subject.

### Qualifications:

- 10 years of relevant professional experience in design, implementation and carrying out of development projects.
- A Master's Degree on the aforementioned subjects is a fair advantage.
- At least 05 years' Prior experience to work with UN agency.
- Proven experience in developing strategies, concept note and reports on different development issues.
- Experience in implementation of larger budgets for projects of international organizations
- Experience in the usage of computers and office software packages (MS Word, Excel, etc.) and advance knowledge of spreadsheet and database packages.
- Experience in handling of web-based management systems is a strong advantage.
- Good interpersonal relationship skills and ability to work with a diverse team of national and international staff and consultants.

### Language Requirements:

The candidate must have excellent report writing skills, written and speaking skills in English language.

## Finance and Admin Officer

### I. POSITION INFORMATION

Job code title: Finance and Admin Officer  
 Project Name: Knowledge for Development Management (K4DM) Project, Phase II  
 Position No: 1  
 Proposed Grade: SB3  
 Organizational Unit: UNDP- Governance Portfolio  
 Bangladesh  
 Department: Governance Portfolio  
 Supervisors/grade: National Project Manager, Knowledge for Development Management (K4DM) Project, Phase II  
 Duty station: Dhaka, Bangladesh  
 Duration of Contract: One (1) Year, renewable based on incumbent's performance and availability of funds.

### II. ORGANIZATIONAL CONTEXT

A joint initiative of the Government of Bangladesh (GoB) and UNDP Bangladesh, Knowledge for Development Management (K4DM) Project Phase-I has being undertaken from September 2014 till December 2020. The project has contributed to objectives of the United Nations Development Assistant Framework (UNDAF) Action Plan. In the wake of

declining Official Development Assistance (ODA) and as donors, governments and development partners are placing a greater emphasis on results-based interventions, this project has supported the Government of Bangladesh, especially the UN Wing of the ERD so that it could effectively use, updated knowledge and information that is used for decision making. This was achieved by development both the requisite technological infrastructure and skilled human resources that is required for evidence-based decision making. K4DM Phase I also promoted deeper engagement and collaboration between government and civil society, NRBs and the governments of other developing nations.

K4DM phase-II (2021-2023) which will mainly be focused on country's current progress towards LDC graduation as the result of smooth persuasion of sustainable and inclusive growth continuously during the last few years, although the COVID-19 has changed the national and international context and threatens to derail this trajectory. Considering the context, K4DM Phase II has been developed to address two specific development challenges including how to enhance the capacity in the Economic Relations Division (ERD) and relevant stakeholders for enhancing their ability to undertake evidence-based decision-making process and engage effectively at the international arena for promoting national development interests; and how to mobilize maximum external economic resources by exploring multiple sources of funding and create a dynamic partnership among government agencies, development partners and civil society.

As the context is very complex and compound, therefore, K4DM phase-II will focus on strengthening capacity of the ERD and relevant GOB officials, so that they become skilled in making decisions those are based on evidences through appropriate knowledge management. It will also provide technical, policy and logistic support to the ERD and other line Ministries as per their needs. K4DM phase-II will support for strengthening effective partnerships with the development partners and other countries through effective collaboration nationally and internationally applying multiple approaches for maximizing external resource mobilization. To achieve a lasting impact that enables the Government of Bangladesh to accelerate resource mobilization towards LDC graduation. K4DM phase-II will create the impact through attaining two outcomes:

1. Evidence-based policymaking towards national development aspirations practiced;
2. External resource mobilization strategy and international economic collaboration strengthened.

UNDP Bangladesh is seeking a Finance and Admin Officer for K4DM Phase-II to contribute in the project team in the implementation of the activities envisaged under this project. The Finance and Admin Officer will work under the overall guidance of the National Project Manager (NPM) and in close coordination with the UNDP Country Office. The Officer will work in the programme's Operational Unit and manage all financial and administrative matters in relation to the programme in an effective and accountable manner, complying with UNDP guidelines and reporting requirements. S/he is expected to ensure successful implementation of financial, procurement and administrative services and processes in K4DM project, Phase II and transparent utilization of its financial and physical resources. S/he will also promote a client-oriented approach consistent with UNDP rules and regulations



### III. FUNCTIONS / KEY RESULTS EXPECTED

Under overall guidance and direct supervision of the Project Manager, the Finance and Admin Officer ensures effective execution of financial, procurement and administrative services and processes in K4DM Project, Phase II and guarantees the financial transactions are properly authorized, recorded, have adequate supporting documentation, filled, maintained and can be easily extracted for the purpose of preparing financial statements; and financial audit.

#### **Summary of key functions:**

The Finance and Admin Officer will work in close collaboration with the K4DM Project Phase II Team and programme /Operations Staff in UNDP Country Office (CO) for overcoming financial and administration-related issues and change of information with following functions in details:

Summary of key functions:

- Implement best practices regarding the financial management of the Project's Phase II.
- Ensure that any legislative or other financial reporting requirements relating to the Project are met
- Liaison and assist the programme Quality Assurance team with their monitoring and evaluation functions and/or other performance reviews
- Action and reconcile and costs and invoicing related to the K4DM Project Phase II
- Review all procurement actions, including onboarding of staff and ensure that it achieves value for money.
- Facilitate the development, implementation and evaluation of the project, monitor and analyses administrative, procurement and financial aspects of the activity development and implementation, review relevant documents and reports, identify problems and issues and bring the attention of the Project Manager with proposed actions, liaise with relevant parties, identify and track follow-up actions;
- Participate in the project's Phase II work plan preparation with particular emphasis to the administrative, procurement and financial functions, i.e., preparing the budget and monitoring the project's Phase II expenditures according to the budget and the work plan as approved by appropriate authority of UNDP and government implementing partners;
- Review systems and internal controls, ensuring promotion of optimal and soundest use of financial resources for project effective delivery and meet the standard of periodical / annual audit (internal and external); and advise K4DM project, Phase II staff and counterparts on financial management and promote awareness of financial budget toward project delivery;
- Certify the project consultant contract requests and local partners within the UNDP established procedures for country programmes / projects and ensures payment within local established backing procedures. This activity includes monitoring the consultants' performance in order to advice the National Project Director regarding HR management;
- Analyse administrative service needs and ensure support to specific business operations; review administration of project procedures and ensure that effective (UNDP compliance practices are in place), update systems as required, collaborating with other staff members, ensure systems are used and ensure monitoring controls are in place;
- Liaise, monitor and follow-up the support services of UNDP and other relevant departments in regard to administrative and financial aspects of the project; and draft correspondence as appropriate to ensure smooth implementation of projects;

- Control the project petty cash management and assure the timely replenishment; follow-up the request for office stock requisitions and ensures sufficient stocks are in place; and facilitation of knowledge development and knowledge sharing;

Provides accounting and administrative support to the project focusing on achievement of the following results

- Revision of K4DM Project, Phase II budget revisions, verify availability of funds for programme AWP, and initiate necessary approval process. This activity includes initiating budget data entry in ATLAS/ Microsoft Excel and periodical download of delivery status report for analysis and projections;
- Participate in project monitoring meetings with UNDP country team, with government counterparts and stakeholders to address / negotiate management issues when required and in the project management committee representing UNDP; and liaise with other UNDP clusters regarding systems maintenance and development in support of programme implementation, monitoring and evaluation;
- Support to the K4DM Project, Phase II on programme budget reallocations and chart of accounts coding, accounting, policy interpretation, application of financial regulations and rules and other financial matters;
- Manage risks and assess on an ongoing basis the availability of resources for redeployment due to emerging opportunities and / or unforeseen need; elaborate of proper mechanisms to eliminate deficiencies in budget management; implement of the control mechanism for the project through monitoring of budgets preparation and modifications; and tracking and reporting on mobilized resources;
- Oversee the financial and administrative management of implementing partners, including internal audit (if needed): contingencies when planning, monitors and adjusts plans and actions as necessary, uses time efficiently; and prepare reports as per requirements of IMED / ERD for ADP and policy matters;
- Maintain liaison with UNDP regarding project procurement and other administrative and operational issues; preparation of all necessary documentation, implementation of follow-up actions, clearance in relation to all procurement, and prepare procurement plans, procurement requests and specifications of requested procurement items; and organization of procurement processes including preparation and conduct of RFQs, ITBs or RFPs, receipt of quotations, bids or proposals, their evaluation;
- Assist in organizing review meetings, seminars / workshops / policy dialogues / consultation meetings / capacity development programme, monitoring missions and prepare inputs with budget estimation and programme reports; drafting ToRs for hiring consultants; conduct inventory management, vehicle management, store management; and coordinate all travel activities in the programme including local and overseas of all staff, government officials and other relevant parties;
- Adapt process and procedures, anticipates and manages operational requirements of project inputs under national implementation (NIM) in terms of personnel, sub-contracts, equipment and other programme and project related events to facilitate programme delivery;
- Ensure transactions are in accordance with UNDP financial rules and procedures; and maintain the internal expenditure control system to ensure that vouchers are

processed, matched and completed, transactions are recorded correctly, and are posted in ATLAS;

Process the day-to-day accomplishments, monthly, quarterly and year-end closure focusing on achievement of the following results

- Enter accurately the AWP and subsequent Budget revisions along with Multi-year Budgets in the ATLAS for endorsement by management for approval and KK by Country Office;
- Timely correctly actions on up-posted vouchers, including vouchers with budget check errors, match exceptions, unapproved vouchers;
- Check on the Account Receivables for K4DM Project, Phase II along with the follow-up with the partnership unit on contributions, and maintenance of the Accounts Receivables for UNDP Projects and follow-up with partners on contribution;
- Ensure timely, accurate and relevant financial reports to management, UNDP and other donors, as well as the government;
- Prepare timely and accurate Monthly Fund Utilization Report to be attached to Progress Reports for Donors, including ensure monthly, quarterly, year-end closure process and prepare financial analysis, schedules and statements including other statutory reports and prepare financial analysis as required;
- Coordination of shipments, customs clearance, travel, events management, administrative surveys, transportation services and insurance, space management, procurement of supplies;
- Presentation of thoroughly researched information for planning of financial resources for administrative services;

Ensure facilitation of knowledge development and knowledge sharing, guidance to all stakeholders, Others on financial matter

- Maintain corporate automated financial systems (ATLAS and IPSAS) for project finance and trains finance / programme staff on their application, including promote continuous improvements and harmonization of business process;

Advice to project staff on UNDP and GoB reporting, in particular, on budgetary issues, and perform activities that may be assigned from time to time to ensure the success of the working team.

#### **IV. Impact of Results**

The key results have an impact on the overall achievement in enhancing knowledge for development management in the country in light of the internationally agreed principles and country context.

#### **V. Competencies**

##### **Corporate Competencies:**

- Promotes UN's Values and ethical standards (tolerance, integrity, respect, results orientation, impartiality);
- Displays cultural, gender, religion, race, nationality and sensitivity and adaptability;

- Demonstrates integrity by modeling in the UN's values and ethical standards (human rights, peace, understanding between people and nations, tolerance, integrity, respect, results orientation, UNDP core ethics, impartiality);
- Treats all people fairly without favoritism;

### **Functional Competencies:**

#### **Development and Operational Effectiveness**

- Strong analytical skills;
- Strong customer-service skills with demonstrated ability to effectively interact with technical and non-technical end users in a pleasant, cooperative, and helpful manner;
- Demonstrated ability to solve problems and work independently;
- Ability to read, analyze, interpret and apply general technical instructions and procedures;

#### **Leadership and Self-Management**

- Focuses on result for the client and responds positively to feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Remains calm, in control and good humoured even under pressure;

#### **Knowledge Management and Learning**

- Shares knowledge and experience;
- Seeks and applies knowledge, information, and best practices from within and outside UNDP;

Actively works towards continuing personal learning and development in one or more practice areas, acts on learning plan and applies newly acquired skills.

## **VI. Recruitment Qualifications**

### **Education**

Minimum Bachelor's degree in Finance, Accounting, or other relevant fields. Master's degree will be an advantage.

- Minimum 07 years of experience in financial and administrative management and procurement in national and / or international development organizations in similar position with UN / Donor agencies;
- Minimum 03 years of experience of working in any UN agency.
- Relevant experience in the public sector and meet the internal and external audit compliance both national and UNDP is preferable;
- Experience in the usage of computers and office software packages (MS word, excel, etc.), experience;
- Demonstrable proficiency with MS Excel, Word and experience in the usage of MS Access, MS Project, and in handling of web based management systems;
- Knowledge and practical experience of handling NIM audit and GoB and UN procurement systems;
- Prior working experiences with the UN ATLAS accounting system is an asset.

## Monitoring and Evaluation Officer

### I. Project Information:

Job code title: Monitoring and Evaluation Officer

Project Name: Knowledge for Development Management (K4DM) Project, Phase II

Position No: 1

Proposed Grade: SB 3

Organizational Unit: UNDP- Governance Portfolio Bangladesh

Department: Governance Portfolio

Supervisors/grade: National Project Manager, Knowledge for Development Management (K4DM) Project, Phase II

Duty station: Dhaka, Bangladesh

Duration of Contract: One (1) Year, renewable based on incumbent's performance and availability of funds.

### II. Organizational Context:

A joint initiative of the Government of Bangladesh (GoB) and UNDP Bangladesh, Knowledge for Development Management (K4DM) Project Phase-I has been undertaken from September 2014 till December 2020. The project has contributed to objectives of the United Nations Development Assistant Framework (UNDAF) Action Plan. In the wake of declining Official Development Assistance (ODA) and as donors, governments and development partners are placing a greater emphasis on results-based interventions, this project has supported the Government of Bangladesh, especially the UN Wing of the ERD so that it could effectively use, updated knowledge and information that is used for decision making. This was achieved by development both the requisite technological infrastructure and skilled human resources that is required for evidence-based decision making. K4DM Phase I also promoted deeper engagement and collaboration between government and civil society, NRBs and the governments of other developing nations.

K4DM phase-II (2021-2023) which will mainly be focused on country's current progress towards LDC graduation as the result of smooth persuasion of sustainable and inclusive growth continuously during the last few years, although the COVID-19 has changed the national and international context and threatens to derail this trajectory. Considering the context, K4DM Phase II has been developed to address two specific development challenges including how to enhance the capacity in the Economic Relations Division (ERD) and relevant stakeholders for enhancing their ability to undertake evidence-based decision-making process and engage effectively at the international arena for promoting national development interests; and how to mobilize maximum external economic resources by exploring multiple sources of funding and create a dynamic partnership among government agencies, development partners and civil society.

As the context is very complex and compound, therefore, K4DM phase-II will focus on strengthening capacity of the ERD and relevant GOB officials, so that they become skilled in making decisions those are based on evidences through appropriate knowledge management. It will also provide technical, policy and logistic support to the ERD and other line Ministries as per their needs. K4DM phase-II will support for strengthening effective partnerships with the development partners and other countries through effective collaboration nationally and internationally applying multiple approaches for maximizing external resource mobilization. To achieve a lasting impact that enables the Government of Bangladesh to accelerate resource mobilization towards LDC graduation. K4DM phase-II will create the impact through attaining two outcomes:

- Evidence-based policymaking towards national development aspirations practiced;
- External resource mobilization strategy and international economic collaboration strengthened.

UNDP Bangladesh is seeking a Monitoring and Evaluation Officer for K4DM Phase-II to lead the project team in the implementation of the activities envisaged under this project's Phase II. The officer will work under the overall guidance of the National Project Manager (NPM) and in close coordination with the UNDP Country Office. The M&E Officer is expected to be responsible for the monitoring and ensuring high quality and timely inputs. S/He will guarantee that the project proceeds with its vital vision and that its exercises bring about the accomplishment of its intended outputs in a cost effective and timely manner. S/He will also be responsible for designing and implementing the M&E activities of the Project's Phase II; assisting the Project Manager in preparing Quarterly/Annual reports on project progress and monitoring the project activities on a daily basis. S/He will further develop and maintain the MIS of the Project's Phase II and will be responsible for the collection & analysis of different data in relation to the project activities. The officer will also help reviewing the project's Phase II performance indicators and help to identify potential modifications as needed.

### **III. FUNCTIONS / KEY RESULTS EXPECTED**

The incumbent will be responsible for day to day support of the Project management and programme implementation issues to contribute in designing and implementing project activities relating to Monitoring & Evaluation of the project's Phase II.

