



REVISED PROJECT DOCUMENT

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



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

Project Number: 00093428

Implementing Partner: Economic Relations Division (ERD)

Start Date: 01 January 2021

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Brief Description

Bangladesh has celebrated the golden jubilee of its independence with great pride and self-esteem. In the last fifty-two years, the country has increased its per capita GDP to 14 times higher than 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 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 set to graduate from the least-developed country (LDC) as it pursues constantly sustainable and inclusive economic growth, especially in the last 14 years under the charismatic leadership of the present regime. However, given the global situation and the national and international context of COVID-19, Bangladesh also has faced challenges in 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 with 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 by developing a comprehensive external resource mobilization strategy that would explore alternative sources of funding in addition to an ongoing source of funding and create a more sustainable partnership among government agencies and civil society. In light of this, K4DM Phase II sets out to achieve a lasting impact that enables the Government of Bangladesh (GoB) to accelerate resource mobilization towards LDC graduation.

UNSDCF Outcome 4/ CPD Outcome 3: By 2026, more people, especially the most vulnerable, benefit from more equitable, non-discriminatory, gender-responsive, participatory, accountable governance and justice, in a peaceful and tolerant society governed by the rule of law.

Indicative Output(s) with gender marker:

Required Resource	USD 1,418,900.00
UNDP TRAC:	USD 1,000,000.00
Development Partners:	
Embassy of Switzerland in Bangladesh- SDC	USD 300,000.00
Parallel Contribution:	
UNDP Korea	USD 28,000.00
Government contribution (in kind)	USD 90,900.00

Agreed by (signatures):

Government	UNDP	Implementing Partner
		
Sharifa Khan Secretary Economic Relations Division	Stefan Liller Resident Representative UNDP Bangladesh	A K M Sohel Joint Secretary and Wing Chief (UN) Economic Relations Division
Date: 31/10/23	Date: 30/10/23	Date: 31/10/23

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## List of Acronyms

A2I	Aspire to Innovate
ADP	Annual Development Programme
AF	Adaptation Fund
APD	Assistant Project Director
AWP	Annual Work Plan
BBS	Bangladesh Bureau of Statistics
BDF	Bangladesh Development Forum
BEZA	Bangladesh Economic Zones Authority
BIDA	Bangladesh Investment Development Authority
BIDS	Bangladesh Institute of Development Studies
BIGM	Bangladesh Institute of Governance and Management
BPATC	Bangladesh Public Administration Training Center
COVID-19	Coronavirus disease 2019
CPD	Country Programme Document
DCM	Data Collection Method
DPD	Deputy Project Director
DPs	Development Partners
ECNEC	Executive Committee of the National Economic Council
ERD	Economic Relations Division
ERDOC	ERD Documentation Center
ERDPEDIA	Document Repository of ERD
EVI	Economic Vulnerability Index
FABA	Foreign Aid Budget and Accounts
FAPAD	Foreign Aided Projects Audit Directorate
FDI	Foreign Direct Investment
FY	Fiscal Year
FYP	Five-Year Plan
GCF	Green Climate Fund
GDP	Gross Domestic Product
GED	General Economics Division
GMS	General Management Support
GoB	Government of Bangladesh
HACT	Harmonized Approach to Cash Transfers
HAI	Human Assets Index
IC	Individual Consultant
ICT	Information and Communication Technology
IMED	Implementation, Monitoring and Evaluation Division
IP	Intellectual Property
IPF	Institute of Public Finance
IT	Information Technology
K4DM	Knowledge for Development Management
LDC	Least Developed Country
LIBOR	London Interbank Offer Rate
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MoEWOE	Ministry of Expatriate Welfare and Overseas Employment
MOF	Ministry of Finance
MoU	Memorandum of Understanding
NEC	National Economic Council
NHDR	National Human Development Report
NIM	National Implementation
NPD	National Project Director
NPM	National Project Manager
NRB	Non-Resident Bangladeshi
ODA	Official Development Assistance
OECD	Organisation for Economic Co-operation and Development

PAC	Project Appraisal Committee
PIC	Project Implementation Committee
PMO	Prime Minister's Office
PPP	Authority Public-Private Partnership Authority
PRI	Policy Research Institute
PSC	Project Steering Committee
QA	Quality Assurance
RRF	Results and Resources Framework
SBAA	Standard Basic Assistance Agreement
SDGs	Sustainable Development Goals
SEID	Socio-Economic Infrastructure Division
SESP	Social and Environmental Screening Procedure
SMEs	Subject Matter Experts
SP	Strategic Plan
SSGP	Support to Sustainable Graduation Project
SSTC	South-South and Triangular Cooperation
UN	United Nations
UN ECOSOC	United Nations Economic and Social Council
UNDP	United Nations Development Programme
UNOSSC	United Nations Office for South-South Cooperation
UNSDCF	United Nations Sustainable Development Cooperation Framework
WTO	World Trade Organization



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

**I. DEVELOPMENT CHALLENGE**

Bangladesh has successfully celebrated the golden jubilee of its independence with great pride and self-esteem. In the last fifty-two years, the country has increased its per capita GDP to 14 times higher than 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 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. 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 achieved 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 Least Developed Country (LDC) status.

Bangladesh is progressing towards LDC graduation with credentials as it pursues sustainable and inclusive economic growth. However, COVID-19 has changed the national and international context and threatens to disrupt this trajectory. The COVID-19 pandemic 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 concerning resource mobilization, to achieve smooth LDC graduation and post-COVID-19 recovery.

Development Assistance has played an important role in setting up Bangladesh as LDC graduate. Historically, development assistance has allowed Bangladesh to undertake significant development projects despite a domestic savings-investment gap and a foreign exchange gap that would otherwise prevent the Government of Bangladesh from committing 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 successfully reduced 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, 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).



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Despite the overall reduction in 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 modalities have shown significant success in building a vibrant and productive public sector, as well as the vital social and economic infrastructure needed to promote local and foreign investment. To achieve this objective, the Government of Bangladesh has to 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 expected graduation from LDC status will contribute to higher borrowing costs for development projects unless steps are taken to utilize alternate resources.

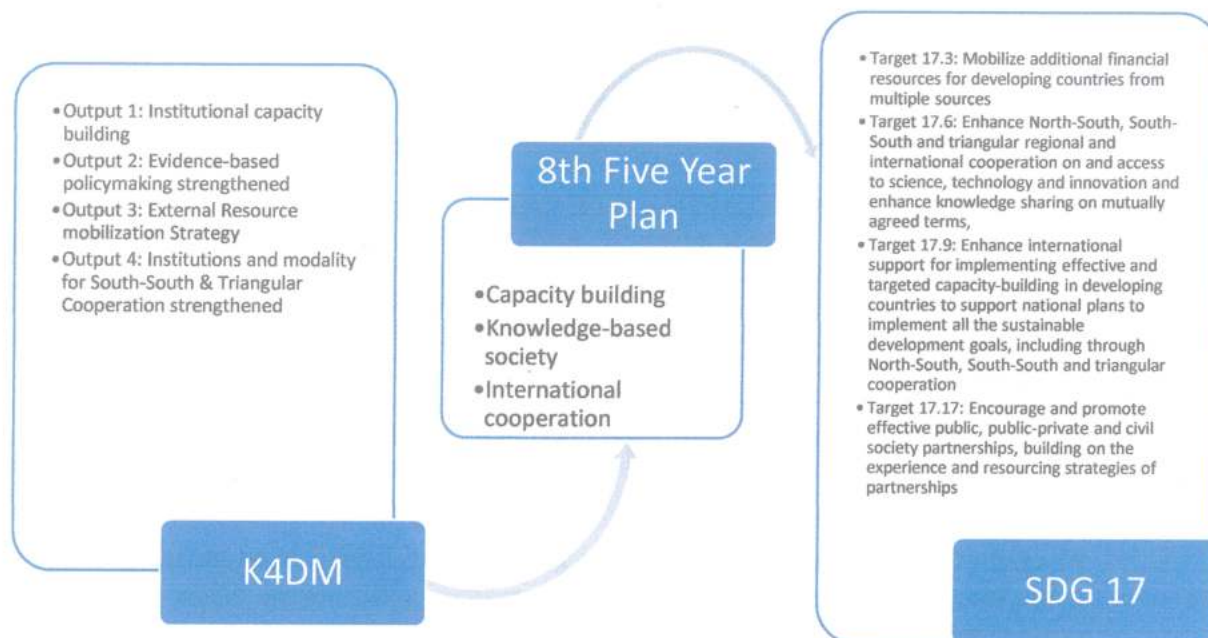
Bangladesh is firmly committed to pursuit Agenda 2030 for Sustainable Development. Thus, it has aligned all national development plans and programmes so that it does *leave no one behind*. In fact, Bangladesh takes pride as one of the early starters by completing all groundwork for implementing the SDGs and 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 states 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 also has strong linkages with the 8th Five Year Plan financing plan. The 8th FYP has been developed 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 8th FYP.



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**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 can explore alternative avenues of external resources and mobilize them in the persuasion of its development agenda.

Phase I of the K4DM Project concluded in December 2020 with considerable success. 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.

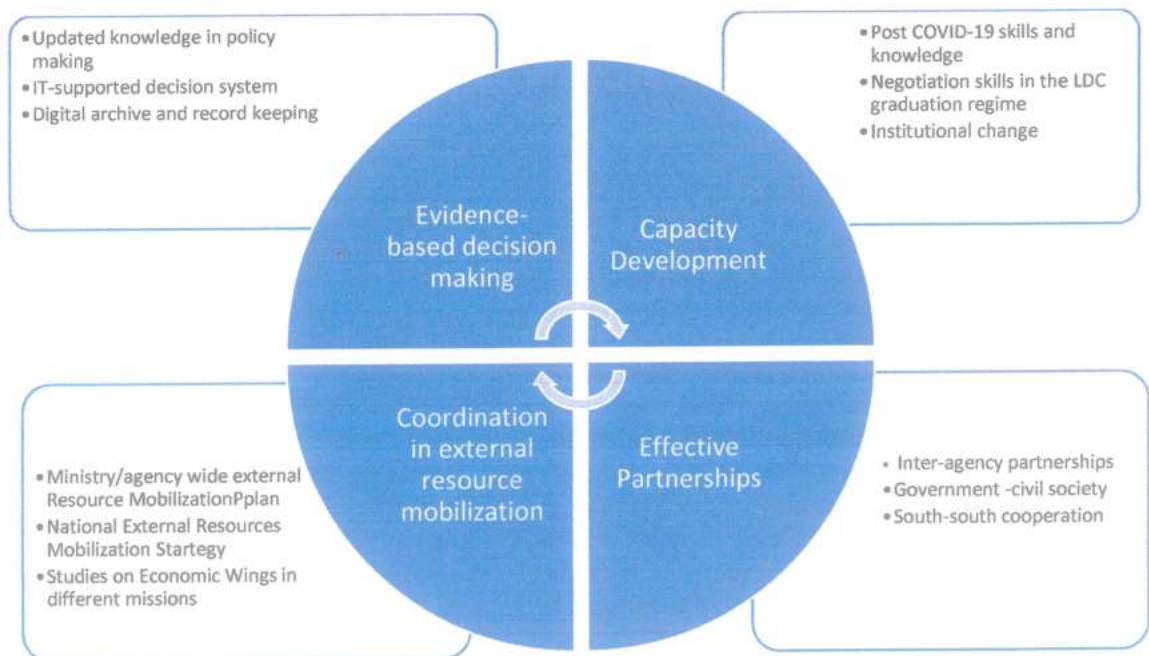
Even though it was mentioned in the evaluation report that in the second phase, further steps should be taken for the component of "Engagement of NRBs with the Government Improved" nevertheless, this component has been dropped from the Project in discussion with the Ministry of Expatriate Welfare and Overseas Employment (MoEWOE) and Economic

Relations Division following the allocation of business of both the ministries. The senior management of ERD and MoEWOE convened several policy-level discussions in this regard. The ERD senior management later consented to hand over the "Engagement of NRBs with the Government Improved" to the MoEWOE following the allocation of business of the Government of the People's Republic of Bangladesh. (Signed summary attached)

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 COVID-19 pandemic into account, the Project will address two specific development challenges that Bangladesh may face within these years (2021-2024):

- a) how to accelerate the capacity of the Economic Relations Division (ERD), especially with 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 funding sources in addition to ongoing source of funding and create more sustainable partnerships among government agencies and civil society.

These two broad development challenges are further reflected in four specific areas requiring Phase II intervention: evidence-based decision-making, capacity development, coordination in external resource mobilization, and establishing effective partnerships, as represented in Figure 2 below.



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

*(Handwritten signature)*



## *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 development 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 development 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 development 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 E*.

In addition to interviews and consultation, the consultants have reviewed key project documents, including existing ProDoc, 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 has faced 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, and update knowledge and information for decision making. This was achieved by the development of 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, 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 and the need to mobilize resources more effectively in



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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 practiced
- 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, further strengthening trust and legitimacy in government and creating 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 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, particularly the ERD, in the driving seat to achieve inclusive development. Since Bangladesh is moving towards LDC graduation within a context of decreasing ODA, the ERD officials will need 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 rely 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) to make their expertise available to 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 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 relevant government institutions and DPs and obtain relevant resources for service delivery.

e) Institutions and systems

K4DM Phase II must continue ongoing initiatives within the ERD that have demonstrated high 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 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 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 2.1 and SP Output 2.4. Specifically, the K4DM Phase II Progress Reports must report on 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 that encourages innovative public leadership from female leaders.

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 Capacity Development initiatives to conduct courses on gender equality and equity 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 with pursuing 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 under Output 2 policymakers will have added greater capacity to undertake informed policymaking that integrates environmental sustainability and sustainable development objectives.

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

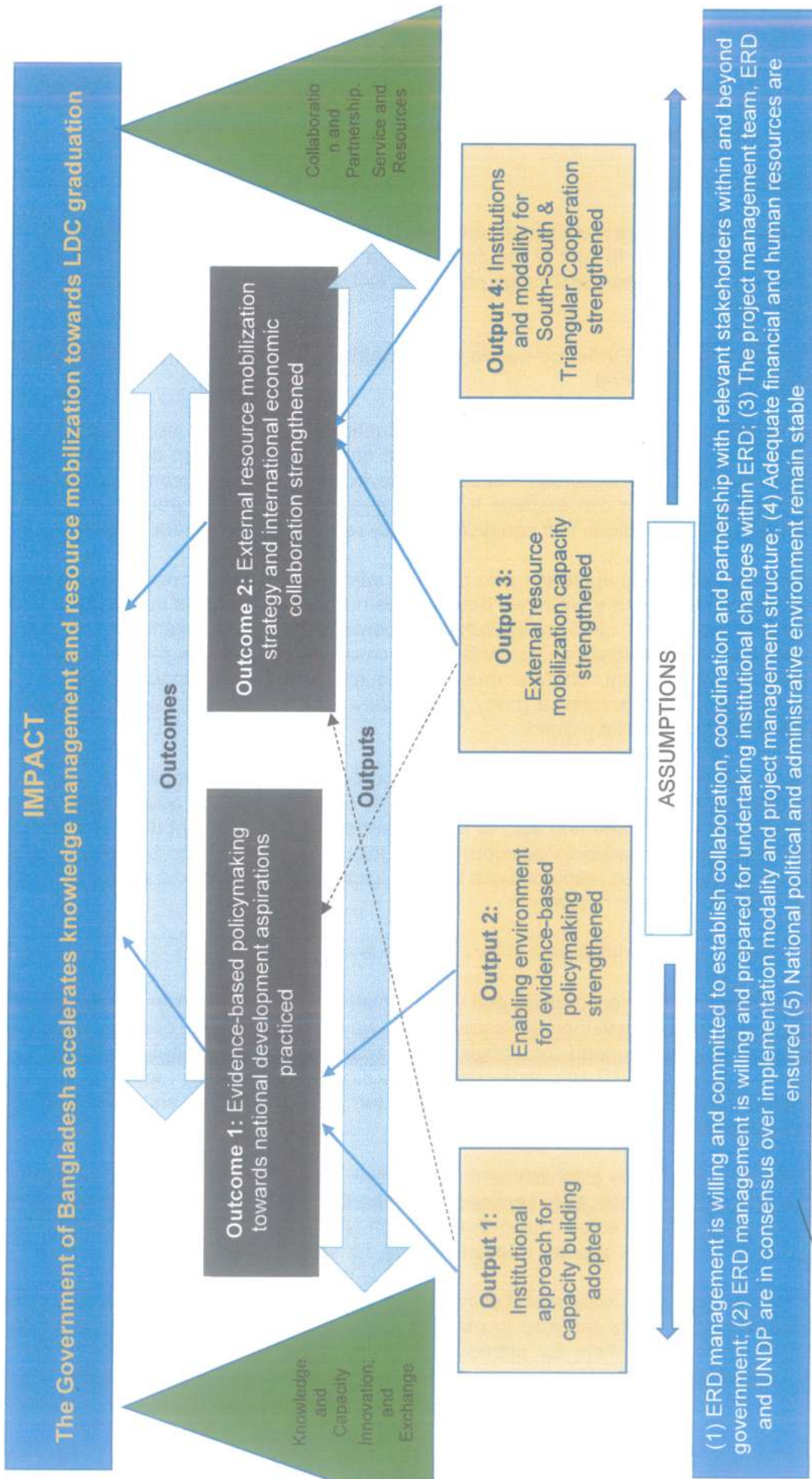


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### III. RESULTS AND PARTNERSHIPS

#### *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 independent and transparent data. 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 sharing platforms must move from ad-hoc projects funded through external development assistance towards capacity development of institutions that are sustainably funded on longer time scales. An institutional approach to capacity development for ERD officials focusing on LDC graduation would require a specific focus on the capacity needs that are necessary for addressing pre and post-LDC graduation challenges.

This will require the establishment of an online platform for Capacity Development that will teach new best practices to service delivery partners and ensure that content is disseminated across the public sector. This online platform will be a virtual/physical learning platform that will host a series of courses relevant, mainly, for smooth functioning at and with ERD.

This will require an assessment of capacity building which will identify the areas of the capacity development needs required to meet these criteria. This should include strengthening the institutions and system for promoting economic growth, reducing poverty, and improving governance. This could include strengthening legal and regulatory frameworks and promoting





accountability and transparency. The capacity-building initiatives will need to be achieved and linked with the existing online platform (e.g., ERDPEDIA, ERD website etc.).

An institutional approach to capacity development would involve institutionalizing the capacity development plan, making it an ongoing process within the institution. This would ensure that capacity development becomes a part of the institution's culture and is sustained over the long term. The curriculum and course contents will be designed in consultation with relevant government officials, former civil service officials, and subject matter experts. The course participants will be given a certificate after successful completion of courses. The capacity-building initiative will offer a mandatory course based on the updated ERD Handbook for all incoming officials.

The 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 focusing LDC graduation. 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.

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 External Resource Mobilization.

#### Activities

- Activity 1.1.1: Capacity Development of government officials and ERD staff to acquire new technical skills, knowledge and best practices relating to external resource mobilization and negotiation, and to provide a platform for knowledge and skills enhancement in those areas.
- 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.<sup>1</sup>
- Activity 1.1.4: Develop special skills development training/workshop/exchange visit programme and career improvement pathways for early and mid-career officials<sup>2</sup>.

<sup>1</sup> The term 'leadership' refers to the ability to guide, direct, motivate, and inspire ERD officials toward achieving the objectives of ERD. It involves making sound decisions, managing resources effectively, and fostering a positive work environment that encourages collaboration, innovation, and growth.

<sup>2</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 to build a long career with ERD so that the 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: 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 1.1.7: 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.
- Activity 1.1.8: Capacity building support in preparing project proposals for accessing global climate finance i.e., Green Climate (GCF), Adaptation Fund (AF).

#### 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 for capacity development.
- Indicator 1.1.2: Number of follow-up courses provided for capacity development after formal training courses.
- Indicator 1.1.3: Number of government officials with good understanding of ERD-related issues.
- Indicator 1.1.4: Number of early and mid-career government officials with good understanding of gender equality and equity.

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

Evidence-based policymaking can occur if an enabling environment 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 challenging 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 subject matter experts, as well as emerging talented researchers, that can assist policy makers to create informed policy. The researchers and experts can have a space to test new research ideas and the publication of 'grey literature.'

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: Upscale training in record-keeping practices under the Digital Transformation Initiative.
- Activity 1.2.3: Establish an *ERD Roundtable* to create dialogue regarding information handling and sharing knowledge management issues in government.
- Activity 1.2.4: Publish yearly 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 1.2.5: National Human Development Report (NHDR) published every alternative year.

#### Indicators:

- Indicator 1.2.1: Number of government officials with good understanding of data analytics and evidence-based policymaking.
- Indicator 1.2.2: Number of data analytical reports generated using FAMS.
- Indicator 1.2.3: Number of government records stored in ERDPEDIA.
- Indicator 1.2.4: Number of policy briefs published.
- Indicator 1.2.5: Number of NHDR published by 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



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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.

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.

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 different stakeholders. 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 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. The activities related to external resource mobilization strategy will be continued beyond this phase.

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 Development Partners and other subject matter experts to deepen relationships and promote the Strategy.

The External Resource Mobilization Strategy must also identify how it can harness the 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.

  
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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 benefitted from the project's outcomes.

