

## PROJECT PROGRESS REPORT (ANNUAL) TEMPLATE

January 2025 - December 2025

| Project Summary Information                          |                                                                                                                                             |
|------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Project Title</b>                                 | IP Transformative Economic Policy Programme (TEPP) - II                                                                                     |
| <b>Quantum Project ID</b>                            | 01002809                                                                                                                                    |
| <b>Project Duration</b>                              | July 2024- March 2028                                                                                                                       |
| <b>Gender Marker</b>                                 | 2                                                                                                                                           |
| <b>Total Budget</b>                                  | USD 5,274,166.04                                                                                                                            |
| <b>Donors (funding sources)</b>                      | FCDO: IP TEPP-II US      US\$ 5,016,838.93<br>FCDO: TEPP-I Carryover US\$    107,327.11<br>TRAC- 1:                      US\$    150,000.00 |
| <b>Budget (annual budget 2025)</b>                   | US\$ 1,482,000.00                                                                                                                           |
| <b>Expenditure recorded for the reporting period</b> | US\$ 1,248,714.54 (January 2025- December 2025)                                                                                             |
| <b>Expenditure recorded for the total project</b>    | US\$ 1,484,710.80 (July 2024- December 2025)                                                                                                |
| <b>Project Manager's Name</b>                        | Maruf Azam                                                                                                                                  |

### 1. Executive Summary (1000 characters maximum)

TEPP-II delivered strategic institutional reforms that strengthened Bangladesh's capacity to design and implement trade and investment policies aligned with LDC graduation and CPD outcome 1 and Output 1.1. The project enhanced regulatory predictability, inter-agency coordination, and evidence-based decision-making, contributing to a more conducive environment for responsible, inclusive and sustainable investment.

A major result was the operationalisation of the Trade Negotiators Pool (TNP), comprising 59 members from 24 government agencies, think tanks, and private-sector institutions, with 36% female participation. Members applied analytical tools such as TINA in live negotiations, including the Bangladesh-Japan EPA, improving the speed and quality of inter-ministerial inputs. Institutional diagnostics and reform roadmaps supported the Bangladesh Competition Commission (BCC) and initiated structured capacity strengthening at the Bangladesh Foreign Trade Institute (BFTI).

In investment facilitation, TEPP supported the operationalisation of BIDA's Research and Analytics Unit (RAU), digitalisation of approximately 40,000 legacy company records into the IRMS, and integration of work permit and security clearance services into the One Stop Service (OSS) (launched 6 October 2025), improving transparency and predictability. A reform package on capital repatriation and exit rules for non-resident investors was formally endorsed by Bangladesh Bank, addressing a long-standing investor concern.

Consultations on GSP+ readiness, responsible business conduct, youth entrepreneurship, and women-led enterprises ensured that reform priorities reflected the needs of SMEs, women, and young entrepreneurs. These dialogues translated stakeholder concerns into actionable policy commitments, reinforcing inclusive economic governance.

Despite challenges related to multi-agency coordination and institutional transitions, phased implementation and sustained government ownership enabled delivery of durable institutional gains that support sustainable livelihoods and decent work in the post-LDC transition.

## 2. Progress Review

### a) Key results achieved (2000 characters maximum)

During the reporting period, IP-TEPP-II delivered concrete results across trade negotiation capacity, institutional reform, private-sector engagement, and investment facilitation, with clear application of skills and reforms under real policy and service-delivery conditions.

The Trade Negotiators Pool (TNP) functioned as an operational national resource rather than a stand-alone training initiative. The Pool comprised 59 members from 24 institutions, including government agencies, think tanks, and private-sector associations, with 36% female participation. Members participated in a structured set of capacity-building interventions, including residential programmes and specialised short trainings, which strengthened analytical, legal, and negotiation skills. The Pool functioned as an institutional resource rather than a one-off training cohort. Pre- and post-training assessments recorded measurable improvements in knowledge and analytical confidence. An Expert Group meeting provided structured feedback on curriculum design and institutional backstopping options, including a dedicated trade negotiation wing within the Ministry of Commerce (MoC) or affiliation with a MoC-mandated institution. To build consensus on sustainability, a high-level national dialogue titled *Reflections and Way Forward: Building National Capabilities in Trade Negotiations* was convened. Follow-up discussions evidenced that TNP members applied analytical frameworks and tools, including TINA, in live negotiations such as the Bangladesh-Japan Economic Partnership Agreement (EPA) and parallel negotiations with Singapore. Officials reported clearer national positions, faster preparation of evidence-based inputs, and reduced analysis time from several days to one day or less, strengthening inter-ministerial coordination under time pressure.

Institutional effectiveness improved through the completion of one full diagnostic of the Bangladesh Competition Commission against a target of one. The assessment identified 62 reform measures, including 41 high-priority actions, and enabled the Commission to prioritise practical steps for implementation. One concrete reform advanced during the period was an agreement to strengthen digital investigation capacity through structured collaboration with existing forensic institutions, rather than creating a standalone facility. A participatory institutional diagnostic was also launched at the Bangladesh Foreign Trade Institute (BFTI), strengthening internal ownership and readiness for reform.

TEPP facilitated an updated Investment Policy Review (IPR) with UNCTAD's support ahead of LDC graduation through inter-agency consultations, private-sector roundtables, and technical engagements. The process reviewed progress since the 2013 IPR and identified priority actions on investment facilitation, regulatory coherence, digital service delivery, and institutional coordination. So far, a total of seven consultations with the public-private sector have been conducted during the reporting period, comprising four consultations on LDC graduation, a UNCTAD roundtable discussion (18 October), a UNCTAD debriefing session (22 October), and a national workshop on Youth Entrepreneurship: Investment, Policy, and Ecosystem held (17 July). These engagements brought together government agencies, private-sector associations, women entrepreneurs, youth-led enterprises, think tanks, and development partners to discuss trade transition, investment policy, and regulatory reform. The discussions did not end at dialogue. Evidence generated through these consultations informed concrete policy actions, including BIDA's commitment to establish a National Startup Policy Committee, advance youth-focused investment reforms, strengthen compliance readiness, review, and identify priority reform areas ahead of LDC graduation.

In parallel, the project organised an Expert Group Meeting on GSP++ and Responsible Business Conduct (RBC), which produced a clear set of priority reform directions to strengthen Bangladesh's post-LDC compliance readiness. The meeting resulted in agreement to advance structured coordination on Responsible Business Conduct within government, improve guidance and outreach to SMEs on labour and environmental standards, and position compliance as a competitiveness strategy linked to continued EU market access. A Letter of Intent (LoI) was also signed under the Resilient Supply Chains Platform, formalising institutional commitment to joint action on GSP plus preparedness and responsible business practices. In addition, a UNCTAD-led knowledge-sharing workshop was delivered as a dissemination event linked to the Investment Policy Review process.