#### **Summary of key functions:**

1. Monitor the activity and ensure the implementation quality of the project work.
2. Carry out oversight and monitoring functions across K4DM Phase II and implement the Monitoring and Evaluation Plan.
3. Conduct internal audits of deliverables and outputs and ensure regulatory compliance in liaison with the Programme Officer
4. Monitor all project activities, expenditures and progress towards achieving the project output.
5. Build up an internal review of data and evidence from all monitoring actions to inform decision making;
6. Conduct capacity assessment on existing monitoring and evaluation system and develop indicators and a monitoring strategy for the project;
7. Assist in coordinating across the available components of the Project to ensure effective implementation of Monitoring & Evaluation.
8. Assist Project Manager in preparing monthly and quarterly reports on project progress based on the reports on project activities
9. Develop a detailed monitoring and evaluation plan for projects outlining data collection analysis and reporting tools and processes

#### **Detailed Duties:**

- Provide assistance and quality assurance in the management of the project's Phase II.
- Monitor quarterly by drawing on both quantitative and qualitative data on the indicators to track implementation status of the project.
- Design and disseminate monitoring and evaluation resource materials, templates, and guidance documentation to the partners of the K4dM Project Phase II.
- Plan, prioritize and sequence the implementation of project activities together with the team ensuring that the activities result in tangible outputs and outcomes.

- Prepare evaluation plan to ensure effective and efficient implementation of the project and to ensure that activities and outputs result in positive outcomes
- Support the development and implementation of baseline, mid-line, end-line and periodic evaluations.
- Document progress of K4DM Project, Phase II against the project implementation plans, results matrix, milestones and targets.
- Develop monitoring and impact indicator for the project success and monitor and evaluate overall progress on achievement of results.
- Update the entire M&E plan bi-annually and succumb the updated M&E plan to UNDP Country Office.
- Participate in annual project reviews and planning workshops and assist the Project Manager in preparing relevant reports.
- Identify, monitor and maintain a risk log vigorously to keep track of identified risks and actions taken.
- Suggest strategies to the Project Management for improving the efficiency and effectiveness of the project by identifying bottlenecks in completing project activities and developing plans to minimize or eliminate such bottlenecks.
- Provide inputs, information and statistics for quarterly, annual and other reports to Project Management Team and UNDP.
- Prepare presentations and briefings including performance monitoring charts and tables on all components of the project.
- Ensure regular follow up to the recommendations of project mid-term and final evaluations,
- Construct a component on lessons learnt under the supervision of National Project Manager as part of the quarterly updates to ensure the on-going learning and adaptation within the organization.
- Serve as direct link for relevant stakeholders with UNDP by maintaining regular communications, collecting information from various sources,
- Alert on any delays, problems and issues during project implementation and offer solutions;
- Ensure active participation and interaction of various stakeholders in the project activities as per the work plans and objectives
- Assess the level of satisfaction of the project partners and beneficiaries and advise/ recommend improvements to achieve the planned objectives, as needed.
- Provide overall support to partner institutions, organizations and stakeholders in terms of ensuring smooth implementation of project activities, including in substantive, technical monitoring, administrative and operational issues,
- Provide regular information and clarification about the objectives and procedures applicable to implementation of the programme to the relevant stakeholders at central and local level;
- Provide timely and efficient monitoring and assessment of activities and ensure timely completion of envisaged deliverables including support to beneficiaries.
- Perform field visits as per need to ensure the quality of the data gathered by the project and to verify the accuracy of the reported data.

## IV. Impact of Results

The key results have an impact on the overall achievement in enhancing Knowledge for Development Management, Phase II in the country in light of the internationally agreed principles and country context.

## V. Competencies

### Corporate Competencies:

- Demonstrates integrity by modeling the Organization's values and ethical standards
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favoritism

### Functional Competencies:

#### Leadership

- Takes initiative
- Identifies opportunities and challenges and recommends options
- Checks assumptions against facts
- Assumes responsibility for decisions and outcomes

#### Innovation - ability to make new and useful ideas work

- Analyses ideas and provides recommendations for actions
- Analyses complex technical materials (including data) and makes concise, relevant recommendations
- Contributes to reliable production of knowledge services and transactions

#### People Management - ability to improve performance and satisfaction

- Seeks opportunities to learn and share
- Demonstrates behaviours such as teamwork, knowledge sharing, maintaining relationships
- Recognizes potential roadblocks to completing tasks and seeks guidance from supervisors to address issues
- Based on formal and informal feedback received, takes action to address areas for growth and improvement.
- Encourages team engagement.

#### Communication - ability to listen, adapt, persuade and transform

- Listens to develop awareness for client needs
- Respects difference of opinion
- Finds common ground to solve problems
- Gains trust of peers, partners, clients
- Presents complex, conceptual ideas in practical terms to others

#### Delivery - ability to get things done

- 5 Adapts and implements
- 6 Takes responsibility for addressing critical situations
- 7 Demonstrates commitment to clients and quality
- 8 Works to agreed goals dealing with challenges constructively
- 9 Responsible for project implementation and/or team deliverables

#### Technical Competencies

- Experience in monitoring and assessment and identification of needs;
- Ability to organize and plan events;
- Knowledge and application of administrative/operational rules;
- Knowledge and sensitivity of local politics and culture as well as community related issues.



- Capability for traveling, field work and work under pressure;
- Excellent computer literacy (MS Office; Windows, SPSS, STATA).

## VI. RECRUITMENT QUALIFICATIONS

### Education:

Minimum Bachelor's Degree in Social Sciences especially in Economics, Statistics, Political Science, Development studies, or any relevant Social Science Degree.

### Qualifications:

- 03 years of relevant professional experience in design, implementation, monitoring and evaluation of development projects.
- A Master's Degree on the related subjects is a fair advantage.
- At least 02 years' Prior experience to work with UN agency
- Proven expertise in monitoring and evaluation and reporting experience
- Experience in implementation of larger budgets for projects of international organizations
- Experience in designing tools and strategies for data collection, analysis and production of reports.
- Experience in the usage of computers and office software packages (MS Word, Excel, etc.) and advance knowledge of spreadsheet and database packages.
- Experience in handling of web-based management systems is a strong advantage.
- Good interpersonal relationship skills and ability to work with a diverse team of national and international staff and consultants.

### Language Requirements:

The candidate must have excellent report writing skills, written and speaking skills in English language.

## Programme Associate- Communications

### I. Project Information:

Job code title: Programme Associate- Communications  
 Project Name: Knowledge for Development Management (K4DM), Phase II  
 Position No: 1  
 Proposed Grade: SB 3  
 Organizational Unit: UNDP- Governance Portfolio  
 Bangladesh  
 Department: Governance Portfolio  
 Supervisors/grade: National Project Manager, Knowledge for Development Management (K4DM) Project, Phase II  
 Duty station: Dhaka, Bangladesh  
 Duration of Contract: One (1) Year, renewable based on incumbent's performance and availability of funds.

## II. Organizational Context:

A joint initiative of the Government of Bangladesh (GoB) and UNDP Bangladesh, Knowledge for Development Management (K4DM) Project Phase-I has been undertaken from September 2014 till December 2020. The project has contributed to objectives of the United Nations Development Assistant Framework (UNDAF) Action Plan. In the wake of declining Official Development Assistance (ODA) and as donors, governments and development partners are placing a greater emphasis on results-based interventions, this project has supported the Government of Bangladesh, especially the UN Wing of the ERD so that it could effectively use, updated knowledge and information that is used for decision making. This was achieved by development both the requisite technological infrastructure and skilled human resources that is required for evidence-based decision making. K4DM Phase I also promoted deeper engagement and collaboration between government and civil society, NRBs and the governments of other developing nations.

K4DM phase-II (2021-2023) which will mainly be focused on country's current progress towards LDC graduation as the result of smooth persuasion of sustainable and inclusive growth continuously during the last few years, although the COVID-19 has changed the national and international context and threatens to derail this trajectory. Considering the context, K4DM Phase II has been developed to address two specific development challenges including how to enhance the capacity in the Economic Relations Division (ERD) and relevant stakeholders for enhancing their ability to undertake evidence-based decision-making process and engage effectively at the international arena for promoting national development interests; and how to mobilize maximum external economic resources by exploring multiple sources of funding and create a dynamic partnership among government agencies, development partners and civil society.

As the context is very complex and compound, therefore, K4DM phase-II will focus on strengthening capacity of the ERD and relevant GOB officials, so that they become skilled in making decisions those are based on evidences through appropriate knowledge management. It will also provide technical, policy and logistic support to the ERD and other line Ministries as per their needs. K4DM phase-II will support for strengthening effective partnerships with the development partners and other countries through effective collaboration nationally and internationally applying multiple approaches for maximizing external resource mobilization. To achieve a lasting impact that enables the Government of Bangladesh to accelerate resource mobilization towards LDC graduation. K4DM phase-II will create the impact through attaining two outcomes:

- Evidence-based policymaking towards national development aspirations practiced;
- External resource mobilization strategy and international economic collaboration strengthened.

UNDP Bangladesh is seeking a Monitoring and Evaluation Officer for K4DM Phase-II to lead the project team in the implementation of the activities envisaged under this project's Phase II. The officer will work under the overall guidance of the National Project Manager (NPM) and in close coordination with the UNDP Country Office. The M&E Officer is expected to be responsible for the monitoring and ensuring high

quality and timely inputs. S/He will guarantee that the project proceeds with its vital vision and that its exercises bring about the accomplishment of its intended outputs in a cost effective and timely manner. S/He will also be responsible for designing and implementing the M&E activities of the Project's Phase II; assisting the Project Manager in preparing Quarterly/Annual reports on project progress and monitoring the project activities on a daily basis. S/He will further develop and maintain the MIS of the Project's Phase II and will be responsible for the collection & analysis of different data in relation to the project activities. The officer will also help reviewing the project's Phase II performance indicators and help to identify potential modifications as needed.

### **III. FUNCTIONS / KEY RESULTS EXPECTED**

The incumbent will be responsible for day to day support of the Project management and programme implementation issues to contribute in designing and implementing project activities relating to the communication and project support in K4DM project, Phase II.

#### **Summary of key functions:**

- Facilitate internal and external knowledge development and knowledge sharing;
- Maintain regular contact with media and design awareness campaigns, in print and electronic media;
- Design communication materials for K4DM Project, Phase II;
- Provide technical support to develop newsletter of K4DM Project, Phase II in liaison with the Country Office;
- Communicate with different stakeholders;
- Develop concept notes on project activities, tools and Project monitoring report ;
- Provide inputs to quarterly and annual reports and other Project related publications;
- Provide support towards gender mainstreaming activities;
- Any other activities assigned by the National Project Manager;

#### **Detailed Duties:**

- Provide technical support in the implementation of the project's activities including development of concept notes, working papers and meeting minutes for implementation of project related activities;
- Maintain regular contact with media and design awareness campaigns, in print and electronic media;
- Identify and develop weekly storyline for the newsletter published periodically.
- Communicate and liaise with different stakeholders;
- Provide inputs to quarterly and annual reports and other Project related publications;
- Assist the National Project Manager with communication activities of the project as and when required.
- Provide communications support to assist the office formulate and disseminate more and better information
- Record, design and produce communication materials, including photos, videos, brochures, leaflets and banners about activities of the programme in accordance to the rule and regulation of communication set by the authority.
- Develop progress reports periodically throughout the project timeline.

- Draft news releases, correspondence or other information publications, and assist with the distribution of information materials.
- Prepare briefing materials for senior communication and public information specialists prior to their appearance at interviews, conferences and briefings. Participate in the organization of seminars, conferences and meetings.
- Maintain lines of communication and working relationships with representatives of the media, NGOs and/or other groups to develop an understanding of information requirements.
- Operationalize marquee events, including international and national events in collaboration with other Associates
- Research and develop materials for specific information topics and/or outputs such as audio/video productions. Collect and compile information for dissemination.
- Plan and design internal and external strategies for communications and outreach focused on impact and results, transparency, advocacy, partner engagement and other corporate priorities;
- Design and layout materials (e.g. reports, posters, info graphics, images, dynamic presentations, etc.) using a variety of software including Design, Photoshop, Illustrator, Word and PowerPoint for internal and external audiences, and for presentation, print and online use.
- Liaise with media for outreach and events, establish media connections and aim to get maximum media attention for press releases, special events either through broadcast or print media;
- Edit, write or rewrite articles, newsletters or other information materials as required.
- Coordinate with other Associates and liaison with the National Project Manager and other internal staff regarding external correspondence or enquiries relating to the Project's Phase II.

#### **IV. Impact of Results**

The key results have an impact on the overall achievement in enhancing Knowledge for Development Management, Phase II in the country in light of the internationally agreed principles and country context.

#### **V. Competencies**

##### **Corporate Competencies:**

- Promotes UN's Values and ethical standards (tolerance, integrity, respect, results orientation, impartiality);
- Displays cultural, gender, religion, race, nationality and sensitivity and adaptability;
- Demonstrates integrity by modelling in the UN's values and ethical standards (human rights, peace, understanding between people and nations, tolerance, integrity, respect, results orientation, UNDP core ethics, impartiality);
- Treats all people fairly without favouritism;

##### **Functional Competencies:**

Development and Operational Effectiveness

- Strong analytical skills
- Strong customer-service skills with demonstrated ability to effectively interact with technical and non-technical end users in a pleasant, cooperative, and helpful manner.
- Demonstrated ability to solve problems and work independently.
- Ability to read, analyse, interpret and apply general technical instructions and procedures

#### Leadership and Self-Management

- Focuses on result for the client and responds positively to feedback
- Consistently approaches work with energy and a positive, constructive attitude
- Remains calm, in control and good humoured even under pressure

#### Knowledge Management and Learning

- Seeks and applies knowledge, information, and best practices from within and outside UNDP
- Shares knowledge and experience and contributes to UNDP Practice Areas and actively works towards continuing personal learning and development;
- Ability to provide quality policy advice services;
- In-depth practical knowledge of inter-disciplinary development issues.
- Strong analytical skills to process qualitative information

## VI. RECRUITMENT QUALIFICATIONS

### **Education:**

Minimum Bachelor's Degree in Journalism, Communication, Development Studies, English, Economics and Social Sciences.

### **Qualifications:**

- Minimum 02 years of relevant experience in working in development projects;
- Experience in development context will be considered as an extra qualification.
- Master's Degree on the relevant subjects will be a fair advantage.
- Proven experience in developing concept note, position papers and reports on project activities;
- Experiences of organizing training/ workshop/ seminar and policy dialogues involving relevant ministries, divisions and departments of the GOB;
- Proven experience in developing communication materials focused in development related projects;
- Proven experiences in activities related to engaging development programmes and implementation;
- Experiences of documentation of training/ workshop/ seminar and policy dialogues;
- Experiences of working with the Civil Society Organizations and Individuals including NGO, research organizations, business forums and academicians.
- Experience in the usage of computers and office software packages (MS Word, Excel, etc.). Experience in handling of web-based management systems.
- Prior experience of working with UN and/ or national/international

development agencies.

**Language Requirements:**

The candidate must have excellent report writing skills, written and speaking skills in English language.

## **Programme Associate – Knowledge Management & Capacity Development**

### **I. POSITION INFORMATION**

Job code title: Programme Associate – Knowledge Management & Capacity Development  
Project Name: Knowledge for Development Management (K4DM) Project, Phase II  
Position No: 1  
Proposed Grade: SB3  
Organizational Unit: UNDP- Governance Portfolio  
Bangladesh  
Department: Governance Portfolio  
Supervisors/grade: National Project Manager, Knowledge for Development Management (K4DM) Project, Phase II  
Duty station: Dhaka, Bangladesh  
Duration of Contract: One (1) Year, renewable based on incumbent's performance and availability of funds.

### **II. ORGANIZATIONAL CONTEXT**

A joint initiative of the Government of Bangladesh (GoB) and UNDP Bangladesh, Knowledge for Development Management (K4DM) Project Phase-I has being undertaken from September 2014 till December 2020. The project has contributed to objectives of the United Nations Development Assistant Framework (UNDAF) Action Plan. In the wake of declining Official Development Assistance (ODA) and as donors, governments and development partners are placing a greater emphasis on results-based interventions, this project has supported the Government of Bangladesh, especially the UN Wing of the ERD so that it could effectively use, updated knowledge and information that is used for decision making. This was achieved by development both the requisite technological infrastructure and skilled human resources that is required for evidence-based decision making. K4DM Phase I also promoted deeper engagement and collaboration between government and civil society, NRBs and the governments of other developing nations.