#### Activities

- Activity 2.1.1: External Resource Mobilization Strategy formulated focusing on new approaches and innovative sources.
- Activity 2.1.2: Strengthen collaboration with respective authorities to implement External Resource Mobilization Strategy.
- Activity 2.1.3: Provide support in developing Resource mobilization plans by each wings under the ERD.
- Activity 2.1.4: 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 2.1.5: Conduct a study on strengthening the institutional capacity of economic missions abroad to accelerate international economic collaboration and partnerships for national development.
- Activity 2.1.6: Conduct a study to formulate strategy for accessing low-cost assistance in the post-LDC graduation phase.
- Activity 2.1.7: Develop a policy paper on the challenges and Debt Sustainability of Bangladesh in the context of the LDC Graduation context.
- Activity 2.1.8: Develop a policy paper on the implications of the increasing cost of external borrowing and formulation of a low-cost borrowing strategy for the Government of Bangladesh.
- Activity 2.1.9: A study on trade finance risk management.
- Activity 2.1.10: A comprehensive study on the implications of the General IP (except pharmaceutical sector) - patent, trademark, industrial design, and copyright in the post-graduation era.

#### Indicators

- Indicator 2.1.1: To what extent External Resource Mobilization Strategy developed and adopted by ERD.
- Indicator 2.1.2: Number of Resource Mobilization plans developed by wings of ERD.
- Indicator 2.1.3: Number of funding commitments secured from development partners through international aid forum supported by the project.

#### *Output 4: 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 online Knowledge hub allows developing countries to collaborate and share knowledge on development projects with Bangladesh that can boost its implementation and efficacy. This hub 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 online Knowledge hub 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 hub 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 2.2.1: Create a web-based South-South Triangular Cooperation Knowledge hub in cooperation with the existing South-South Cooperation Triangulation Cell, Ministry of Foreign Affairs and the A2I programme.
- Activity 2.2.2: Undertake a comprehensive South-South Triangular Cooperation Mapping Report in order to identify the potential areas, countries and cooperation.
- Activity 2.2.3. Strengthen the existing SSTC Cell in ERD through increased knowledge and resource sharing.
- Activity 2.2.4: Continuation of a permanent South-South Triangular Cooperation Desk with officer(s).
- Activity 2.2.5: 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 2.2.6. Organize periodic convention, conference or event regarding SSTC collaboration and knowledge-sharing issues at home and abroad.

#### Indicators

- Indicator 2.2.1: Number of partnerships established by ERD for the promotion of SSTC.
- Indicator 2.2.2: Number of best practices of national development disseminated.
- Indicator 2.2.3: Number of Bangladeshi youth members involved in SSTC forums.

  
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## REVISED 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 1,418,900.00 for a programme period of four years (2021-24).

Project Budget (USD)	2021	2022	2023	2024 (Jan-Jun)	Total Budget (USD)
	247,224.01	358,264.41	420,533.53	392,878.05	1,418,900.00

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 and other source of funding, mobilized by the Government and/or UNDP to the Project will be subject to audit provisions under the NIM Manual. For a detailed budget, please see Section VII.

#### **Partnerships**

The K4DM Phase II is heavily relying on collaboration and partnership between government and non-government 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 Expatriate Welfare and Overseas Employment and agencies e.g., Civil Aviation Authority, Bangladesh Economic Zone Authority, Finance Division, Financial Institute Division, NGO Affairs Bureau, National Bureau of Revenue. 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., IPF, BPATC, BIGM, PRI, BIGD, 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. In addition, the project will explore opportunities to link up with other projects of UNDP, Government and other agencies through sharing resources or coordinating delivery for achieving common goals efficiently.

#### **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, NGOAB, NBR.

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.

### ***Digital Solutions***

The project will aim to establish a web-based automated virtual/physical learning platform that will host a series of courses relevant, mainly, for smooth functioning at and with ERD that will teach new best practices to service delivery partners and ensure that content is disseminated across the public sector. The project will also strengthen analytical capacity and upscaling record keeping by facilitating development and upgradation of external resource data management systems of the Government that will enhance the capacity of collection, storage, management and analysis of data relevant to the flow and utilization of all types of foreign aid in Bangladesh. The project has also planned to develop a South-South Triangular Cooperation Knowledge Centre that allows developing countries to collaborate and share knowledge.

Furthermore, the project will continue to support the successful initiative of the previous phase; ERDPEDIA (document repository of ERD) to ensure that new knowledge continues to be codified.

### ***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 Steering Committee (PSC) and Project Implementation Committee (PIC). The PSC will be headed by the honourable secretary of ERD and the PIC will be headed by the National Project Director. In addition, UNDP will also apply it 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 1,418,900.00 for a programme period of four years (2021-24).

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 and other development partner's contributions to the Project will be subject to audit provisions under the NIM Manual. For a detailed budget, please see Section VII.





## V. RESULTS FRAMEWORK

<p><b>Intended Outcome as stated in the UNSDCF/Country [or Global/Regional] Programme Results and Resource Framework:</b>          UNSDCF Outcome 4/CPD Outcome 3: By 2026, more people, especially the most vulnerable, benefit from more equitable, non-discriminatory, gender-responsive, participatory, accountable governance and justice, in a peaceful and tolerant society governed by the rule of law.</p> <p><b>Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets: 1.1 Annual growth rate of real GDP per employed person</b>          Baseline: 5.1%          Target: 5.50% (2026)</p>									
<p><b>Applicable Output(s) from the UNDP Strategic Plan:</b>          SP Output 2.1: Open, agile, accountable and future-ready governance systems in place to co-create and deliver solutions to accelerate SDG achievement          SP Output 2.4: Democratic institutions and processes strengthened for an inclusive and open public sphere with expanded public engagement</p>									
<p><b>Project title and Quantum Project Number: Knowledge for Development Management (K4DM) Phase II</b></p>									
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS per year		Data Collection Methods & Risks		
			Value	Year	2021	2022		2023	2024 (Jan~Jun)
<p><b>Outcome 1: Evidence-based policymaking towards national development aspirations practiced</b></p>									
	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

  
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Output 1.1: Institutional approach for capacity development adopted	Institutionalization of capacity development <sup>3</sup>	0	2020	3	5	3	5	2	13	DCM: Review of training reports R: N/A
1.1.1: Number of formal training courses delivered for capacity development	Training reports	0	2020	3	5	3	5	2	13	DCM: Review of training reports R: N/A
1.1.2: Number of follow-up courses provided for capacity development after formal training courses	Training reports	0	2020	3	5	3	5	2	13	DCM: Review of training reports R: Lack of time of officials to attend the courses
1.1.3: Number of government officials with good understanding of ERD-related issues. <sup>4</sup>	Training reports (Pre & post capacity assessments)	0	2020	50 (Male:35, Female: 15)	100 (Male 70, Female: 30)	100 (Male 70, Female: 30)	100 (Male 70, Female: 30)	70 (Male: 49, Female: 21)	320 (Male: 224, Female: 96)	DCM: Review of training reports (Pre & post capacity assessments) R: Lack of understanding among training participants
1.1.4: Number of early career government officials with good understanding of gender equality and equity <sup>5</sup>	Training reports (Pre & post capacity assessments)	0	2020	20 (Male:14, Female: 6)	20 (Male:14, Female: 6)	20 (Male:14, Female: 6)	20 (Male:14, Female: 6)	20 (Male:14, Female: 6)	80 (Male: 56, Female: 24)	DCM: Review of training reports (Pre & post capacity assessments) R: Lack of understanding among training participants
Output 1.2:	Capacity assessment report	TBD	2020	40	50	50	50	25 (Male: 17,	165	DCM: Review of Capacity assessment report

<sup>3</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) and practiced towards national development aspirations.

<sup>4</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>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"



Enabling environment for evidence-based policymaking strengthened	understanding of data analytics and evidence-based policymaking <sup>6</sup>	(including Pre & post assessment)	0	2020	(Male:28, Female: 12)	(Male:35, Female: 15)	(Male:35, Female: 15)	Female: 8)	(Male:116, Female: 49)	(including pre & post assessment)
1.2.2: Number of data analytical reports generated using FAMS	ERD reports, BBS reports	ERD reports, BBS reports	0	2020	0	3	3	2	8	R: Lack of understanding among training participants DCM: Review of ERD reports, BBS reports
1.2.3: Number of government records stored in ERDPEDIA	ERDPEDIA records	ERDPEDIA records	3,000	2020	50	100	150	100	3,400	R: N/A DCM: Review of ERDPEDIA records
1.2.4: Number of policy briefs published	Policy briefs	Policy briefs	0	2020	2	3	4	3	12	R: Lack of interest of designated officials & Lack of monitoring DCM: Review of project reports and policy briefs
1.2.5: Number of NHDR published by ERD	NHDR	NHDR	0	2020	1	0	0	0	1	R: Perceived political leaning of some of the subject matter experts may erode the credibility of the policy recommendations DCM: Review of project reports, ERD's reports, NHDR

<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"

Outcome 2: External resource mobilization strategy and international economic collaboration strengthened										
Output 2.1: External resource mobilization capacity strengthened	2.1: Amount of external resources mobilized by ERD	ERD Annual reports	\$9.8 B	2018-19	\$10.00 B	\$10.25 B	\$10.50 B	\$10.75 B	\$41.50 B	DCM: Review of Flow of External Resources into Bangladesh R: Change in global political economy
	2.2: Proportion of external resources in annual development budget of the Government of Bangladesh	Annual Development Plan	30.54%	2018-19	31%	32%	33%	34%	34%	DCM: Review of Annual Development Plan R: N/A
	2.1.1: To what extent External Resource Mobilization Strategy developed and adopted by ERD <sup>7</sup>	ERD reports	0	2020	1	2	3	3	3	DCM: Review of ERD reports R: Lack of interest of ERD officials
Output 2.2: External resource mobilization capacity strengthened	2.1.2: Number of Resource Mobilization plans developed by wings of ERD	Resource Mobilization plans	0	2020	2	2	3	2	9	DCM: Review of ERD reports & project reports R: Lack of interest of ERD officials
	2.1.3: 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	0	3	DCM: Review of ERD reports, K4DM progress reports R: Lack of interest of development partners
	2.2.1: Number of partnerships	ERD reports, K4DM	2	2020	1	2	2	2	7	DCM: Review of ERD reports, K4DM progress reports

<sup>7</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.



<b>Output 2.2.:</b> <b>Institutions and modality for South-South &amp; Triangular Cooperation strengthened</b>	established by ERD for the promotion of SSTC	progress reports																R: Lack of interest among partner countries in promoting partnerships
	<b>2.2.2:</b> Number of best practices of national development disseminated	UNOSSC reports, A2i website, K4DM reports	0	2020	3	4	4	4	50	50	50	50	50	50	50	50	50	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>2.2.3:</b> Number of Bangladeshi youth members involved in SSTC forums	UNOSSC reports, Ministry of Youth and Sports reports, Youth forum report	0	2020	20	50	50	50	50	50	50	50	50	50	50	50	50	DCM: Review of UNOSSC reports, Ministry of Youth and Sports reports, Youth forum report  R: N/A



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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.

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.]*



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## Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the 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.		
M&E plan	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.		
Monitor and manage risk	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.		
Learns learned and good practices	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 (PSC and PIC)</b>	The project's governance mechanism (i.e., PSC and PIC) 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.	Quarterly, Half-Yearly	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.	

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	<p>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.</p>			
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**Evaluation Plan<sup>8</sup>**

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final Evaluation	N/A	SP Output 2.1/ 2.4	UNSDCF Outcome 4/ CPD Outcome 3	October 2023	The Government of Bangladesh	USD 25,000 (Project budget)



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<sup>8</sup> Project will conduct annual review separately after the first year.

## VII. MULTI-YEAR WORK PLAN

Expected Outputs	Planned Activities	Planned Budget by Year				Responsible Party	Planned Budget		
		2021 (Y-1)	2022 (Y-2)	2023 (Y-3)	2024 (Y-4) (Jan-Jun)		Source of Fund	Budget Description	Total Amount USD
Output 1.1: Institutional approach for capacity building adopted	<b>1.1.1) Conducting training for government officials (in-country and abroad)-(5)</b>								
	1.1.1.3.a) Organize Training at National Level (4)	-	-	25,000.00	11,229.36	UNDP	SDC	Training, Workshops and Confer	36,229.36
	1.1.1.3.b) Organize Training abroad (1)	-	-	-	50,000.00	UNDP	SDC	Training, Workshops and Confer	50,000.00
	<b>1.1.1.4) Developing training modules (including e-versions)</b>								
	1.1.1.4.a) Hiring a Firm for Developing training modules (10)	-	-	8,000.00	2,000.00	UNDP	SDC	Contractual Services-Companies	10,000.00
	1.1.1.4.b) Consultation with stakeholders (4)	-	-	-	7,000.00	ERD	SDC	Training, Workshops and Confer	7,000.00
	1.1.1.4.c) Validation and Orientation Workshop (3)	-	-	7,000.00	-	UNDP	SDC	Training, Workshops and Confer	7,000.00
	1.1.1.5) Module development cost (13 modules)	-	-	3,000.00	3,000.00	UNDP	SDC	Training, Workshops and Confer	6,000.00
	1.1.1.6) IT infrastructure and other necessary resources for activating and maintaining the e-center (Locally developed system)	-	-	-	5,500.00	UNDP	SDC	Local Consultants	5,500.00
	1.1.1.7) Organizing need-based trainings, meeting, MoU signing with respective national and international training institutions, workshops and policy dialogues	-	-	-	4,500.00	UNDP	UNDP	Information Technology Equipmt	4,500.00
		-	-	3,000.00	-	ERD	UNDP	Training, Workshops and Confer	3,000.00



Expected Outputs	Planned Activities	Planned Budget by Year				Responsible Party	Planned Budget		
		2021 (Y-1)	2022 (Y-2)	2023 (Y-3)	2024 (Y-4) (Jan-Jun)		Source of Fund	Budget Description	Total Amount USD
		1.1.1.8) Provide support for digitalization of ERD and UN Wing	-	-	2,000.00		-	UNDP	UNDP
1.1.1.9) Printing and Publication of different reports of ERD and UN wing - publications	3,637.60	-	2,000.00	-	UNDP	UNDP	Audio Visual&Print Prod Costs	5,637.60	
1.1.1.10) Printing and Publication ( e.g. Newsletter, reports, policy recommendations)	-	-	-	5,000.00	UNDP	UNDP	Audio Visual&Print Prod Costs	5,000.00	
1.1.2) <b>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>								-	
1.1.2.1) Need Assessment		-	2,000.00	-	ERD	UNDP	Training, Workshops and Confer	2,000.00	
1.1.2.2) Consultation with ERD		-	1,000.00	-	ERD	UNDP	Training, Workshops and Confer	1,000.00	
1.1.2.3) Organize periodical networking events with DPs/High Commission/Embassies		-	3,000.00	-	UNDP	UNDP	Training, Workshops and Confer	3,000.00	
1.1.3) <b>Develop Leadership and Performance enhancement guideline, vetted by ERD senior management</b>								-	
1.1.3.1) Course development cost		-	2,000.00	-	ERD	UNDP	Training, Workshops and Confer	2,000.00	
1.1.3.2) Training, Workshops for leadership development		-	2,000.00	3,000.00	ERD	UNDP	Training, Workshops and Confer	5,000.00	
		-	-	2,000.00	UNDP	UNDP	Training, Workshops and Confer	5,000.00	

Expected Outputs	Planned Activities	Planned Budget by Year				Responsible Party	Planned Budget		
		2021 (Y-1)	2022 (Y-2)	2023 (Y-3)	2024 (Y-4) (Jan-Jun)		Source of Fund	Budget Description	Total Amount USD
	<b>1.1.4) Special skills development training/workshop/exchange visit programme and career improvement pathways for early career officials</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/01 batch)	-	18,634.13	-	-	ERD	UNDP	Training, Workshops and Confer	18,634.13
	1.1.4.2) Need-based training and skill development programs for enhancing professional capacities (25 officials/01 batch)	-	-	-	3,000.00	ERD	UNDP	Training, Workshops and Confer	3,000.00
	1.1.4.3) Providing technical support to facilitate and implement the program	-	1,873.62	2,000.00	-	UNDP	UNDP	Local Consultants	3,873.62
	<b>1.1.5) Establishing a communications platform that will allow ERD officials to monitor and identify knowledge and skills gaps</b>								
	1.1.5.1) Develop a periodic knowledge and skill need assessment system	-	-	2,000.00	-	ERD	UNDP	Training, Workshops and Confer	2,000.00
	1.1.5.2) Workshops, Meeting & Seminar	-	-	2,000.00	-	UNDP	UNDP	Training, Workshops and Confer	2,000.00
	<b>1.1.6) Informing the ERD officials with updated political economy analysis of the economic fallout of Covid</b>								
	1.1.6.1) Conduct training/workshop on updated political economy analysis	-	1,029.15	1,000.00	-	ERD	UNDP	Training, Workshops and Confer	2,029.15

  
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Expected Outputs	Planned Activities	Planned Budget by Year				Responsible Party	Planned Budget		
		2021 (Y-1)	2022 (Y-2)	2023 (Y-3)	2024 (Y-4) (Jan-Jun)		Source of Fund	Budget Description	Total Amount USD
	1.1.6.2) Printing and Publication	-	36,483.17	-	-	UNDP	UNDP	Training, Workshops and Confer	36,483.17
	1.1.1.12) Support in preparing project proposals for accessing global climate finance i.e., Green Climate (GCF), Adaptation Fund (AF).	4,622.85	6,260.77	-	-	UNDP	UNDP	Audio Visual&Print Prod Costs	10,883.62
	1.1.1.12 a) Organize Training on Project Proposals Development (2 batches*25)	-	-	10,000.00	5,000.00	UNDP	SDC	Training, Workshops and Confer	15,000.00
	1.1.1.12 b) Developing guideline for project proposals for accessing global climate finance i.e., Green Climate (GCF), Adaptation Fund (AF) through consultative process	-	-	2,000.00	2,000.00	ERD	SDC	Training, Workshops and Confer	4,000.00
	<b>Sub Total Output 1.1:</b>	<b>8,260.45</b>	<b>78,182.53</b>	<b>104,000.00</b>	<b>114,579.36</b>				<b>305,022.34</b>
<b>Output 1.2:</b> Enabling environment for evidence-based policymaking strengthened	<b>1.2.1 ) Strengthening FABA-ICT Wings of ERD by analytical capacity</b>								
	1.2.1.1) Meetings, workshops and events for institutional collaboration (Meetings/workshops/trainings)	-	4,011.13	-	-	ERD	UNDP	Training, Workshops and Confer	4,011.13
	1.2.1.2) Upgradation of system/soft new requirement and develop capacity on its usage	-	20,477.80	-	-	UNDP	UNDP	Contractual Services-Companies	20,477.80
	1.2.1.3) Training for officials to enhance their analytical capacities to use external resources data	-	-	8,300.00	3,000.00	UNDP	UNDP	Information Technology Equipment	11,300.00
		-	-	5,000.00	2,500.00	ERD	UNDP	Training, Workshops and Confer	7,500.00

Expected Outputs	Planned Activities	Planned Budget by Year					Responsible Party	Planned Budget		
		2021 (Y-1)	2022 (Y-2)	2023 (Y-3)	2024 (Y-4) (Jan-Jun)	Source of Fund		Budget Description	Total Amount USD	
		-	-	5,000.00	5,000.00	UNDP		Training, Workshops and Confer	10,000.00	
	1.2.1.4) Analyzing, printing and dissemination of external resources data	-	-	-	3,000.00	UNDP	Audio Visual&Print Prod Costs	3,000.00		
	1.2.2) Upscale training in record-keeping practices under the Digital Transformation Initiative							-		
	1.2.2.1) Technical and logistics support for ERDPEDIA (Locally procured based on need assessment)	-	11,735.35	-	-	UNDP	Information Technology Equipmt	11,735.35		
	1.2.3) Establish an ERD Roundtable to create dialogue regarding information handling and sharing knowledge management issues							-		
	1.2.3.1) Organizing Seminars and Symposium to strengthen knowledge management issues	-	-	3,000.00	12,000.00	ERD	Training, Workshops and Confer	15,000.00		
	1.2.3.2) Compiling and publishing the country strategy of different Development Partners of ERD	-	1,750.00	-	-	UNDP	Local Consultants	1,750.00		
	1.2.3.3) Printing and publications	-	-	1,000.00	-	ERD	Audio Visual&Print Prod Costs	1,000.00		
	1.2.4) Publish yearly Foreign Assistance Analytics highlighting trends, gaps and utilization of foreign assistances in Bangladesh							-		
	1.2.4.1) Analyze yearly External Assistance Flow of ERD	-	382.85	-	-	UNDP	Training, Workshops and Confer	382.85		
	1.2.5) National Human Development Report (NHDR) published every alternative year	-	2,938.08	-	-	ERD	Training, Workshops and Confer	2,938.08		
								-		