A key achievement was the establishment and functionalisation of the Research and Analytics Unit (RAU). During the period, RAU produced 8 diagnostic and analytical reports supporting regulatory simplification, 3 investment newsletters, 1 annual report, and 5 BIDA sector profiles. These outputs were delivered as part of a structured capacity-building initiative for BIDA staff, modernising previously dated reporting templates and strengthening internal analytical capability. Project staff developed analytical narratives and data visualisations in close collaboration with BIDA counterparts. In addition, to reinforce policy advocacy and broaden stakeholder engagement, the project facilitated the printing and delivery to BIDA of 1,500 hard copies of two flagship RAU research outputs, the *Investment Diversification Report* (1,000 copies) and the *Agricultural Machinery Sector Report* (500 copies) for distribution among government, development partners, and private sector stakeholders.

Measurable progress was achieved in investment facilitation and digitalisation. Key elements of the work permit and security clearance process were integrated into BIDA's One Stop Service, replacing fragmented, paper-based procedures with online submission, tracking, and clearer inter-agency workflows. Two large-scale sensitisation workshops in Dhaka and Chattogram engaged 367 participants to align operational practices and address remaining bottlenecks. Early private-sector feedback indicates improved predictability, fewer repeat visits, and clearer compliance requirements. In parallel, approximately 40,000 company records from 1989-2018 were digitised, converting paper files into the Document Archiving System (DAS) within the Investor Relationship Management System (IRMS). Capital repatriation reforms for non-resident investors were formally endorsed by Bangladesh Bank, introducing standardised documentation, revised valuation methodologies, and time-bound decision-making, with implementation now underway.

Progress toward gender equality was embedded across outputs. Women constituted 36% of the TNP and 51 of 55 participants in the policy dialogue on gender-specific investment barriers. The dialogue generated actionable recommendations on licensing, finance, and service responsiveness for women-led enterprises. Youth-focused consultations informed commitments to establish a National Startup Policy Committee and strengthen support for youth entrepreneurship.

Some institutional indicators, including the formal establishment of an inter-ministerial coordination mechanism and an expert committee on diagnostics, remained underachieved due to leadership transitions and the time required for formal government approvals. Issues highlighted in the previous period around coordination and sequencing were managed through sustained facilitation, adaptive scheduling, and anchoring reforms within existing mandates rather than creating parallel structures.

## b) Output progress

| Output statement                                                                                                 | Baselines Value type | Indicators                                                                                                                                                                              | Baseline (2024) | Annual Target (2025) | EOP Target (2028) | Progress | Means of verifications and comments to substantiate the selected response                                                                                                          |
|------------------------------------------------------------------------------------------------------------------|----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|----------------------|-------------------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Output 1: Trade policy and negotiation capacity strengthened;                                                    | Quantitative         | 1.1. A pool of trade policy and negotiation experts created.                                                                                                                            | 0               | 1                    | 1                 | 1        | Concept note, government office order/record/meeting records and orientation workshop confirming establishment of the Trade Negotiators Pool with 59 members from 24 institutions. |
|                                                                                                                  | Quantitative         | 1.2. No. of representatives from government, think tanks, private sector associations and lawyer associations trained on trade policy and negotiations, at least one-fourth are female. | 0               | 50                   | 50                | 59       | Training attendance sheets and gender-disaggregated participant database confirming 59 individuals trained; pre- and post-training assessments demonstrating knowledge gains.      |
| Output 2: Government institutional structures on trade policy assessed to improve effectiveness and coordination | Quantitative         | 2.1. # of expert committee formed on trade institutional diagnostics.                                                                                                                   | 0               | 1                    | 1                 | 0        | Terms of reference, government office order/record/meeting records                                                                                                                 |
|                                                                                                                  | Quantitative         | 2.2. # of institutional diagnosis conducted to assess the institutional structure, remit and capacity of government ministries and agencies involved in trade policy.                   | 0               | 1                    | 1                 | 1        | Final institutional diagnostic report of the Bangladesh Competition Commission                                                                                                     |
|                                                                                                                  | Quantitative         | 2.3. Establish formal and regular inter-ministerial/inter-agency                                                                                                                        | 0               | 1                    | 1                 | 0        | Government office order/record/meeting records                                                                                                                                     |

| Output statement                                                                                                                          | Baselines Value type | Indicators                                                                                                                                                                                                                                                              | Baseline (2024) | Annual Target (2025) | EOP Target (2028) | Progress | Means of verifications and comments to substantiate the selected response                                                                                                                                                                         |
|-------------------------------------------------------------------------------------------------------------------------------------------|----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|----------------------|-------------------|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                           |                      | coordination mechanism on compliance issues.                                                                                                                                                                                                                            |                 |                      |                   |          |                                                                                                                                                                                                                                                   |
|                                                                                                                                           | Quantitative         | 2.4 No. of inter-ministerial/inter-agency coordination meetings organised to ensure cohesive progress in areas affecting trade policy and competitiveness.                                                                                                              | 0               | 0                    | 11                | 0        | Government office order/records, meeting records/reports                                                                                                                                                                                          |
| Output 3: Engagement with the private sector improved through regular consultation on business and trade policies and investment climate; | Quantitative         | 3.1. No. of consultations with the private sector including women entrepreneurs organised on LDC-related issues such as trade barriers, regulatory barriers, investment climate, trade agreements, export promotional measures, labour standards, and product standards | 0               | 11                   | 11                | 7        | Event reports, agendas, and participant lists for seven consultations, including FGDs with women entrepreneurs and the national youth entrepreneurship dialogue.                                                                                  |
| Output 4: New research and evidence generated to support effective economic policy-making and institutional reforms.                      | Quantitative         | 4.1 No. of gap-filling analysis/evidence-based research conducted.                                                                                                                                                                                                      | 0               | 9                    | 9                 | 8        | Completed analytical outputs and policy briefs produced under TEPP, including investment process diagnostics, licensing bottleneck analysis, youth entrepreneurship policy brief, capital repatriation reform analysis, and B-READY index review. |
|                                                                                                                                           | Quantitative         | 4.2 Socio-economic dashboard enhanced and hosted on a website <sup>4</sup> . <i>**0 = Not in place, 1 = ToR developed, 2 = IT Firm hired, 3 = A prototype developed, 4 = Dashboard further enhanced, 5 = Dashboard hosted on a website</i>                              | 3               | 5                    | 5                 | 4        | Progress reports, prototype                                                                                                                                                                                                                       |

| Output statement | Baselines Value type | Indicators                                                                                                                                                                   | Baseline (2024) | Annual Target (2025) | EOP Target (2028) | Progress | Means of verifications and comments to substantiate the selected response                                                                                                                            |
|------------------|----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|----------------------|-------------------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                  | Quantitative         | 4.3 No. of expert group meetings, policy dialogues, and dissemination events organised.<br>Target: Expert group meeting – 04, Policy dialogue – 04, Dissemination event – 08 | 0               | 1                    | 16                | 7        | Event reports, agendas, participant lists, and meeting records for expert group meetings, policy dialogues, and dissemination events organised under TEPP, referenced in quarterly progress reports. |

**Data sources and references (can be prepared as an annex with details)**

During the reporting period, IP TEPP-II achieved strong national visibility and policy resonance, generating 67 media features, including 54 print and 13 broadcast stories. High-profile coverage through major outlets such as *The Daily Star*, *The Business Standard*, and national TV networks amplified UK-supported reform achievements across several priority areas:

- **Institutional Readiness:** Operationalizing the Trade Negotiators Pool, strengthening analytical capabilities, and advancing preparedness for LDC graduation.
- **Economic Reform & Youth Engagement:** Facilitating youth entrepreneurship dialogues, highlighting private-sector challenges, and underscoring investment-climate reforms promoted through the project.