K4DM phase-II (2021-2023) which will mainly be focused on country's current progress towards LDC graduation as the result of smooth persuasion of sustainable and inclusive growth continuously during the last few years, although the COVID-19 has changed the national and international context and threatens to derail this trajectory. Considering the context, K4DM Phase II has been developed to address two specific development challenges including how to enhance the capacity in the Economic Relations Division (ERD) and relevant stakeholders for enhancing their ability to undertake evidence-based decision-making process and engage effectively at the international arena for promoting national development interests; and how to mobilize maximum external economic resources by exploring multiple sources of funding and create a dynamic partnership among government agencies, development partners and civil society. As the context is very complex and compound, therefore, K4DM phase-II will focus on strengthening capacity of the ERD and relevant GOB officials, so that they become skilled in

making decisions those are based on evidences through appropriate knowledge management. It will also provide technical, policy and logistic support to the ERD and other line Ministries as per their needs. K4DM phase-II will support for strengthening effective partnerships with the development partners and other countries through effective collaboration nationally and internationally applying multiple approaches for maximizing external resource mobilization. To achieve a lasting impact that enables the Government of Bangladesh to accelerate resource mobilization towards LDC graduation. K4DM phase-II will create the impact through attaining two outcomes:

- Evidence-based policymaking towards national development aspirations practiced;
- External resource mobilization strategy and international economic collaboration strengthened.

UNDP Bangladesh is seeking a Programme Associate- Knowledge Management & Capacity Development for K4DM Phase-II to lead the project team in the implementation of the activities envisaged under this project's Phase II. The Associate will work under the overall guidance of the National Project Manager (NPM) and in close coordination with the UNDP Country Office. The associate is expected to lead technical support to knowledge management and institutional capacity development and develop, implement and monitor institutional capacity strategic plan at the project arena. S/he will as well plan, execute and monitor comprehensive knowledge management and capacity development programmes in the project along with ensuring quality control in the design of corresponding modules.

### **III. FUNCTIONS / KEY RESULTS EXPECTED**

*The incumbent will be responsible for day to day support of the Project management and programme implementation issues to contribute in designing and implementing project activities relating to Knowledge Management & Capacity Development in the project's Phase II*

#### **Summary of key functions;**

- Maintain liaison & communication with different training institute, ministries/division and govt. officials for different training programme
- Function as an effective team member of the Knowledge Management & Capacity Development component of the project.
- Assist in the preparation of correspondence with key external stakeholders and maintain key relationships related to their post
- Assist to design different training programmes under direct supervision of National Project Manager and co-ordinate the training programmes, consultations and workshops effectively.
- Liaison with internal staff, including the Administration Officer, with the scheduling of key workshops or events related to the Project
- Develop and review background documents, briefs and presentations related to Knowledge Management & Capacity Development in the project.

#### **Detailed Duties**

- Manage the realization of project outputs through activities;
- Assess the need of the capacity development in the K4DM project.
- Conduct a mapping on the capacity development trainings considered to take place in the project.
- Co-ordinate in development a curriculum on the need based assessment on the beneficiaries from Economic Relation Division, Finance Division and UNDP and developing a training modules

- Develop a curriculum and deliver knowledge management & capacity development courses for all levels of ERD management under the new curriculum.
- Conduct need assessment trainings on the selected participants from the ERD and UNDP.
- Provide analysis through independent research using both quantitative and qualitative methods
- Design the curriculum, course contents and appropriate assessment system of the web based skill development module.
- Adopt and implement feedback from a range of internal and external stakeholders.
- Communicate with different stakeholders for successful implementation of capacity development events.
- Develop special leadership development training/workshop/exchange visit programme and career improvement pathways for early career officials.
- Archiving the institutional memory through online documentation (YouTube, ERDPEDIA, ERD website) as a part of Knowledge management & capacity development
- Providing training to officials on new skills to adopt to New Normal situation caused by COVID-19
- Ensure effective communication with participants of different training programmes for follow-up of plans & activities.
- Maintain records both in hard and soft forms of the capacity development activities
- Support to prepare tools and training materials and documentation of capacity development activities.
- Prepare and maintain a database regarding capacity development events.
- Organize knowledge documents, facilitate information flow and coordinate schedules both within the team and inter-teams.
- Support the conduct and analysis of capacity and functional reviews of institutional partners, including analysis of available operational framework enabling effective strategy of knowledge management & capacity development and institutional support to overall horizontal and vertical coordination of development planning processes,
- Prepare short-term operational plans related to delivery of capacity development assistance within the project, based on the overall project plan and capturing effective planning of the multi-faceted work packages provided to various beneficiaries
- Provide assistance in the design of the capacity development and technical assistance interventions in the areas of integrated development planning and management.
- Prepare monthly/short-term work plans based on the general project plan, capturing in an effective manner the complex and multiple packages of capacity development assistance.
- Contribute to the smooth organization and coordination of the delivery of training/capacity development assistance to the beneficiaries.
- Ensure that all project documents prepared are written using gender sensitive language,
- Design, develop, implement and monitor capacity development assessment.
- Manage the process of identifying and synthesizing of best practices and lessons learned that are directly linked to the implementation of knowledge management & capacity development initiatives and contribute to their dissemination.
- Lead the development and implementation of capacity development programme with relevant internal and external support.

#### **IV. Impact of Results**

The key results have an impact on the overall achievement in enhancing Knowledge for Development Management, Phase II in the country in light of the internationally agreed principles and country context.

#### **V. Competencies**



**Corporate Competencies:**

- Promotes UN's Values and ethical standards (tolerance, integrity, respect, results orientation, impartiality);
- Displays cultural, gender, religion, race, nationality and sensitivity and adaptability;
- Demonstrates integrity by modelling in the UN's values and ethical standards (human rights, peace, understanding between people and nations, tolerance, integrity, respect, results orientation, UNDP core ethics, impartiality);
- Treats all people fairly without favouritism;

**Functional Competencies:***Development and Operational Effectiveness*

- Strong analytical skills
- Strong customer-service skills with demonstrated ability to effectively interact with technical and non-technical end users in a pleasant, cooperative, and helpful manner.
- Demonstrated ability to solve problems and work independently.
- Ability to read, analyse, interpret and apply general technical instructions and procedures
- Strong ability in both spoken and written Bangla and English

*Leadership and Self-Management*

- Focuses on result for the client and responds positively to feedback
- Consistently approaches work with energy and a positive, constructive attitude
- Remains calm, in control and good humoured even under pressure

*Knowledge Management and Learning*

- Shares knowledge and experience
- Seeks and applies knowledge, information, and best practices from within and outside UNDP

Actively works towards continuing personal learning and development in one or more practice areas, acts on learning plan and applies newly acquired skills

**VI. Recruitment Qualifications****Education**

Minimum Bachelor's Degree in Public Administration, Economics, Social science, Political Science, Social Welfare.

**Qualifications**

- At least 03 years of experience in field of development cooperation, or public administration, at national and/or international level;
- At least 02 years of experience in project management, managing staff and establishing relationships with senior government officials in senior leadership role is essential.
- A master's degree on the related arena is an advantage.
- Experience of successfully engaging and lobbying with government on policy issues is essential;
- Understanding of UNDP and government procedures in relation to project management is highly desirable;
- Considerable knowledge of results-based management principles and practices, as well as project management tools and techniques; knowledge of UNDP's rules and regulations would be an advantage;
- Experience in development and managing partnerships, including with national and international stakeholders;
- Excellent analytical, organizational and managerial skills;
- Strong negotiation skills and interpersonal skills;

- Experience in working with UN/UNDP/other bilateral development agencies is essential.
- Demonstrated evidence of achievement as an innovative leader with proven ability to work within a team environment involving government, NGOs, UN and both public and private sector partners.

### **Language Requirements**

The candidate must have excellent report writing skills, written and speaking skills in English language.

## **Programme Associate- External Resource Mobilization Strategy**

<b>I. POSITION INFORMATION</b>
<p>Job code title: Programme Associate- External Resource Mobilization Strategy            Project Name: Knowledge for Development Management (K4DM) Project, Phase- II            Position No: 1            Proposed Grade: SB3            Organizational Unit: UNDP- Governance Portfolio Bangladesh            Department: Governance Portfolio            Supervisors/grade: National Project Manager, Knowledge for Development Management (K4DM) Project, Phase II            Duty station: Dhaka, Bangladesh            Duration of Contract: One (1) Year, renewable based on incumbent's performance and availability of funds.</p>
<b>II. ORGANIZATIONAL CONTEXT</b>
<p>A joint initiative of the Government of Bangladesh (GoB) and UNDP Bangladesh, Knowledge for Development Management (K4DM) Project Phase-I has being undertaken from September 2014 till December 2020. The project has contributed to objectives of the United Nations Development Assistant Framework (UNDAF) Action Plan. In the wake of declining Official Development Assistance (ODA) and as donors, governments and development partners are placing a greater emphasis on results-based interventions, this project has supported the Government of Bangladesh, especially the UN Wing of the ERD so that it could effectively use, updated knowledge and information that is used for decision making. This was achieved by development both the requisite technological infrastructure and skilled human resources that is required for evidence-based decision making. K4DM Phase I also promoted deeper engagement and collaboration between government and civil society, NRBs and the governments of other developing nations.</p> <p>K4DM phase-II (2021-2023) which will mainly be focused on country's current progress towards LDC graduation as the result of smooth persuasion of sustainable and inclusive growth continuously during the last few years, although the COVID-19 has changed the national and international context and threatens to derail this trajectory. Considering the context, K4DM Phase II has been developed to address two specific development challenges including how to enhance the capacity in the Economic Relations Division (ERD) and relevant stakeholders for enhancing their ability to undertake evidence-based decision-making process and engage effectively at the international arena for promoting national development interests; and how to mobilize maximum external economic resources by exploring multiple sources of funding and create a dynamic partnership among government agencies, development partners and civil society. As the context is very complex and compound, therefore, K4DM phase-II will focus on strengthening capacity of the ERD and relevant GOB officials, so that they become skilled in making decisions</p>

those are based on evidences through appropriate knowledge management. It will also provide technical, policy and logistic support to the ERD and other line Ministries as per their needs. K4DM phase-II will support for strengthening effective partnerships with the development partners and other countries through effective collaboration nationally and internationally applying multiple approaches for maximizing external resource mobilization. To achieve a lasting impact that enables the Government of Bangladesh to accelerate resource mobilization towards LDC graduation. K4DM phase-II will create the impact through attaining two outcomes:

Evidence-based policymaking towards national development aspirations practiced;  
External resource mobilization strategy and international economic collaboration strengthened.

UNDP Bangladesh is seeking a Programme Associate- Knowledge Management & Capacity Development for K4DM Phase-II to lead the project team in the implementation of the activities envisaged under this project's Phase II. The Associate will work under the overall guidance of the National Project Manager (NPM) and in close coordination with the UNDP Country Office. The associate is expected to lead technical support to knowledge management and institutional capacity development and develop, implement and monitor institutional capacity strategic plan at the project arena. S/he will as well plan, execute and monitor comprehensive knowledge management and capacity development programmes in the project along with ensuring quality control in the design of corresponding modules.

### **III. FUNCTIONS / KEY RESULTS EXPECTED**

*The incumbent will be responsible for day to day support of the Project management and programme implementation issues to contribute in designing and implementing project activities relating to identifying strategies and plan of action for resource mobilization in the K4DM Project Phase II.*

#### **Summary of key functions:**

Find new opportunities for funding and diversification of partnerships in support of the K4DM Project Phase II

Consolidate, diversify and expand the base of the K4DM Project Phase II's resource partnerships;  
Contribute to the development of strategic and reporting documents relating to the Project where necessary

Ensure organization-wide culture and enhanced capacity for resource mobilization

Build resource planning and use effectively managed strategy design on Governing Bodies and external partners

Strengthen close relations with resource partners and build trust and mutual accountability among them.

Support the External Resource Mobilization Strategy by the use of objective indicators which can allow the ERD to determine that agencies are using external resources with maximum efficiency.

#### **Detailed Duties**

Design an External Resource Mobilization Strategy which will promote efficiency and effectiveness, address and meet the needs of the Bangladeshi people, strengthen capacity and have a results-based programming at its core, reflecting the recent status of financial and non-financial resources along with the best practices.

Analyze, in consultation with all wings of ERD, the major source of funding or resources of the government for carrying out development activities.

Coordinating the relevant wings of ERD while adopting and administering External Resource Mobilization Strategy.

Analyze the trend of ODA in the country in recent years based on statistical evidence.

Review, in consultation with the Finance Division, ERD, Planning Commission and other relevant stakeholders, the existing resource mobilization strategy of the government for attainment of the Government's National Policy.

Navigate the K4DM Project, Phase II with the External Resource Mobilization Strategy to identify and evaluate which sector/projects can attract private investment or other forms of foreign direct investments.

Evaluate existing resource gap analysis done by relevant agencies/organizations for attaining SDGs.

Identify challenges, opportunities of the proposed alternate means of resource mobilization and the ways to deal with those challenges

Produce an analytic report on the country's need for exploring alternate /innovative ways of resource mobilization, collaboration among partners in the context of changing national as well as global scenario,

Assess the importance and potential of vertical and core funding sources within the UN system

Explore opportunities for partnerships, mobilizing and leveraging resources from emerging development partners.

Recommend how to develop and maintain strategic partnerships and engagement with key development partners.

Set up existing Bangladesh branding strategies by engaging youth and third generation Bangladeshi's as Resource Star.

Develop the project partnerships development and resource mobilization strategy, tools and procedures and coordinates their implementation.

Perform a formal review of the Strategy of resource mobilization upon the release of key Government development agenda documents and National Policy Issues.

Help implement the External Resource Mobilization Strategy and develop oversight by requiring relevant Wings under the ERD to develop their own respective Resource Mobilization Plan.

Organize coordination meeting, workshops and seminars on a daily basis with respective agencies to make them informed about the status of procurement of external resources.

Help conduct studies on the evaluation of the role of Economic wings in existing missions, and assessment of the need and feasibility of opening economic wing positions in other missions abroad.

#### **IV. Impact of Results**

The key results have an impact on the overall achievement in enhancing Knowledge for Development Management, Phase II in the country in light of the internationally agreed principles and country context.

#### **V. Competencies**

##### **Corporate Competencies:**

Promotes UN's Values and ethical standards (tolerance, integrity, respect, results orientation, impartiality);

Displays cultural, gender, religion, race, nationality and sensitivity and adaptability;

Demonstrates integrity by modelling in the UN's values and ethical standards (human rights, peace, understanding between people and nations, tolerance, integrity, respect, results orientation, UNDP core ethics, impartiality);

Treats all people fairly without favouritism;

##### **Functional Competencies:**

###### *Development and Operational Effectiveness*

Strong analytical skills

Strong customer-service skills with demonstrated ability to effectively interact with technical and non-technical end users in a pleasant, cooperative, and helpful manner.

Demonstrated ability to solve problems and work independently.

Ability to read, analyse, interpret and apply general technical instructions and procedures

**Leadership and Self-Management**

Focuses on result for the client and responds positively to feedback

Consistently approaches work with energy and a positive, constructive attitude

Remains calm, in control and good humoured even under pressure

**Knowledge Management and Learning**

Shares knowledge and experience

Seeks and applies knowledge, information, and best practices from within and outside UNDP

Actively works towards continuing personal learning and development in one or more practice areas,

acts on learning plan and applies newly acquired skills.

## **VI. Recruitment Qualifications**

### **Education**

Minimum Bachelor's Degree in in Social Sciences especially in Economics, Public Administration, Finance, International Relations or Public Policy.

### **Qualifications**

At least 03 years' experience of policy analysis and preparation of analytical reports;

Minimum 02 years' experience in undertaking economic analysis and research;

At least one years' working experience in dealing with Government Policy Issues.

Master's degree on related subject will be considered as an advantage.

Experience of designing at least one strategic document and Action Plan;

Previous experience of conducting at least one relevant research study for UN Agencies and/or international organizations/bilateral development partners.

### **Language Requirements**

The candidate must have excellent report writing skills, written and speaking skills in English language.

## **Programme Associate- Non-Resident Bangladeshi**

### **I. POSITION INFORMATION**

Job code title: Programme Associate- Non-Resident Bangladeshi

Project Name: Knowledge for Development Management (K4DM) Project, Phase II

Position No: 1

Proposed Grade: SB 3

Organizational Unit: UNDP- Governance Portfolio

Bangladesh

Department: Governance Portfolio

Supervisors/grade: National Project Manager, Knowledge for Development Management Project, Phase II

Duty station: Dhaka, Bangladesh

Duration of Contract: One (1) Year, renewable based on incumbent's performance and availability of funds.