  
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Expected Outputs	Planned Activities	Planned Budget by Year				Responsible Party	Planned Budget		
		2021 (Y-1)	2022 (Y-2)	2023 (Y-3)	2024 (Y-4) (Jan-Jun)		Source of Fund	Budget Description	Total Amount USD
		1.2.5.1) Organize Consultation Meeting	1,391.86	-	-		-	UNDP	Training, Workshops and Confer
1.2.5.2) NHDR Printing and Publication (dissemination cost)	11,007.33	-	-	-	UNDP	Audio Visual&Print Prod Costs	11,007.33		
1.2.6) Programme Officer (1 Post)		-	16,980.00	10,000.00	UNDP	Contractual Services - Individ	26,980.00		
1.2.7) Programme Associate (Knowledge Management and Capacity Development) (1 Post)		-	-	-	UNDP	Contractual Services - Individ	-		
1.2.8) Consultant for Project closing K4DM and inception of K4DM Phase II		84,608.61	4,256.41	4,000.00	UNDP	Local Consultants	92,865.02		
	<b>Sub Total Output 1.2:</b>	<b>97,007.80</b>	<b>45,551.62</b>	<b>43,280.00</b>			<b>221,339.42</b>		
<b>Output 2.1: External resource mobilization capacity strengthened</b>	<b>2.1.1) External Resource Mobilization Strategy formulation</b>								
	2.1.1.1) Organizing scoping meetings, workshops, seminars (stakeholders, DPs and Foreign Mission officials)	-	-	2,000.00	-	ERD	Training, Workshops and Confer	2,000.00	
	2.1.1.2) ERD Handbook Development	-	2,568.69	-	-	UNDP	Training, Workshops and Confer	2,568.69	
	2.1.1.3) Strategy formulation cost (consultant, validation, advocacy)	-	3,456.57	-	-	UNDP	Training, Workshops and Confer	3,456.57	
	2.1.1.4) Printing and publications (5 publications)	-	-	2,500.00	1,700.00	UNDP	Audio Visual&Print Prod Costs	4,200.00	
	<b>2.1.2) Strengthen collaboration with respective authorities to implement External Resource Mobilization</b>								
	2.1.2.1) Organize regular collaborative meeting/workshop/seminar with ERD, PPP, BIDA, BEZA and multi-lateral DPs	-	-	1,000.00	-	ERD	Training, Workshops and Confer	1,000.00	
	<b>2.1.3) Resource Mobilization Plans developed by each wing (ERD)</b>								
	2.1.3.1) Providing support to each wing of ERD for formulation of External Resource Mobilization plan	-	-	1,000.00	-	ERD	Training, Workshops and Confer	1,000.00	

Expected Outputs	Planned Activities	Planned Budget by Year				Responsible Party	Planned Budget						
		2021 (Y-1)	2022 (Y-2)	2023 (Y-3)	2024 (Y-4) (Jan-Jun)		Source of Fund	Budget Description	Total Amount USD				
	2.1.4) Organize regular coordination meeting, workshops and seminars with respective government agencies to inform them status of flow and usage of external resources												
	2.1.4.1) Regular meeting/workshop/seminar with respective govt. agencies			1,000.00		ERD	UNDP	Training, Workshops and Confer				1,000.00	
	2.1.5) Programme Associate (Resource Mobilization) (1 post)					UNDP	UNDP	Contractual Services - Individ					
	2.1.6) Conduct a study on strengthening the institutional capacity of economic missions abroad to accelerate international economic collaboration and partnerships for national development.												
	2.1.6.1) Study cost			10,000.00	5,000.00	UNDP	SDC	Local Consultant				15,000.00	
	2.1.6.1 a) Consultation at Different Stakeholders in house and abroad (3)			5,000.00		UNDP	SDC	Training, Workshops and Confer				5,000.00	
	2.1.6.1 b) Dissemination of study findings at National Level				13,000.00	UNDP	SDC	Training, Workshops and Confer				13,000.00	
	2.1.6.1.c) Printing and publication (2 publications)				2,000.00	UNDP	SDC	Audio Visual&Print Prod Costs				2,000.00	
	2.1.7) Conduct a study to formulate a strategy for accessing low-cost assistance in the post LDC graduation phase												
	2.1.7.1) Study / Meetings				10,000.00	UNDP	UNDP	Local Consultants				10,000.00	
	2.1.7.2) Printing and publication				3,000.00	UNDP	UNDP	Audio Visual&Print Prod Costs				3,000.00	
	2.1.8) Develop a policy paper on the challenges and Debt Sustainability of Bangladesh in the context of the LDC Graduation.												

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Expected Outputs	Planned Activities	Planned Budget by Year				Responsible Party	Planned Budget		
		2021 (Y-1)	2022 (Y-2)	2023 (Y-3)	2024 (Y-4) (Jan-Jun)		Source of Fund	Budget Description	Total Amount USD
	2.1.8.1) Consultation workshop with the relevant stakeholders	-	-	2,000.00	-	UNDP	SDC	Training, Workshops and Confer	2,000.00
	2.1.8.2) MoU with BIGM for developing policy paper	-	-	3,000.00	5,000.00	UNDP	SDC	Contractual Services-Companies	8,000.00
	2.1.8.3) Dissemination event	-	-	-	3,000.00	UNDP	SDC	Training, Workshops and Confer	3,000.00
	2.1.8.4) Printing and Publication	-	-	-	2,000.00	UNDP	SDC	Training, Workshops and Confer	2,000.00
	<b>2.1.9) A study on trade finance risk management</b>								
	2.1.9.1) Study conduction cost	-	-	10,000.00	-	UNDP	SDC	Local Consultant	10,000.00
	2.1.9.2) Consultation/workshop with the relevant stakeholders	-	-	5,897.40	3,884.60	UNDP	SDC	Training, Workshops and Confer	9,782.00
	2.1.9.3) Study dissemination event	-	-	-	7,000.00	UNDP	SDC	Training, Workshops and Confer	7,000.00
	2.1.9.4) Printing and publication	-	-	-	3,000.00	UNDP	SDC	Audio Visual&Print Prod Costs	3,000.00
	<b>2.1.10) Develop a policy paper on the implications of the increasing cost of external borrowing and formulation of a low-cost borrowing strategy for the Government of Bangladesh</b>								
	2.1.10.1) Consultation workshop with the relevant stakeholders	-	-	3,056.00	1,712.44	UNDP	SDC	Training, Workshops and Confer	4,768.44
	2.1.10.2) MoU with BIGM for developing policy paper	-	-	3,000.00	5,000.00	UNDP	SDC	Contractual Services-Companies	8,000.00
	2.1.10.3) Dissemination event	-	-	-	3,000.00	UNDP	SDC	Training, Workshops and Confer	3,000.00

Expected Outputs	Planned Activities	Planned Budget by Year				Responsible Party	Planned Budget		
		2021 (Y-1)	2022 (Y-2)	2023 (Y-3)	2024 (Y-4) (Jan-Jun)		Source of Fund	Budget Description	Total Amount USD
	2.1.10.4) Printing and Publication	-	-	-	2,000.00	UNDP	SDC	Audio Visual&Print Prod Costs	2,000.00
	2.1.11) A comprehensive study on the implications of the General IP (except pharmaceutical sector) - patent, trademark, industrial design, and copyright in the post-graduation era								-
	2.1.11.1) Hiring a consultancy firm	-	-	10,000.00	1,747.71	UNDP	SDC	Contractual Services-Companies	11,747.71
	2.1.11.2) Consultation/workshop with the relevant stakeholders	-	-	2,000.00	3,000.00	UNDP	SDC	Training, Workshops and Confer	5,000.00
	2.1.11.3) Study dissemination event	-	-	-	10,000.00	UNDP	SDC	Training, Workshops and Confer	10,000.00
	2.1.11.4) Printing and publication	-	-	-	4,000.00	UNDP	SDC	Audio Visual&Print Prod Costs	4,000.00
	2.1.12) Programme Associate (Communication)(1 Post)	-	-	-	-	UNDP	UNDP	Contractual Services - Individ	-
	2.1.13) Programme Support Assistant	-	-	7,200.00	7,200.00	UNDP	UNDP	Local Consultant	14,400.00
	<b>Sub Total Output 2.1:</b>	<b>-</b>	<b>6,025.26</b>	<b>68,653.40</b>	<b>96,244.75</b>				<b>170,923.41</b>
<b>Output 2.2:</b>	<b>2.2.1) SSTC Knowledge Centre and Knowledge Accelerator Lab</b>								
<b>Institutions and modality for South-South Triangular Cooperation strengthened</b>	2.2.1.1) Meetings on establishing the SSTC Knowledge Centre and Knowledge Accelerator Lab	-	-	2,000.00	-	UNDP	UNDP	Training, Workshops and Confer	2,000.00
	2.2.1.2) Operation and technical support cost (Need-based)	-	-	-	3,000.00	UNDP	UNDP	Training, Workshops and Confer	3,000.00
	2.2.1.2) Web-based knowledge hub development	28,000.00	-	-	-	UNDP	UNDP	Contractual Services-Companies	28,000.00
	2.2.1.3) Logistical support for the accelerator lab (Locally procured based on need assessment)	-	4,026.39	-	-	UNDP	UNDP	Supplies	4,026.39

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Expected Outputs	Planned Activities	Planned Budget by Year				Responsible Party	Planned Budget		
		2021 (Y-1)	2022 (Y-2)	2023 (Y-3)	2024 (Y-4) (Jan-Jun)		Source of Fund	Budget Description	Total Amount USD
	<b>2.2.2) SSTC Mapping Report</b>								
	2.2.2.1) Conducting a study on SSTC Mapping and preparing a Mapping Report (Preparatory meeting)	-	693.07	-	-	ERD	UNDP	Training, Workshops and Confer	693.07
	2.2.2.2) Printing and Publication and dissemination cost	-	147.77	-	-	UNDP	UNDP	Training, Workshops and Confer	147.77
	2.2.3) Strengthen the existing SSTC Cell in ERD through increased knowledge and resource sharing	-	2,354.22	-	-	UNDP	UNDP	Audio Visual&Print Prod Costs	2,354.22
	2.2.3.1) Coordinate and operationalize SSTC initiatives	-	3,940.88	-	-	UNDP	UNDP	Capacity Assessment	3,940.88
	2.2.4) Operationalize SSTC cell and desk								
	2.2.4.1) Operation cost (as per need)	5,322.99	18.15	-	-	UNDP	UNDP	Local Consultant	5,341.14
	2.2.4.2) Logistic and technical support (as per need)	8,703.06	3,872.25	-	-	UNDP	UNDP	Supplies	12,575.31
	2.2.7) Strengthen Bangladesh Youth Network and connecting them with similar international networks (e.g. South Star) across the developing world								
	2.2.7.1) Printing and Publication	1,532.42	-	-	-	UNDP	UNDP	Audio Visual&Print Prod Costs	1,532.42
	2.2.8) Organize a Yearly Convention/Conference at home and abroad Regarding SSTC Collaboration and Knowledge Sharing Issues								
	2.2.8.1) organizing international convention/conference/exposure visit at home and abroad	-	34,935.49	1,100.00	18,500.00	UNDP	UNDP	Training, Workshops and Confer	54,535.49
		-	32,453.19	3,000.00	-	ERD	UNDP	Training, Workshops and Confer	35,453.19

Expected Outputs	Planned Activities	Planned Budget by Year				Responsible Party	Planned Budget		
		2021 (Y-1)	2022 (Y-2)	2023 (Y-3)	2024 (Y-4) (Jan-Jun)		Source of Fund	Budget Description	Total Amount USD
	2.2.9) Programme Associate (SSTC) (1 Post)	-	3,833.64	16,200.00	8,100.00	UNDP	Contractual Services - Individ	28,133.64	
	2.2.10) Project Support Assistant (SSTC) (1 Post)	-	-	3,200.00	6,600.00	UNDP	Contractual Services - Individ	9,800.00	
	<b>Sub Total Output 2.2:</b>	<b>43,558.47</b>	<b>86,275.05</b>	<b>25,500.00</b>	<b>36,200.00</b>			<b>191,533.52</b>	
	<b>3.1.a) Establish project support team</b>								
	National Project Manager (1)	48,982.12	67,007.67	38,255.00	19,000.00	UNDP	Contractual Services - Individ	173,244.79	
	Monitoring and Evaluation Officer (1)	-	-	-	-	UNDP	Contractual Services - Individ	-	
	Finance and Admin. Officer (1)	-	20,500.00	20,244.00	10,000.00	UNDP	Contractual Services - Individ	50,744.00	
	Project Support Assistant (1)	-	-	-	-	UNDP	Contractual Services - Individ	-	
	<b>3.1.b) Procure equipment</b>								
	Office Equipment /Computer	-	17,649.96	-	2,000.00	UNDP	Information Technology Equipmt	19,649.96	
	Office Furniture / Computer table/ File cabinet / Renovation work etc.	-	-	-	2,500.00	UNDP	Equipment and Furniture	2,500.00	
	Printer cartridge	-	-	1,300.00	1,500.00	UNDP	Supplies	2,800.00	
	Other equipment/ Mobile, Internet etc.	-	-	-	752.29	UNDP	Communic & Audio Visual Equip	752.29	
	<b>3.1.c ) Ensure operations and maintenance (Rental Office and office maintenance)</b>								
	Rent and Operation Maintenance for ERD and Project office	-	2,748.68	1,860.00	-	UNDP	Rental Maintenance- & Premises	4,608.68	
	Operation maintenance Office and Office equipment / Mobile, internet, telephone etc. Bill	-	-	-	-	ERD	Rental & Maint of Other Equip	-	
	Operation maintenance Office and Office equipment	2,527.52	-	-	1,500.00	UNDP	Rental Maintenance- & Premises	4,027.52	

  
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Expected Outputs	Planned Activities	Planned Budget by Year				Responsible Party	Planned Budget		
		2021 (Y-1)	2022 (Y-2)	2023 (Y-3)	2024 (Y-4) (Jan-Jun)		Source of Fund	Budget Description	Total Amount USD
		Rental Vehicle	21,712.78	19,721.96	9,000.00		6,387.71	UNDP	Rental & Maint of Other Equip
Supplies: office Stationeries	-	514.15	2,500.00	1,202.01	ERD	Supplies	4,216.16		
Supplies: office Stationeries	1,304.14	1,415.87	1,721.00	1,000.00	UNDP	Supplies	5,441.01		
<b>3.1.d) Project Regular Activities</b>									
Regular meetings	-	1,415.56	1,100.00	-	ERD	Training, Workshops and Confer	3,521.21		
Printing Publication of periodic reports (K4DM, ERD)	6,799.78	-	-	-	UNDP	Audio Visual&Print Prod Costs	6,799.78		
DPC (70%)	11,996.50	1059.93	10,500.00	9,065.00	UNDP	Direct Project Cost (DPC)	32,621.43		
Security	-	-	1,600.00	1,200.00	UNDP	Contributions	2,800.00		
UN Clinic	2,039.85	-	1,200.00	1,600.00	UNDP	Contributions	4,839.85		
Annual Review, Mid-term review, Final evaluation	-	-	25,000.00	-	UNDP	Local Consultant	25,000.00		
Audit	-	-	1,000.00	1,500.00	UNDP	Audit cost	2,500.00		
Communication, Gender, Monitoring and Evaluation, DPC-(30%)	-	1,340.34	7,100.00	3,885.00	UNDP	Miscellaneous Expenses	12,325.34		
Levy (1%)	-	-	1,242.60	1,727.69	UNDP	Facilities Administration &	2,970.29		
General Management Services (GMS) x %	-	-	9,204.48	12,797.72	UNDP	Facilities Administration &	22,002.20		
<b>Sub Total Output 3.1:</b>		<b>95,362.69</b>	<b>133,374.12</b>	<b>132,827.08</b>			<b>439,181.31</b>		
GoB	Charge Allowance	2,302.52	8,885.83	10,000.00	-	ERD	Charge Allowance	21,158.35	
	Honorarium	732.08	-	2,200.00	2,200.00	ERD	Honorarium	5,132.08	
	Entertainment expenses	-	-	1,000.00	1,000.00	ERD	Entertainment Expenses	2,000.00	
	Office Building rental (in kind)	-	-	-	13,000.00	ERD	Office building rental (in kind)	13,000.00	



Expected Outputs	Planned Activities	Planned Budget by Year				Responsible Party	Planned Budget	
		2021 (Y-1)	2022 (Y-2)	2023 (Y-3)	2024 (Y-4) (Jan-Jun)		Source of Fund	Budget Description
	Training	-	-	33,073.05	16,536.52	ERD	Training, Workshops and confer	49,609.57
	Sub Total GoB:	3,034.60	8,855.83	46,273.05	32,736.52			90,900.00
<b>Total 2021-2024 Project Budget</b>		<b>247,224.01</b>	<b>358,264.41</b>	<b>420,533.53</b>	<b>392,878.05</b>			<b>1,418,900.00</b>

**Donor wise resources summary:**

Donor	Amount (USD)
UNDP TRAC	1,000,000.00
SDC	300,000.00
UNDP Korea (Parallel)	28,000.00
GoB (in kind)	90,900.00
<b>Total:</b>	<b>14,18,900.00</b>



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## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

### Project Steering Committee (PSC)

The project has provision for a Project Steering Committee (PSC) to provide high level policy guidance and direction based on the recommendations made by the PIC committee. The (PSC) will coordinate at the highest level among relevant stakeholders of the project. The (PSC) 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:

- Secretary, Economic Relations Division – Chairperson
- National Project Director of K4DM Project; - Member
- ERD (UN Wing)- Joint Secretary (UN-I & UN-II) - Member
- ERD- Representatives from Coordination wing and FABA wing - Member
- A representative from General Economics Division (GED), Implementation, Monitoring and Evaluation Division (IMED), NEC-ECNEC & Coordination Wing, Socio-Economic Infrastructure Division (SEID) and Programming Division- Member
- Finance Division- Representative- Member
- UNDP –Representative - Member
- National Project Manager of K4DM Project- Member
- ERD- Concerned Desk Officer (UN-1 Section)- Member Secretary.

The key responsibilities of the Project Steering Committee (PSC) include:

- To review the recommendation of the Project Implementation Committee (PIC), addressing problems that arise during project implementation and take decision accordingly
- To give guidance or to formulate policies which required for implementation of project activities and
- any other matter related to project implementation.
- Provide direction of the Project in accordance with the goals and objectives indicated in the ProDoc.
- 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 ProDoc.
- Recommend necessary actions to be taken for efficient and effective implementation of the project.
- The Committee will meet at least once in every six months. However, it may call its meeting any time needed.
- The Committee may co-opt members, if necessary.

### Project Implementation Committee (PIC)

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:

- National Project Director of K4DM Project – Chairperson

- ERD (UN Wing)- Joint Secretary (UN-I & UN-II) - Member
- ERD- Representatives from Coordination wing - Member
- A representative from General Economics Division (GED), Implementation, Monitoring and Evaluation Division (IMED), Socio-Economic Infrastructure Division (SEID) and Programming Division- Member
- UNDP – Representative- Member
- National Project Manager of K4DM Project- Member
- ERD- Concerned Desk Officer (UN-1 Section)- Member Secretary.

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 (AWP) 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 evaluations to assist project assurance for performance, improvement, accountability and learning.
- Effective coordination and co-operations between the various relevant 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.
- The Committee will meet at least once in every three months. However, it may call its meeting any time needed.
- The Committee may co-opt members, if necessary.

### **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 Project Director 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.





### **Assistant Project Director**

The project has provision for an Assistant Project Director (APD) 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 APD will be from ERD UN Wing around the rank of Deputy Secretary/Senior Assistant 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, PSC 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, 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 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.



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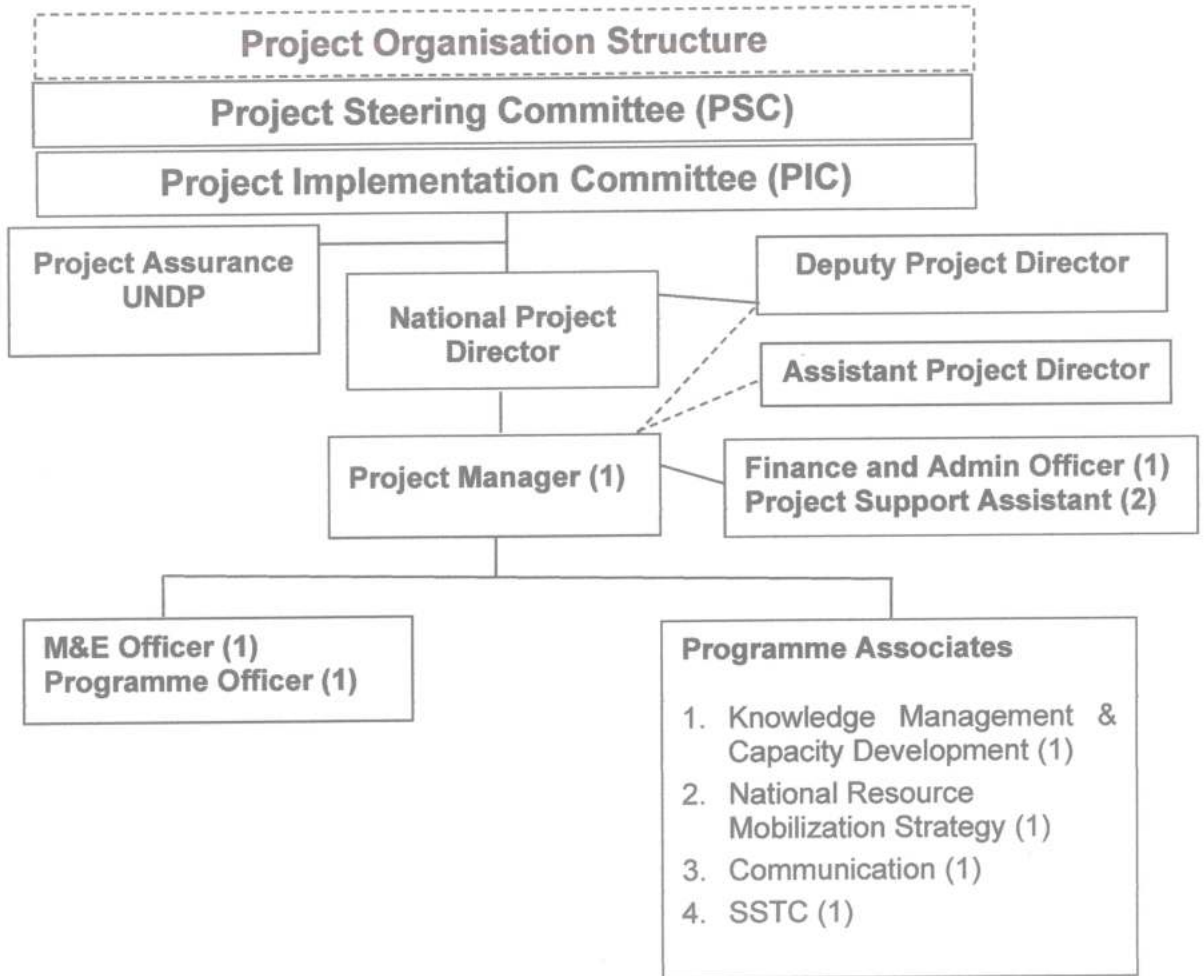


Figure 3: Organogram of the Project

  
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## IX. 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 Steering Committee (PSC) will be immediately notified, and corrective action will be taken as required.