Digital outreach further expanded the project's visibility. Key reform messages, event summaries, videos, and policy highlights were disseminated through UNDP Bangladesh's official social media platforms (Facebook, X/Twitter, YouTube), enhancing engagement among policymakers, private sector actors, youth, academia, and civil society stakeholders.

TEPP-II also deepened programmatic synergies with UNCTAD, UNESCAP, and ILO, particularly through the Investment Policy Review (IPR), the Trade Intelligence and Negotiation Advisor (TINA) framework, and Responsible Business Conduct (RBC) initiatives. These partnerships strengthened analytical depth, institutional ownership, and technical coherence across trade and investment reforms.

While no new cash co-financing was generated during this period, the project maximised value for money by leveraging substantial in-kind and parallel technical contributions from UN agencies and the Government of Bangladesh counterparts. These contributions expanded the project's reach, strengthened policy dialogue, and reinforced coordinated delivery across institutions.

**Media evidence is organised into thematic clusters for verification:**

- *Trade Negotiators Pool Launch (Annex 2A – 12 links)*
- *Trade Negotiation Capacity & IPR Discussions (Annex 2B – 9 links)*
- *Youth Entrepreneurship and Policy Dialogues (Annex 2C – 30+ links)*
- *Work Permit & Security Clearance Reforms (Annex 2D – 15+ links)*
- *Supply Chain Platform Launch (Annex 2E – 20+ links)*
- *Video Evidence (YouTube / Facebook) (Annex 2F)*

### 3. Project risks and mitigation measures (1000 characters maximum)

During the reporting period, IP TEPP-II faced a combination of recurrent and context-driven risks, primarily linked to political transitions, institutional coordination, and sustainability of capacity gains. Changes in senior leadership across key counterpart institutions periodically shifted priorities, delaying planned dissemination and follow-up of analytical outputs. This risk was managed through regular senior-level coordination with MoC and BIDA, revalidation of priorities, and flexible sequencing of activities within the approved Annual Work Plan.

A persistent operational risk relates to inter-agency coordination for reforms involving multiple institutions, notably work permits, security clearances, and capital repatriation. Divergent mandates and uneven capacity at the field level risk inconsistent implementation. Mitigation measures include structured inter-agency consultations, OSS-based process integration, field-level sensitisation workshops, and clear documentation of roles, service standards, and timelines.

A forward-looking risk concerns sustainability of capacity development, particularly the Trade Negotiators Pool, given staff transfers and turnover. This is being addressed through formal discussions on institutionalisation options led by the MoC, development of a government-owned sustainability roadmap, and planned onboarding of a dedicated consultant in early 2026.

No safeguarding or fiduciary risks were identified during the period. All risks are captured in the project Risk Register and reviewed regularly. Escalation to the Project Board is not required at this stage, as risks are being actively managed within existing governance and oversight mechanisms.

### 4. Lessons Learned (800 characters maximum)

Implementation experience confirms that reform momentum is strongest when government counterparts lead and formally own the process. Activities anchored within MoC and BIDA-led



reform agendas progressed faster and showed clearer follow-through than ad hoc technical support, reinforcing the importance of a facilitative rather than substitutive role for UNDP.

Capacity development delivers lasting value only when embedded in institutional systems. The Trade Negotiators Pool demonstrated greater impact once tools, shared methods, and coordination mechanisms were applied in live negotiations, highlighting the need to link training to real policy processes and institutional mandates.

Evidence-based reform is most effective when analysis, coordination, and implementation support are treated as an integrated package. Diagnostics paired with operational follow-up, field-level sensitisation, and digital integration (as in work permit reforms) produced faster and more credible results.

Structured and inclusive private-sector dialogue improved policy relevance. Targeted engagement with women and youth entrepreneurs translated lived experience into actionable reform priorities, strengthening both inclusiveness and implementation quality.

## 5. **Way Forward** (800 characters maximum)

Building on progress to date, the next reporting period will prioritise consolidating and institutionalising key reform gains to ensure sustainability beyond project support. Formal anchoring of the Trade Negotiators Pool within the Ministry of Commerce (MoC) will be advanced through agreement on its institutional structure, operational guidelines, and refresher training modalities. In addition, the project plans to develop a backup pool of 50 members to ensure continuity of expertise and reduce risks linked to staff transfers and turnover.

Priority will be given to operationalising agreed reform roadmaps, particularly by following up on BCC reform actions and completing the BFTI diagnostic, with clear sequencing and monitoring benchmarks. Efforts will continue to support the formalisation of inter-agency coordination mechanisms on trade and compliance issues, addressing underachieved indicators.

In investment facilitation, focus will shift to implementation monitoring of capital repatriation reforms, further optimisation of OSS-integrated work permit and security clearance services and expanded use of digitised IRMS data for policy analysis. Continued support to BIDA's Research and Analytics Unit will emphasise quality assurance, uptake of analytical products in decision-making, and digital dissemination.

Cross-cutting priorities will include strengthening responsible business conduct and GSP+ preparedness, deepening engagement with women-led and youth enterprises, and embedding results-based monitoring tools within counterpart institutions to sustain evidence-driven reform.

Priority actions for the project and other teams before the next reporting cycle.



| Issue/observation                                                  | Action to be taken                                                                                                             | Responsible                           | Timeline                      |
|--------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|-------------------------------|
| TNP is not yet formally institutionalised                          | Finalise institutional anchoring of TNP within MoC, approve ToR and operational guidelines, and define refresher training plan | MoC (FTA Wing) with TEPP-II support   | Next reporting cycle          |
| BCC reform roadmap requires operational follow-up                  | Develop an implementation tracker with milestones for priority reform actions, including digital investigation capacity        | BCC with TEPP technical support       | Next reporting cycle          |
| BFTI diagnostic ongoing                                            | Complete surveys and stakeholder interviews; validate findings and prepare reform roadmap                                      | BFTI with TEPP support                | Within 6 months               |
| Capital repatriation reforms endorsed, but implementation underway | Monitor rollout, support OSS integration, and document early results                                                           | Bangladesh Bank, BIDA, TEPP           | Continuous, next cycle review |
| OSS work permit integration requires optimisation                  | Review processing timelines and user feedback; refine workflow and guidance                                                    | BIDA, MoHA, NSI, SB with TEPP support | Next reporting cycle          |
| Limited formal monitoring tools within counterparts                | Introduce simple reform monitoring dashboards linked to Results Framework indicators                                           | TEPP with MoC and BIDA                | Within 6 months               |
| Need to sustain gender and youth inclusion momentum                | Develop a follow-up action plan on women-led enterprises and youth startup reforms                                             | BIDA, MoC with TEPP support           | Next reporting cycle          |