## II. ORGANIZATIONAL CONTEXT

A joint initiative of the Government of Bangladesh (GoB) and UNDP Bangladesh, Knowledge for Development Management (K4DM) Project Phase-I has been undertaken from September 2014 till December 2020. The project has contributed to objectives of the United Nations Development Assistant Framework (UNDAF) Action Plan. In the wake of declining Official Development Assistance (ODA) and as donors, governments and development partners are placing a greater emphasis on results-based interventions, this project has supported the Government of Bangladesh, especially the UN Wing of the ERD so that it could effectively use, updated knowledge and information that is used for decision making. This was achieved by development both the requisite technological infrastructure and skilled human resources that is required for evidence-based decision making. K4DM Phase I also promoted deeper engagement and collaboration between government and civil society, NRBs and the governments of other developing nations.

K4DM phase-II (2021-2023) which will mainly be focused on country's current progress towards LDC graduation as the result of smooth persuasion of sustainable and inclusive growth continuously during the last few years, although the COVID-19 has changed the national and international context and threatens to derail this trajectory. Considering the context, K4DM Phase II has been developed to address two specific development challenges including how to enhance the capacity in the Economic Relations Division (ERD) and relevant stakeholders for enhancing their ability to undertake evidence-based decision-making process and engage effectively at the international arena for promoting national development interests; and how to mobilize maximum external economic resources by exploring multiple sources of funding and create a dynamic partnership among government agencies, development partners and civil society. As the context is very complex and compound, therefore, K4DM phase-II will focus on strengthening capacity of the ERD and relevant GOB officials, so that they become skilled in making decisions those are based on evidences through appropriate knowledge management. It will also provide technical, policy and logistic support to the ERD and other line Ministries as per their needs. K4DM phase-II will support for strengthening effective partnerships with the development partners and other countries through effective collaboration nationally and internationally applying multiple approaches for maximizing external resource mobilization. To achieve a lasting impact that enables the Government of Bangladesh to accelerate resource mobilization towards LDC graduation. K4DM phase-II will create the impact through attaining two outcomes:

- Evidence-based policymaking towards national development aspirations practiced;
- External resource mobilization strategy and international economic collaboration strengthened.

UNDP Bangladesh is seeking a Programme Associate- Knowledge Management & Capacity Development for K4DM Phase-II to lead the project team in the implementation of the activities envisaged under this project's Phase II. The Associate will work under the overall guidance of the National Project Manager (NPM) and in close coordination with the UNDP Country Office. The associate is expected to lead technical support to knowledge management and institutional capacity development and develop, implement and monitor institutional capacity strategic plan at the project arena. S/he will as well plan, execute and monitor comprehensive knowledge management and capacity development programmes in the project along with ensuring quality control in the design of corresponding modules.

### III. FUNCTIONS / KEY RESULTS EXPECTED

*The incumbent will be responsible for the regular support of the Project management and programme implementation issues to contribute in designing and implementing project activities relating to Non-Resident Bangladeshi engagement in Bangladesh.*

#### **Summary of key functions:**

- Provide supports to the respective desk officers of ERD for planning, implementing and monitoring activities relating to NRB engagement in Bangladesh;
- Support in developing and enacting relevant policy recommendations by the high level task forces for operationalizing NRB engagement in Bangladesh;
- Assist ERD and K4DM project to develop different concept notes, position papers and power point presentations on NRB issues as and when required.
- Design and develop required tools for successful implementation of planned activities of NRB engagement in Bangladesh;
- Communicate and liaise with different stakeholders relevant for the NRB Engagement issues.
- Prepare periodic reports on programme issues and develop communications materials;
- Work on any other activities as assigned by the National project Manager.

#### **Detailed Duties:**

- Ensure smooth functioning of the NRB cell's day to day activities through effective technical and required programmatic supports.
- Provide technical supports to the respective desk officers of ERD for planning, implementing and monitoring activities relating to NRB engagement in Bangladesh;
- Support in developing relevant policy recommendations by the high level task forces for operationalizing NRB engagement in Bangladesh;
- Design and develop required tools for successful implementation of planned activities of NRB engagement in Bangladesh;
- Conduct a strategic resource (NRB) assessment, relate it as a component to National Resource Mobilization Strategy and map what NRB expertise is required for each ministry by NRB taskforce.
- Communicate and liaise with different stakeholders relevant for the NRB Engagement issues.
- Prepare periodic reports on programme issues and develop communications materials;
- Work closely with the respective desk officers; provide required technical supports for timely planning, implementing and monitoring activities related to NRB engagement in Bangladesh;
- Develop concept note, conduct researches/Studies and development, production and dissemination of necessary knowledge products related to NRB engagement in Bangladesh.
- Develop NRB engagement in Bangladesh programme related periodic and annual reports, stories of events and other required communication materials and documents of the planned activities following the UNDP formats and tools.
- Organize periodic events such as convention or conference with NRBs to at home and abroad for enhancing engagements and interactions towards national development issues
- Assist Project Manager for implementation of any other relevant project activities as per AWP and for successful realization of the targeted output of the activities;
- Provide support towards implementing workshops, seminars, capacity development training and local policy advocacy initiatives with stakeholders as necessary.
- Ensure management of the web portal of NRB Engagement programme and forward the submitted projects to the respective authorities.

- Conduct interviews with external stakeholders or conduct desktop research to obtain insights relating to the subject area.

#### IV. Impact of Results

The key results have an impact on the overall achievement in enhancing Knowledge for Development Management, Phase II in the country in light of the internationally agreed principles and country context.

#### V. Competencies

##### Corporate Competencies:

- Promotes UN's Values and ethical standards (tolerance, integrity, respect, results orientation, impartiality);
- Displays cultural, gender, religion, race, nationality and sensitivity and adaptability;
- Demonstrates integrity by modeling in the UN's values and ethical standards (human rights, peace, understanding between people and nations, tolerance, integrity, respect, results orientation, UNDP core ethics, impartiality);
- Treats all people fairly without favoritism.

##### Functional Competencies:

###### Development and Operational Effectiveness

- Strong analytical skills
- Strong customer-service skills with demonstrated ability to effectively interact with technical and non-technical end users in a pleasant, cooperative, and helpful manner.
- Demonstrated ability to solve problems and work independently.
- Ability to read, analyze, interpret and apply general technical instructions and procedures
- Strong ability in both spoken and written Bangla and English

###### Leadership and Self-Management

- Focuses on result for the client and responds positively to feedback
- Consistently approaches work with energy and a positive, constructive attitude
- Remains calm, in control and good humored even under pressure

###### Knowledge Management and Learning

- Shares knowledge and experience
- Seeks and applies knowledge, information, and best practices from within and outside UNDP

Actively works towards continuing personal learning and development in one or more practice areas, acts on learning plan and applies newly acquired skills

#### VI. Recruitment Qualifications

##### Education

Minimum Bachelor's Degree in in Social Sciences especially in Public Administration, Political Science, Development studies, International Relations or Public Policy.

##### Qualifications

- Minimum 03 years of relevant experience in working in development projects;



- Proven experience in developing concept note, position papers and reports on project activities;
- Proven experiences in activities related to engaging NRBs programme.
- Experiences of organizing training/ workshop/ seminar and policy dialogues involving relevant ministries, divisions and departments of the GOB;
- Experiences of conducting research/Study on the thematic area.
- Experience in the usage of computers and office software packages.
- Experience in handling of web-based management systems.
- Prior experience of working with UN and/ or national/international development agencies;

#### **Language Requirements**

The candidate must have excellent report writing skills, written and speaking skills in English language.

## **Programme Associate- South-South & Triangular Cooperation**

### **I. POSITION INFORMATION**

Job code title: Programme Associate- South-South & Triangular Cooperation  
 Project Name: Knowledge for Development Management (K4DM) Project, Phase- II  
 Position No: 1  
 Proposed Grade: SB 3  
 Organizational Unit: UNDP- Governance Portfolio  
 Bangladesh  
 Department: Governance Portfolio  
 Supervisors/grade: National Project Manager, Knowledge for Development Management (K4DM) Project, Phase II  
 Duty station: Dhaka, Bangladesh  
 Duration of Contract: One (1) Year, renewable based on incumbent's performance and availability of funds.

### **II. ORGANIZATIONAL CONTEXT**

A joint initiative of the Government of Bangladesh (GoB) and UNDP Bangladesh, Knowledge for Development Management (K4DM) Project Phase-I has being undertaken from September 2014 till December 2020. The project has contributed to objectives of the United Nations Development Assistant Framework (UNDAF) Action Plan. In the wake of declining Official Development Assistance (ODA) and as donors, governments and development partners are placing a greater emphasis on results-based interventions, this project has supported the Government of Bangladesh, especially the UN Wing of the ERD so that it could effectively use, updated knowledge and information that is used for decision making. This was achieved by development both the requisite technological infrastructure and skilled human resources that is required for evidence-based decision making. K4DM Phase I also promoted deeper engagement and collaboration between government and civil society, NRBs and the governments of other developing nations.

K4DM phase-II (2021-2023) which will mainly be focused on country's current progress towards LDC graduation as the result of smooth persuasion of sustainable and inclusive growth continuously during the last few years, although the COVID-19 has changed the national and international context and threatens to derail this trajectory. Considering the context, K4DM Phase II has been developed to address two specific development challenges including how to enhance the capacity in the Economic Relations Division (ERD) and relevant stakeholders for enhancing their ability to undertake

evidence-based decision-making process and engage effectively at the international arena for promoting national development interests; and how to mobilize maximum external economic resources by exploring multiple sources of funding and create a dynamic partnership among government agencies, development partners and civil society. As the context is very complex and compound, therefore, K4DM phase-II will focus on strengthening capacity of the ERD and relevant GOB officials, so that they become skilled in making decisions those are based on evidences through appropriate knowledge management. It will also provide technical, policy and logistic support to the ERD and other line Ministries as per their needs. K4DM phase-II will support for strengthening effective partnerships with the development partners and other countries through effective collaboration nationally and internationally applying multiple approaches for maximizing external resource mobilization. To achieve a lasting impact that enables the Government of Bangladesh to accelerate resource mobilization towards LDC graduation. K4DM phase-II will create the impact through attaining two outcomes:

- Evidence-based policymaking towards national development aspirations practiced;
- External resource mobilization strategy and international economic collaboration strengthened.

UNDP Bangladesh is seeking a Programme Associate- Knowledge Management & Capacity Development for K4DM Phase-II to lead the project team in the implementation of the activities envisaged under this project's Phase II. The Associate will work under the overall guidance of the National Project Manager (NPM) and in close coordination with the UNDP Country Office. The associate is expected to lead technical support to knowledge management and institutional capacity development and develop, implement and monitor institutional capacity strategic plan at the project arena. S/he will as well plan, execute and monitor comprehensive knowledge management and capacity development programmes in the project along with ensuring quality control in the design of corresponding modules.

### III. FUNCTIONS / KEY RESULTS EXPECTED

*The incumbent will be responsible for day to day support of the Project management and programme implementation issues to contribute in designing and implementing project's phase II activities relating to South-South & Triangular Cooperation in Bangladesh.*

#### **Summary of key functions:**

- Research and undertake data analysis relating to the subject matter of their assignment
- To provide supports to the respective desk officers of ERD for planning, implementing and monitoring activities relating to South-South & Triangular Cooperation in Bangladesh;
- To support in developing and enacting relevant policy recommendations by the high level task forces for operationalizing South-South & Triangular Cooperation in Bangladesh;
- To assist ERD and K4DM project to develop different concept notes, position papers and power point presentations on South-South and Triangular Co-operation issues as and when required.
- To design and develop required tools for successful implementation of planned activities of South-South & Triangular Cooperation in Bangladesh;
- To communicate with different stakeholders relevant for the South-South & Triangular Cooperation.
- Prepare periodic reports on programme issues and develop communications materials;
- To work on any other activities as assigned by the National Project Manager.

#### **Detailed Duties:**

- Ensure smooth functioning of the SSTC cell's day to day activities though effective technical and required programmatic supports.

- Provide technical supports to the respective desk officers of ERD for planning, implementing and monitoring activities relating to South-South & Triangular Cooperation in Bangladesh;
- Help strengthen the existing SSTC Cell in ERD through increased knowledge and resource sharing
- Support in developing relevant policy recommendations by the high-level task forces for operationalizing South-South & Triangular Cooperation in Bangladesh;
- Assist ERD desk and K4DM project to develop different concept notes, position papers and power point presentations on SSTC issues as and when required.
- Design and develop required tools for successful implementation of planned activities of South-South & Triangular Cooperation in Bangladesh;
- Communicate and liaise with different stakeholders relevant for the SSTC issues.
- Work closely with the respective desk officers; provide required technical supports for timely planning, implementing and monitoring activities related to South-South & Triangular Cooperation in Bangladesh. and Capacity Development;
- Develop concept note, conduct research/studies and development, production and dissemination of necessary knowledge products related to South-South & Triangular Cooperation in Bangladesh.
- Develop South-South & Triangular Cooperation in Bangladesh programme related periodic and annual reports, stories of events and other required communication materials and documents of the planned activities following the UNDP formats and tools.
- Work in the South-South & Triangular Cooperation Pool Fund for showcasing Bangladesh experiences to other countries
- Assist Project Manager for implementation of any other relevant project activities as per AWP and for successful realization of the targeted output of the activities;
- Provide support towards implementing workshops, seminars, capacity development training and local policy advocacy initiatives with stakeholders as necessary.
- Conduct interviews with external stakeholders or conduct desktop research to obtain insights relating to the subject area
- Provide subject matter expertise to the Associates that can inform content and programme delivery

#### **IV. Impact of Results**

The key results have an impact on the overall achievement in enhancing Knowledge for Development Management, Phase II in the country in light of the internationally agreed principles and country context.

#### **V. Competencies**

##### **Corporate Competencies:**

- Promotes UN's Values and ethical standards (tolerance, integrity, respect, results orientation, impartiality);
- Displays cultural, gender, religion, race, nationality and sensitivity and adaptability;
- Demonstrates integrity by modelling in the UN's values and ethical standards (human rights, peace, understanding between people and nations, tolerance, integrity, respect, results orientation, UNDP core ethics, impartiality);
- Treats all people fairly without favouritism.

## **Functional Competencies:**

### Development and Operational Effectiveness

- Strong analytical skills
- Strong customer-service skills with demonstrated ability to effectively interact with technical and non-technical end users in a pleasant, cooperative, and helpful manner.
- Demonstrated ability to solve problems and work independently.
- Ability to read, analyse, interpret and apply general technical instructions and procedures
- Strong ability in both spoken and written Bangla and English

### Leadership and Self-Management

- Focuses on result for the client and responds positively to feedback
- Consistently approaches work with energy and a positive, constructive attitude
- Remains calm, in control and good humored even under pressure

### Knowledge Management and Learning

- Shares knowledge and experience
- Seeks and applies knowledge, information, and best practices from within and outside UNDP

Actively works towards continuing personal learning and development in one or more practice areas, acts on learning plan and applies newly acquired skills

## **VI. Recruitment Qualifications**

### **Education**

Minimum Bachelor's Degree in in Social Sciences especially in Public Administration, Political Science, Development studies, International Relations or Public Policy.

### **Qualifications**

- Minimum 03 years of relevant experience in working in development projects;
- At least 02 years' Prior experience to work with UN agency.
- Proven experience in developing concept note, position papers and reports on project activities;
- Proven experiences in activities related to South –South & Triangular Cooperation programme management including development and implementation, M&E and reporting.
- Experiences of organizing training/ workshop/ seminar and policy dialogues involving relevant ministries, divisions and departments of the GOB;
- Experiences of conducting research/study on the thematic area with the Civil Society Organizations and Individuals including NGO, research organizations, business forums and academicians.
- Experience in the usage of computers and office software packages (MS Word, Excel, PowerPoint etc.).
- Experience in handling of web-based management systems.
- Prior experience of working with UN and/ or national/international development agencies;

### **Language Requirements**

The candidate must have excellent report writing skills, written and speaking skills in English language.

## Project Support Assistant (ICT)

### I. Project Information:

#### Job code title: Project Support Assistant- (ICT)

Project Name: Knowledge for Development Management (K4DM) Project, Phase-II

Position No: 1

Proposed Grade: SB 2

Organizational Unit: UNDP- Governance Portfolio, Bangladesh

Department: Governance Portfolio

Supervisors/grade: National Project Manager, Knowledge for Development Management (K4DM) Project, Phase II

Duty station: Dhaka, Bangladesh

Duration of Contract: One (1) Year, renewable based on incumbent's performance and availability of funds.