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## **X. 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 Project Steering Committee, Project Implementation Committee, 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.



## XI. ANNEXES

### Annex A | Project QA Assessment: Design and Appraisal

<b>PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL</b>					
<b>OVERALL PROJECT</b>					
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 SES 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.	
<b>DECISION</b>					
<ul style="list-style-type: none"> <li>• <b>APPROVE</b> – the project is of sufficient quality to continue as planned. Any management actions must be addressed in a timely manner.</li> <li>• <b>APPROVE WITH QUALIFICATIONS</b> – 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.</li> <li>• <b>DISAPPROVE</b> – the project has significant issues that should prevent the project from being approved as drafted.</li> </ul>					
<b>RATING CRITERIA</b>					
<b>STRATEGIC</b>					
<p><b>1. Does the project's Theory of Change specify how it will contribute to higher level change? (Select the option from 1-3 that best reflects the project):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> The project has a theory of change with explicit assumptions and clear change pathway describing how the project will contribute to outcome level change as specified in the programme/CPD, backed by credible evidence of what works effectively in this context. The project document clearly describes why the project's strategy is the best approach at this point in time.</li> <li>• <b>2:</b> The project has a theory of change. It has an explicit change pathway that explains how the project intends to contribute to outcome-level change and why the project strategy is the best approach at this point in time, but is backed by limited evidence.</li> <li>• <b>1:</b> The project does not have a theory of change, but the project document may describe in generic terms how the project will contribute to development results, without specifying the key assumptions. It does not make an explicit link to the programme/CPD's theory of change.</li> </ul> <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p> <p><b>Evidence:</b> 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, and (iv) 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>				3	2
				1	

# PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

- 2. Is the project aligned with the thematic focus of the UNDP Strategic Plan? (select the option from 1-3 that best reflects the project):**
- **3:** The project responds to one of the three areas of development work<sup>9</sup> as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging areas<sup>10</sup>; an issues-based analysis has been incorporated into the project design; and the project's RRF includes all the relevant SP output indicators. *(all must be true to select this option)*
  - **2:** The project responds to one of the three areas of development work<sup>1</sup> as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. *(both must be true to select this option)*
  - **1:** While the project may respond to one of the three areas of development work<sup>1</sup> as specified in the Strategic Plan, it is based on a sectoral approach without addressing the complexity of the development issue. None of the relevant SP indicators are included in the RRF. This answer is also selected if the project does not respond to any of the three areas of development work in the Strategic Plan.

**Evidence:** The project responds to two outputs as specified in the Strategic Plan (SP) and adopts the Signature Solution 'Governance' and the project's RRF (as mentioned in the ProDoc) includes relevant SP output indicators. The SP outputs and relevant indicators have been revised after the formulation of UNDP Strategic Plan 2022-2025 and SP Output 2.1 & 2.4 and SP Output Indicator 2.1.3 & 2.4.5 have been adopted in the RRF. [Please see Page: 26-31, Section –V: Results and resources framework]

## RELEVANT

- 3. Does the project have strategies to effectively identify, engage and ensure the meaningful participation of targeted groups/geographic areas with a priority focus on the excluded and marginalized? (select the option from 1-3 that best reflects this project):**
- **3:** The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.)The project has an explicit strategy to identify, engage and ensure the meaningful participation of specified target groups/geographic areas throughout the project, including through monitoring and decision-making (such as representation on the project board) *(all must be true to select this option)*
  - **2:** The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. The project document states how beneficiaries will be identified, engaged and how meaningful participation will be ensured throughout the project. *(both must be true to select this option)*
  - **1:** The target groups/geographic areas are not specified, or do not prioritize excluded and/or marginalised populations. The project does not have a written strategy to identify or engage or ensure the meaningful participation of the target groups/geographic areas throughout the project.

\*Note: Management Action must be taken for a score of 1, or select not applicable.

**Evidence:** The project's targeted beneficiaries have been systematically identified and engaged with a priority focus on the discriminated and marginalized and are represented in the governance mechanism. The project has National Project Director (NPD) and Deputy Project Director (DPD) who are from the targeted beneficiaries. The project also has two governing committees namely Project Implementation Committee (PIC) and Project Steering Committee (PSC) which includes members from the targeted beneficiaries (ERD Officials). Thus, the project's beneficiaries have been extensively engaged in the implementation and monitoring process. The feedback from the beneficiaries are primarily anecdotal and those are used to inform project decision-making through the PIC and PSC. The project also organizes Planning Workshops engaging the beneficiaries from which feedback is collected and incorporated in the project's annual work plan (AWP). [Please see Page: 26-31, Section –V: Results and resources framework]

<sup>9</sup> 1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building

<sup>10</sup> sustainable production technologies, access to modern energy services and energy efficiency, natural resources management, extractive industries, urbanization, citizen security, social protection, and risk management for resilience



# PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

<p><b>4. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? (select the option from 1-3 that best reflects this project):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> Knowledge and lessons learned (gained e.g. through peer assist sessions) backed by credible evidence from evaluation, corporate policies/strategies, and monitoring have been explicitly used, with appropriate referencing, to develop the project's theory of change and justify the approach used by the project over alternatives.</li> <li>• <b>2:</b> The project design mentions knowledge and lessons learned backed by evidence/sources, which inform the project's theory of change but have not been used/are not sufficient to justify the approach selected over alternatives.</li> <li>• <b>1:</b> There is only scant or no mention of knowledge and lessons learned informing the project design. Any references that are made are not backed by evidence.</li> </ul> <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p> <p><b>Evidence:</b> 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, relevant research reports, M&amp;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]</p>	3	2
	1	
<p><b>5. Does the project use gender analysis in the project design and does the project respond to this gender analysis with concrete measures to address gender inequities and empower women? (select the option from 1-3 that best reflects this project):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> A <u>participatory</u> gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men, and it is fully integrated into the project document. The project establishes concrete priorities to address gender inequalities in its strategy. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. <i>(all must be true to select this option)</i></li> <li>• <b>2:</b> A gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men. Gender concerns are integrated in the development challenge and strategy sections of the project document. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. <i>(all must be true to select this option)</i></li> <li>• <b>1:</b> 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 constraints have not been clearly identified and interventions have not been considered.</li> </ul> <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p> <p><b>Evidence:</b> 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. 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 of the institution. [Page: 9, Section-II: Strategy and Page: 26-32, Section-V: Results Framework]</p>	3	2
	1	
<p><b>6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national partners, other development partners, and other actors? (select from options 1-3 that best reflects this project):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> 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. It is clear how results achieved by relevant partners will contribute to outcome level change complementing the project's intended results. If relevant, options for south-south and triangular cooperation have been considered, as appropriate. <i>(all must be true to select this option)</i></li> </ul>	3	2
	1	



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# PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

- **2:** Some analysis has been conducted on the role of other partners 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. Options for south-south and triangular cooperation may not have not been fully developed during project design, even if relevant opportunities have been identified.
- **1:** No clear analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. 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 to strengthen 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]

## SOCIAL & ENVIRONMENTAL STANDARDS

**7. Does the project seek to further the realization of human rights using a human rights-based approach? (select from options 1-3 that best reflects this project):**

- **3:** Credible evidence that the project aims to further the realization of human rights, upholding the relevant international and national laws and standards in the area of the project. 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 to select this option*)
- **2:** Some evidence that the project aims to further the realization of human rights. 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.
- **1:** No evidence that the project aims to further the realization of human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered.

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

**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 2.1 and SP Output 2.4. [Page: 9, Section-II: Strategy]

**8. Did the project consider potential environmental opportunities and adverse impacts, applying a precautionary approach? (select from options 1-3 that best reflects this project):**

- **3:** Credible evidence that opportunities to enhance environmental sustainability and integrate poverty-environment linkages were fully considered as relevant, and integrated in project strategy and design. Credible evidence that potential adverse environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. (*all must be true to select this option*).
- **2:** No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts have been identified and

<b>3</b>	<b>2</b>
<b>1</b>	

<b>3</b>	<b>2</b>
<b>1</b>	

# PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

assessed, if relevant, and appropriate management and mitigation measures incorporated into project design and budget.

- **1:** No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Limited or no evidence that potential adverse environmental impacts were 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]

**9. 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.]

**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. [Page: 61-68, Annex-B: SESP]

Ye s	No
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SESP Not  
Required

## MANAGEMENT & MONITORING

**10. Does the project have a strong results framework? (select from options 1-3 that best reflects this project):**

- **3:** The project's selection of outputs and activities are at an appropriate level and relate in a clear way to the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators that measure all of the key expected changes identified in the theory of change, each with credible data sources, and populated baselines and targets, including gender sensitive, sex-disaggregated indicators where appropriate. (*all must be true to select this option*)
- **2:** The project's selection of outputs and activities are at an appropriate level, but may not cover all aspects of the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of gender sensitive, sex-disaggregated indicators, as appropriate. (*all must be true to select this option*)
- **1:** The results framework does not meet all of the conditions specified in selection "2" above. This includes: the project's selection of outputs and activities are not at an appropriate level and do not relate in a clear way to the project's theory of change; 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.

\*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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1	

**Evidence**

**11. Is there a comprehensive and costed M&E plan in place with specified data collection sources and methods to support evidence-based management, monitoring and evaluation of the project?**

Ye s (3)	No (1)
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# PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

**Evidence:** The project has a comprehensive and costed M&E plan specifying baseline, targets and milestones against SMART indicators. Progress data against indicators are regularly reported including sex disaggregated data using credible data sources and at mentioned frequency.

**12. Is the project's governance mechanism clearly defined in the project document, including planned composition of the project board? (select from options 1-3 that best reflects this project):**

- **3:** The project's governance mechanism is fully defined in the project composition. 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 to select this option*).
- **2:** The project's governance mechanism is defined in the project document; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The ProDoc lists the most important responsibilities of the project board, project director/manager and quality assurance roles. (*all must be true to select this option*)
- **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, Assistant Project Director, Project Steering Committee and Project Implementation Committee were attached. [Page: 46-51, Section-IX: Governance and Management Arrangements]

**13. Have the project risks been identified with clear plans stated to manage and mitigate each risks? (select from options 1-3 that best reflects this project):**

- **3:** Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis. Clear and complete plan in place to manage and mitigate each risk. (*both must be true to select this option*)
- **2:** Project risks related to the achievement of results identified in the initial project risk log with mitigation measures identified for each risk.
- **1:** Some risks may be identified in the initial project risk log, but no evidence of analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and no initial risk log is included with the project document.

\*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: 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.**

**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

3	2
1	
3	2
1	
Yes (3)	No (1)



# PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

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) project. [Page: 25, section-IV: Project Management (Cost Efficiency and Effectiveness)]

**15. Are explicit plans in place to ensure the project links up with other relevant on-going projects and initiatives, whether led by UNDP, national or other partners, to achieve more efficient results (including, for example, through sharing resources or coordinating delivery?)**

**Evidence:** The project has plans to ensure linking with other projects of UNDP and the Government e.g. A2I, SSGP through coordinated delivery and if possible, through sharing resources to achieve common goals efficiently. [Page: 22, section-III: Results and Partnerships (Partnerships)]

Ye s (3)	No (1)
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**16. 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. 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.
- **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. 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, only a small fund of USD 300,000 has been mobilized from SDC and the rest of the unfunded amount is not mobilized yet. Currently, the unfunded amount is USD 1.73 million. [Page: 36-45, Section-VIII: Multi Year Work Plan]

3	2
1	

**17. Is the Country Office fully recovering the costs involved with project implementation?**

- **3:** The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing 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: 36-45, Section-VIII: Multi-Year Work Plan]

3	2
1	

## EFFECTIVE

**18. Is the chosen implementation modality most appropriate? (select from options 1-3 that best reflects this project):**

- **3:** The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been thoroughly considered.

3	2
1	

# PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

<p>There is a strong justification for choosing the selected modality, based on the development context. <i>(both must be true to select this option)</i></p> <ul style="list-style-type: none"> <li>• <b>2:</b> The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted and the implementation modality chosen is consistent with the results of the assessments.</li> <li>• <b>1:</b> The required assessments have not been conducted, but there may be evidence that options for implementation modalities have been considered.</li> </ul> <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p> <p><b>Evidence:</b> The project will be implemented in National Implementation Modality (NIM). This has been chosen after due consideration of the Final evaluation and lessons learned report of the previous phase implemented by the same implementing partner. The project does not fall into the criteria of HACT assessment as the annual expenditure through the implementing partner do not exceed USD 150,000 as specified in the HACT Policy and implementation guidelines. But regular monitoring and spot checks from the cluster takes place to ensure the capacity and performance of the institution at the discretion of the office.</p>						
<p><b>19. Have targeted groups, prioritizing marginalized and excluded populations that will be affected by the project, been engaged in the design of the project in a way that addresses any underlying causes of exclusion and discrimination?</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> Credible evidence that all targeted groups, prioritising marginalized and excluded populations that will be involved in or affected by the project, have been actively engaged in the design of the project. Their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change which seeks to address any underlying causes of exclusion and discrimination and the selection of project interventions.</li> <li>• <b>2:</b> Some evidence that key targeted groups, prioritising marginalized and excluded populations that will be involved in the project, have been engaged in the design of the project. Some evidence that their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change and the selection of project interventions.</li> <li>• <b>1:</b> No evidence of engagement with marginalized and excluded populations that will be involved in the project during project design. No evidence that the views, rights and constraints of populations have been incorporated into the project.</li> </ul> <p><b>Evidence:</b> 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. The targeted beneficiaries have been systematically engaged with a priority focus on the discriminated and marginalized and are represented in the governance mechanism. The project has National Project Director (NPD) and Deputy Project Director (DPD) who are from the targeted beneficiaries. The project also has two governing committees namely Project Implementation Committee (PIC) and Project Steering Committee (PSC) which includes members from the targeted beneficiaries (ERD Officials). Thus, the project's beneficiaries will also be extensively engaged in the implementation and monitoring process. The feedback from the beneficiaries are primarily anecdotal and those are used to inform project decision-making through the PIC and PSC. The project also organizes Planning Workshops engaging the beneficiaries from which feedback is collected and incorporated in the project's annual work plan (AWP). [Page: 112, Annexure-D: Stakeholder Interviews]</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">3</td> <td style="width: 50%; text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> </table>	3	2	1		
3	2					
1						
<p><b>20. Does the project conduct regular monitoring activities, have explicit plans for evaluation, and include other lesson learning (e.g. through After Action Reviews or Lessons Learned Workshops), timed to inform course corrections if needed during project implementation?</b></p> <p><b>Evidence:</b> 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</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center; vertical-align: middle;">Ye s (3)</td> <td style="width: 50%; text-align: center; vertical-align: middle;">No (1)</td> </tr> </table>	Ye s (3)	No (1)			
Ye s (3)	No (1)					



# PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

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]

**21. 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 requires the Capacity Development initiatives to conduct courses on gender equality and equity courses that promote women's empowerment and to form part of a key performance indicator for the capacity building of the institution. [Page: 9, Section-II: Strategy and Page: 26-32, Section-V: Results Framework]

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Ye s (3)	No (1)
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**Evidence**

**22. Is there a realistic multi-year work plan and budget to ensure outputs are delivered on time and within allotted resources? (select from options 1-3 that best reflects this project):**

- **3:** The project has a realistic work plan & budget covering the duration of the project *at the activity level* to ensure outputs are delivered on time and within the allotted resources.
- **2:** The project has a work plan & budget covering the duration of the project at the output level.
- **1:** The project does not yet have a work plan & budget covering the duration of the project.

**Evidence:** The project has a realistic Multi Year Work Plan (covering the full duration of the project) that specifies associated budget, source of fund and responsible parties at the activity level which will ensure efficient delivery of outputs within the allotted resources and on time. [Page: 36-45, Section-VIII: Multi-Year Work Plan]

3	2
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1
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## SUSTAINABILITY & NATIONAL OWNERSHIP

**23. Have national partners led, or proactively engaged in, the design of the project? (select from options 1-3 that best reflects this project):**

- **3:** National partners 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 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. 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
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1
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**24. Are key institutions and systems identified, and is there a strategy for strengthening specific/comprehensive capacities based on capacity assessments conducted? (select from options 0-4 that best reflects this project):**

- **3:** The project has a comprehensive strategy for strengthening specific capacities of national institutions based on a systematic and detailed capacity assessment that has been completed. 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.
- **2.5:** A capacity assessment has been completed. The project document has identified activities that will be undertaken to strengthen capacity of national institutions, but these activities are not part of a comprehensive strategy to monitor and strengthen national capacities.
- **2:** A capacity assessment is planned after the start of the project. There are plans to develop a strategy to strengthen specific capacities of national institutions based on the results of the capacity assessment.
- **1.5:** There is mention in the project document of capacities of national institutions to be strengthened through the project, but no capacity assessments or specific strategy development are planned.

3	2.5
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2	1.5
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1

**Evidence**





## PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

<ul style="list-style-type: none"> <li>1: Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions.</li> </ul> <p><b>Evidence:</b> 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))]</p>		
<p><b>25. 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?</b></p> <p><b>Evidence:</b> The K4DM 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]</p>	<p style="text-align: center;">Ye s (3)</p>	<p>No (1)</p>
<p><b>26. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation strategy)?</b></p> <p><b>Evidence:</b> 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)]</p>	<p style="text-align: center;">Ye s (3)</p>	<p>No (1)</p>



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## Annex B | Social and Environmental Screening Template

### UNDP Social and Environmental Screening Template (v. July 2022)

The completed template, which constitutes the Social and Environmental Screening Report, must be included as an annex to the Project Document at the design stage. Note: this template will be converted into an online tool. The online version will guide users through the process and will embed relevant guidance.

#### Project Information

Project Information	
1. Project Title	Knowledge for Development Management (K4DM) Phase-II
2. Project Number (i.e. Atlas project ID, PIMS+)	00093428
3. Location (Global/Region/Country)	Dhaka, Bangladesh
4. Project stage (Design or Implementation)	Implementation
5. Date	January 2021- June 2024

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

**QUESTION 1: How Does the Project Integrate the Programming Principles in Order to Strengthen Social and Environmental Sustainability?**

*Briefly describe in the space below how the project mainstreams the human rights-based approach*

K4DM Phase II is set 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. K4DM Phase II will address human rights by creating an enabling environment for informed policymaking 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 interdependent 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 on how the Project is contributing to the SDG benchmarks and share this information with relevant stakeholders.

K4DM Phase II includes capacity development programmes for govt. officials, which will include specific issues on the 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 ERD for mobilizing external resources focusing on these groups. One of the key activities of K4DM Phase-II is to publish NHDR, which contributes to evidence-based policymaking and ensure mainstreaming of human rights in the development of the country.

*Briefly describe in the space below how the project is likely to improve gender equality and women's empowerment*

K4DM Phase II drives greater gender equality and provides further opportunities, upskilling, and career advancement for women in the ERD. One of the activities 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. 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.

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

The project also incorporates age and sex-disaggregated data and measurable indicators related to gender equality and women's empowerment. Indicators to address gender inequality issues are also integrated into the project results framework.

***Briefly describe in the space below how the project mainstreams sustainability and resilience***

K4DM phase-II does not have any plan of physical intervention that may affect the natural ecosystem. Furthermore, the project will consider issues of environmental sustainability as a cross-cutting issue. While developing any capacity development plan or contributing to any policy-level intervention, the project will consider how these policy initiatives will ensure sustainability and resilience.