## 6. Annexures

Provide links to the sources of evidence (based on entries described in Q2 and 3)

### Annex 1: Data Sources with link

| Full Title                                                | Date               | Link (if available)                                                                                                                                                                                                                                            |
|-----------------------------------------------------------|--------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1. Establish Trade Negotiation Pool</b>                | 07 September, 2025 | The Business Standard: <a href="#">National dialogue calls for institutionalising trade negotiation capacity</a>                                                                                                                                               |
| <b>Institutionalisation of trade negotiation capacity</b> | 07 September, 2025 | <ul style="list-style-type: none"> <li>New Age: <a href="#">Institutionalisation of trade negotiation capacity sought</a></li> <li>The Business Standard: <a href="#">National dialogue calls for institutionalising trade negotiation capacity</a></li> </ul> |
| <b>2. Quarterly Progress Report (July-Sep 2025)</b>       | July-Sep, 2025     | <br>Final_QPR_TEPP_Q3( July-Sep)-10 Nov, 2025                                                                                                                               |

|                                                                               |                                 |                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-------------------------------------------------------------------------------|---------------------------------|---------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Quarterly Report (Oct-Dec, 2025)</b>                                       | <b>Progress (Oct-Dec, 2025)</b> | Oct-Dec, 2025                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>TEPP Digital System (DAS) for BIDA</b>                                     | <b>supported Archiving</b>      | 12-Jan-24                             | <br>PPT_Final<br>Consultant presentation: Workshop_12 January<br>BIDA website: <a href="https://irms.bida.gov.bd/header/document-archiving">https://irms.bida.gov.bd/header/document-archiving</a>                                                                                                                                                                                                                                                                                                                                                        |
| <b>BIDA, UNDP organise a dialogue to Ease Work Permit Procedures</b>          |                                 | October 16, 2025<br>13 November, 2025 | <ul style="list-style-type: none"> <li>• <a href="https://www.undp.org/bangladesh/press-releases/bida-undp-organise-dialogue-ease-work-permit-procedures">https://www.undp.org/bangladesh/press-releases/bida-undp-organise-dialogue-ease-work-permit-procedures</a></li> <li>• <a href="https://www.tbsnews.net/economy/corporates/bida-undp-collaborate-streamline-investor-clearance-system-1261611">https://www.tbsnews.net/economy/corporates/bida-undp-collaborate-streamline-investor-clearance-system-1261611</a></li> <li>• <a href="https://www.observerbd.com/news/553561">https://www.observerbd.com/news/553561</a></li> </ul> |
| <b>BIDA, MoC, ILO, UNDP ink letter of intent</b>                              |                                 | 09 April, 2025                        | <a href="https://www.tbsnews.net/bangladesh/bida-moc-ilo-undp-ink-letter-intent-1111551">https://www.tbsnews.net/bangladesh/bida-moc-ilo-undp-ink-letter-intent-1111551</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Institutional Diagnostic Report</b>                                        |                                 | November 12, 2025                     | <a href="https://www.undp.org/bangladesh/publications/strengthening-bangladesh-competition-commission-institutional-diagnostic-review">https://www.undp.org/bangladesh/publications/strengthening-bangladesh-competition-commission-institutional-diagnostic-review</a>                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Report on the implementation of the Investment Policy Review</b>           |                                 | Jan 2026                              | <a href="https://unctad.org/system/files/official-document/diaepcb2025d5_en.pdf">https://unctad.org/system/files/official-document/diaepcb2025d5_en.pdf</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Policy Brief: YOUTH ENTREPRENEURSHIP: INVESTMENT, POLICY AND ECOSYSTEM</b> |                                 | August 2025                           | <a href="https://www.undp.org/bangladesh/publications/policy-brief-youth-entrepreneurship-investment-policy-and-ecosystem">https://www.undp.org/bangladesh/publications/policy-brief-youth-entrepreneurship-investment-policy-and-ecosystem</a>                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Bangladesh Investment Summit 2025</b>                                      |                                 | May 2025                              | <a href="https://www.undp.org/bangladesh/publications/bangladesh-investment-summit-2025">https://www.undp.org/bangladesh/publications/bangladesh-investment-summit-2025</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>National Committee finalizes roadmap for simplified repatriation</b>       |                                 | 19 Nov 2025                           | <ol style="list-style-type: none"> <li>1. <a href="https://www.bssnews.net/business/333507">https://www.bssnews.net/business/333507</a></li> <li>2. <a href="https://www.tbsnews.net/economy/banking/bb-urged-ease-profit-repatriation-rules-foreign-investors-1290196">https://www.tbsnews.net/economy/banking/bb-urged-ease-profit-repatriation-rules-foreign-investors-1290196</a></li> </ol>                                                                                                                                                                                                                                            |

## Annex 2: Media Coverage

### 2A. Trade Negotiators Pool – Orientation Workshop (12–14 July)

| Outlet                | Headline / Description                                            | Link                                                                                                                                                                                                                                                          |
|-----------------------|-------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Daily Sun             | Skilled trade negotiators key to Bangladesh's post-LDC transition | <a href="https://www.dailysun.com/post/813976">https://www.dailysun.com/post/813976</a>                                                                                                                                                                       |
| The Finance Today     | Skilled trade negotiators key to Bangladesh's post-LDC transition | <a href="https://www.thefinancetoday.net/article/national/28869/Skilled-trade-negotiators-key-to-Bangladeshs-post-LDC-transition">https://www.thefinancetoday.net/article/national/28869/Skilled-trade-negotiators-key-to-Bangladeshs-post-LDC-transition</a> |
| The Business Standard | UNDP, UK support Bangladesh in boosting trade readiness           | <a href="https://www.tbsnews.net/economy/corporates/undp-uk-support-bangladesh-boosting-trade-readiness-1187856">https://www.tbsnews.net/economy/corporates/undp-uk-support-bangladesh-boosting-trade-readiness-1187856</a>                                   |

|                        |                                            |                                                                                                                                           |
|------------------------|--------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Bangla News 24</b>  | বাংলাদেশের বাণিজ্যে সহযোগিতা দেবে ইউএনডিপি | <a href="https://www.banglanews24.com/national/news/bd/1554389.details">https://www.banglanews24.com/national/news/bd/1554389.details</a> |
| <b>The Daily Fulki</b> | বাংলাদেশের বাণিজ্যে সহযোগিতা দেবে ইউএনডিপি | <a href="https://dailyfulki.com/article/365">https://dailyfulki.com/article/365</a>                                                       |
| <b>Kaler Alo</b>       | বাণিজ্যে সহযোগিতা দেবে ইউএনডিপি            | <a href="https://www.kaleralo.com/archives/293042">https://www.kaleralo.com/archives/293042</a>                                           |
| <b>Shomoy News</b>     | বাণিজ্যে সহযোগিতা দেবে ইউএনডিপি            | <a href="https://www.shomoynews.net/national/article/38713">https://www.shomoynews.net/national/article/38713</a>                         |
| <b>Jago Bangla</b>     | বাণিজ্যে সহযোগিতা দেবে ইউএনডিপি            | <a href="https://www.jagobangla.com/economy/1728#">https://www.jagobangla.com/economy/1728#</a>                                           |
| <b>Dhaka Post</b>      | বাংলাদেশের বাণিজ্যে সহযোগিতা দেবে ইউএনডিপি | <a href="https://www.dhakapost.com/national/379658">https://www.dhakapost.com/national/379658</a>                                         |