### II. Organizational Context:

A joint initiative of the Government of Bangladesh (GoB) and UNDP Bangladesh, Knowledge for Development Management (K4DM) Project Phase-I has being undertaken from September 2014 till December 2020. The project has contributed to objectives of the United Nations Development Assistant Framework (UNDAF) Action Plan. In the wake of declining Official Development Assistance (ODA) and as donors, governments and development partners are placing a greater emphasis on results-based interventions, this project has supported the Government of Bangladesh, especially the UN Wing of the ERD so that it could effectively use, updated knowledge and information that is used for decision making. This was achieved by building both the requisite technological infrastructure and skilled human resources that is required for evidence-based decision making. K4DM Phase I also promoted deeper engagement and collaboration between government and civil society, NRBs and the governments of other developing nations.

K4DM phase-II (2021-2023) which will mainly be focused on country's current progress towards LDC graduation as the result of smooth persuasion of sustainable and inclusive growth continuously during the last few years, although the COVID-19 has changed the national and international context and threatens to derail this trajectory. Considering the context, K4DM Phase II has been developed to address two specific development challenges including how to minimize the capacity gaps in the Economic Relations Division (ERD) and relevant stakeholders for enhancing their ability to undertake evidence-based decision-making process and engage effectively at the international arena for promoting national development interests; and how to mobilize maximum external economic resources by exploring multiple sources of funding and create a dynamic partnership among government agencies, development partners and civil society.

As the context is very complex and compound, therefore, K4DM phase-II will focus on strengthening capacity of the ERD and relevant GOB officials, so that they become skilled in making decisions those are based on evidences through appropriate knowledge management. It will also provide technical, policy and logistic support to the ERD and other line Ministries as per their needs. K4DM phase-II will support for strengthening effective partnerships with the development partners and other countries through effective collaboration nationally and internationally applying multiple approaches for maximizing external resource mobilization. To achieve a lasting impact that enables the Government of Bangladesh to accelerate resource mobilization towards LDC graduation. K4DM phase-II will create the impact through attaining two outcomes:

3. Evidence-based policymaking towards national development aspirations practiced;
4. External resource mobilization strategy and international economic collaboration strengthened.

UNDP Bangladesh is seeking a Project Support Assistant (ICT) for K4DM Phase-II to support the project team in the implementation of the activities envisaged under this project's Phase II. The S/He will work under the overall guidance of the National Project Manager (NPM). The Project Support Assistant is expected to be responsible for providing ICT related technical support to the team and timely inputs of the project's Phase-II

implementation. Furthermore, S/He will assist the Programme Officer and Associates in implementing programme activities.

### **11. III. Functions / Key Results Expected**

*The incumbent will be responsible for day to day support to the Project management especially in ICT issues (maintain website, software) to contribute in achieving the desired results of K4DM project's Phase-II.*

#### **Summary of key functions:**

12. Assist in particular the National Project Manager, Programme Officer and Associates of the project to ensure the outputs of project's components are met successfully.
13. Maintain good and excellent relationships with supplier and stakeholders regarding ICT support.
14. Assist in implementation of the project publications policy; provides inputs, content development, coordination of production and dissemination of press releases, publications, articles and sharing of project knowledge and successes;
15. In coordination with supervisor development and preparation of materials for awareness-raising including briefing materials and press releases.
16. Provide logistics support to the events in terms of ICT.
17. Assist in preparing promotional material on the project, including pamphlets, videos etc.
18. Assist in preparing different reports for the Project Management Team and UNDP.
19. Assist in developing training material in relations to ICT and communications.
20. Maintain developed software, website, portal of the project.
21. Assist in training programmes for developed software, website, new ICT equipment and its usage.
22. Assist in the procurement of ICT materials.
23. Liaise with the Project Associates for coordination of work.
24. Liaise with the FABIA-ICT cell for day to day maintenance and upgradation of ERDPEDIA.
25. Perform any other duties as directed by the supervisor in accordance with the office rules.

#### **Detailed Duties:**

- Assist the Project team for smooth implementation of the project activities.
- Support the Project team especially in ICT related issues for smooth implementation of the project.
- Support to maintain ICT equipment
- Maintain project's Website, portal and software related to project.
- Maintain ERDPEDIA in coordination with FABIA-ICT cell and initiate regular need-based upgradation.
- Support to prepare program related periodic reports and other required documentation of the planned activities in accordance with the UNDP rules.
- Provide ICT support towards implementing workshops, seminars, capacity building training and local policy advocacy initiatives with stakeholders as necessary.
- Provide ICT related support to archiving knowledge products and manuals, related papers of capacity building initiatives.
- Provide support to install systematic record keeping and data management on the Project's Phase II activities.
- Assist in ICT related procurement process;
- Conduct any other duties as assigned by the National Project Manager (NPM).

### **IV. Impact of Results**

The key results have an impact on the overall achievement in enhancing Knowledge for Development Management (K4DM) Phase II in the country in light of the internationally agreed principles and country context.

## V. Competencies

### Corporate Competencies:

- Good Understanding of UNDP and GoB's Policies and Procedures for project management;
- Demonstrates commitment to UNDP's mission, vision and values;
- Strong interpersonal and communication skills;
- Strong analytical, reporting and writing abilities skills;
- Openness to change and ability to receive/integrate feedback;
- Ability to plan, organize, implement and report on work;
- Ability to work under pressure and tight deadlines;
- Comprehensiveness knowledge of project management;
- Proficiency in the use of office IT applications and internet in conducting research;
- Outstanding communication, project management and organizational skills;
- Excellent presentation and facilitation skills.
- Demonstrates integrity and ethical standards;
- Positive, constructive attitude to work;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

### Functional Competencies:

#### *Leadership*

- Takes initiative
- Identifies opportunities and challenges and recommends options
- Checks assumptions against facts
- Assumes responsibility for decisions and outcomes

#### *Innovation - ability to make new and useful ideas work*

- Analyzes ideas and provides recommendations for actions
- Analyzes complex technical materials (including data) and makes concise, relevant recommendations
- Contributes to reliable production of knowledge services and transactions

#### *People Management - ability to improve performance and satisfaction*

- Seeks opportunities to learn and share
- Demonstrates behaviors such as teamwork, knowledge sharing, maintaining relationships
- Recognizes potential roadblocks to completing tasks and seeks guidance from supervisors to address issues
- Based on formal and informal feedback received, takes action to address areas for growth and improvement.
- Encourages team engagement.

#### *Communication - ability to listen, adapt, persuade and transform*

- Listens to develop awareness for client needs
- Respects difference of opinion
- Finds common ground to solve problems
- Gains trust of peers, partners, clients

- Presents complex, conceptual ideas in practical terms to others

*Delivery - ability to get things done*

- 10 Takes responsibility for addressing critical situations
- 11 Demonstrates commitment to clients and quality
- 12 Works to agreed goals dealing with challenges constructively
- 13 Responsible for project implementation and/or team deliverables

*Technical Competencies*

- Experience in monitoring and assessment and identification of needs;
- Ability to organize and plan events;
- Knowledge and application of administrative/operational rules;
- Knowledge and sensitivity of local politics and culture as well as community related issues.
- Capability for traveling, field work and work under pressure;
- Excellent computer literacy (MS Office; Windows);

## **26. VI. Recruitment Qualifications**

### **Education:**

Minimum Bachelors' Degree especially in ICT, CSE, BBA, Mass media, journalism or any relevant subject.

### **Qualifications:**

- At least two (02) years of relevant professional experience in ICT support of development projects.
- A Master's Degree on the aforementioned subjects is a fair advantage.
- At least 6 months' Prior experience to work with UN agency.
- Proven experience in developing and maintaining website, portal and different software.
- Extensive and advance knowledge experience in the maintenance of computers and office software packages.
- Experience in handling of web-based management systems is a strong advantage.
- Good interpersonal relationship skills and ability to work with a diverse team of national and international staff and consultants.

### **Language Requirements:**

The candidate must have excellent writing skills, written and speaking skills in English language.

## **Project Support Assistant (Admin & Logistics)**

### **I. Project Information:**

**Job code title: Project Support Assistant- (Admin and Logistic)**

Project Name: Knowledge for Development Management (K4DM) Project, Phase-II

Position No: 1

Proposed Grade: SB 2

Organizational Unit: UNDP- Governance Portfolio, Bangladesh

Department: Governance Portfolio

Supervisors/grade: National Project Manager, Knowledge for Development Management (K4DM) Project, Phase II

Duty station: Dhaka, Bangladesh

Duration of Contract: One (1) Year, renewable based on incumbent's performance and availability of funds.



## **II. Organizational Context:**

A joint initiative of the Government of Bangladesh (GoB) and UNDP Bangladesh, Knowledge for Development Management (K4DM) Project Phase-I has been undertaken from September 2014 till December 2020. The project has contributed to objectives of the United Nations Development Assistant Framework (UNDAF) Action Plan. In the wake of declining Official Development Assistance (ODA) and as donors, governments and development partners are placing a greater emphasis on results-based interventions, this project has supported the Government of Bangladesh, especially the UN Wing of the ERD so that it could effectively use, updated knowledge and information that is used for decision making. This was achieved by building both the requisite technological infrastructure and skilled human resources that is required for evidence-based decision making. K4DM Phase I also promoted deeper engagement and collaboration between government and civil society, NRBs and the governments of other developing nations.

K4DM phase-II (2021-2023) which will mainly be focused on country's current progress towards LDC graduation as the result of smooth persuasion of sustainable and inclusive growth continuously during the last few years, although the COVID-19 has changed the national and international context and threatens to derail this trajectory. Considering the context, K4DM Phase II has been developed to address two specific development challenges including how to minimize the capacity gaps in the Economic Relations Division (ERD) and relevant stakeholders for enhancing their ability to undertake evidence-based decision-making process and engage effectively at the international arena for promoting national development interests; and how to mobilize maximum external economic resources by exploring multiple sources of funding and create a dynamic partnership among government agencies, development partners and civil society.

As the context is very complex and compound, therefore, K4DM phase-II will focus on strengthening capacity of the ERD and relevant GOB officials, so that they become skilled in making decisions those are based on evidences through appropriate knowledge management. It will also provide technical, policy and logistic support to the ERD and other line Ministries as per their needs. K4DM phase-II will support for strengthening effective partnerships with the development partners and other countries through effective collaboration nationally and internationally applying multiple approaches for maximizing external resource mobilization. To achieve a lasting impact that enables the Government of Bangladesh to accelerate resource mobilization towards LDC graduation. K4DM phase-II will create the impact through attaining two outcomes:

5. Evidence-based policymaking towards national development aspirations practiced;
6. External resource mobilization strategy and international economic collaboration strengthened.

UNDP Bangladesh is seeking a Project Support Assistant (Admin and Logistic) for K4DM Phase-II to support the project team in the implementation of the activities envisaged under this project's Phase II. The S/He will work under the overall guidance of the National Project Manager (NPM). The Project Support Assistant (Admin and Logistic) is expected to be responsible for providing administrative and logistical support to the team and timely inputs of the project's Phase-II implementation.

## **XVIII. III. FUNCTIONS / KEY RESULTS EXPECTED**

*The incumbent will be responsible for day to day support to the Project management and program execution especially in administrative and logistical issues to contribute in achieving the desired results of K4DM project's Phase-II.*

### **Summary of key functions:**

27. Filing and safe keeping of project documentations and database to ensure timely and correct flow of information to all relevant stakeholders;
28. Maintain records, files, reports, documents;
29. Establish good filing system with notes, records and documents;
30. Maintain records of incoming and outgoing correspondences of project office;
31. Assist in preparing reports, correspondence, technical papers, project or programme;

32. Perform the duty of first point of contact for the National Project Manager and National Project Director;
33. Provide secretarial and logistical support to project staff for performing their responsibilities;
34. Assist in the preparation of work plan and budget and maintain budgetary control records;
35. Assist in procurement of office supplies and equipment maintain appropriate inventory records;
36. Maintain office equipment such as photocopier, computer, printers, fax and other similar equipment as required;
37. Provide logistical and administrative support towards Programmatic issues of K4DM Phase II;
38. Provide logistical and administrative support towards organizing and implementing workshops, seminars, capacity building training, local policy advocacy initiatives with stakeholders as necessary.

**Detailed Duties:**

- Assist Project Manager and Programme Officer in timely implementation of project activities including South-South Cooperation, NHDR report development, NRB engagement and Capacity Building.
- Support the associates especially in logistical issues for smooth implementation of the project.
- Support to development, production and dissemination of necessary documents and knowledge products towards implementing project activities.
- Support to prepare program related periodic and annual reports, stories of events and other required documents of the planned activities in accordance with the UNDP rules.
- Assist Project Manager for implementation of any other relevant project activities as per AWP and for successful realization of the targeted output of the activities.
- Provide administrative and logistical support towards implementing workshops, seminars, capacity building training and local policy advocacy initiatives with stakeholders as necessary.
- Provide support to archiving knowledge products and manuals, related papers of capacity building initiatives.
- Bring about systematic record keeping and data management on the Project's Phase II activities.
- Support to prepare, disseminate and archive draft work plans, concept notes and monitoring reports regularly.
- Assist in procurement process (e.g. MPC, RFQ, Requisition);
- Conduct any other duties as assigned by the National Project Manager (NPM) and Programme Officer.

**IV. Impact of Results**

The key results have an impact on the overall achievement in enhancing Knowledge for Development Management (K4DM) Phase II in the country in light of the internationally agreed principles and country context.

**V. Competencies**

**Corporate Competencies:**

- Good Understanding of UNDP and GoB's Policies and Procedures for project management;
- Demonstrates commitment to UNDP's mission, vision and values;
- Strong interpersonal and communication skills;
- Strong analytical, reporting and writing abilities skills;
- Openness to change and ability to receive/integrate feedback;
- Ability to plan, organize, implement and report on work;
- Ability to work under pressure and tight deadlines;
- Comprehensiveness knowledge of project management;
- Proficiency in the use of office IT applications and internet in conducting research;
- Outstanding communication, project management and organizational skills;
- Excellent presentation and facilitation skills.
- Demonstrates integrity and ethical standards;
- Positive, constructive attitude to work;

- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

**Functional Competencies:**

*Leadership*

- Takes initiative
- Identifies opportunities and challenges and recommends options
- Checks assumptions against facts
- Assumes responsibility for decisions and outcomes

*Innovation - ability to make new and useful ideas work*

- Analyzes ideas and provides recommendations for actions
- Analyzes complex technical materials (including data) and makes concise, relevant recommendations
- Contributes to reliable production of knowledge services and transactions

*People Management - ability to improve performance and satisfaction*

- Seeks opportunities to learn and share
- Demonstrates behaviors such as teamwork, knowledge sharing, maintaining relationships
- Recognizes potential roadblocks to completing tasks and seeks guidance from supervisors to address issues
- Based on formal and informal feedback received, takes action to address areas for growth and improvement.
- Encourages team engagement.

*Communication - ability to listen, adapt, persuade and transform*

- Listens to develop awareness for client needs
- Respects difference of opinion
- Finds common ground to solve problems
- Gains trust of peers, partners, clients
- Presents complex, conceptual ideas in practical terms to others

*Delivery - ability to get things done*

- 14 Takes responsibility for addressing critical situations
- 15 Demonstrates commitment to clients and quality
- 16 Works to agreed goals dealing with challenges constructively
- 17 Responsible for project implementation and/or team deliverables

*Technical Competencies*

- Experience in monitoring and assessment and identification of needs;
- Ability to organize and plan events;
- Knowledge and application of administrative/operational rules;
- Knowledge and sensitivity of local politics and culture as well as community related issues.
- Capability for traveling, field work and work under pressure;
- Excellent computer literacy (MS Office; Windows);

**XIX. VI. RECRUITMENT QUALIFICATIONS**

**Education:**

Minimum Bachelors’ Degree in Social Sciences especially in Sociology, Economics, Political Science or any relevant subject.

**Qualifications:**

- At least two (02) years of relevant professional experience in logistical and administrative activities of development projects.
- A Master's Degree on the aforementioned subjects is a fair advantage.
- At least 6 months' Prior experience to work with UN agency.
- Proven experience in developing strategies, concept note and reports on different development issues.
- Experience in the usage of computers and office software packages (MS Word, Excel, etc.) and advance knowledge of spreadsheet and database packages.
- Experience in handling of web-based management systems is a strong advantage.
- Good interpersonal relationship skills and ability to work with a diverse team of national and international staff and consultants.

**Language Requirements:**

The candidate must have excellent report writing skills, written and speaking skills in English language.