***Briefly describe in the space below how the project strengthens accountability to stakeholders***

The project's targeted beneficiaries have been systematically engaged and are represented in the governance mechanism. The project will promote certain activities, i.e., initiate e-learning materials on the website, and initiate policy to ensure accountability in all aspects. Progress and issues will be discussed in the Project Steering Committee and Project Implementation Committee meetings to ensure accountability across the project.



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

QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Complete SESP Attachment 1 before responding to Question 2.</i>	QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 5</i>	QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High
<i>Risk Description (broken down by event, cause, impact)</i>	<i>Impact and Likelihood (1-5)</i>	<i>Significance (Low, Moderate Substantial, High)</i>
<i>Comments (optional)</i>	<i>Description of assessment and management measures for risks rated as Moderate, Substantial or High</i>	
<p><b>Risk 1:</b></p> <p><b>Event:</b> There is a risk that the Economic Relations Division (ERD) might not come up with a strategy for mobilizing external resources by the Q4 of 2023, which is associated with the Output 3 of the project.</p> <p><b>Cause:</b> ERD has limited capacity for implementing output 3 and has less appetite to involve other stakeholders in policy planning.</p> <p><b>Impact:</b> This might result in partial/non-achievement of the intended results under Output 3.</p>	<p>I = 2 L = 2</p>	<p>Low</p>
<p>Risk 2 ....</p>	<p>I = L =</p>	<p>Enhance the capacity of government officials by initiating capacity development initiatives.</p>
<p><b>QUESTION 4: What is the overall project risk categorization?</b></p>		
<p>Low Risk <input type="checkbox"/> <input checked="" type="checkbox"/></p>		
<p>Moderate Risk <input type="checkbox"/></p>		
<p>Substantial Risk <input type="checkbox"/></p>		
<p>High Risk <input type="checkbox"/></p>		
<p><b>QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are triggered? (check all that apply)</b></p>		
<p>Question only required for Moderate, Substantial and High Risk projects</p>		



Is assessment required? (check if "yes") if yes, indicate overall type and status	<input type="checkbox"/>	Targeted assessment(s)	Status? (completed, planned)
Are management plans required? (check if "yes") if yes, indicate overall type	<input type="checkbox"/>	Targeted management plans (e.g. Gender Action Plan, Emergency Response Plan, Waste Management Plan, others)	

	<input type="checkbox"/>	ESMP (Environmental and Social Management Plan which may include range of targeted plans)	
	<input type="checkbox"/>	ESMF (Environmental and Social Management Framework)	
Based on identified risks, which Principles/Project-level Standards triggered?		Comments (not required)	
Overarching Principle: Leave No One Behind			Human Rights
Gender Equality and Women's Empowerment	<input type="checkbox"/>	Accountability	<input type="checkbox"/>
1. Biodiversity Conservation and Sustainable Natural Resource Management	<input type="checkbox"/>	2. Climate Change and Disaster Risks	<input type="checkbox"/>
3. Community Health, Safety and Security	<input type="checkbox"/>	4. Cultural Heritage	<input type="checkbox"/>
5. Displacement and Resettlement	<input type="checkbox"/>	6. Indigenous Peoples	<input type="checkbox"/>
7. Labour and Working Conditions	<input type="checkbox"/>	8. Pollution Prevention and Resource Efficiency	<input type="checkbox"/>

  
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## Final Sign Off

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

Signature	Date	Description
QA Assessor:  <b>Sheela Tasneem Haq</b> Senior Governance Specialist UNDP Bangladesh		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:  <b>Sonali Dayaratne</b> Deputy Resident Representative UNDP Bangladesh		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:  <b>Sonali Dayaratne</b> Deputy Resident Representative UNDP Bangladesh		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.



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

Checklist Potential Social and Environmental Risks		
<b>INSTRUCTIONS:</b> The risk screening checklist will assist in answering Questions 2-6 of the Screening Template. Answers to the checklist questions help to (1) identify potential risks, (2) determine the overall risk categorization of the project, and (3) determine required level of assessment and management measures. Refer to the <a href="#">SES toolkit</a> for further guidance on addressing screening questions.		
<b>Overarching Principle: Leave No One Behind</b>		<b>Answer (Yes/No)</b>
<b>Human Rights</b>		
P.1	Have local communities or individuals raised human rights concerns regarding the project (e.g. during the stakeholder engagement process, grievance processes, public statements)?	No
P.2	Is there a risk that duty-bearers (e.g. government agencies) do not have the capacity to meet their obligations in the project?	Yes
P.3	Is there a risk that rights-holders (e.g. project-affected persons) do not have the capacity to claim their rights?	No
<i>Would the project potentially involve or lead to:</i>		
P.4	adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
P.5	inequitable or discriminatory impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups, including persons with disabilities? <sup>16</sup>	No
P.6	restrictions in availability, quality of and/or access to resources or basic services, in particular to marginalized individuals or groups, including persons with disabilities?	No
P.7	exacerbation of conflicts among and/or the risk of violence to project-affected communities and individuals?	No
<b>Gender Equality and Women's Empowerment</b>		
P.8	Have women's groups/leaders raised gender equality concerns regarding the project, (e.g. during the stakeholder engagement process, grievance processes, public statements)?	No
<i>Would the project potentially involve or lead to:</i>		
P.9	adverse impacts on gender equality and/or the situation of women and girls?	No
P.10	reproducing discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
P.11	limitations on 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
P.12	exacerbation of risks of gender-based violence? <i>For example, through the influx of workers to a community, changes in community and household power dynamics, increased exposure to unsafe public places and/or transport, etc.</i>	No

<sup>16</sup> Prohibited grounds of discrimination include race, ethnicity, sex, age, language, disability, sexual orientation, gender identity, 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 and transsexual people.

<b>Sustainability and Resilience: Screening questions regarding risks associated with sustainability and resilience are encompassed by the Standard-specific questions below</b>		
<b>Accountability</b>		
<i>Would the project potentially involve or lead to:</i>		
P.13	exclusion of any potentially affected stakeholders, in particular marginalized groups and excluded individuals (including persons with disabilities), from fully participating in decisions that may affect them?	No
P.14	grievances or objections from potentially affected stakeholders?	No
P.15	risks of retaliation or reprisals against stakeholders who express concerns or grievances, or who seek to participate in or to obtain information on the project?	No
<b>Project-Level Standards</b>		
<b>Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management</b>		
<i>Would the project potentially involve or lead to:</i>		
1.1	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	activities within or adjacent to critical habitats and/or environmentally sensitive areas, including (but not limited to) legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	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	risks to endangered species (e.g. reduction, encroachment on habitat)?	No
1.5	exacerbation of illegal wildlife trade?	No
1.6	introduction of invasive alien species?	No
1.7	adverse impacts on soils?	No
1.8	harvesting of natural forests, plantation development, or reforestation?	No
1.9	significant agricultural production?	No
1.10	animal husbandry or harvesting of fish populations or other aquatic species?	No
1.11	significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.12	handling or utilization of genetically modified organisms/living modified organisms? <sup>17</sup>	No
1.13	utilization of genetic resources? (e.g. collection and/or harvesting, commercial development) <sup>18</sup>	No
1.14	adverse transboundary or global environmental concerns?	No
<b>Standard 2: Climate Change and Disaster Risks</b>		
<i>Would the project potentially involve or lead to:</i>		

<sup>17</sup> See the [Convention on Biological Diversity](#) and its [Cartagena Protocol on Biosafety](#).

<sup>18</sup> See the [Convention on Biological Diversity](#) and its [Nagoya Protocol](#) on access and benefit sharing from use of genetic resources.

2.1	areas subject to hazards such as earthquakes, floods, landslides, severewinds, storm surges, tsunami or volcanic eruptions?	No
2.2	outputs and outcomes sensitive or vulnerable to potential impacts of climate change or disasters? <i>For example, through increased precipitation, drought, temperature, salinity, extreme events, earthquakes</i>	No
2.3	increases in vulnerability to climate change impacts or disaster risks now or in the future (also known as maladaptive or negative coping 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
2.4	increases of greenhouse gas emissions, black carbon emissions or other drivers of climate change?	No
<b>Standard 3: Community Health, Safety and Security</b>		
<i>Would the project potentially involve or lead to:</i>		
3.1	construction and/or infrastructure development (e.g. roads, buildings, dams)? (Note: the GEF does not finance projects that would involve the construction or rehabilitation of large or complex dams)	No
3.2	air pollution, noise, vibration, traffic, injuries, physical hazards, poor surface water quality due to runoff, erosion, sanitation?	No
3.3	harm or losses due to failure of structural elements of the project (e.g. collapse of buildings or infrastructure)?	No
3.4	risks of water-borne or other vector-borne diseases (e.g. temporary breeding habitats), communicable and noncommunicable diseases, nutritional disorders, mental health?	No
3.5	transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.6	adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g. food, surface water purification, natural buffers from flooding)?	No
3.7	influx of project workers to project areas?	No
3.8	engagement of security personnel to protect facilities and property or to support project activities?	No
<b>Standard 4: Cultural Heritage</b>		
<i>Would the project potentially involve or lead to:</i>		
4.1	activities adjacent to or within a Cultural Heritage site?	No
4.2	significant excavations, demolitions, movement of earth, flooding or other environmental changes?	No
4.3	adverse impacts to 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
4.4	alterations to landscapes and natural features with cultural significance?	No
4.5	utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	No
<b>Standard 5: Displacement and Resettlement</b>		
<i>Would the project potentially involve or lead to:</i>		
5.1	temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	No
5.2	economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No





5.3	risk of forced evictions? <sup>19</sup>	No
5.4	impacts on or changes to land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
<b>Standard 6: Indigenous Peoples</b>		
<i>Would the project potentially involve or lead to:</i>		
6.1	areas where indigenous peoples are present (including project area of influence)?	No
6.2	activities located on lands and territories claimed by indigenous peoples?	No
6.3	impacts (positive or negative) to 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 screening question 6.3 is "yes", then Standard 6 requirements apply, and the potential significance of risks related to impacts on indigenous peoples must be Moderate or above. *</i>	No
6.4	the 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	the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?  <i>Consider, and where appropriate ensure, consistency with the answers under Standard 5 above</i>	No
6.7	adverse impacts on the development priorities of indigenous peoples as defined by them?	No
6.8	risks to the physical and cultural survival of indigenous peoples?	No
6.9	impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?  <i>Consider, and where appropriate ensure, consistency with the answers under Standard 4 above.</i>	No
<b>Standard 7: Labour and Working Conditions</b>		
<i>Would the project potentially involve or lead to: (note: applies to project and contractor workers)</i>		
7.1	working conditions that do not meet national labour laws and international commitments?	No
7.2	working conditions that may deny freedom of association and collective bargaining?	No
7.3	use of child labour?	No
7.4	use of forced labour?	No
7.5	discriminatory working conditions and/or lack of equal opportunity?	No
7.6	occupational health and safety risks due to physical, chemical, biological and psychosocial hazards (including violence and harassment) throughout the project life-cycle?	No

<sup>19</sup> Forced eviction is defined here as the permanent or temporary removal against their will of individuals, families or communities from the homes and/or land which they occupy, without the provision of, and access to, appropriate forms of legal or other protection. Forced evictions constitute gross violations of a range of internationally recognized human rights.

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

<b>Standard 8: Pollution Prevention and Resource Efficiency</b>		
<i>Would the project potentially involve or lead to:</i>		
8.1	the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
8.2	the generation of waste (both hazardous and non-hazardous)?	No
8.3	the manufacture, trade, release, and/or use of hazardous materials and/or chemicals?	No
8.4	the use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the <a href="#">Montreal Protocol</a>, <a href="#">Minamata Convention</a>, <a href="#">Basel Convention</a>, <a href="#">Rotterdam Convention</a>, <a href="#">Stockholm Convention</a></i>	No
8.5	the application of pesticides that may have a negative effect on the environment or human health?	No
8.6	significant consumption of raw materials, energy, and/or water?	No



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Annex C | Risk Analysis

Project Title: Knowledge for Development Management (K4DM) Phase-II		Project Number: 00093428	Date: 22-Aug-23
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#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)	Risk Valid From/To	Risk Owner (individual accountable for managing the risk)	Risk Treatment and Treatment Owner
1	There is a risk that the Economic Relations (ERD) Division might not come up with a strategy for mobilizing external resources by the Q4 of 2023, which is associated with the Output 3 of the project.	ERD has limited capacity for implementing output 3 and has less appetite to involve other stakeholders in policy planning.	This might result in partial/non-achievement of the intended results under Output 3.	<b>1. SOCIAL AND ENVIRONMENTAL (1.12. Stakeholder engagement) - UNDP Risk Appetite: CAUTIOUS</b>	Likelihood: <b>2 - Low likelihood</b>  Impact: <b>2 - Minor</b>  Risk level: <b>LOW (equates to a risk appetite of CAUTIOUS)</b>	From: 07-Mar-22  To: 30-Jun-24	<b>Sheela Tasneem Haq,</b> Senior Governance Specialist, CO/BD	<b>Risk Treatment 1.1:</b> Enhance the capacity of government officials by initiating capacity development initiatives.  <b>Risk Treatment Owner:</b> Marina Shawkat Ali, National Project Manager, K4DM Phase-II
2	There is a risk that the new project management (i.e., ERD) team might not agree with the existing project implementation	[if] The leadership of the ERD and project governance (NPD, DPD) changes by the third quarter of 2023.	This might result in delayed decision-making and deviation in the programme implementation plan, which impedes achieving the	<b>4. ORGANIZATIONAL (4.1. Governance) - UNDP Risk Appetite: EXPLORATORY TO OPEN</b>	Likelihood: <b>3 - Moderately likely</b>  Impact: <b>3 - Intermediate</b>  Risk level:	From: 01-Jan-21  To: 31-Dec-23	<b>Sheela Tasneem Haq,</b> Senior Governance Specialist, CO/BD	<b>Risk Treatment 2.1:</b> Archiving and disseminating the lessons learned and best practices of the project to the newly appointed project management.



#	Event	Cause	Impact(s)	Risk Category and Sub-category (Including Risk Appetite)	Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)	Risk Valid From/To	Risk Owner (individual accountable for managing the risk)	Risk Treatment and Treatment Owner
	plan and procedure due to different mindsets, preferences, and organizational changes in the 3 <sup>rd</sup> year of the project.		desired four outputs (as per RRF) within December 2023.		<b>MODERATE</b> (equates to a risk appetite of <b>EXPLORATORY</b> )			<b>Risk Treatment Owner:</b> Marina Shawkat Ali, National Project Manager, K4DM Phase-II <b>Risk Treatment 2.2:</b> Wherever possible, promote the common factors following the Allocation of Business of the Government and the UNSDCF signed between UNDP and the GoB.
3.	There is a risk that the project may need to reassess the planned activities particularly output-3 and implementation may be delayed in 1 <sup>st</sup> quarter of 2024.	[if] The priority of the Government and ERD may shift [if] there are substantial changes in the political leadership in January 2024,	This might result in dropping off intended activities (Output-3) that might compromise the overall achievement of the project.	<b>7. STRATEGIC (7.6. Change/turnover in government) - UNDP Risk Appetite: OPEN TO SEEKING</b>	<b>Likelihood:</b> 2 - Low likelihood <b>Impact:</b> 3 - Intermediate <b>Risk level:</b> <b>MODERATE</b> (equates to a risk appetite of <b>EXPLORATORY</b> )	From: 01-Dec-23 To: 31-Mar-24	<b>Sheela Tasneem Haq,</b> Senior Governance Specialist, CO/BD	<b>Risk Treatment 3.1:</b> The project will develop alternative roadmap for achieving all four project outputs.  <b>Risk Treatment Owner:</b> Marina Shawkat Ali, National Project Manager, K4DM Phase-II

#	Event	Cause	Impact(s)	Risk Category and Sub-category (including Risk Appetite)	Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)	Risk Valid From/To	Risk Owner (Individual accountable for managing the risk)	Risk Treatment and Treatment Owner
4	There is a risk that the stakeholders (i.e., MoFA, PPPA, BIDA, BEZA, ICTD) may object on implementing the interventions of Output 3 and Output 4 in year-3 and 4 of the project (2023-24)	[If] any stakeholders miss the opportunity to participate or have limited access to project related information and they may feel alienated	This might result in prolonged decision-making and on time implementation of the desired outputs (especially Output 3 and Output 4) within December 2023.	<b>7. STRATEGIC (7.3. Stakeholder relations and partnerships) - UNDP Risk Appetite: OPEN TO SEEKING</b>	Likelihood: <b>2 - Low Likelihood</b>  Impact: <b>2 - Minor</b>  Risk level: <b>LOW (equates to a risk appetite of CAUTIOUS)</b>	From: 01-Sep-23  To: 30-Jun-24	<b>Sheela Tasneem Haq,</b> Senior Governance Specialist, CO/BD	<b>Risk Treatment 4.1:</b> The project will include relevant stakeholders when and where possible.  Risk Treatment Owner: Marina Shawkat Ali, National Project Manager, K4DM Phase-II



**Md. Anwar Hossain**  
Senior Assistant Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh

## Annex D |Project Board Terms of Reference and TORs of Key Management Positions

### **Project Steering Committee (PSC) and its role:**

The project has provision for a Project Steering Committee (PSC) to provide high level policy guidance and direction based on the recommendations made by the PIC committee. The PSC will coordinate at the highest level among relevant stakeholders of the project. The PSC 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:

- Secretary, Economic Relations Division – Chairperson
- National Project Director of K4DM Project; - Member
- ERD (UN Wing)- Joint Secretary (UN-I & UN-II) - Member
- ERD- Representatives from Coordination wing and FABA wing - Member
- A representative from General Economics Division (GED), Implementation, Monitoring and Evaluation Division (IMED), NEC-ECNEC & Coordination Wing, Socio-Economic Infrastructure Division (SEID) and Programming Division- Member
- Finance Division- Representative- Member
- UNDP –Representative - Member
- National Project Manager of K4DM Project- Member
- ERD- Concerned Desk Officer (UN-1 Section)- Member Secretary.

### **THE ROLE OF THE PROJECT STEERING COMMITTEE (PSC) IS TO:**

- Provide direction of the Project in accordance with the goals and objectives indicated in the ProDoc.
- 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 ProDoc.
- 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:

- National Project Director of K4DM Project – Chairperson
- ERD (UN Wing)- Joint Secretary (UN-I & UN-II) - Member
- ERD- Representatives from Coordination wing - Member





- A representative from General Economics Division (GED), Implementation, Monitoring and Evaluation Division (IMED), Socio-Economic Infrastructure Division (SEID) and Programming Division- Member
- UNDP – Representative- Member
- National Project Manager of K4DM Project- Member
- ERD- Concerned Desk Officer (UN-1 Section)- Member Secretary.

#### 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

#### 1. Position Information

<b>Office/Unit/Project</b>	Knowledge for Development Management (K4DM) Project, Phase-II
<b>Functional Title</b>	National Project Manager
<b>Classified Level (NPSA 1-12)</b>	NPSA-10
<b>Duty station (City and Country)</b>	Dhaka, Bangladesh
<b>Type (Regular or Short term)</b>	Regular
<b>Office- or Home-based</b>	Office based
<b>Expected starting date</b>	-
<b>Expected Duration</b>	One (1) Year, renewable based on incumbent's performance and availability of funds.

## 2. Office/Unit/Project Description

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:

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

UNDP Bangladesh is seeking a National Project Manager for K4DM Phase-II to lead the project team in the implementation of the activities envisaged under this project's Phase II. The National Project manager will report and work under the guidance and supervision of the Assistant Resident Representative, Democratic Governance Cluster and National Project Director for overall implementation and financial management of the project.



### 3. Scope of Work

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:

- 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:

- Facilitate the day-to-day functioning of the programme /team.
- Manage the human and financial resources, in consultation with the Management, for achieving results in line with the outputs and activities outlined in the programme document
- Manage the human and financial resources for achieving results in line with the outputs and activities outlined in the project document and AWP.
- 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;
- Advises the National Programme Director on all aspects of project implementation, monitoring and evaluation as well as financial accountability;
- Ensure efficient programmatic and financial delivery of the projects.
- 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;
- Lead the coordination of programme activities with related and parallel activities both within UNDP and with stakeholders;
- Coordinate the distribution of responsibilities amongst team members and organize monitoring and tracking system of all components 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 building and mainstreaming;
- Liaise with any suppliers;
- Lead the process for capturing knowledge about national, regional and global know-how in economic development, best practices and produce knowledge materials.
- 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; Undertake study and participatory researches for creating evidence base in initiating policy formulation process.
- Develop and supervise the programme's capacity building efforts aimed at government counterparts, civil society groups, media and other stakeholders; contribute to the production of reports and publications.
- Identify opportunities to enhance teamwork within ERD and line ministries.
- 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;
- Ensure information sharing and bridging between UNDP programme management, programme management and national counterpart in the process of implementation of the project;
- 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;
- Oversee the monitoring, evaluation and communication framework, including overseeing preparation and implementation of a monitoring and communication plan and responsibility for the quality of monthly and quarterly progress reports and reviews;
- 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 building 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.
- Promote a learning environment and systematic information sharing within the project team;

### **Financial Management**

- Ensure effective management of the project's financial resources;
- Supervise proper accounting of the project resources and reporting;
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;

### **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;
- Lead and manage the analytical and policy development work of the team and ensure high quality policy or knowledge products. Promote the substantive quality of all knowledge products, reports and services, and ensures effective integration and compatibility with other practice areas;
- Ensure the effective coordination among and supervision on the Components (Research, Learning and Evaluation; Capacity Development and Institutional Mainstreaming; Gender; Communication and Operations & Finance) for uniform performance with due quality of the outputs as well as value for money;
- Ensure programme outputs are aligned procedurally with UNDP corporate strategy, UNDAF, CPD and practice area development goals;
- Maintain continuous strategic relationship with relevant government counterpart and various government institutions for project success.
- 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.