## 2B. Reflections & Way Forward: Building National Capabilities in Trade Negotiations

| <i>Outlet</i>                | <i>Headline / Description</i>                                 | <i>Link</i>                                                                                                                                                                                                                                                     |
|------------------------------|---------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Dhaka Tribune</b>         | Experts for stronger trade negotiations capacity              | <a href="https://www.dhakatribune.com/business/390931/experts-for-stronger-trade-negotiations-capacity">https://www.dhakatribune.com/business/390931/experts-for-stronger-trade-negotiations-capacity</a>                                                       |
| <b>Textile Today</b>         | Capacity building in trade negotiations before LDC graduation | <a href="https://www.textiletoday.com.bd/speakers-call-for-capacity-building-in-trade-negotiations-before-ldc-graduation">https://www.textiletoday.com.bd/speakers-call-for-capacity-building-in-trade-negotiations-before-ldc-graduation</a>                   |
| <b>The Business Standard</b> | Stronger trade negotiations capacity ahead of LDC graduation  | <a href="https://www.tbsnews.net/bangladesh/speakers-call-stronger-trade-negotiations-capacity-ahead-ldc-graduation-1230686">https://www.tbsnews.net/bangladesh/speakers-call-stronger-trade-negotiations-capacity-ahead-ldc-graduation-1230686</a>             |
| <b>New Age</b>               | Institutionalisation of trade negotiation capacity sought     | <a href="https://www.newagebd.net/post/trade-commerce/275362/institutionalisation-of-trade-negotiation-capacity-sought">https://www.newagebd.net/post/trade-commerce/275362/institutionalisation-of-trade-negotiation-capacity-sought</a>                       |
| <b>Bonik Barta</b>           | Trade negotiation institutionalisation                        | <a href="https://en.bonikbarta.com/business/q3plEmaEoyroJh1">https://en.bonikbarta.com/business/q3plEmaEoyroJh1</a>                                                                                                                                             |
| <b>The Bangladesh Today</b>  | Event coverage                                                | <a href="https://thebangladeshtoday.com/?p=30008">https://thebangladeshtoday.com/?p=30008</a>                                                                                                                                                                   |
| <b>The Financial Express</b> | Skilled post-LDC era trade negotiators pool starts            | <a href="https://today.thefinancialexpress.com.bd/last-page/rearing-skilled-post-ldc-era-trade-negotiators-pool-starts-1757265031">https://today.thefinancialexpress.com.bd/last-page/rearing-skilled-post-ldc-era-trade-negotiators-pool-starts-1757265031</a> |
| <b>Crest Containers</b>      | Govt to form expert panel to steer trade negotiations         | <a href="https://www.crestcontainers.com/daily-news/bangladesh-government-to-form-expert-panel-to-steer-trade-negotiations">https://www.crestcontainers.com/daily-news/bangladesh-government-to-form-expert-panel-to-steer-trade-negotiations</a>               |
| <b>Daily Sun</b>             | Event coverage                                                | <a href="https://www.daily-sun.com/post/825118">https://www.daily-sun.com/post/825118</a>                                                                                                                                                                       |

## 2C. Workshop on Youth Entrepreneurship

| <i>Outlet</i>           | <i>Headline / Description</i> | <i>Link</i>                                                                                                             |
|-------------------------|-------------------------------|-------------------------------------------------------------------------------------------------------------------------|
| <b>Amar Barta</b>       | Coverage                      | <a href="https://amarbarta.com/national/55120#">https://amarbarta.com/national/55120#</a>                               |
| <b>Barta Bazar</b>      | Coverage                      | <a href="https://bartabazar.com/news/160879/">https://bartabazar.com/news/160879/</a>                                   |
| <b>Daily Janakantha</b> | Coverage                      | <a href="https://www.dailyjanakantha.com/national/news/834177">https://www.dailyjanakantha.com/national/news/834177</a> |
| <b>Kaler Alo</b>        | Coverage                      | <a href="https://www.kaleralo.com/archives/293821#">https://www.kaleralo.com/archives/293821#</a>                       |