## ANNEX D | STAKEHOLDER INTERVIEWS (NOT IN ORDER OF SENIORITY)

<b>Name</b>	<b>Designation and Organization</b>	<b>Contact</b>
Ms. Juyena Aziz	Principal Coordinator, SDG Affairs, PMO	
Mr. Monowar Ahmad	Former secretary of ERD	
Ms. Shamima Nargis	Member (Senior Secretary) Physical Infrastructure Division and former NPD of K4DM	
Mr. Samsul Alam	Member (Senior Secretary), GED	
Ms. Sultana Afroz	Secretary, PPP coordinator, PMO	
Mr. Amal Krishna Mandal	Joint Secretary, ERD; DPD K4DM	
Mr. Nazrul Islam	DG, MOFA	
Mr. Bidhan Baral	Deputy Secretary, ERD	
Ms. Nusrat Noman	Deputy Secretary, ERD	
Mr. Shah Alam	Director, Policy Advocacy and Planning; BIDA	
Mr. Shohelur Rahman Chowdhury	General Manager (Planning and Development), BEZA	
Mr. Zahirul Islam	Director (Admin) and DS from Civil Aviation Authority	
Mr. Selim Jahan	Former Head of Human Development Report Division of UNDP, New York	
Ms. Nazneen Ahmed	Senior Research Fellow, BIDS	
Mr. Niaz Ahmed Khan	Professor, Development Studies, DU	
Mr. Sudipto Mukerjee	Resident Representative, UNDP	
Ms. Van Nguyen	Deputy RR, UNDP	
Ms. Mahmuda Afroz	Governance Cluster Lead, UNDP	
Mr. Anir Chowdhury	Programme Advisor, A2I	
Mr. Mozammel Haque	Policy Specialist, Governance Cluster, UNDP	
Mr. Mujin Lee	Democratic Government Analyst, Governance Cluster, UNDP	
Mr. Kazuyoshi Hirohata	M&E Specialist, UNDP	
Ms. Marina Shawkat Ali	Project Manager, K4DM	

## ANNEX E | STAKEHOLDER INTERVIEW CHECK LIST

The following questions were asked to the stakeholders in their open-ended questions:

1. What was the purpose and mode of your engagement with K4DM?
2. How many times have you attended events organized by K4DM and can you provide information about your experience?
3. Provide an overall assessment of the K4DM in terms of its effectiveness.
4. To you, what was the most significant attainment of the project?
5. What could have been done better?
6. In your opinion, how did K4DM not meet your expectation(s)?
7. Do you think that this project should continue, and if so why? What activities you would suggest for K4DM for its next phase?
8. If capacity development was a principle to guide the next phase, what steps should be performed to achieve better development outcomes for Bangladesh?
9. What should be done to implement an evidence-based decision-making culture at the ERD?
10. In what ways could the relationship between the Government of Bangladesh and NRBs be more productive?
11. Was South-South Cooperation effective under K4DM Phase I? In what ways could economic cooperation be strengthened through South-South Cooperation?
12. In your opinion, what kind of role should the ERD play in coordinating and streamlining external resource mobilization activities on behalf of the Government of Bangladesh?
13. How can the next phase of K4DM enhance a wider spectrum of policies both at national and international levels?
14. What were some best practices and some areas for improvement for the K4DM in terms of its project design, management and operation?
15. In your opinion, what should be the ideal management structure for this project?
16. How can there be improved coordination between the ministries and ERD, for example the MoFA, the MoPA or the Ministry of Labour and Employment?
17. How can the K4DM be further improved if the UNDP, or any other agency, implements a similar project soon?

## ANNEX F | SUMMARY OF MEETING PROCEEDINGS

<b>Date &amp; Time</b>	<b>Agenda</b>	<b>Participants List</b>
10/04/2020	<p>Discussion on the formation methodology of the Project Document</p> <p>Relevant stakeholders to have meetings with and whose inputs would help shape the second phase of K4DM Project</p>	<ol style="list-style-type: none"> <li>1. Marina Shawkat Ali, National Project Manager</li> <li>2. Mahmudur Rahman, National Consultant (Project Management Expert)</li> <li>3. Dr. Kazi Maruful Islam, National Consultant (ProDoc Development for 2<sup>nd</sup> Phase)</li> <li>4. Dr. Shawkat Alam, International Consultant (ProDoc Development for 2<sup>nd</sup> Phase)</li> <li>5. Naowar Mohiuddin, National Junior Consultant (Project Support)</li> </ol>
28/04/2020	<p>Update the rest of the team regarding the progress of the ProDoc development.</p> <p>How to move on to the next stage of ProDoc formulation.</p>	<ol style="list-style-type: none"> <li>1. Marina Shawkat Ali, National Project Manager</li> <li>2. Mahmudur Rahman, National Consultant (Project Management Expert)</li> <li>3. Dr. Kazi Maruful Islam, National Consultant (ProDoc Development for 2<sup>nd</sup> Phase)</li> <li>4. Dr. Shawkat Alam, International Consultant (ProDoc Development for 2<sup>nd</sup> Phase)</li> <li>5. Naowar Mohiuddin, National Junior Consultant (Project Support)</li> <li>6. Madhubanti Anashua, National Junior Consultant (NRB Cell and Communication)</li> </ol>
11/05/2020	<p>Meeting with Consultants on Project Documentation Development</p>	<ol style="list-style-type: none"> <li>1. Marina Shawkat Ali, Project Manager, K4DM Project</li> <li>2. Kazi Maruful Islam, National Consultant, ProDoc Development</li> <li>3. Dr Shawkat Alam, International Consultant, ProDoc Development</li> <li>4. Md Rahman Mahmudur, National Consultant, K4DM Project</li> <li>5. Madhubanti Anashua, National Consultant, K4DM Project</li> </ol>
31/05/2020	<p>Progress of PD formulation</p> <p>Continuation of the NHDR</p>	<ol style="list-style-type: none"> <li>1. Marina Shawkat Ali, Project Manager, K4DM Project</li> <li>2. Kazi Maruful Islam, National Consultant, ProDoc Development</li> <li>3. Dr Shawkat Alam, International Consultant, ProDoc Development</li> <li>4. Md Rahman Mahmudur, National Consultant, K4DM Project</li> <li>5. Madhubanti Anashua, National Consultant, K4DM Project</li> </ol>

02/06/2020	ToC Finalization	<ol style="list-style-type: none"> <li>1. Marina Shawkat Ali, Project Manager, K4DM Project</li> <li>2. Kazi Maruful Islam, National Consultant, ProDoc Development</li> <li>3. Dr Shawkat Alam, International Consultant, ProDoc Development</li> <li>4. Md Rahman Mahmudur, National Consultant, K4DM Project</li> <li>5. Madhubanti Anashua, National Consultant, K4DM Project</li> <li>6. Prosun Chowdhury, National Consultant, K4DM Project</li> <li>7. Kazuyoshi Hirohata, M&amp;E Specialist, UNDP Country Office</li> <li>8. Mujin Lee, Democratic Governance Analyst, UNDP CO</li> <li>9. Mohammad Sirazul Huq, Research and Evaluation Manager, UNDP CO</li> <li>10. AZM Saleh, Assistant Research Coordinator, SSIP</li> </ol>
08/06/2020	<p>Presentation on the Prodoc at the board meeting</p> <p>Log frame and budget</p>	<ol style="list-style-type: none"> <li>1. Marina Shawkat Ali, Project Manager, K4DM Project</li> <li>2. Kazi Maruful Islam, National Consultant, ProDoc Development</li> <li>3. Dr Shawkat Alam, International Consultant, ProDoc Development</li> <li>4. Md Rahman Mahmudur, National Consultant, K4DM Project</li> <li>5. Madhubanti Anashua, National Consultant, K4DM Project</li> <li>6. Prosun Chowdhury, National Consultant, K4DM Project</li> </ol>
17/06/2020	Zoom Workshop for Log Frame Formulation	<ol style="list-style-type: none"> <li>1. Marina Shawkat Ali, Project Manager, K4DM Project</li> <li>2. Kazi Maruful Islam, National Consultant, ProDoc Development</li> <li>3. Dr Shawkat Alam, International Consultant, ProDoc Development</li> <li>4. Md Rahman Mahmudur, National Consultant, K4DM Project</li> <li>5. Madhubanti Anashua, National Consultant, K4DM Project</li> <li>6. Prosun Chowdhury, National Consultant, K4DM Project</li> <li>7. Kazuyoshi Hirohata, M&amp;E Specialist, UNDP Country Office</li> <li>8. Mujin Lee, Democratic Governance Analyst, UNDP CO</li> </ol>



		9. Mohammad Sirazul Huq, Research and Evaluation Manager, UNDP CO
		10. AZM Saleh, Assistant Research Coordinator, SSIP
		11. Waheed Alam, Former Consultant, K4DM Project
21/06/2020	1. Log frame of the Phase II Project Document	1. Marina Shawkat Ali, Project Manager, K4DM Project
		2. Kazi Maruful Islam, National Consultant, ProDoc Development
		3. Dr Shawkat Alam, International Consultant, ProDoc Development
	2. Timeline for the near future (Prodoc)	4. Md Rahman Mahmudur, National Consultant, K4DM Project
		5. Madhubanti Anashua, National Consultant, K4DM Project
		6. Prosun Chowdhury, National Consultant, K4DM Project
		7. Md Ashraful Islam, National Consultant, K4DM Project
02/07/2020	Workshop for ToC Finalization	1. Marina Shawkat Ali, Project Manager, K4DM Project
		2. Kazi Maruful Islam, National Consultant, ProDoc Development
		3. Dr Shawkat Alam, International Consultant, ProDoc Development
		4. Md Rahman Mahmudur, National Consultant, K4DM Project
		5. Madhubanti Anashua, National Consultant, K4DM Project
		6. Prosun Chowdhury, National Consultant, K4DM Project
		7. Kazuyoshi Hirohata, M&E Specialist, UNDP Country Office
		8. Mujin Lee, Democratic Governance Analyst, UNDP CO
		9. Mohammad Sirazul Huq, Research and Evaluation Manager, UNDP CO
		10. AZM Saleh, Assistant Research Coordinator, SSIP

## ANNEX G | MINUTES OF THE VALIDATION WORKSHOP

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### **Knowledge for Development Management (K4DM) Project of ERD Minutes of Workshop on Validation of the Project Document of K4DM Project Phase-II**

**Chief Guest:** Ms. Fatima Yasmin, Secretary, Economic Relations Division

**Chair:** Dr. Nahid Rashid, Additional Secretary, Wing Chief (UN), ERD and National Project Director, K4DM Project.

**Co-Chair:** Ms. Nguyen Thi Ngoc Van, Deputy Resident Representative, UNDP

**Meeting Date:** 15th November 2020

**Time :** 11:00 AM till 01:00 PM

**Venue:** NEC-2 Conference Room, ERD and Zoom Meeting Software.

*A list of the participants who attended the workshop is attached here in Annex I.*

A Validation Workshop was held on Knowledge for Development Management (K4DM) phase II on 15<sup>th</sup> November 2020 at NEC-2 of ERD. Ms. Fatima Yasmin, Honorable Secretary of Economic Relations Division (ERD) was remain present as the Chief Guest and Ms. Nguyen Thi Ngoc Van, Deputy Resident Representative of UNDP Bangladesh, was the Special Guest of the workshop. Mr. Rabbi Miah, Joint Secretary (UN-II) presented the significant accomplishments of the K4DM Phase-I and the proposed program of the K4DM phase-II in a comprehensive manner. In the plenary, participants from different Ministries, ERD and UNDP provided in-depth inputs and feedback on the proposed project document. Dr. Nahid Rashid, Additional Secretary, Wing Chief (UN) & National Project Director of K4DM moderated the question and answer session. Significant comments and feedback were given by the participants which will add value to the Project document. At the end, vote of thanks was offered by the Joint Secretary (UN-I) of ERD and the Deputy Project Director of K4DM Project, Mr. Amal Krishna Mandal.

#### **First Session: Speech by the distinguished guests**

The Validation Workshop on Project Document of K4DM Phase-II was commenced by the National Project Manager of K4DM, Ms. Marina Shawkat Ali with the kind permission of the Chief Guest. With a short description of the objective of the workshop, Ms. Ali invited the Additional Secretary and Wing Chief (UN) of Economic Relations Division and the National Project Director of K4DM Project, Dr. Nahid Rashid to deliver her Welcoming Speech; Ms. Nguyen Thi Ngoc Van, Deputy Resident Representative of UNDP Bangladesh, the Special Guest of the workshop and Ms. Fatima Yasmin, Secretary, ERD and the Chief Guest of the workshop for their speeches.

#### **Welcome Speech by the National Project Director of K4DM Project:**

In her welcoming speech, Dr. Nahid Rashid expressed her gratitude to be privileged and honored to welcome everyone to the validation workshop of the phase-II of K4DM Project. She described the importance of leveraging knowledge management to advance Bangladesh towards LDC graduation and to achieve sustainable economic growth. She acknowledged the contribution of the K4DM Project to ERD in its current phase. She added, K4DM Project has brought forth many tangible and intangible achievements since its inception till 2020 – especially in the areas of enhancing the skills of government officials, formulation of NHDR, the establishment of ERDPEDIA, engaging NRIs in the country's development process and South-South and Triangular Cooperation. She stated that "K4DM project has the potentiality to be sustainable as ERD owns some of the outcomes of the project." She was hopeful that the Project would continue and upscale the activities already initiated as well as to create a broader range of program activities by engaging the ERD, in phase-II. She concluded her speech with a wish for active participation and insightful inputs from the participants.



**Speech by the Special Guest Ms. Nguyen Thi Ngoc Van, Deputy Resident Representative, UNDP Bangladesh:**

Ms. Nguyen Thi Ngoc Van, Deputy Resident Representative, UNDP Bangladesh as the Special Guest of the workshop started her speech with sincere gratitude to ERD leadership for being an important strategic partner of UNDP in the endeavours towards development pathways of Bangladesh. She articulated that UNDP Bangladesh emphasises on developing strategic relationship and collaboration between UNDP and the policymakers, and always encourage, appreciate and uphold the endeavour of development implementation by the Government, as K4DM Project is being implemented by the UN Wing of the ERD. In strengthening this collaboration and achieving sustainable results, the ERD leadership will extend further support and continue to play a significant role, jointly with UNDP Bangladesh, in mobilizing resources for the K4DM Phase-II. Ms. Nguyen expressed her sincere gratitude toward the K4DM project team headed by the UN Wing Chief and the National Project Director, and other ERD and GOB officials for the successful implementation of the K4DM Phase-I, and also for developing the Phase-II based on the lessons learned and results achieved. She concluded her speech by thanking the Honorable Secretary of ERD and remarked that she is looking forward to working together for the early initiation of the K4DM phase-II as soon as the current phase ends.

**Speech by the Chief Guest, Ms. Fatima Yasmin, Secretary, ERD:**

The Secretary of ERD and the Chief Guest of the Workshop, Ms. Fatima Yasmin initiated delivering her inaugural speech by thanking the participants including the Special Guest Ms. Nguyen Thi Ngoc Van and her team for participating in the validation workshop. She agreed with Ms. Nguyen that ERD's primary responsibility is to mobilize external resources and effectively utilize these resources for the implementation of development projects. She highlighted the role of ERD in foreign assistance management and support in the performance of the national development strategies; she emphasized strengthening relationships with development partners to attain national development goals as well as SDGs. The Secretary of ERD added that Bangladesh is in the growth trajectory and need more resources than the other countries as it is implementing a wide range of transformational projects in different sectors like Rappur power plants, Metro Rail, SDG-related projects encompassing education, environment, health and social safety net, where some of those are supported by the development partners. The country has completed the implementation of the 7th five-year plan and will formally launch the 8th five-year plan soon to have a planned development in all sectors. She then stated the milestones to achieve ahead to have a tri-annual review for getting out of the LDC status by February 2021, to start as a non-LDC country from 2024, and then to achieve SDGs by 2030 and to become an upper-middle-income country by 2031. The long-term aspiration is to become a developed country in 2041 to fulfil the dreams of the Father of the Nation to make a poverty-free Bangladesh under the visionary leadership of the Honourable Prime Minister Sheikh Hasina. She then stated that the ERD is working together with the development partners in mobilizing resources to achieve all these aspirations and targets. She strongly mentioned that despite the ongoing toll on the economy and human lives amid COVID-19 crisis, Bangladesh is managing the situation of economic recovery quite well than other countries. She emphasized that *"We need to be innovative and be able to adjust to a changing environment, like COVID-19 situation"*.