## **4. Institutional Arrangement**





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.

### 5. Minimum Qualifications of the Successful NPSA

<b>Min. Academic Education</b>	Master's Degree or equivalent in Business Administration, Law, Public Administration and related fields of Social Science.
<b>Min. years of relevant Work experience</b>	<ul style="list-style-type: none"> <li>▪ At least eight (8) years of experience in field of development cooperation, or public administration, at national and/or international level;</li> <li>▪ 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;</li> </ul>
<b>Required skills and competencies</b>	<p><b>Corporate Competencies:</b></p> <p>Promotes UN's Values and ethical standards (tolerance, integrity, respect, results orientation, impartiality);</p> <ul style="list-style-type: none"> <li>▪ Displays cultural, gender, religion, race, nationality and sensitivity and adaptability;</li> <li>▪ 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);</li> <li>▪ Treats all people fairly without favoritism.</li> </ul> <p><b>Functional Competencies:</b></p> <p><u>Knowledge Management and Learning</u></p> <ul style="list-style-type: none"> <li>▪ Promotes knowledge management and a learning environment in the office through leadership and personal example</li> <li>▪ Excellent knowledge of capacity building theory and the application of methodology, good understanding of capacity assessment methodologies,</li> <li>▪ Excellent ability to identify significant capacity building opportunities, ability to get capacity building,</li> <li>▪ Excellent ability to demonstrate national capacities building (mastery of the tools and their application)</li> <li>▪ Excellent communication skills (written and oral);</li> <li>▪ Display understanding of the relevant contemporary ICT tools and continuously act towards personal capacity building;</li> </ul> <p><u>Development and Operational Effectiveness</u></p> <ul style="list-style-type: none"> <li>▪ Ability to effectively lead strategic planning, results-based management and reporting;</li> </ul>



	<ul style="list-style-type: none"> <li>▪ Ability to lead formulation, implementation, monitoring and evaluation of development programmes and projects;</li> <li>▪ Good ICT skills, knowledge of Aid Information Management Systems;</li> <li>▪ Solid knowledge of aid effectiveness principles and concepts, as well as related global trends and developments;</li> <li>▪ Knowledge of public administration and public financial management issues;</li> <li>▪ Ability to engage with high ranking UNDP Managers, Government Officials and international donor community and provide policy advisory support services;</li> <li>▪ Ability to identify opportunities, conceptualize and develop project reports;</li> <li>▪ Ability to implement new systems and affect staff behavioral/attitude change;</li> <li>▪ Ability to undertake result-based management and reporting</li> </ul> <p><u>Leadership and Self-Management</u></p> <ul style="list-style-type: none"> <li>▪ Demonstrates capacity to plan, priorities and deliver task on time to meet goals in a highly pressured environment;</li> <li>▪ Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback;</li> <li>▪ Ability to work flexibly at the senior and strategic level as well as provide practical support at the operational level;</li> <li>▪ Consistently approaches work with energy and a positive, constructive attitude;</li> <li>▪ Demonstrates good oral and written communication skills;</li> <li>▪ Demonstrates openness to change and ability to manage complexities;</li> <li>▪ Demonstrates coaching and mentoring ability;</li> <li>▪ Demonstrates openness to change and ability to manage complexities;</li> </ul> <p><u>Behavioural Competencies</u></p> <ul style="list-style-type: none"> <li>▪ Good interpersonal skills;</li> <li>▪ Ability to establish and maintain good working relationships to facilitate work goals;</li> <li>▪ Demonstrable capacity to build knowledge through using various sources;</li> <li>▪ Exhibit strong teamwork skills in a complex environment;</li> <li>▪ Ability to promote learning environment, human rights and gender friendly work environment;</li> <li>▪ Demonstrated ability to work in a team and communicate in a multi-cultural environment, and adaptability to respond flexibly to country needs and generate innovate, practical solutions to challenging situations;</li> </ul>
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<b>Desired additional skills and competencies</b>	<ul style="list-style-type: none"> <li>▪ Experience of successfully engaging and lobbying with government on policy issues is essential;</li> <li>▪ Understanding of UNDP and government procedures in relation to project management is highly desirable;</li> <li>▪ 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;</li> <li>▪ Experience in building and managing partnerships, including with national and international stakeholders;</li> <li>▪ Excellent analytical, organizational and managerial skills;</li> <li>▪ Strong negotiation skills and interpersonal skills;</li> <li>▪ Experience in working with UN/UNDP/other bilateral development agencies is essential;</li> <li>▪ 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;</li> <li>▪ Demonstrable proficiency with Microsoft Word, Excel, PowerPoint, Access and other accounting tools.</li> </ul>
<b>Required Language(s) (at working level)</b>	<p>The candidate must have excellent report writing skills, written and speaking skills in English language.</p>
<b>Professional Certificates</b>	<p>N/A</p>

**6. Travel:**

- Include any official travel expected to be associated with performing the functions (N/A)

**7. The following documents shall be required from the applicants:**

- Personal CV or P11**, indicating all past positions held and their main underlying functions, their durations (month/year), the qualifications, as well as the contact details (email and telephone number) of the Candidate, and at least three (3) the most recent professional references of previous supervisors. References may also include peers.
- A cover letter (maximum length: 1 page) indicating why the candidate considers him-/herself to be suitable for the position.
- Managers may ask (ad hoc) for any other materials relevant to pre-assessing the relevance of their experience, such as reports, presentations, publications, campaigns or other materials.



**Md. Anwar Hossain**  
 Senior Assistant Secretary  
 Economic Relations Division  
 Ministry of Finance  
 Govt. of the People's Republic of Bangladesh

## Programme Officer

### 1. Position Information

Office/Unit/Project	Knowledge for Development Management (K4DM) Project, Phase-II
Title	Monitoring and Evaluation Officer
Level	NPSA-8
Duty station (City and Country)	Dhaka, Bangladesh
Type (Regular or Short term)	Regular
Office- or Home-based	Office based
Expected starting date	-
Expected Duration	One (1) Year, renewable based on incumbent's performance and availability of funds.
Supervisor's Name	National Project Manager, K4DM Phase-II
Supervisor's post number	-

### 2. Office/Unit/Project Description

K4DM phase-II (2021-2023) will mainly be focused on the 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 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 review the project's Phase II performance indicators and help to identify potential modifications as needed.

### **3. Scope of Work**

Under the overall guidance of the National Project Director and in close coordination with the National Project Manager of K4DM Phase-II the Monitoring And Evaluation Officer 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. Monitoring And Evaluation Officer will accomplish his/her work the incumbent will do the following activities:

#### **Detailed Duties:**

- Monitor the activity and ensure the implementation quality of the project work.
- Carry 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
- Monitor all project activities, expenditures and progress towards achieving the project output.
- Build up an internal review of data and evidence from all monitoring actions to inform decision-making;
- Conduct capacity assessment on existing monitoring and evaluation system and develop indicators and a monitoring strategy for the project;
- Assist in coordinating across the available components of the Project to ensure effective implementation of Monitoring & Evaluation.
- Assist Project Manager in preparing monthly and quarterly reports on project progress based on the reports on project activities
- Develop a detailed monitoring and evaluation plan for projects outlining data collection analysis and reporting tools and processes

### **4. Institutional Arrangement**

The Programme Associate will work under the overall guidance of the National Project Director and in close coordination with National Project Manager, K4DM Project Phase-II. The National Project Manager (NPM/NPD) of K4DM Project Phase-II will be the contract administrator for

the assignment and will supervise the activities and evaluate her/his performance and approve the deliverables.

## 5. Competencies

Core	
<b>Achieve Results:</b>	LEVEL 1: Plans and monitors own work, pays attention to details, delivers quality work by deadline
<b>Think Innovatively:</b>	LEVEL 1: Open to creative ideas/known risks, is pragmatic problem solver, makes improvements
<b>Learn Continuously:</b>	LEVEL 1: Open minded and curious, shares knowledge, learns from mistakes, asks for feedback
<b>Adapt with Agility:</b>	LEVEL 1: Adapts to change, constructively handles ambiguity/uncertainty, is flexible
<b>Act with Determination:</b>	LEVEL 1: Shows drive and motivation, able to deliver calmly in face of adversity, confident
<b>Engage and Partner:</b>	LEVEL 1: Demonstrates compassion/understanding towards others, forms positive relationships
<b>Enable Diversity and Inclusion:</b>	LEVEL 1: Appreciate/respect differences, aware of unconscious bias, confront discrimination
<p><b>Cross-Functional &amp; Technical competencies:</b></p> <p><b>Corporate Competencies:</b></p> <ul style="list-style-type: none"> <li>• Promotes UN's Values and ethical standards (tolerance, integrity, respect, results orientation, impartiality);</li> <li>• Displays cultural, gender, religion, race, nationality and sensitivity and adaptability;</li> <li>• 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);</li> <li>• Treats all people fairly without favouritism;</li> </ul> <p><b>Functional Competencies:</b></p> <ul style="list-style-type: none"> <li>• Development and Operational Effectiveness</li> <li>• Strong analytical skills</li> <li>• Strong customer-service skills with demonstrated ability to effectively interact with technical and non-technical end users in a pleasant, cooperative, and helpful manner.</li> <li>• Demonstrated ability to solve problems and work independently.</li> <li>• Ability to read, analyse, interpret and apply general technical instructions and procedures</li> <li>• Leadership and Self-Management</li> <li>• Focuses on result for the client and responds positively to feedback</li> <li>• Consistently approaches work with energy and a positive, constructive attitude</li> <li>• Remains calm, in control and good-humoured even under pressure</li> </ul>	

**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 interdisciplinary development issues.

Strong analytical skills to process qualitative information

**6. Minimum Qualifications of the Successful NPSA**

<b>Min. Education requirements</b>	<i>Minimum Bachelor's Degree in Social Sciences especially in Economics, Statistics, Political Science, Development studies, or any relevant Social Science Degree.</i>
<b>Min. years of relevant work experience</b>	<ul style="list-style-type: none"> <li>▪ 03 years of relevant professional experience in design, implementation, monitoring and evaluation of development projects.</li> <li>▪ A Master's Degree on the related subjects is a fair advantage.</li> <li>▪ At least 02 years' Prior experience to work with UN agency</li> </ul>
<b>Required skills</b>	<ul style="list-style-type: none"> <li>▪ Promotes UN's Values and ethical standards (tolerance, integrity, respect, results orientation, impartiality);</li> <li>▪ Displays cultural, gender, religion, race, nationality and sensitivity and adaptability;</li> <li>▪ 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);</li> <li>▪ Treats all people fairly without favoritism.</li> </ul>
<b>Desired skills in addition to the competencies covered in the Competencies section</b>	<ul style="list-style-type: none"> <li>▪ Experience in the implementation of larger budgets for projects of international organizations</li> <li>▪ Experience in designing tools and strategies for data collection, analysis and production of reports.</li> <li>▪ Experience in the usage of computers and office software packages (MS Word, Excel, etc.) and advanced knowledge of spreadsheet and database packages.</li> <li>▪ Experience in handling web-based management systems is a strong advantage.</li> <li>▪ Good interpersonal relationship skills and ability to work with a diverse team of national and international staff and consultants.</li> <li>▪ Experiences of working with Civil Society Organizations and Individuals including NGOs, research organizations, business forums and academicians.</li> </ul>



	<ul style="list-style-type: none"> <li>▪ Experience in the usage of computers and office software packages (MS Word, Excel, etc.). Experience in handling of web-based management systems.</li> </ul>
<b>Required Language(s)</b>	The candidate must have excellent report writing and written and speaking skills in English.
<b>Professional Certificates</b>	N/A

**7. The following documents shall be required from the applicants:**

- ❑ **Personal CV or P11**, indicating all past positions held and their main underlying functions, their durations (month/year), the qualifications, as well as the contact details (email and telephone number) of the Candidate, and at least three (3) the most recent professional references of previous supervisors. References may also include peers.
- ❑ A cover letter (maximum length: 1 page) indicating why the candidate considers him-/herself to be suitable for the position.
- ❑ Managers may ask (ad hoc) for any other materials relevant to pre-assessing the relevance of their experience, such as reports, presentations, publications, campaigns or other materials.

  
**Md. Anwar Hossain**  
 Senior Assistant Secretary  
 Economic Relations Division  
 Ministry of Finance  
 Govt. of the People's Republic of Bangladesh

## Monitoring and Evaluation Officer

### 1. Position Information

Office/Unit/Project	Knowledge for Development Management (K4DM) Project, Phase-II
Title	Monitoring and Evaluation Officer
Level	NPSA-8
Duty station (City and Country)	Dhaka, Bangladesh
Type (Regular or Short term)	Regular
Office- or Home-based	Office based
Expected starting date	-
Expected Duration	One (1) Year, renewable based on incumbent's performance and availability of funds.
Supervisor's Name	National Project Manager, K4DM Phase-II
Supervisor's post number	-

### 2. Office/Unit/Project Description

K4DM phase-II (2021-2023) will mainly be focused on the 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 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 review the project's Phase II performance indicators and help to identify potential modifications as needed.

### **3. Scope of Work**

Under the overall guidance of the National Project Director and in close coordination with the National Project Manager of K4DM Phase-II the Monitoring And Evaluation Officer 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. Monitoring And Evaluation Officer will accomplish his/her work the incumbent will do the following activities:

#### **Detailed Duties:**

- Monitor the activity and ensure the implementation quality of the project work.
- Carry 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
- Monitor all project activities, expenditures and progress towards achieving the project output.
- Build up an internal review of data and evidence from all monitoring actions to inform decision-making;
- Conduct capacity assessment on existing monitoring and evaluation system and develop indicators and a monitoring strategy for the project;
- Assist in coordinating across the available components of the Project to ensure effective implementation of Monitoring & Evaluation.
- Assist Project Manager in preparing monthly and quarterly reports on project progress based on the reports on project activities
- Develop a detailed monitoring and evaluation plan for projects outlining data collection analysis and reporting tools and processes

### **4. Institutional Arrangement**

The Programme Associate will work under the overall guidance of the National Project Director and in close coordination with National Project Manager, K4DM Project Phase-II. The National Project Manager (NPM/NPD) of K4DM Project Phase-II will be the contract administrator for



the assignment and will supervise the activities and evaluate her/his performance and approve the deliverables.

## 5. Competencies

<b>Core</b>	
<b>Achieve Results:</b>	LEVEL 1: Plans and monitors own work, pays attention to details, delivers quality work by deadline
<b>Think Innovatively:</b>	LEVEL 1: Open to creative ideas/known risks, is pragmatic problem solver, makes improvements
<b>Learn Continuously:</b>	LEVEL 1: Open minded and curious, shares knowledge, learns from mistakes, asks for feedback
<b>Adapt with Agility:</b>	LEVEL 1: Adapts to change, constructively handles ambiguity/uncertainty, is flexible
<b>Act with Determination:</b>	LEVEL 1: Shows drive and motivation, able to deliver calmly in face of adversity, confident
<b>Engage and Partner:</b>	LEVEL 1: Demonstrates compassion/understanding towards others, forms positive relationships
<b>Enable Diversity and Inclusion:</b>	LEVEL 1: Appreciate/respect differences, aware of unconscious bias, confront discrimination
<b>Cross-Functional &amp; Technical competencies:</b>	
<b>Corporate Competencies:</b>	
<ul style="list-style-type: none"> <li>• Promotes UN's Values and ethical standards (tolerance, integrity, respect, results orientation, impartiality);</li> <li>• Displays cultural, gender, religion, race, nationality and sensitivity and adaptability;</li> <li>• 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);</li> <li>• Treats all people fairly without favouritism;</li> </ul>	
<b>Functional Competencies:</b>	
<ul style="list-style-type: none"> <li>• Development and Operational Effectiveness</li> <li>• Strong analytical skills</li> <li>• Strong customer-service skills with demonstrated ability to effectively interact with technical and non-technical end users in a pleasant, cooperative, and helpful manner.</li> <li>• Demonstrated ability to solve problems and work independently.</li> <li>• Ability to read, analyse, interpret and apply general technical instructions and procedures</li> <li>• Leadership and Self-Management</li> <li>• Focuses on result for the client and responds positively to feedback</li> <li>• Consistently approaches work with energy and a positive, constructive attitude</li> </ul>	

- 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 interdisciplinary development issues.
- Strong analytical skills to process qualitative information

**6. Minimum Qualifications of the Successful NPSA**

<b>Min. Education requirements</b>	<i>Minimum Bachelor's Degree in Social Sciences especially in Economics, Statistics, Political Science, Development studies, or any relevant Social Science Degree.</i>
<b>Min. years of relevant work experience</b>	<ul style="list-style-type: none"> <li>▪ 03 years of relevant professional experience in design, implementation, monitoring and evaluation of development projects.</li> <li>▪ A Master's Degree on the related subjects is a fair advantage.</li> <li>▪ At least 02 years' Prior experience to work with UN agency</li> </ul>
<b>Required skills</b>	<ul style="list-style-type: none"> <li>▪ Promotes UN's Values and ethical standards (tolerance, integrity, respect, results orientation, impartiality);</li> <li>▪ Displays cultural, gender, religion, race, nationality and sensitivity and adaptability;</li> <li>▪ 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);</li> <li>▪ Treats all people fairly without favoritism.</li> </ul>
<b>Desired skills in addition to the competencies covered in the Competencies section</b>	<ul style="list-style-type: none"> <li>▪ Experience in the implementation of larger budgets for projects of international organizations</li> <li>▪ Experience in designing tools and strategies for data collection, analysis and production of reports.</li> <li>▪ Experience in the usage of computers and office software packages (MS Word, Excel, etc.) and advanced knowledge of spreadsheet and database packages.</li> <li>▪ Experience in handling web-based management systems is a strong advantage.</li> <li>▪ Good interpersonal relationship skills and ability to work with a diverse team of national and international staff and consultants.</li> <li>▪ Experiences of working with Civil Society Organizations and Individuals including NGOs, research organizations, business forums and academicians.</li> </ul>



	<ul style="list-style-type: none"> <li>▪ Experience in the usage of computers and office software packages (MS Word, Excel, etc.). Experience in handling of web-based management systems.</li> </ul>
<b>Required Language(s)</b>	The candidate must have excellent report writing and written and speaking skills in English.
<b>Professional Certificates</b>	N/A

**7. The following documents shall be required from the applicants:**

- ❑ **Personal CV or P11**, indicating all past positions held and their main underlying functions, their durations (month/year), the qualifications, as well as the contact details (email and telephone number) of the Candidate, and at least three (3) the most recent professional references of previous supervisors. References may also include peers.
- ❑ A cover letter (maximum length: 1 page) indicating why the candidate considers him-/herself to be suitable for the position.
- ❑ Managers may ask (ad hoc) for any other materials relevant to pre-assessing the relevance of their experience, such as reports, presentations, publications, campaigns or other materials.

### **Finance and Admin Associate**

**1. Position Information**

<b>Office/Unit/Project</b>	Knowledge for Development Management (K4DM) Project, Phase-II
<b>Functional Title</b>	Finance and Admin Associate
<b>Classified Level (NPSA 1-12)</b>	NPSA-7
<b>Duty station (City and Country)</b>	Dhaka, Bangladesh
<b>Type (Regular or Short term)</b>	Regular
<b>Office- or Home-based</b>	Office based
<b>Expected starting date</b>	-
<b>Expected Duration</b>	One (1) Year, renewable based on incumbent's performance and availability of funds.
<b>Supervisor's Name</b>	National Project Manager
<b>Supervisor's post number</b>	00175031

**2. Office/Unit/Project Description**

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:

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

UNDP Bangladesh is seeking a Finance and Admin Officer for K4DM Phase-II to contribute to 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.

### 3. Scope of Work

#### Summary of key functions:

The Finance and Admin Officer will work under direct supervision of National Project Manager 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:

- 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 programs / 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;
- Analyze 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 building 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 is 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 building 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 building 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.

#### 4. Institutional Arrangement

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.