|                                       |                                                              |                                                                                                                                                                                                                                                                       |
|---------------------------------------|--------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>One News BD</b>                    | Coverage                                                     | <a href="https://www.onenewsbd.com/2025/07/17/510165#">https://www.onenewsbd.com/2025/07/17/510165#</a>                                                                                                                                                               |
| <b>News 2 Narayanganj</b>             | তরুণ প্রজন্মের সম্ভাবনা কাজে লাগানোর আহ্বান                  | <a href="https://www.news2narayanganj.com/158499#">https://www.news2narayanganj.com/158499#</a>                                                                                                                                                                       |
| <b>PNS News 24</b>                    | July revolution references: unemployment context             | <a href="https://www.pnsnews24.com/news/politics/355564#">https://www.pnsnews24.com/news/politics/355564#</a>                                                                                                                                                         |
| <b>Prothom Alo</b>                    | অর্থায়ন, দক্ষতা ও নীতিগত জটিলতায় স্টার্টআপ খাতের চ্যালেঞ্জ | <a href="https://www.prothomalo.com/business/industry/v1ze6a0b1u">https://www.prothomalo.com/business/industry/v1ze6a0b1u</a>                                                                                                                                         |
| <b>Dhaka Post</b>                     | জুলাই অভ্যুত্থান প্রসঙ্গে; কর্মসংস্থান                       | <a href="https://www.dhakapost.com/national/380442">https://www.dhakapost.com/national/380442</a>                                                                                                                                                                     |
| <b>Shomoyer Alo</b>                   | জুলাই বিপ্লব—বেকারত্ব প্রসঙ্গ                                | <a href="https://www.shomoyeralo.com/news/320203">https://www.shomoyeralo.com/news/320203</a>                                                                                                                                                                         |
| <b>BSS News</b>                       | তরুণ প্রজন্মের সম্ভাবনা কাজে লাগাতে আহ্বান                   | <a href="https://www.bssnews.net/bangla/national/216521">https://www.bssnews.net/bangla/national/216521</a>                                                                                                                                                           |
| <b>Daily Bangladesher Alo</b>         | বেকারত্ব দূর করতে সরকারি উদ্যোগ                              | <a href="https://dailybangladesheralo.com">https://dailybangladesheralo.com</a>                                                                                                                                                                                       |
| <b>World Global 24</b>                | Coverage                                                     | Page not found (Link Error)                                                                                                                                                                                                                                           |
| <b>Bangladesh Times</b>               | বেকারত্ব—সবচেয়ে বড় চ্যালেঞ্জ                               | <a href="https://bangladeshtimes.com/details/">https://bangladeshtimes.com/details/</a>                                                                                                                                                                               |
| <b>Dainik Amader Shomoy</b>           | তরুণদের সম্ভাবনা কাজে লাগাতে হবে                             | <a href="https://www.dainikamadershomoy.com/details/019819b31fbc1">https://www.dainikamadershomoy.com/details/019819b31fbc1</a>                                                                                                                                       |
| <b>Protidiner Bangladesh</b>          | জুলাই বিপ্লব—বেকারত্ব প্রসঙ্গ                                | <a href="https://protidinerbangladesh.com/national/141546">https://protidinerbangladesh.com/national/141546</a>                                                                                                                                                       |
| <b>Sangbad</b>                        | Coverage                                                     | <a href="https://sangbad.net.bd/news/national/2025/151389/">https://sangbad.net.bd/news/national/2025/151389/</a>                                                                                                                                                     |
| <b>The Business Standard (Bangla)</b> | Coverage                                                     | <a href="https://publisher.tbsnews.net/bangla/bangladesh/news-details-366091">https://publisher.tbsnews.net/bangla/bangladesh/news-details-366091</a>                                                                                                                 |
| <b>Prothom Alo</b>                    | Startups: financing/skills/policy barriers                   | <a href="https://www.prothomalo.com/business/industry/v1ze6a0b1u">https://www.prothomalo.com/business/industry/v1ze6a0b1u</a>                                                                                                                                         |
| <b>Desh Rupantor</b>                  | Coverage                                                     | <a href="https://www.deshrupantor.com/607188/">https://www.deshrupantor.com/607188/</a>                                                                                                                                                                               |
| <b>Bonik Barta</b>                    | তরুণ উদ্যোক্তা তৈরিতে সহায়ক নীতিমালা                        | <a href="https://bonikbarta.com/bangladesh/41G06o01wQjs2f29">https://bonikbarta.com/bangladesh/41G06o01wQjs2f29</a>                                                                                                                                                   |
| <b>New Nation</b>                     | Use Youth's Potential Properly                               | <a href="https://web.emediadesk.com/atoinews/1980757">https://web.emediadesk.com/atoinews/1980757</a>                                                                                                                                                                 |
| <b>The Business Standard</b>          | BIDA–UNDP workshop calls for smarter policies                | <a href="https://www.tbsnews.net/bangladesh/law-enforcers-played-positive-role-during-gopalganj-violence-adviser-asif-mahmud-1190741">https://www.tbsnews.net/bangladesh/law-enforcers-played-positive-role-during-gopalganj-violence-adviser-asif-mahmud-1190741</a> |
| <b>The Daily Sun</b>                  | Smart policies, enabling ecosystem for youth entrepreneurs   | <a href="https://www.daily-sun.com/post/814623">https://www.daily-sun.com/post/814623</a>                                                                                                                                                                             |
| <b>UNB</b>                            | Eliminating unemployment is our biggest challenge            | <a href="https://unb.com.bd/category/Bangladesh/eliminating-unemployment-is-our-biggest-challenge-adviser-asif-mahmud/164358">https://unb.com.bd/category/Bangladesh/eliminating-unemployment-is-our-biggest-challenge-adviser-asif-mahmud/164358</a>                 |
| <b>Dainik Shiksha</b>                 | Utilising potential of young generation                      | <a href="https://www.dainikshiksha.com/en/news/asif-mahmud-for-utilising-potential-of-young-generation-336621">https://www.dainikshiksha.com/en/news/asif-mahmud-for-utilising-potential-of-young-generation-336621</a>                                               |
| <b>The Business Standards</b>         | BIDA–UNDP workshop calls for smarter policies                | <a href="https://www.tbsnews.net/economy/corporates/bida-undp-workshop-calls-smarter-policies-1190871">https://www.tbsnews.net/economy/corporates/bida-undp-workshop-calls-smarter-policies-1190871</a>                                                               |
| <b>BSS News</b>                       | Asif Mahmud for utilising potential of youth                 | <a href="https://www.bssnews.net/news-flash/293101">https://www.bssnews.net/news-flash/293101</a>                                                                                                                                                                     |

## 2D. Work Permit & Security Clearance Process

| Outlet                       | Headline / Description                                 | Link                                                                                                                                                                                                                                                                                      |
|------------------------------|--------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>The Financial Express</b> | Govt moves to digitise visa fee payments               | <a href="https://today.thefinancialexpress.com.bd/stock-corporate/govt-moves-to-digitise-visa-fee-payments-says-bida-chief-1760550940?amp=true">https://today.thefinancialexpress.com.bd/stock-corporate/govt-moves-to-digitise-visa-fee-payments-says-bida-chief-1760550940?amp=true</a> |
| <b>The Business Standard</b> | BIDA moves to ease foreigners' recruitment             | <a href="https://www.tbsnews.net/economy/bida-moves-ease-foreigners-recruitment-thru-streamlined-visa-work-permit-process-1261666">https://www.tbsnews.net/economy/bida-moves-ease-foreigners-recruitment-thru-streamlined-visa-work-permit-process-1261666</a>                           |
| <b>The Business Standard</b> | BIDA–UNDP collaborate to streamline investor clearance | <a href="https://www.tbsnews.net/economy/corporates/bida-undp-collaborate-streamline-investor-clearance-system-1261611">https://www.tbsnews.net/economy/corporates/bida-undp-collaborate-streamline-investor-clearance-system-1261611</a>                                                 |
| <b>The Daily Star</b>        | Govt easing visa system for foreign investors          | <a href="https://www.thedailystar.net/business/news/govt-easing-visa-system-foreign-investors-4011236">https://www.thedailystar.net/business/news/govt-easing-visa-system-foreign-investors-4011236</a>                                                                                   |
| <b>UNB</b>                   | BIDA & Home Ministry to boost FDI via coordination     | <a href="https://unb.com.bd/category/Business/bida-home-ministry-strengthen-coordination-to-boost-foreign-investment/170657">https://unb.com.bd/category/Business/bida-home-ministry-strengthen-coordination-to-boost-foreign-investment/170657</a>                                       |
| <b>Daily Sun</b>             | Coverage                                               | <a href="https://www.daily-sun.com/post/833351">https://www.daily-sun.com/post/833351</a>                                                                                                                                                                                                 |
| <b>Observer BD</b>           | Coverage                                               | <a href="https://www.observerbd.com/news/548961">https://www.observerbd.com/news/548961</a>                                                                                                                                                                                               |
| <b>Somoy News (EN)</b>       | Coverage                                               | <a href="https://en.somoynews.tv/news/2025-10-15/6GTsVMz5">https://en.somoynews.tv/news/2025-10-15/6GTsVMz5</a>                                                                                                                                                                           |
| <b>Jagonews24</b>            | Coverage                                               | <a href="https://jagonews24.com/economy/news/1059882">https://jagonews24.com/economy/news/1059882</a>                                                                                                                                                                                     |
| <b>Kaler Kantho</b>          | News coverage                                          | <a href="https://www.kalerkantho.com/online/national/2025/10/15/1592097">https://www.kalerkantho.com/online/national/2025/10/15/1592097</a>                                                                                                                                               |
| <b>Kaler Kantho (Print)</b>  | Industry & Business                                    | <a href="https://www.kalerkantho.com/print-edition/industry-business/2025/10/16/1592236">https://www.kalerkantho.com/print-edition/industry-business/2025/10/16/1592236</a>                                                                                                               |
| <b>TBS (Bangla)</b>          | Coverage                                               | <a href="https://www.tbsnews.net/bangla/bangladesh/news-details-401891">https://www.tbsnews.net/bangla/bangladesh/news-details-401891</a>                                                                                                                                                 |
| <b>BanglaNews24</b>          | Coverage                                               | <a href="https://www.banglanews24.com/national/news/bd/1613441.details">https://www.banglanews24.com/national/news/bd/1613441.details</a>                                                                                                                                                 |