The Secretary acknowledged and thanked the K4DM Project and UNDP for their role in enhancing the capacity of the Government officials and the institutions to enable themselves to deliver services, fulfilling the responsibilities more efficiently and effectively, and to make informed



decision making. She expressed her expectation that K4DM phase-II will add more value to ERD in managing foreign assistance mobilization by applying the innovative mode of financing e.g., NRB engagement and modality of South-South and Triangular Cooperation, and support the implementation of the national development strategies through strengthening relationships with the development partners. She appreciated that the Project Document of K4DM Phase-II has developed based on the lessons learned from the Phase-I. There is still scope for further discussion on how to improve the Project Document and how to include the priority actions to help ERD, other relevant ministries and divisions of the Government. Finally, the Secretary thanked UNDP once again for their support to ERD through K4DM and other projects as well and expressed her best wishes to strengthen the ongoing partnership between UNDP and ERD through the K4DM phase-II.

### **Second Session: Presentation on achievements of K4DM phase-I and program framework of K4DM phase-II**

After inauguration by the Chief Guest, the facilitator of the workshop Ms. Marina Ali invited Mr. Rabbi Miah, Joint Secretary of ERD (UN-II) to make the Power Point presentation on the achievements of K4DM Project Phase-I and the proposed program framework of the K4DM Project Phase-II. Mr. Rabbi Mia presented the major achievements of K4DM Phase-I and their contribution to ERD.

Mr Rabbi initiated his presentation by saying that K4DM Phase-I has been a successful joint initiative between the Government of Bangladesh (GOB) and UNDP since January 2015. It has been providing technical support in formulating National Human Development Report; promoted South-South Triangular Cooperation to promote national development; enhanced decision-making, negotiation, leadership, planning and management, English language and using ERDPEDIA skills among the government officials. Moreover, the Project provided training on 20 different issues to 650 GOB officials of ERD and other line ministries. K4DM Supported ERD with four Policy Papers on four thematic areas by forming an Eminent Persons Group (EPG) consisting of Civil Society, Academia and retired GOB policymakers. Different studies have been conducted by the Project on Resource Mobilization, NRB and SSTC issues; leveraged skills and know-how of non-resident Bangladeshi's (NRBs) and provided technical support to make NRB and SS&TC cell function within the ERD UN Wing. All these achievements have contributed by strengthening the strategic relationship among UNDP, ERD and other line ministries in attaining better results to achieve national priorities towards achieving SDG Goals and the 5-year national development plans.

Next, Mr. Rabbi Mia elaborated the background, context and objective of K4DM phase-II which will mainly focus on the country's current progress towards LDC graduation through smooth persuasion of sustainable and inclusive growth in the remaining years. However, the COVID-19 has changed the national and international context and threatens to derail this trajectory. Considering the context, K4DM phase-II has been developed to address two specific issues to counter the development challenges including: (i) how to minimize the capacity gaps in the ERD and relevant stakeholders for enhancing their ability to undertake evidence-based decision-making and engage effectively with the international arena for promoting national development interests; and (ii) how to mobilize maximum external economic resources by exploring multiple sources of funding and create a dynamic partnership among government agencies, development partners and civil society.

As the situation is very challenging, K4DM Phase-II needs to focus on strengthening the skills and capacity of the ERD and relevant GOB officials in developing evidence-based decisions through

appropriate knowledge management. It will also provide technical, policy and logistic support to the ERD and other line Ministries as per their needs. K4DM phase-II will support strengthening effective partnerships with the development partners and other countries through effective collaboration, both nationally and internationally, applying multiple approaches for maximizing external resource mobilization. Therefore, to achieve a lasting impact as to that enable the GOB to accelerate resource mobilization towards LDC graduation, K4DM phase-II will create an impact through attaining two outcomes:

- I. Evidence-based policymaking towards national development aspirations;
- II. Strengthening the external resource mobilization strategy and economic collaboration;

K4DM phase-II has five outputs and under each output, there are numerous activities that will produce the above two outcomes. The intended cost for the K4DM is USD 4,500,000/ BDT 281,600,000, where the program cost is 68%, staff cost is 21% and operation cost is 11%. It is worth mentioning that K4DM phase-I has already initiated mobilization of resources for the phase-II and received a small grant amounting USD 28,000 from UNDP Seoul Policy Center of the Republic of Korea which forms the 1% of the total budget. The GOB will contribute the 3% of the total budget and UNDP will provide the remaining budget. The rest of the amount will also be mobilized from other development partners jointly by UNDP and ERD.

### Third Session: Feedback on the Presentation

After the presentation on Project Document, the Joint Secretary, Chief Guest of the workshop thanked Mr Rabbi for his excellent presentation and she also thanked those involved in designing the Project Document (ProDoc). She invited the participants to provide their comments and suggested having another round of discussion for finalizing the ProDoc.

The facilitator Ms. Marina Ali then invited the participants to come up with their valuable inputs to help further development of the ProDoc. The Additional Secretary, Wing Chief (UN) and National Project Director of the K4DM Project, Dr. Nahid Rashid responded to the queries and questions from the participants and assured that the comments would be incorporated in the ProDoc accordingly.

### Comments and feedback:

#### **> Farida Yasmin, Director, MEA, Ministry of Foreign Affairs:**

Ms. Farida Yasmin began her annotations by expressing that the idea of this Validation Workshop is very timely, pertinent and suggested for terming the ProDoc as a living document. She also expressed her concerns on the challenges following LDC graduation and called for strong collaboration among all stakeholders. She suggested to include the MOFA in the official capacity building program in the 2<sup>nd</sup> phase. Ms. Yasmin added that IT based training and data-based modules should be incorporated in the training programs for capacity building of the GOB officials. She suggested for the inclusion of the Foreign Service Academy to collaborate with other training institutes such as BPATC, PDA, IPFB, and BGM and emphasized on more research-based training as well.

She suggested to conduct training on the courses of multilateralism, economic and development diplomacy and urged to collaborate with the foreign missions abroad. The issue of engaging retired ambassadors in the PEP was also suggested from her side. A suggestion on customizing the NRB questionnaire through consulting consultation of the corresponding foreign missions was also there.

Thanking Ms. Yasmin, the NPD of K4DM mentioned that the ongoing phase has so far worked in partnership with number of Ministries and Divisions including MOFA. Yet, in the phase-II,

*further scope of work with a maximum number of Ministries will be done. Inclusion of the retired Ambassadors is a great idea which will be taken care of in the K4DM phase-II and partnership and collaboration with MOFA will be strengthened to NRB engagement and SS&TC issues.*

➤ **Nusrat Noman, Deputy Chief, Agricultural, Industry & Co-ordination Wing, Planning Commission:**

She suggested for changing the title which should be more 'smart' and 'specific'. She further added that, as specified in the output II, the idea to publish the NHDR in every alternative year may be too ambitious. Therefore, she advised to revisit the target of publishing NHDR.

In output III which says "external resource mobilization strategy expert team/task force", she suggested to include representatives from other line ministries. She appreciated the idea of creating the position of liaison officer in Phase II of the project.

*The NPD thanked Ms. Noman for her suggestion and assured that phase-II would take care of these, especially on the periodic publication of the NHDR issue.*

➤ **Kawshar Jahan, Deputy Secretary, Economic Relations Division:**

Ms. Jahan thanked the K4DM team's initiative to come up with a well designed ProDoc. However, she pointed to the issue of specifying a timeline for the indicators mentioned in the ProDoc. He advocated making it more time-bound in the next phase. A well-planned timeline will help achieving the targets on time.

She suggested to focus on the indicator to determine the resources we want to mobilize through both the NRBs and SSTC. She appreciated the concept of the E-centre and suggested for an initiative to organize training for new officials to learn about using the E-centre platform. Moreover, management training also be there for Admin Cadre Officers. Finally, she highlighted the importance of training on the analysis of the foreign assistance and techniques of negotiation since the foreign assistance management will become more delicate soon after the LDC graduation.

*The NPD assured about incorporating the ideas and mentioned that the term 'aid' needs to be termed as 'assistance' and 'Donors' as 'development partners'.*

➤ **Munir Hossain, Programme Finance Analyst, UNDP Bangladesh:**

First, he mentioned that one of the challenges for government officials is to make evidence-based policies and evidence-based knowledge management where data forms a vital element to work with. Therefore, BBS can be a partner of the K4DM project to use their data. He came up with a suggestion to develop an adaption strategy with the new normal situation in the financial management system. It is important for ERD to implement this as ERD is dealing with the financial management process with the Finance Division. He also added that day-to-day works of ERD have been virtualized in the COVID-19 context and therefore, the officials need to be trained to use web-based and software-based alternative medium of work.

*The NPD agreed upon the issue to be addressed in the next phase.*

➤ **Mohammed Nazim Uddin, Former Joint Secretary of ERD (UN-II):**

He mentioned that the K4DM Project phase-I has effectively been implemented, especially in the areas of establishing ERDPEIRA, developing the NHDR and developing the capacity of GOB Officials. He expected that K4DM Phase-II is expected to contribute more to strengthen ERD to achieve more tangible results. As the former Deputy Project Director of this Project, Mr. Nazim advised to avoid delay in commencing the second phase.

*The NPD thanked Mr. Mohammed Nazim Uddin for his contribution to Phase-I of the project;*

➤ **A.K.M Dinarul Islam, Additional Secretary and Wing Chief, Coordination and NORDIC Wing, ERD:**

He found this workshop a very thought-provoking and mentioned that the issue of NRB database is very challenging.

*The NPD thanked Mr. Islam for his remarks and assured about working in a more coordinated way in the next phase of the project.*

**Decisions:**

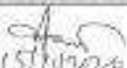
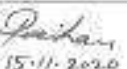


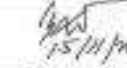
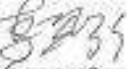
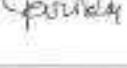

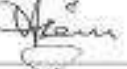



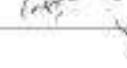
- Project Document of K4DM project phase II shall be validated subject to incorporating the comments and feedback received in the workshop.
- ERD shall finalize the Project Document and initiate Phase II immediately upon the completion of Phase-I.

Finally, Mr. Anil Krishna Mandal, Joint Secretary (UN-I) and the Deputy Project Director of the K4DM project, thanked the Chief Guest, Special Guest and all participants from ERD, other ministries and UNDP for their participation and valuable contribution to the workshop. He expressed profound gratitude to the Honorable Secretary of ERD for her appreciation and acknowledgement of K4DM achievements. He also thanked Mr. Rabbi Mia, Joint Secretary, ERD (UN-II) for his brilliant presentation. Mr. Mandal thanked the K4DM project team for successfully organizing the workshop. As there was no other issue to discuss, he declared the closing of the workshop with an expectation to receive continuing support from the authorities for the approval of the final ProDoc and initiation of the K4DM project phase-II.

  
**Nguyen Thi Ngoc Van**  
Deputy Resident Representative  
UNDP Bangladesh

  
**Dr. Nahid Rashid**  
Additional Secretary and Wing Chief (UN)  
& National Project Director, K4DM project  
Economic Relations Division

Knowledge for Development Management (K4DM) Project  
Economic Relations Division (ERD)  
Validation Workshop on Phase II  
Venue: NEC-2, Planning Commission, Dhaka  
Date: 15<sup>th</sup> November 2020  
Attendance Sheet

Sl.	Name	Ministry/Division	Contact Number	Signature
01	Md. Naimul Islam	CAAB, HoCAT	01708-169031	 15/11/2020
02	Md. Raihan Mahbub	CPTU, IMED Ministry of Planning	01918533087	 15.11.2020
03	Zahid Hossain Munshi	ERD	01711513552	 15.11.2020
04	Mubommoel Ashiq AD Forest IS	ERD	01711026377	 15-11-20
05	A.K.M. Dinanul Islam Asst. Secretary (General)	ERD	01711955993	 15/11/2020
06	Mu-Jin Lee	UNDP	01309924253	
07	TARIDA VASNEEN	MOFA Director (MEA)	01761488846	
08	KARIM AHMED	IS, ERD	0171252502	
09	Athin K. Khandu Deputy Secretary	ERD	01720271515	
10	Murqamun Nazim IS (Rtd)	ERD	01711-178274	
11	Ashkur Rahman	UNDP	01711016244	
12	Van Nguyen	UNDP		
13	Nusrat Woman.	Program Division	0171137608	



14	Kawthar Jahan	DS/ERD	01712885497	
15	Mohammad Navid In Afillal	Joint <del>Team</del> Secretary ERD	01711850972	
16	Bidhan Basal Deputy Secretary	ERD	01712903630	
17	Shahela Sumaiyeh Hossain	UNDP	01730014024	
18	Md. Manzum/Salam Karnal.	UNDP	01711565128	
19	Md. Juwo/Hossain Assistant Executive Eng	ERD	01738561947	
20	Mohd. Akbar Sobhan National Consultant	KADM Project	01730710372	
21	Masrura Shaukat Ali NPM	KADM	masrura.ali@ undp.org	Anchore
22	Mohammed Rakha	KADM	01730067844	
23	Md. Delwar Hossain Khondokar	KADM	01752968998	Hossain
24	Prosten Choudhury	National Consultant - KADM	01815-131112	
25	Mohimul Islam	KADM	01909710913	
26	Najia Farah	KADM	01715015425	Najia
27	Mahira Akter Saman	KADM	01859950068	Samia
28	Naswan Mohiuddin	UNV-UNDP	01922990058	Naswan

29	Ms. Fatima Tasmin Secretary	ERD		Chair Guest
30	Dr. Nahid Rashid	ERD Additional sec.		Welcoming speech
31	Amal Krishna Mondal JS	ERD		Vote of thanks
32	Rabbi Niah JS	ERD		Moderator
33	Ms. Baby Rani Karmakar DS	ERD		Via zoom
34	S.M. Mahbub Alam DS	ERD		Via zoom
35	Ms. Fatematul Jannat	UNDP		Via zoom
36	Khondker Faruq Ahmed	UNDP		Via zoom
37	Md. Aqayun	UNDP		Via zoom
38	Ms. Sharemin Islam	UNDP		Via zoom
39	Mozammel Haque	UNDP		Via zoom
40	Faisal Zahur PS to Secretary	ERD		Via zoom

## PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

### OVERALL PROJECT

EXEMPLARY (5) ●●●●●	HIGHLY SATISFACTORY (4) ●●●●○	SATISFACTORY (3) ●●●○○	NEEDS IMPROVEMENT (2) ●●○○○	INADEQUATE (1) ●○○○○
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	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.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.

### DECISION

- **APPROVE** – the project is of sufficient quality to be approved in its current form. Any management actions must be addressed in a timely manner.
- **APPROVE WITH QUALIFICATIONS** – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner.
- **DISAPPROVE** – the project has significant issues that should prevent the project from being approved as drafted.

### RATING CRITERIA

For all questions, select the option that best reflects the project

### STRATEGIC

1. Does the project specify how it will contribute to higher level change through linkage to the programme’s Theory of Change?

- **3:** The project is clearly 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.
- **2:** 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.
- **1:** The project document may describe in generic terms how the project will contribute to development results, without an explicit link to the programme’s theory of change.

3	2
1	

\*Note: Projects not contributing to a programme must have a project-specific Theory of Change. See alternative question under the lightbulb for these cases.