#### 5. Competencies

<b>Core</b>	
<b>Achieve Results:</b>	LEVEL 1: Plans and monitors own work, pays attention to details, delivers quality work by deadline
<b>Think Innovatively:</b>	LEVEL 1: Open to creative ideas/known risks, is pragmatic problem solver, makes improvements
<b>Learn Continuously:</b>	LEVEL 1: Open minded and curious, shares knowledge, learns from mistakes, asks for feedback
<b>Adapt with Agility:</b>	LEVEL 1: Adapts to change, constructively handles

	ambiguity/uncertainty, is flexible
<b>Act with Determination:</b>	LEVEL 1: Shows drive and motivation, able to deliver calmly in face of adversity, confident
<b>Engage and Partner:</b>	LEVEL 1: Demonstrates compassion/understanding towards others, forms positive relationships
<b>Enable Diversity and Inclusion:</b>	LEVEL 1: Appreciate/respect differences, aware of unconscious bias, confront discrimination

**Cross-Functional & Technical competencies:**

<b>Thematic Area</b>	<b>Name</b>	<b>Definition</b>
<b>2030 Agenda: Engagement and Effectiveness</b>	<i>SDG Integration</i>	South South and Triangular Cooperation Knowledge Sharing
<b>2030 Agenda: Engagement and Effectiveness</b>	<i>SDG Integration</i>	Southern Development solutions network and exchange platform
<b>2030 Agenda: Prosperity</b>	<i>Inclusive Growth</i>	Economic Diversification
<b>Business Direction and Strategy</b>	<i>Effective Decision Making</i>	Ability to take decisions in a timely and efficient manner in line with one's authority, area of expertise and resources
<b>Business Development</b>	<i>Knowledge Facilitation</i>	Ability to research and turn information into useful knowledge, relevant for context, or responsive to a stated need
<b>Business Development</b>	<i>Knowledge Facilitation</i>	Ability to animate individuals and communities of contributors to participate and share, particularly externally
<b>Business management</b>	<i>Partnerships Management</i>	Ability to build and maintain partnerships with wide networks of stakeholders, Governments, civil society and private sector partners, experts and others in line with UNDP strategy and policies

**6. Minimum Qualifications of the Successful NPSA**

<b>Min. Academic Education</b>	Minimum Bachelor's degree in Finance, Accounting, or other relevant fields. Master's degree will be an advantage.
<b>Min. years of relevant Work experience</b>	<ul style="list-style-type: none"> <li>▪ Minimum seven (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;</li> <li>▪ Minimum 03 years of experience of working in any UN agency.</li> </ul>
<b>Required skills and competencies</b>	<p><b><u>Corporate Competencies:</u></b></p> <ul style="list-style-type: none"> <li>▪ Promotes UN's Values and ethical standards (tolerance, integrity, respect, results orientation, impartiality);</li> </ul>



	<ul style="list-style-type: none"> <li>▪ Displays cultural, gender, religion, race, nationality and sensitivity and adaptability;</li> <li>▪ 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;</li> <li>▪ Treats all people fairly without favoritism;</li> </ul> <p><b><u>Functional Competencies:</u></b></p> <p><i>Development and Operational Effectiveness</i></p> <ul style="list-style-type: none"> <li>▪ Strong analytical skills;</li> <li>▪ Strong customer-service skills with demonstrated ability to effectively interact with technical and non-technical end users in a pleasant, cooperative, and helpful manner;</li> <li>▪ Demonstrated ability to solve problems and work independently;</li> <li>▪ Ability to read, analyze, interpret and apply general technical instructions and procedures;</li> </ul> <p><b><u>Leadership and Self-Management</u></b></p> <ul style="list-style-type: none"> <li>▪ Focuses on result for the client and responds positively to feedback;</li> <li>▪ Consistently approaches work with energy and a positive, constructive attitude;</li> <li>▪ Remains calm, in control and good humoured even under pressure;</li> </ul> <p><b><u>Knowledge Management and Learning</u></b></p> <ul style="list-style-type: none"> <li>▪ Shares knowledge and experience;</li> <li>▪ Seeks and applies knowledge, information, and best practices from within and outside UNDP;</li> <li>▪ Actively works towards continuing personal learning and development in one or more practice areas, acts on learning plan and applies newly acquired skills.</li> </ul>
<p><b>Desired additional skills and competencies</b></p>	<ul style="list-style-type: none"> <li>▪ Relevant experience in the public sector and meet the internal and external audit compliance both national and UNDP is preferable;</li> <li>▪ Experience in the usage of computers and office software packages (MS word, excel, etc.) experience;</li> <li>▪ Demonstrable proficiency with MS Excel, Word and experience in the usage of MS Access, MS Project, and in handling of web-based management systems;</li> <li>▪ Knowledge and practical experience of handling NIM audit and GoB and UN procurement systems;</li> <li>▪ Prior working experiences with the UN ATLAS accounting system is an asset.</li> </ul>
<p><b>Required Language(s) (at working level)</b></p>	<p>The candidate must have excellent report writing skills, written and speaking skills in English language.</p>



Professional Certificates	N/A
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## 7. Travel

- Include any official travel expected to be associated with performing the functions (N/A)

## 8. The following documents shall be required from the applicants:

- Personal CV or P11**, indicating all past positions held and their main underlying functions, their durations (month/year), the qualifications, as well as the contact details (email and telephone number) of the Candidate, and at least three (3) the most recent professional references of previous supervisors. References may also include peers.
- A cover letter (maximum length: 1 page) indicating why the candidate considers him-/herself to be suitable for the position.
- Managers may ask (ad hoc) for any other materials relevant to pre-assessing the relevance of their experience, such as reports, presentations, publications, campaigns or other materials.

## Programme Associate- Communications

### 1. Position Information

Office/Unit/Project	Knowledge for Development Management (K4DM) Project, Phase-II
Title	Programme Associate- Communication
Level	NPSA-6
Duty station (City and Country)	Dhaka, Bangladesh
Type (Regular or Short term)	Regular
Office- or Home-based	Office based
Expected starting date	-
Expected Duration	One (1) Year, renewable based on incumbent's performance and availability of funds.
Supervisor's Name	National Project Manager, K4DM Phase-II
Supervisor's post number	-

### 2. Office/Unit/Project Description

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. These two broad development challenges are further reflected in four specific areas including evidence-based decision making, capacity development, coordination in external resource mobilization and establishing effective partnerships.

Keeping this in mind, Phase II of the K4DM Project strategy is centered on capacity development as a modality, as well as to develop stronger collaboration, especially through South-South and Triangular Cooperation. Having taken the mandate of the ERD and the current COVID-19 pandemic into account, the K4DM Phase-II Project sets to achieve a lasting impact that enables the Government of Bangladesh (GoB) to accelerate resource mobilization towards LDC graduation.

UNDP Bangladesh is seeking a Programme Associate for K4DM Phase-II to achieve K4DM Phase-II's ambition to explore the partnership opportunities with the global south.

### 3. Scope of Work

Under the overall guidance of the National Project Director and in close coordination with National Project Manager of K4DM Phase-II the Programme Associate 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. Programme Associate will accomplish his/her work the incumbent will do the following activities:

#### 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.

#### 4. Institutional Arrangement

The Programme Associate will work under the overall guidance of the National Project Director and in close coordination with National Project Manager, K4DM Project Phase-II. The National Project Manager (NPM/NPD) of K4DM Project Phase-II will be the contract administrator for the assignment and will supervise the activities and evaluate her/his performance and approve the deliverables.

#### 5. Competencies

Core	
<b>Achieve Results:</b>	LEVEL 1: Plans and monitors own work, pays attention to details, delivers quality work by deadline
<b>Think Innovatively:</b>	LEVEL 1: Open to creative ideas/known risks, is pragmatic problem solver, makes improvements
<b>Learn Continuously:</b>	LEVEL 1: Open minded and curious, shares knowledge, learns



	from mistakes, asks for feedback
<b>Adapt with Agility:</b>	LEVEL 1: Adapts to change, constructively handles ambiguity/uncertainty, is flexible
<b>Act with Determination:</b>	LEVEL 1: Shows drive and motivation, able to deliver calmly in face of adversity, confident
<b>Engage and Partner:</b>	LEVEL 1: Demonstrates compassion/understanding towards others, forms positive relationships
<b>Enable Diversity and Inclusion:</b>	LEVEL 1: Appreciate/respect differences, aware of unconscious bias, confront discrimination
<b><i>Cross-Functional &amp; Technical competencies:</i></b>	
<b><i>Corporate Competencies:</i></b>	
<ul style="list-style-type: none"> <li>• Promotes UN's Values and ethical standards (tolerance, integrity, respect, results orientation, impartiality);</li> <li>• Displays cultural, gender, religion, race, nationality and sensitivity and adaptability;</li> <li>• 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);</li> <li>• Treats all people fairly without favouritism;</li> </ul>	
<b><i>Functional Competencies:</i></b>	
<ul style="list-style-type: none"> <li>• Development and Operational Effectiveness</li> <li>• Strong analytical skills</li> <li>• Strong customer-service skills with demonstrated ability to effectively interact with technical and non-technical end users in a pleasant, cooperative, and helpful manner.</li> <li>• Demonstrated ability to solve problems and work independently.</li> <li>• Ability to read, analyse, interpret and apply general technical instructions and procedures</li> <li>• Leadership and Self-Management</li> <li>• Focuses on result for the client and responds positively to feedback</li> <li>• Consistently approaches work with energy and a positive, constructive attitude</li> <li>• Remains calm, in control and good-humoured even under pressure</li> </ul>	
<b><i>Knowledge Management and Learning:</i></b>	
<ul style="list-style-type: none"> <li>• Seeks and applies knowledge, information, and best practices from within and outside UNDP</li> <li>• Shares knowledge and experience and contributes to UNDP Practice Areas and actively works towards continuing personal learning and development;</li> <li>• Ability to provide quality policy advice services;</li> <li>• In-depth practical knowledge of inter-disciplinary development issues.</li> </ul>	
Strong analytical skills to process qualitative information	

## 6. Minimum Qualifications of the Successful NPSA



<b>Min. Education requirements</b>	<i>Minimum Bachelor's Degree in Journalism, Communication, Development Studies, English, Economics and Social Sciences.</i>
<b>Min. years of relevant work experience</b>	<ul style="list-style-type: none"> <li>▪ Minimum 02 years of relevant experience in working in development projects;</li> <li>▪ Experience in the development context will be considered as an extra qualification.</li> <li>▪ Master's Degree on the relevant subjects will be a fair advantage.</li> </ul>
<b>Required skills</b>	<ul style="list-style-type: none"> <li>▪ Promotes UN's Values and ethical standards (tolerance, integrity, respect, results orientation, impartiality);</li> <li>▪ Displays cultural, gender, religion, race, nationality and sensitivity and adaptability;</li> <li>▪ 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);</li> <li>▪ Treats all people fairly without favoritism.</li> </ul>
<b>Desired skills in addition to the competencies covered in the Competencies section</b>	<ul style="list-style-type: none"> <li>▪ Proven experience in developing concept note, position papers and reports on project activities;</li> <li>▪ Experiences of organizing training/ workshop/ seminar and policy dialogues involving relevant ministries, divisions and departments of the GOB;</li> <li>▪ Proven experience in developing communication materials focused in development related projects;</li> <li>▪ Proven experiences in activities related to engaging development programmes and implementation;</li> <li>▪ Experiences of documentation of training/ workshop/ seminar and policy dialogues;</li> <li>▪ Experiences of working with the Civil Society Organizations and Individuals including NGO, research organizations, business forums and academicians.</li> <li>▪ Experience in the usage of computers and office software packages (MS Word, Excel, etc.). Experience in handling of web-based management systems.</li> <li>▪ Prior experience of working with UN and/ or national/international development agencies. Experiences of conducting research/study on the thematic area with the Civil Society Organizations and Individuals including NGO, research organizations, business forums and academicians.</li> <li>▪ Experience in the usage of computers and office software packages (MS Word, Excel, PowerPoint etc.).</li> <li>▪ Experience in handling of web-based management systems.</li> </ul>
<b>Required Language(s)</b>	The candidate must have excellent report writing and written and speaking skills in English.
<b>Professional Certificates</b>	N/A

## 7. The following documents shall be required from the applicants:

- **Personal CV or P11**, indicating all past positions held and their main underlying functions, their durations (month/year), the qualifications, as well as the contact details (email and telephone number) of the Candidate, and at least three (3) the most recent professional references of previous supervisors. References may also include peers.
- A cover letter (maximum length: 1 page) indicating why the candidate considers him-/herself to be suitable for the position.
- Managers may ask (ad hoc) for any other materials relevant to pre-assessing the relevance of their experience, such as reports, presentations, publications, campaigns or other materials.

## Programme Associate – Knowledge Management & Capacity Development

### 1. Position Information

<b>Office/Unit/Project</b>	Knowledge for Development Management (K4DM) Project, Phase-II
<b>Title</b>	Programme Associate – Knowledge Management & Capacity Development
<b>Level</b>	NPSA-6
<b>Duty station (City and Country)</b>	Dhaka, Bangladesh
<b>Type (Regular or Short term)</b>	Regular
<b>Office- or Home-based</b>	Office based
<b>Expected starting date</b>	-
<b>Expected Duration</b>	One (1) Year, renewable based on incumbent's performance and availability of funds.
<b>Supervisor's Name</b>	National Project Manager
<b>Supervisor's post number</b>	-

### 2. Office/Unit/Project Description

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. These two broad development challenges are further reflected in four specific areas including evidence-based decision making, capacity development, coordination in external resource mobilization and establishing effective partnerships.

Keeping this in mind, Phase II of the K4DM Project strategy is centered on capacity development as a modality, as well as to develop stronger collaboration, especially through South-South and Triangular Cooperation. Having taken the mandate of the ERD and the current COVID-19 pandemic into account, the K4DM Phase-II Project sets to achieve a lasting impact that enables the Government of Bangladesh (GoB) to accelerate resource mobilization towards LDC graduation.

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.

### 3. Scope of Work

Under the overall guidance of the National Project Director and in close coordination with National Project Manager of K4DM Phase-II the Programme Associate will assist in implementing the Knowledge Management & Capacity Development related activities. The Programme Associate will accomplish his/her work the incumbent will do the following activities:

- 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.
- Research and undertake data analysis relating to the subject matter of their assignment.
- To design and develop required tools for successful implementation of planned activities of K4DM Phase-II.



- Provide programmatic support and assistance in implementation, monitoring and management of the planned activities of K4DM Phase-II.

#### 4. Institutional Arrangement

The Programme Associate will work under the overall guidance of the National Project Director and in close coordination with National Project Manager, K4DM Project Phase-II. National Project Manager (NPM/NPD) of K4DM Project Phase-II will be the contract administrator for the assignment and will supervise the activities and evaluate her/his performance and approve the deliverables.

#### 5. Competencies

<b>Core</b>	
<b>Achieve Results:</b>	LEVEL 1: Plans and monitors own work, pays attention to details, delivers quality work by deadline
<b>Think Innovatively:</b>	LEVEL 1: Open to creative ideas/known risks, is pragmatic problem solver, makes improvements
<b>Learn Continuously:</b>	LEVEL 1: Open minded and curious, shares knowledge, learns from mistakes, asks for feedback
<b>Adapt with Agility:</b>	LEVEL 1: Adapts to change, constructively handles ambiguity/uncertainty, is flexible
<b>Act with Determination:</b>	LEVEL 1: Shows drive and motivation, able to deliver calmly in face of adversity, confident
<b>Engage and Partner:</b>	LEVEL 1: Demonstrates compassion/understanding towards others, forms positive relationships
<b>Enable Diversity and Inclusion:</b>	LEVEL 1: Appreciate/respect differences, aware of unconscious bias, confront discrimination
<b>Cross-Functional &amp; Technical competencies:</b>	
<b>Corporate Competencies:</b>	
<ul style="list-style-type: none"> <li>• Promotes UN's Values and ethical standards (tolerance, integrity, respect, results orientation, impartiality);</li> <li>• Displays cultural, gender, religion, race, nationality and sensitivity and adaptability;</li> <li>• 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);</li> </ul>	

- 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.

**6. Minimum Qualifications of the Successful NPSA**

<b>Min. Education requirements</b>	<i>Minimum Bachelor's Degree in in Social Sciences especially in Public Administration, Political Science, International Relations or Public Policy.</i>
<b>Min. years of relevant work experience</b>	<ul style="list-style-type: none"> <li>▪ Minimum three (03) years of relevant experience in working in development projects.</li> <li>▪ At least 02 years' Prior experience to work with UN agency.</li> </ul>
<b>Required skills</b>	<ul style="list-style-type: none"> <li>▪ Promotes UN's Values and ethical standards (tolerance, integrity, respect, results orientation, impartiality);</li> <li>▪ Displays cultural, gender, religion, race, nationality and sensitivity and adaptability;</li> <li>▪ 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);</li> <li>▪ Treats all people fairly without favoritism.</li> </ul>
<b>Desired skills in addition to the competencies covered in the Competencies section</b>	<ul style="list-style-type: none"> <li>▪ Experience of successfully engaging and lobbying with government on policy issues is essential;</li> <li>▪ Understanding of UNDP and government procedures in relation to project management is highly desirable;</li> <li>▪ Considerable knowledge of results-based management principles and practices, as well as project management tools and</li> </ul>



	<p>techniques; knowledge of UNDP's rules and regulations would be an advantage;</p> <ul style="list-style-type: none"> <li>▪ Experience in development and managing partnerships, including with national and international stakeholders;</li> <li>▪ Excellent analytical, organizational and managerial skills;</li> <li>▪ Strong negotiation skills and interpersonal skills;</li> <li>▪ Experience in working with UN/UNDP/other bilateral development agencies is essential.</li> <li>▪ 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.</li> </ul>
<b>Required Language(s)</b>	The candidate must have excellent report writing skills, written and speaking skills in English language.
<b>Professional Certificates</b>	N/A

#### 7. Travel:

- Include any official travel expected to be associated with performing the functions (N/A)

#### 8. The following documents shall be required from the applicants:

- Personal CV or P11**, indicating all past positions held and their main underlying functions, their durations (month/year), the qualifications, as well as the contact details (email and telephone number) of the Candidate, and at least three (3) the most recent professional references of previous supervisors. References may also include peers.
- A cover letter (maximum length: 1 page) indicating why the candidate considers him-/herself to be suitable for the position.
- Managers may ask (ad hoc) for any other materials relevant to pre-assessing the relevance of their experience, such as reports, presentations, publications, campaigns or other materials.

### Programme Associate- External Resource Mobilization Strategy

#### 1. Position Information

<b>Office/Unit/Project</b>	Knowledge for Development Management (K4DM) Project, Phase-II
<b>Title</b>	Programme Associate- External Resource Mobilization Strategy
<b>Level</b>	NPSA-6
<b>Duty station (City and Country)</b>	Dhaka, Bangladesh
<b>Type (Regular or Short term)</b>	Regular
<b>Office- or Home-based</b>	Office based
<b>Expected starting date</b>	-

<b>Expected Duration</b>	One (1) Year, renewable based on incumbent's performance and availability of funds.
<b>Supervisor's Name</b>	National Project Manager, Knowledge for Development Management (K4DM) Project, Phase II
<b>Supervisor's post number</b>	-

## 2. Office/Unit/Project Description

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. These two broad development challenges are further reflected in four specific areas including evidence-based decision making, capacity development, coordination in external resource mobilization and establishing effective partnerships.

Keeping this in mind, Phase II of the K4DM Project strategy is centered on capacity development as a modality, as well as to develop stronger collaboration, especially through South-South and Triangular Cooperation. Having taken the mandate of the ERD and the current COVID-19 pandemic into account, the K4DM Phase-II Project sets to achieve a lasting impact that enables the Government of Bangladesh (GoB) to accelerate resource mobilization towards LDC graduation.

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.

## 3. Scope of Work

Under the overall guidance of the National Project Director and in close coordination with National Project Manager of K4DM Phase-II the Programme Associate will assist in implementing the Knowledge Management & Capacity Development related activities. The



Programme Associate will accomplish his/her work the incumbent will do the following activities:

- Maintain liaison & communication with different training institute, ministries/division and govt. officials for different training programme
- Find new opportunities for funding and diversification of partnerships in support of the K4DM Project Phase II
- Contribute to the development of strategic and reporting documents relating to the Project where necessary
- 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,
- Explore opportunities for partnerships, mobilizing and leveraging resources from emerging development partners.
- Set up existing Bangladesh branding strategies by engaging youth and third generation Bangladeshi's as Resource Star.
- Perform a formal review of the Strategy of resource mobilization upon the release of key Government development agenda documents and National Policy Issues.
- 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.

#### 4. Institutional Arrangement

The Programme Associate will work under the overall guidance of the National Project Director and in close coordination with National Project Manager, K4DM Project Phase-II. National Project Manager (NPM/NPD) of K4DM Project Phase-II will be the contract administrator for



the assignment and will supervise the activities and evaluate her/his performance and approve the deliverables.

## 5. Competencies

<b>Core</b>	
<b>Achieve Results:</b>	LEVEL 1: Plans and monitors own work, pays attention to details, delivers quality work by deadline
<b>Think Innovatively:</b>	LEVEL 1: Open to creative ideas/known risks, is pragmatic problem solver, makes improvements
<b>Learn Continuously:</b>	LEVEL 1: Open minded and curious, shares knowledge, learns from mistakes, asks for feedback
<b>Adapt with Agility:</b>	LEVEL 1: Adapts to change, constructively handles ambiguity/uncertainty, is flexible
<b>Act with Determination:</b>	LEVEL 1: Shows drive and motivation, able to deliver calmly in face of adversity, confident
<b>Engage and Partner:</b>	LEVEL 1: Demonstrates compassion/understanding towards others, forms positive relationships
<b>Enable Diversity and Inclusion:</b>	LEVEL 1: Appreciate/respect differences, aware of unconscious bias, confront discrimination
<b>Cross-Functional &amp; Technical competencies:</b>	
<b>Corporate Competencies:</b>	
<ul style="list-style-type: none"> <li>Promotes UN's Values and ethical standards (tolerance, integrity, respect, results orientation, impartiality);</li> <li>Displays cultural, gender, religion, race, nationality and sensitivity and adaptability;</li> <li>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);</li> <li>Treats all people fairly without favouritism;</li> </ul>	
<b>Functional Competencies:</b>	
<u>Development and Operational Effectiveness</u>	
<ul style="list-style-type: none"> <li>Strong analytical skills</li> <li>Strong customer-service skills with demonstrated ability to effectively interact with technical and non-technical end users in a pleasant, cooperative, and helpful manner.</li> <li>Demonstrated ability to solve problems and work independently.</li> <li>Ability to read, analyse, interpret and apply general technical instructions and procedures</li> <li>Strong ability in both spoken and written Bangla and English</li> </ul>	
<u>Leadership and Self-Management</u>	
<ul style="list-style-type: none"> <li>Focuses on result for the client and responds positively to feedback</li> <li>Consistently approaches work with energy and a positive, constructive attitude</li> <li>Remains calm, in control and good humoured even under pressure</li> </ul>	

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.