## 2E. Platform launched to strengthen supply chain ahead of LDC graduation

| Outlet                       | Headline / Description                                                       | Link                                                                                                                                                                                                                                                                  |
|------------------------------|------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>BSS News</b>              | Platform launched to build resilient supply chains                           | <a href="https://www.bssnews.net/business/333171">https://www.bssnews.net/business/333171</a>                                                                                                                                                                         |
| <b>The Daily Star</b>        | Platform launched to bolster supply chains ahead of LDC exit                 | <a href="https://www.thedailystar.net/business/news/platform-launched-bolster-supply-chains-ahead-ldc-exit-4037876">https://www.thedailystar.net/business/news/platform-launched-bolster-supply-chains-ahead-ldc-exit-4037876</a>                                     |
| <b>The Financial Express</b> | LDC graduation an opportunity to match growth with dignity                   | <a href="https://thefinancialexpress.com.bd/national/ldc-graduation-an-opportunity-to-match-growth-with-dignity-lutfey-siddiqi">https://thefinancialexpress.com.bd/national/ldc-graduation-an-opportunity-to-match-growth-with-dignity-lutfey-siddiqi</a>             |
| <b>Textile Today</b>         | BIDA, UN bodies unveil platform to support sustainable trade and investments | <a href="https://www.textiletoday.com.bd/bida-un-bodies-unveil-platform-to-support-sustainable-trade-and-investments">https://www.textiletoday.com.bd/bida-un-bodies-unveil-platform-to-support-sustainable-trade-and-investments</a>                                 |
| <b>The Business Standard</b> | Platform launched to build resilient supply chains                           | <a href="https://www.tbsnews.net/economy/corporates/platform-launched-build-resilient-supply-chains-1289341">https://www.tbsnews.net/economy/corporates/platform-launched-build-resilient-supply-chains-1289341</a>                                                   |
| <b>UNB</b>                   | LDC graduation an opportunity to match growth with dignity                   | <a href="https://unb.com.bd/category/bangladesh/ldc-graduation-an-opportunity-to-match-growth-with-dignity-lutfey-siddiqi/173319">https://unb.com.bd/category/bangladesh/ldc-graduation-an-opportunity-to-match-growth-with-dignity-lutfey-siddiqi/173319</a>         |
| <b>Daily Sun</b>             | Platform launched to build resilient supply chains for sustainable trade     | <a href="https://www.daily-sun.com/business/840899/platform-launched-to-build-resilient-supply-chains-for-sustainable-trade">https://www.daily-sun.com/business/840899/platform-launched-to-build-resilient-supply-chains-for-sustainable-trade</a>                   |
| <b>71 Sangbad</b>            | স্থিতিশীল সাপ্লাই চেইন গড়ে তুলতে প্ল্যাটফর্ম চালু                           | <a href="https://www.71sangbad.com/news/147734">https://www.71sangbad.com/news/147734</a>                                                                                                                                                                             |
| <b>BSS News (BN)</b>         | টেকসই বাণিজ্যে স্থিতিশীল সাপ্লাই চেইন গঠনে প্ল্যাটফর্ম উদ্বোধন               | <a href="https://www.bssnews.net/bangla/trade/255371">https://www.bssnews.net/bangla/trade/255371</a>                                                                                                                                                                 |
| <b>Desh Rupantor</b>         | স্থিতিশীল বিনিয়োগে ও সংস্থার যৌথ উদ্যোগ                                     | <a href="https://www.deshrupantor.com/639615/">https://www.deshrupantor.com/639615/</a>                                                                                                                                                                               |
| <b>Ittefaq</b>               | টেকসই বাণিজ্যে স্থিতিশীল সাপ্লাই চেইন                                        | <a href="https://web.emediadesk.com/atoinews/2088697">https://web.emediadesk.com/atoinews/2088697</a>                                                                                                                                                                 |
| <b>Jago News24</b>           | টেকসই বিনিয়োগে স্থিতিশীল সাপ্লাই চেইন                                       | <a href="https://www.jagonews24.com/economy/news/1069068">https://www.jagonews24.com/economy/news/1069068</a>                                                                                                                                                         |
| <b>Daily Janakantha</b>      | এলডিসি পরবর্তী বাণিজ্য ও বিনিয়োগ শক্তিশালী                                  | <a href="https://www.dailyjanakantha.com/economy/news/877075">https://www.dailyjanakantha.com/economy/news/877075</a>                                                                                                                                                 |
| <b>News Bangla24</b>         | বাণিজ্য ও বিনিয়োগব্যবস্থা আরও শক্তিশালী                                     | <a href="https://www.newsbangla24.com/economy/261200/It-will-play-an-important-role-in-strengthening-the-trade-and-investment-system">https://www.newsbangla24.com/economy/261200/It-will-play-an-important-role-in-strengthening-the-trade-and-investment-system</a> |
| <b>Protidiner Bangladesh</b> | টেকসই বাণিজ্যে বিডার নতুন প্ল্যাটফর্ম                                        | <a href="https://protidinerbangladesh.com/business/154252/">https://protidinerbangladesh.com/business/154252/</a>                                                                                                                                                     |
| <b>Rising BD</b>             | বিনিয়োগের সাপ্লাই চেইন শক্তিশালী করতে নতুন প্ল্যাটফর্ম                      | <a href="https://www.risingbd.com/economics/news/629280">https://www.risingbd.com/economics/news/629280</a>                                                                                                                                                           |
| <b>Shomoyer Alo</b>          | বাণিজ্য-বিনিয়োগের সাপ্লাই চেইন শক্তিশালী করতে নতুন প্ল্যাটফর্ম              | <a href="https://www.shomoyeralo.com/news/335014">https://www.shomoyeralo.com/news/335014</a>                                                                                                                                                                         |
| <b>Ajker Patrika</b>         | স্থিতিশীল সাপ্লাই চেইন প্ল্যাটফর্ম চালু বিডার                                | <a href="https://web.emediadesk.com/atoinews/2088549">https://web.emediadesk.com/atoinews/2088549</a>                                                                                                                                                                 |
| <b>Dainik Bangla</b>         | বাণিজ্য ও বিনিয়োগব্যবস্থা আরও শক্তিশালী হবে                                 | <a href="https://www.dainikbangla.com.bd/business/62354">https://www.dainikbangla.com.bd/business/62354</a>                                                                                                                                                           |
| <b>Kaler Kantho</b>          | টেকসই বাণিজ্যের জন্য সাপ্লাই চেইন প্ল্যাটফর্ম                                | <a href="https://www.kalerkantho.com/print-edition/industry-business/2025/11/19/1608182">https://www.kalerkantho.com/print-edition/industry-business/2025/11/19/1608182</a>                                                                                           |
| <b>Dhaka Post</b>            | সাপ্লাই চেইন শক্তিশালী করতে নতুন প্ল্যাটফর্ম                                 | <a href="https://www.dhakapost.com/economy/410544">https://www.dhakapost.com/economy/410544</a>                                                                                                                                                                       |
| <b>Taha Khabor</b>           | সাপ্লাই চেইন শক্তিশালী করতে নতুন প্ল্যাটফর্ম                                 | <a href="https://tajakhabor.com">https://tajakhabor.com</a> (link error)                                                                                                                                                                                              |