Evidence: The project’s Theory of Change clearly explains the process of achieving impact and outcome through carefully designed and delivered outputs. There are five outputs which will produce the two outcomes that directly address the Project’s stated aims and intended impact. The five outputs include: (i) Building an institutional

approach for capacity building, (ii) Creating an enabling environment for evidence-based decision making, (iii) Strengthen the External Resource Mobilization Strategy, (iv) Engage NRBs with the Government of Bangladesh, and (v) Strengthen institutions and modalities for South-South Triangular Cooperation. This analysis is based on credible evidence of what works effectively in this context and includes assumptions and risks. [Please see Page: 7-11, Section –II: Strategy of the Project]

<p><b>2. Is the project aligned with the UNDP Strategic Plan?</b></p>	3	2
<ul style="list-style-type: none"> <li>• <b>3:</b> The project responds to at least one of the development settings as specified in the Strategic Plan<sup>14</sup> and adapts at least one Signature Solution<sup>15</sup>. The project’s RRF includes all the relevant SP output indicators. (all must be true)</li> <li>• <b>2:</b> The project responds to at least one of the development settings as specified in the Strategic Plan<sup>4</sup>. The project’s RRF includes at least one SP output indicator, if relevant. (both must be true)</li> <li>• <b>1:</b> 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 are included in the RRF.</li> </ul> <p>Evidence: K4DM Phase-II addresses human rights by creating an enabling environment for informed policy making and making active contributions towards eliminating all forms of poverty in Bangladesh and the SDGs attainment. To this extent, the Project shares extensive inter-dependent goals on mainstreaming a human rights approach with Strategic Plan (SP) Output 1.1.1 and SP Output 1.2.2. In particular, the project responds to Strategic Plan Output 1.2.2: Enabling environment strengthened to expand public and private financing for the achievement of the SDGs. The project's RRF includes SP output indicator 1.1.1.2: Number of national and subnational governments and other partners sharing their innovative solutions through SSMART and SP output indicator 1.2.2.1: Existence of an enabling environment in place leveraging additional resources from public and private sources for the SDGs. The Project responds to UNDP’s development setting, in particular to SP Outcome 2: ‘Accelerate structural transformations for sustainable development’ and adapts one Signature Solution of ‘Governance for peaceful, just, and inclusive societies’. [Page-9, Section-II: Strategy and Page 26-32, Section-V: Results Framework]</p>	1	
<p><b>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)</b></p> <p>The project is linked with UNDAF Outcome 1/ CPD Outcome 2: Develop and implement improved social policies and programmes that focus on good governance, reduction of structural inequalities and advancement of vulnerable individuals and groups. It is closely intertwined with Project’s broader outcomes including a) Evidence-based policy-making towards national development aspirations practiced; and b) External resource mobilization strategy and international economic collaboration strengthened. The project is particularly linked to CPD Output 2.1: Civil society, interest groups, relevant government agencies and political parties have tools and knowledge to set agendas and to develop platforms for building consensus on national issues. [Page 26-32, Section-V: Results Framework]</p>	Yes	No
<b>RELEVANT</b>		
<p><b>4. Does the project target groups left furthest behind?</b></p>	3	2
1		

<sup>14</sup> 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

<sup>15</sup> 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.

- **3:** The target groups are clearly specified, prioritising discriminated and marginalized groups left furthest behind, identified through a rigorous process based on evidence.
- **2:** The target groups are clearly specified, prioritizing groups left furthest behind.
- **1:** The target groups are not clearly 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

**Evidence:** K4DM Phase II target groups will be the Govt. officials, particularly of ERD, and the project focuses on enhancing institutional and individual capacity so that the target group can efficiently access, generate and apply knowledge products/research outcomes in decision making, promote innovation and exchange within and beyond government, strengthen collaboration and partnership between government agencies and civil society organizations, think tanks and knowledge partners, provide knowledge services to the Government ministries and agencies, especially in relation to their resource mobilization; and institutionalization of knowledge management systems within the ERD. [Page: 7-10, Section-II: Strategy and Page: 23, Section-III: Results and Partnerships (Partnership)]

**5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design?**

3	2
1	

- **3:** 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.
- **2:** The project design mentions knowledge and lessons learned backed by evidence/sources, but have not been used to justify the approach selected.
- **1:** 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

**Evidence:** The project has reviewed key documents of Phase I project to inform this new phase project, including the existing ProDoc, the final Evaluation Report for Phase-I, meeting minutes from the Board and various task forces, K4DM progress reports, Report on South-South Triangular Cooperation, Report on NRB, relevant research reports, M&E reports and relevant national policy documents. Additionally, to seek new ideas for the upcoming Phase II of the K4DM Project, the ProDoc formulation team has conducted interviews with various groups from the Government, civil society, and UNDP. In total, 12 key informant interviews were conducted, and three consultations were held with relevant stakeholders to incorporate knowledge and lesson learned in this new ProDoc design. [Page: 2-6, Section-I: Development Challenges and Page 7-10, Section-II: Strategy]

**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?**

3	2
1	

- **3:** 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 identification of 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, as appropriate. (all must be true)
- **2:** 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 labour between UNDP and partners through the project, with unclear funding and communications strategies or plans.
- **1:** No clear analysis has been conducted on the role of other partners in the area that the project intends to work. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance.

\*Note: Management Action or strong management justification must be given for a score of 1

**Evidence:** As the activities are designed for strengthening the capacity of ERD, the project implementation is heavily relying on collaboration and partnership with UNDP, government and non-government agencies, agencies within government, and development partners. Having UN Wing, ERD as the core partner of the Project, the Project aims to draw on collaboration with other ministries (i.e. Ministry of Foreign Affairs, Ministry of Overseas Employment and Expatriate Welfare) and public

institutions (i.e. Civil Aviation Authority, Bangladesh Economic Zone Authority). The partnership will also be extended beyond the government ministries and agencies. South-South and Triangulation cooperation has been one of the prime areas of interventions of K4DM Phase-II. It is assumed that South-South cooperation will be critical in advancing Bangladesh's development agenda and discovering alternative forms of resourcing. K4DM Phase-II has planned to develop a South-South Triangular Cooperation Knowledge Centre with a Knowledge Accelerator Lab, which allows developing countries to collaborate and share knowledge. The Knowledge Accelerator Labs will follow a five-step process to tackle issues, which include sensing the issues, designing experiments (policy design), growing solutions, testing and exploring opportunities for reflection. Other development forums, including the World Economic Forum's Strategic Intelligence Platform, can also be used to structure the SSTC Knowledge Centre and frame the Centre's activities. [Page: 23-24, Section-III: Results and Partnerships]

**PRINCIPLED**

**7. Does the project apply a human rights-based approach?**

3	2
1	

- **3:** 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 enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. (all must be true)
- **2:** The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. (both must be true)
- **1:** No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered.

**Evidence:** K4DM Phase II addresses human rights by both creating an enabling environment for informed policy making and making active contributions towards eliminating all forms of poverty in Bangladesh and the promotion of the SDGs. To this extent, K4DM Phase II shares extensive inter-dependent goals between mainstreaming a human rights approach with SP Output 1.1.1 and SP Output 1.2.2. [Page: 9, Section-II: Strategy]

**8. Does the project use gender analysis in the project design?**

3	2
1	

- **3:** 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)
- **2:** A basic gender analysis has been carried out and results from this analysis are scattered (i.e., 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 clearly identified and reflected in the project document.

**Evidence:** A fundamental component of K4DM Phase II is to drive greater gender equality and provide further opportunities, upskilling, and career advancement for women in the ERD. Two activities support this approach. Activity 1.1.3 mandates the ERD to develop a Leadership and Performance Enhancement Guideline, vetted by ERD Senior Management, to identify and enable increased pathways for talent management and leadership development. Adopting a merit-based approach will allow more women to advance their careers and create an environment that encourages innovative public leadership from female leaders. Activity 2.2.5 (as highlighted below) requires an NRB Pool Fund to support NRB initiatives that target women and NRBs from other disadvantaged communities. Besides, gender equality is promoted across the gender divide, with K4DM Phase II challenging institutions to promote a greater understanding of contemporary gender equality issues with program participants. Output 1.1.4 requires the e-Centre for Capacity Development to perform gender equality and equity courses to promote women's empowerment

and forms part of a key performance indicator for the capacity-building institution. [Page: 9, Section-II: Strategy and Page: 26-32, Section-V: Results Framework]

**9. Did the project support the resilience and sustainability of societies and/or ecosystems?**

3	2
1	

- **3:** Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into 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 incorporated into 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

**Evidence:** K4DM phase-II does not have any plan of physical interventions that may affect natural ecosystem. Furthermore, the project will consider issues of environmental sustainability as a cross-cutting issue by integrating strict conservation of materials and energy in the day-to-day operations and practices. The project will ensure conservation of energy at its office by using energy efficient PCs and other electric appliances (i.e. using LED lights) and reducing the number of electric appliances used at the project office. It will reduce use of paper by using computer-based online mediums for communicating reports and other written documents, progressive reduction of printed materials, sourcing paper from eco-friendly, socially responsible suppliers, promoting technology for virtual meetings, establishing E-learning center for ERD for capacity building of govt. officials and so on. Use of fuel-efficient vehicles for transport will be ensured for reducing the use of fuel and GHG emission. [Page: 61-68, Annex-B: SESP]

**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, trainings, 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.]

Yes	No
-----	----

**Evidence:** SESP has been conducted. It has identified no potential social and environmental impacts and risks in implementing K4DM phase-II. K4DM phase-II does not have any plan of physical intervention that may affect the natural ecosystem. Furthermore, the project will consider environmental sustainability issues as a cross-cutting issue too by strict conservation of materials and energy in the day-to-day operations and practices.

**MANAGEMENT & MONITORING**

**11. Does the project have a strong results framework?**

3	2
1	

- **3:** The project’s selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, 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. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of 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

**Evidence:** The K4DM Phase II designed the outputs and activities at an appropriate level with SMART, results-oriented indicators designed in a participatory manner. These results-oriented indicators are accompanied by data sources, baseline, and targets. It is target groups focused and gender-disaggregated to measure the expected development changes. [Page: 26-32, Section-V: Results Framework]

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**12. Is the project’s governance mechanism clearly defined in the project document, including composition of the project board?**

3	2
1	

- **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 terms of 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 project document, only mentioning key roles that will need to be filled at a later date. 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

**Evidence:** K4DM Phase-II’s governance mechanism is fully defined in the ProDoc and the ToRs of the management including National Project Director, Deputy Project Director and Project Board were attached. [Page: 48-52, Section-IX: Governance and Management Arrangements]

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**13. Have the project risks been identified with clear plans stated to manage and mitigate each risk?**

3	2
1	

- **3:** Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the programme’s theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Risks have been identified through a consultative process with key internal and external stakeholders, including consultation with the UNDP Security Office as required. Clear and complete plan in place to manage and mitigate each risk, including security risks, reflected in project budgeting and monitoring plans. (both must be true)
- **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 identified. This option is also selected if risks are not clearly identified, no initial risk log is included with the project document and/or no security risk management process has taken place for the project.

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**Evidence**

Yes the risk log is in the prodoc with mitigation measures

**Page:** 57

Section :10



\*Note: Management Action must be taken for a score of 1

**Evidence:** During the development of the ProDoc, comprehensive analysis of the context, social and environmental screening, and all required analysis was conducted through a consultative process. Based on the analysis, project risks were identified and included in the project risk log. A complete M&E plan will include all risks in the ProDoc, and necessary actions will be taken to manage the risk by the Project Management, UNDP, and ERD. The risk log and the mitigation measures taken will be monitored by senior management of ERD and UNDP. [Page: 55, Section-IX: Risk Management]

**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 of 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 for this question)

**Evidence:** While designing K4DM Phase II, the recommendation of final evaluation for the K4DM Phase I was considered. As a result, the project is designed to maintain cost-effectiveness and cost efficiency by using resources to achieve the intended outcomes. Analysis of ToC was utilized to explore measures to maintain the cost-effectiveness and cost-efficiency of the project. The project will ensure cost-efficient use of resources by identifying different options for achieving maximum quality results with the available resources. It will work in partnership with other projects of UNDP as well as apply innovative approaches and techniques for reducing the cost of all planned interventions. For example, Output 1: Institutional approach for capacity building adopted: To have cost-effective activities, the project will have partnerships with ICT wing of ERD and other UNDP projects, such as Aspire to Innovate (a2i) and SC4SDG Projects. [Page: 25, section-IV: Project Management (Cost Efficiency and Effectiveness)]

Yes (3)	No (1)
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**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 in 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 duration of the project 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.

**Evidence:** The budget is costed in a realistic manner, which is in total USD 3.15 million. Nevertheless, even though the resource mobilization plan is in place, the unfunded amount is not raised yet. UNDP has committed USD 1.03 million; GoB has committed USD 90,900.00; but the rest of the USD 2.03 million is unfunded. [Page: 56-60, Annex-A: Budget Summary]

3	2
1	

**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,

3	2
1	

human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.)

- **2:** The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant.
- **1:** The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project.

\*Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.

**Evidence:** The budget fully covers the project costs that are attributable. DPC cost 5% and GMS COST 7% have been allocated in the budget of Phase II in accordance with prevailing UNDP policies. [Page: 37-47, Section-VIII: Multi-Year Work Plan]

## 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 design of the project. 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 design of the project.
- **1:** No evidence of engagement with targeted groups during project design.

**Evidence:** This ProDoc has been developed using a pragmatic and participatory approach. This process has been underpinned by a principle that the ERD should take ownership of the Project's goals, implementation, and outcomes. To seek new ideas for the upcoming Phase-II of the K4DM Project, the ProDoc team has conducted interviews with various individuals from the Government, civil society, and the UNDP in Bangladesh. [Page: 112, Annexure-D: Stakeholder Interviews]

3 2

1

**Evidence**

**Page:114**

**Annexure :D**

### 18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation?

**Evidence:** Continuous quality assurance and learning components are embedded within the ProDoc. A sequencing of specific activities and timeline will be reflected in the annual work plan, and a risk and issue log will also capture tracking and resolution of problems encountered by the project management. The project will be monitored quarterly, drawing on quantitative and qualitative data on the indicators to track implementation status. The progress towards results will be continuously tracked based on agreed criteria and indicators. A quarterly reporting will record progress towards the completion of key results. Lessons learned will also be updated as part of the quarterly updates to ensure the on-going learning and adaptation within the organization. The annual review will be conducted to focus on how the project is achieving its work plan and objectives as indicated under the ProDoc. The mid-term evaluation will assess the project from multiple perspectives and provide recommendations for course correction and adaptive programming of the project. The final evaluation will also provide forward-looking recommendations. The lessons learned will be continuously captured during the project, and interesting experiences and practices will be shared immediately across UNDP and the government agencies using audio-visual and narrative stories. [Page: 33-36, Section-VI: Monitoring and Evaluation]

Yes  
(3)

No  
(1)

### 19. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.

\*Note: Management Action or strong management justification must be given for a score of "no"

**Evidence:** K4DM Phase-II will be scored at GEN 2 as gender equality is promoted across the gender divide institutions to promote a greater understanding of contemporary gender (equality) issues with program participants. Output 1.1.4 requires the E-Centre for Capacity Development

Yes  
(3)

No  
(1)

as a platform to provide gender equality and equity courses that promote women’s empowerment and to form part of a key performance indicator for the capacity building institution. [Page: 9, Section-II: Strategy and Page: 26-32, Section-V: Results Framework]

## SUSTAINABILITY & NATIONAL OWNERSHIP

### 20. Have national/regional/global partners led, or proactively engaged in, the design of the project?

3 2  
1

- **3:** National partners (or regional/global partners for regional and global projects) have full ownership of the project and led the process of the development of the project jointly with UNDP.
- **2:** The project has been developed by UNDP in close consultation with national/regional/global partners.
- **1:** The project has been developed by UNDP with limited or no engagement with national partners.

**Evidence:** This ProDoc has been developed using a pragmatic and participatory approach. The ProDoc development process has been underpinned by a principle that the ERD should take full ownership of the project’s goals, implementation, and outcomes. To seek new ideas for the upcoming Phase II of the K4DM Project, the ProDoc formulation team has conducted interviews with various national partners from the Government, civil society, and UNDP. [Page: 114, Annexure-D: Stakeholder Interviews]

### 21. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted?

3 2  
1

- **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 an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust 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 results of the capacity assessment.
- **1:** Capacity assessments have not been carried out.

**Evidence:** K4DM Phase II directly addresses capacity building to improve access to knowledge and drive evidence-based decision-making. All the outcome areas – evidence-based policymaking, external resource mobilization, and increased international cooperation – contain capacity-building activities at their core to achieve long-term success. The project will use and implement clear indicators and collect data to effectively enhance the capacity of ERD. [Page: 3, Section-1: Development Challenge and Page: 7-8, Section-II: Strategy (Theory of Change Principles (a))]

### 22. Is there 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?

Yes (3) No (1)

**Evidence:** This Phase II project will be monitored by the Implementation Monitoring and Evaluation Division (IMED) and will be audited by Foreign Aided Projects Audit Directorate (FAPAD). IMED and FAPAD both are within the national system. [Page: 25, Section-IV: Project Management]

### 23. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation and communications strategy)?

Yes (3) No (1)

**Evidence:** K4DM phase II has a Resource mobilization plan and communication strategy in place to sustain the results. The K4DM project is a National Implementation project, which means it is designed in a way that most of its outcomes contribute to capacity building of the respective agencies of the government. The project's outputs, including the National Human Development Report, External Resources Mobilization Strategy, would be adopted by the government as regular practice. Having considered the project's design, it is assumed that the project lessons, practices and

processes will be institutionalized as regular practices of the government of Bangladesh. [Page: 34-36, Section-VI: Monitoring and Evaluation (Monitoring and Evaluation Plan) and page: 24, Section-III: Results and Partnerships (Sustainability and Scaling Up)]

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