**6. Minimum Qualifications of the Successful NPSA**

<b>Min. Education requirements</b>	<i>Minimum Bachelor's Degree in in Social Sciences especially in Public Administration, Political Science, International Relations or Public Policy.</i>
<b>Min. years of relevant work experience</b>	<ul style="list-style-type: none"><li>▪ Minimum three (03) years of relevant experience in working in development projects on policy analysis and preparation of analytical reports.</li><li>▪ At least 02 years' Prior experience to work with UN agency.</li></ul>
<b>Required skills</b>	<ul style="list-style-type: none"><li>▪ Promotes UN's Values and ethical standards (tolerance, integrity, respect, results orientation, impartiality);</li><li>▪ Displays cultural, gender, religion, race, nationality and sensitivity and adaptability;</li><li>▪ 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);</li><li>▪ Treats all people fairly without favoritism.</li></ul>
<b>Desired skills in addition to the competencies covered in the Competencies section</b>	<ul style="list-style-type: none"><li>▪ Experience of designing at least one strategic document and Action Plan;</li><li>▪ Previous experience of conducting at least one relevant research study for UN Agencies and/or international organizations/bilateral development partners.</li><li>▪ Experience of successfully engaging and lobbying with government on policy issues is essential;</li><li>▪ Understanding of UNDP and government procedures in relation to project management is highly desirable;</li><li>▪ Experience in development and managing partnerships, including with national and international stakeholders;</li><li>▪ Excellent analytical, organizational and managerial skills;</li><li>▪ Strong negotiation skills and interpersonal skills;</li><li>▪ Experience in working with UN/UNDP/other bilateral development agencies is essential.</li><li>▪ 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.</li></ul>

<b>Required Language(s)</b>	The candidate must have excellent report writing skills, written and speaking skills in English language.
<b>Professional Certificates</b>	N/A

**7. Travel:**

- a) Include any official travel expected to be associated with performing the functions (N/A)

**8. The following documents shall be required from the applicants:**

- a) **Personal CV or P11**, indicating all past positions held and their main underlying functions, their durations (month/year), the qualifications, as well as the contact details (email and telephone number) of the Candidate, and at least three (3) the most recent professional references of previous supervisors. References may also include peers.
- b) A cover letter (maximum length: 1 page) indicating why the candidate considers him-/herself to be suitable for the position.
- c) Managers may ask (ad hoc) for any other materials relevant to pre-assessing the relevance of their experience, such as reports, presentations, publications, campaigns or other materials.

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

**1. Position Information**

<b>Office/Unit/Project</b>	Knowledge for Development Management (K4DM) Project, Phase-II
<b>Title</b>	Programme Associate- South-South & Triangular Cooperation (SSTC)
<b>Level</b>	NPSA-6
<b>Duty station (City and Country)</b>	Dhaka, Bangladesh
<b>Type (Regular or Short term)</b>	Regular
<b>Office- or Home-based</b>	Office based
<b>Expected starting date</b>	-
<b>Expected Duration</b>	One (1) Year, renewable based on incumbent's performance and availability of funds.
<b>Supervisor's Name</b>	National Project Manager
<b>Supervisor's post number</b>	00175031

**2. Office/Unit/Project Description**

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. These two broad development challenges are further reflected in four specific areas including evidence-based decision making, capacity development, coordination in external resource mobilization and establishing effective partnerships.

Keeping this in mind, Phase II of the K4DM Project strategy is centered on capacity development as a modality, as well as to develop stronger collaboration, especially through South-South and Triangular Cooperation. Having taken the mandate of the ERD and the current COVID-19 pandemic into account, the K4DM Phase-II Project sets to achieve a lasting impact that enables the Government of Bangladesh (GoB) to accelerate resource mobilization towards LDC graduation.

UNDP Bangladesh is seeking a Programme Associate for K4DM Phase-II to achieve K4DM Phase-II's ambition to explore the partnership opportunities with the global south.

### 3. Scope of Work

Under the overall guidance of the National Project Director and in close coordination with National Project Manager of K4DM Phase-II the Programme Associate will assist in implementing the South-South and Triangular Cooperation and NRB engagement related activities as part of alternative resource mobilization and building partnership for attaining SDGs. The overall objective is to assist the project management in the South-South and Triangular Cooperation and NRB engagement related initiatives of the project. Programme Associate will accomplish his/her work the incumbent will do the following activities:

- 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 different programme issues of K4DM Phase-II.
- To design and develop required tools for successful implementation of planned activities of K4DM Phase-II.
- To communicate with different stakeholders relevant for the project.
- Support in developing and enacting relevant policy recommendations by the high-level task forces for operationalizing NRB engagement in Bangladesh.
- Provide programmatic support and assistance in implementation, monitoring and management of the planned activities of K4DM Phase-II.

#### 4. Institutional Arrangement

The Programme Associate will work under the overall guidance of the National Project Director and in close coordination with National Project Manager, K4DM Project Phase-II. National Project Manager (NPM/NPD) of K4DM Project Phase-II will be the contract administrator for

Core	
<b>Achieve Results:</b>	LEVEL 1: Plans and monitors own work, pays attention to details, delivers quality work by deadline
<b>Think Innovatively:</b>	LEVEL 1: Open to creative ideas/known risks, is pragmatic problem solver, makes improvements
<b>Learn Continuously:</b>	LEVEL 1: Open minded and curious, shares knowledge, learns from mistakes, asks for feedback
<b>Adapt with Agility:</b>	LEVEL 1: Adapts to change, constructively handles ambiguity/uncertainty, is flexible
<b>Act with Determination:</b>	LEVEL 1: Shows drive and motivation, able to deliver calmly in face of adversity, confident
<b>Engage and Partner:</b>	LEVEL 1: Demonstrates compassion/understanding towards others, forms positive relationships
<b>Enable Diversity and Inclusion:</b>	LEVEL 1: Appreciate/respect differences, aware of unconscious bias, confront discrimination

the assignment and will supervise the activities and evaluate her/his performance and approve the deliverables.

#### 5. Competencies

##### *Cross-Functional & Technical competencies:*

<i>Thematic Area</i>	<i>Name</i>	<i>Definition</i>
<b>2030 Agenda: Engagement and Effectiveness</b>	<i>SDG Integration</i>	South South and Triangular Cooperation Knowledge Sharing
<b>2030 Agenda: Engagement and Effectiveness</b>	<i>SDG Integration</i>	Southern Development solutions network and exchange platform
<b>2030 Agenda: Prosperity</b>	<i>Inclusive Growth</i>	Economic Diversification
<b>Business Direction and Strategy</b>	<i>Effective Decision Making</i>	Ability to take decisions in a timely and efficient manner in line with one's authority, area of expertise and resources
<b>Business Development</b>	<i>Knowledge Facilitation</i>	Ability to research and turn information into useful knowledge, relevant for context, or responsive to a stated need
<b>Business Development</b>	<i>Knowledge Facilitation</i>	Ability to animate individuals and communities of contributors to participate and share, particularly externally
<b>Business management</b>	<i>Partnerships Management</i>	Ability to build and maintain partnerships with wide networks of stakeholders, Governments, civil society and



		private sector partners, experts and others in line with UNDP strategy and policies
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## 6. Minimum Qualifications of the Successful NPSA

<b>Min. Education requirements</b>	<i>Minimum Bachelor's Degree in in Social Sciences especially in Public Administration, Political Science, International Relations or Public Policy.</i>
<b>Min. years of relevant work experience</b>	<ul style="list-style-type: none"> <li>▪ Minimum three (03) years of relevant experience in working in development projects.</li> <li>▪ At least 02 years' Prior experience to work with UN agency.</li> </ul>
<b>Required skills</b>	<ul style="list-style-type: none"> <li>▪ Promotes UN's Values and ethical standards (tolerance, integrity, respect, results orientation, impartiality);</li> <li>▪ Displays cultural, gender, religion, race, nationality and sensitivity and adaptability;</li> <li>▪ 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);</li> <li>▪ Treats all people fairly without favoritism.</li> </ul>
<b>Desired skills in addition to the competencies covered in the Competencies section</b>	<ul style="list-style-type: none"> <li>▪ Proven experience in developing concept/ position papers and reports on project activities;</li> <li>▪ Proven experiences in activities related to South –South &amp; Triangular Cooperation &amp; Non-Resident Bangladeshi (NRBs) related program management including development and implementation, M&amp;E and reporting.</li> <li>▪ Experiences of organizing training/ workshop/ seminar and policy dialogues involving relevant ministries, divisions and departments of the GOB;</li> <li>▪ Experiences of conducting research/study on the thematic area with the Civil Society Organizations and Individuals including NGO, research organizations, business forums and academicians.</li> <li>▪ Experience in the usage of computers and office software packages (MS Word, Excel, PowerPoint etc.).</li> <li>▪ Experience in handling of web-based management systems.</li> <li>▪ Prior experience of working with UN and/ or national/international development agencies.</li> </ul>
<b>Required Language(s)</b>	The candidate must have excellent report writing skills, written and speaking skills in English language.
<b>Professional Certificates</b>	N/A





**7. The following documents shall be required from the applicants:**

- a) **Personal CV or P11**, indicating all past positions held and their main underlying functions, their durations (month/year), the qualifications, as well as the contact details (email and telephone number) of the Candidate, and at least three (3) the most recent professional references of previous supervisors. References may also include peers.
- b) A cover letter (maximum length: 1 page) indicating why the candidate considers him-/herself to be suitable for the position.
- c) Managers may ask (ad hoc) for any other materials relevant to pre-assessing the relevance of their experience, such as reports, presentations, publications, campaigns or other materials.

### **Project Support Assistant (2)**

**1. Position Information**

<b>Office/Unit/Project</b>	Knowledge for Development Management (K4DM) Project, Phase-II
<b>Title</b>	Programme Support Assistant
<b>Level</b>	NPSA-5
<b>Duty station (City and Country)</b>	Dhaka, Bangladesh
<b>Type (Regular or Short term)</b>	Regular
<b>Office- or Home-based</b>	Office-based
<b>Expected starting date</b>	-
<b>Expected Duration</b>	One (1) Year, renewable based on incumbent's performance and availability of funds.
<b>Supervisor's Name</b>	National Project Manager
<b>Supervisor's Post number</b>	00175031

**2. Office/Unit/Project Description:**

Bangladesh is progressing towards graduating from the least-developed country (LDC) as it pursues constantly sustainable and inclusive economic growth especially in last the 12 years under the charismatic leadership of present regime. However, given 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. The Project will continue to be hosted by the ERD like the previous phase. The ERD acts as the lead focal point for the Government of Bangladesh as an interface with development partners and coordinate external assistance inflows into the country.

Keeping this in mind, Phase II of the K4DM Project strategy is centered on capacity development as a modality, as well as to develop stronger collaboration, especially through South-South and Triangular Cooperation. Having taken all these factors into account, the K4DM Phase-II Project sets to achieve a lasting impact that enables the Government of Bangladesh (GoB) to accelerate resource mobilization towards LDC graduation.

To achieve the Project goals, K4DM Project Phase-II is seeking a -Programme Support Assistant to support the project team in the implementation of the activities envisaged. The incumbent will be responsible for providing programmatic and administrative support in ensuring the quality implementation of the planned activities.

### **3. Scope of Work**

In order to contribute in achieving the project objectives and the desired results, the Programme Support Assistant will carry out the following tasks:

- Conduct an assessment of the support system, identify required needs and develop a proper system.
- Develop an action plan in consultation with the sector specific personnel.
- Provide all sorts of technical and logistical assistance and support to ensure the quality implementation of the planned activities.
- Work with the guidance of senior management and program personnel in preparing concept notes, project materials and relevant knowledge products.
- Coordinate with the National project manager and the team members for organizing different events (Meetings, Training, Workshops and Seminars) at national level.
- Assist in procurement of office supplies and equipment along with maintaining appropriate inventory records.
- Assist the senior management with any types of activities that directly/indirectly contribute to achieve the project results.

### **4. Institutional Arrangement**

The Programme Support Assistant will work under the overall guidance of the National Project Manager, K4DM Phase-II for delivering the required services within his/her scope of work. The NPM/NPD of K4DM Phase-II will be the contract administrator for the assignment and will supervise the activities and evaluate his/her performance and approve the deliverables.

### **5. Competencies**



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<b>Core</b>	
<b>Achieve Results:</b>	LEVEL 1: Plans and monitors own work, pays attention to details, delivers quality work by deadline
<b>Think Innovatively:</b>	LEVEL 1: Open to creative ideas/known risks, is pragmatic problem solver, makes improvements
<b>Learn Continuously:</b>	LEVEL 1: Open minded and curious, shares knowledge, learns from mistakes, asks for feedback
<b>Adapt with Agility:</b>	LEVEL 1: Adapts to change, constructively handles ambiguity/uncertainty, is flexible
<b>Act with Determination:</b>	LEVEL 1: Shows drive and motivation, able to deliver calmly in face of adversity, confident



<b>Engage and Partner:</b>	LEVEL 1: Demonstrates compassion/understanding towards others, forms positive relationships
<b>Enable Diversity and Inclusion:</b>	LEVEL 1: Appreciate/respect differences, aware of unconscious bias, confront discrimination

**Cross-Functional & Technical competencies:**

<b>Thematic Area</b>	<b>Name</b>	<b>Definition</b>
<b>2030 Agenda: Engagement and Effectiveness</b>	<i>SDG Integration</i>	South South and Triangular Cooperation Knowledge Sharing
<b>2030 Agenda: Engagement and Effectiveness</b>	<i>SDG Integration</i>	Southern Development solutions network and exchange platform
<b>2030 Agenda: Prosperity</b>	<i>Inclusive Growth</i>	Economic Diversification
<b>Business Direction and Strategy</b>	<i>Effective Decision Making</i>	Ability to take decisions in a timely and efficient manner in line with one's authority, area of expertise and resources
<b>Business Development</b>	<i>Knowledge Facilitation</i>	Ability to research and turn information into useful knowledge, relevant for context, or responsive to a stated need
<b>Business Development</b>	<i>Knowledge Facilitation</i>	Ability to animate individuals and communities of contributors to participate and share, particularly externally
<b>Business management</b>	<i>Partnerships Management</i>	Ability to build and maintain partnerships with wide networks of stakeholders, Governments, civil society and private sector partners, experts and others in line with UNDP strategy and policies

**6. Minimum Qualifications of the Successful NPSA**

<b>Min. Education requirements</b>	Minimum Bachelors' Degree in Social Sciences especially in Sociology, Economics, Political Science, or any relevant subject. A Master's Degree in the aforementioned subjects is a fair advantage.
<b>Min. years of relevant work experience</b>	At least one (01) year of relevant professional experience working in the implementation of development project. At least six (06) Months Experience of working with any UN agency and Government.
<b>Required skills</b>	<ul style="list-style-type: none"> <li>▪ Good Understanding of UNDP and GoB's Policies and Procedures for project management;</li> <li>• Strong interpersonal and communication skills;</li> <li>• Ability to plan, organize, implement and report on work;</li> <li>• Ability to work under pressure and tight deadlines;</li> </ul>



<b>Desired skills in addition to the competencies covered in the Competencies section</b>	<ul style="list-style-type: none"> <li>▪ Proven experience in developing concept notes and reports on different development issues.</li> <li>▪ Experience in the usage of computers and office software packages (MS Word, Excel, etc.) and advance knowledge of spreadsheet and database packages.</li> <li>▪ Experience in handling of web-based management systems is a strong advantage.</li> <li>▪ Good interpersonal relationship skills and ability to work with a diverse team of national and international staff and consultants.</li> </ul>
<b>Required Language(s)</b>	The candidate must have excellent writing and speaking skills in Bangla and English.
<b>Professional Certificates</b>	N/A

**7. The following documents shall be required from the applicants:**

- a) **Personal CV or P11**, indicating all past positions held and their main underlying functions, their durations (month/year), the qualifications, as well as the contact details (email and telephone number) of the Candidate, and at least three (3) the most recent professional references of previous supervisors. References may also include peers.
- b) A cover letter (maximum length: 1 page) indicating why the candidate considers him-/herself to be suitable for the position.
- c) Managers may ask (ad hoc) for any other materials relevant to pre-assessing the relevance of their experience, such as reports, presentations, publications, campaigns or other materials.



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Annex E | Stakeholder Interviews (Not in order of Seniority)

Name	Designation and Organization	Contact
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	

  
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## Annex F | 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?



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## Annex G | Summary of Meeting Proceedings

Date & Time	Agenda	Participants List
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

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

08/06/2020 Presentation on the ProDoc at the board meeting

Log frame and budget

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

17/06/2020 Zoom Workshop for Log Frame Formulation

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

  
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- |            |   |  |
|------------|---|--|
| 21/06/2020 | <ol style="list-style-type: none"> <li>1. Log frame of the Phase II Project Document</li> <li>2. Timeline for the near future (Prodoc)</li> </ol> | <ol style="list-style-type: none"> <li>9. Mohammad Sirazul Huq, Research and Evaluation Manager, UNDP CO</li> <li>10. AZM Saleh, Assistant Research Coordinator, SSIP</li> <li>11. Waheed Alam, Former Consultant, K4DM Project</li> <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. Md Ashraful Islam, National Consultant, K4DM Project</li> </ol>            |
| 02/07/2020 | Workshop for 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> |

  
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## Annex H | 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 ERDPEHA, engaging NRIBs 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.



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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 Rappare 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 adapt 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 in 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 Mia, 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 655 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 SSTC 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 pervasion 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

  
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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 381,600,000, 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 Rabes 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. Martina 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 forming 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 non-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 BEGM 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,

  
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*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 in NRB engagement and SSTC 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 is 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.*

➤ **Kawsar 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 indicators 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, BHS 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 ERDPI/DIA, 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**

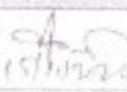


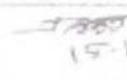


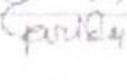
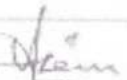

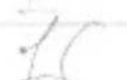


Deputy Resident Representative  
UNDP Bangladesh

**Dr. Nahid Rashid**

Additional Secretary and Wing Chief (UN)  
& National Project Director, K4DM project  
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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. Nurel Islam	C.A.B. HECAT	01708169091	 15/11/20
02	Md. Raihan Mehboob	CPTU, IMED Ministry of Planning	018533087	 15.11.2020
03	Zahid Hossain Munshi	ERD	01115135522	 15.11.2020
04	Minkamrul Anwar Asi Faruk IS	ERD	01711021351	 15.11.20
05	A.K.M. Dinanur Islam Asst. Secretary (General)	ERD	01711955953	 15/11/2020
06	Mu-Jin Lee	UNDP	01309924253	
07	JARIDA VASNEEN	MOFA Director (NEA)	01761488846	
08	KABIR AHMED	IS, ERD	0171252502	
09	Athim K. Keesee Deputy Secretary	ERD	01720271515	
10	Mohammad (Munshi) IS (ERD)	ERD	0171178274	
11	Ashkur Rahman	UNDP	0171196244	
12	Van Nguyen	UNDP		
13	Mushtak Hossain	Program Division	0171137608	

  
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14	Kawthar Jahan	DS/ERD	01712885457	<del>Refer</del>
15	Mohammad Nauid Safi-Ullah	Joint Secretary ERD	01711850992	Refer
16	Bidhan Baral Deputy Secretary	ERD	01712303630	Refer
17	Shakila Summi Hossain	UNDP	01730014024	Refer
18	Md. Manzoorul Islam Karnal	UNDP	01711565128	Refer
19	Md. Juwoi Hossain Assistant Secretary Eg	ERD	01738561947	<del>Refer</del>
20	Md. Akbarul Kabir National Consultant	KADM Project	01730710377	<del>Refer</del>
21	Masima Shaukat Ali NPM	KADM	Dr. masima.ali@ undp.org	Anchor
22	Mohammed Rakma	KADM	01730067844	<del>Refer</del>
23	Md. Dilwar Hossain Kharbhos	KADM	01752968998	Refer
24	Prosen Ghoshling	National Consultant - KADM	01815-131112	<del>Refer</del>
25	Mohiul Islam	KADM	01909710363	<del>Refer</del>
26	Najia Farah	KADM	01775015425	Refer
27	Mahin Akbar Samon	KADM	01850950268	Refer
28	Nasirul Mubin	UNV-UNDP	01922390258	Refer



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

  
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