## 2F. Video Evidence (YouTube & Facebook)

| Platform        | Title / Description | Link                                                                                                                |
|-----------------|---------------------|---------------------------------------------------------------------------------------------------------------------|
| <b>YouTube</b>  | Video               | <a href="https://www.youtube.com/watch?v=tjiVaFqzuRU">https://www.youtube.com/watch?v=tjiVaFqzuRU</a>               |
| <b>YouTube</b>  | Video               | <a href="https://www.youtube.com/watch?v=w2SNAkkHnjQ">https://www.youtube.com/watch?v=w2SNAkkHnjQ</a>               |
| <b>YouTube</b>  | Video               | <a href="https://www.youtube.com/watch?v=BY2vbjhTc0">https://www.youtube.com/watch?v=BY2vbjhTc0</a>                 |
| <b>YouTube</b>  | Video               | <a href="https://www.youtube.com/watch?v=QeM2LurHy0I">https://www.youtube.com/watch?v=QeM2LurHy0I</a>               |
| <b>Facebook</b> | Video               | <a href="https://www.facebook.com/watch/?v=1144424063910027">https://www.facebook.com/watch/?v=1144424063910027</a> |
| <b>YouTube</b>  | Video               | <a href="https://www.youtube.com/watch?v=BY2vbjhTc0">https://www.youtube.com/watch?v=BY2vbjhTc0</a>                 |
| <b>Facebook</b> | Video               | <a href="https://www.facebook.com/watch/?v=1545405636629018">https://www.facebook.com/watch/?v=1545405636629018</a> |
| <b>YouTube</b>  | Video               | <a href="https://www.youtube.com/watch?v=QeM2LurHy0I">https://www.youtube.com/watch?v=QeM2LurHy0I</a>               |
| <b>YouTube</b>  | Video               | <a href="https://www.youtube.com/watch?v=SluOWk845yI">https://www.youtube.com/watch?v=SluOWk845yI</a>               |
| <b>YouTube</b>  | Video               | <a href="https://www.youtube.com/watch?v=bWrrTO0YvgQ">https://www.youtube.com/watch?v=bWrrTO0YvgQ</a>               |
| <b>YouTube</b>  | Video               | <a href="https://www.youtube.com/watch?v=meKEBHV_nkA">https://www.youtube.com/watch?v=meKEBHV_nkA</a>               |
| <b>YouTube</b>  | Video               | <a href="https://www.youtube.com/watch?v=yKZXwldZ5-0">https://www.youtube.com/watch?v=yKZXwldZ5-0</a>               |
| <b>YouTube</b>  | Video               | <a href="https://www.youtube.com/watch?v=EJZBIWo5OCi">https://www.youtube.com/watch?v=EJZBIWo5OCi</a>               |





## Annex 3: OFFLINE PROJECT RISK REGISTER

| # | Event                                                                                                                                                                                | Cause                                                                                                                                                                                                                                                                                                                   | Impact(s)                                                                                                                                                    | Risk Category and Sub-category (including Risk Appetite)                                     | Impact, Likelihood & Risk Level                                                                                                                                         | Risk Valid From/To                | Risk Owner (team accountable for managing the risk)                        | Risk Treatment and Treatment Owner                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
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| 1 | There is a risk that Bangladesh's capacity to engage with important trade partners on preference issues and/or favourable trading arrangements post-LDC graduation might be affected | If the scope of trade talks and proactive engagements with critical and influential trade partners needed for securing favourable post- LDC trade preferences is reduced due to unresolved issues, and the policy priorities and actions change because of the aggravated economic situation during the project period. | Which would result in reduced ability to secure favourable market access conditions and weaken Bangladesh's LDC-graduation preparedness, affecting Output 1. | 7. STRATEGIC (7.7. Alignment with national priorities) - UNDP Risk Appetite: OPEN TO SEEKING | Likelihood:<br><b>3 - Moderately likely</b><br><br>Impact:<br><b>4 - Extensive</b><br><br>Risk level:<br><b>SUBSTANTIAL (equates to a risk appetite of OPEN)</b>        | From: 01, Jan-25 To: 31- March,28 | Tanvir Mahmud, Senior Governance Specialist, Democratic Governance Cluster | <b>Risk Treatment 1.1:</b> The trade policymaking and negotiation capacity will be enhanced by creating a trade negotiators pool and providing capacity- building training to the pool.<br><b>Risk Treatment Owner:</b> Project Manager, TEPP<br><br><b>Risk Treatment 1.2:</b> The political and economic changes will be monitored constantly to allow for adaptive programming. This may entail identifying a few champions to advocate for the necessary actions in the shifting context and who can help engage with other key stakeholders/ influential trade partners.<br><b>Risk Treatment Owner:</b> Project Manager, TEPP |
| 2 | There is a risk that the project activities might get delayed, or some activities might not be implemented most effectively as envisaged in the project document.                    | If the senior government officials in the MoC get a transfer or change during the project implementation period.                                                                                                                                                                                                        | Which would slow implementation progress, reduce coherence in policy processes, and delay key deliverables under Outputs 1, 2, 3 and 4.                      | 7. STRATEGIC (7.6. Change/turnover in government) - UNDP Risk Appetite: OPEN TO SEEKING      | Likelihood:<br><b>3 - Moderately likely</b><br><br>Impact:<br><b>3 - Intermediate</b><br><br>Risk level:<br><b>MODERATE (equates to a risk appetite of EXPLORATORY)</b> | From: 01, Jan-25 To: 31- March,28 | Tanvir Mahmud, Senior Governance Specialist, Democratic Governance Cluster | <b>Risk Treatment 2.1:</b> A strong relationship with the MoC will be maintained and rapport will be built with any changes providing background information, project rationale and intended outputs. In addition the size of existing pool will be increased.<br><b>Risk Treatment Owner:</b> Project Manager, TEPP<br><br><b>Risk Treatment 2.2:</b> A strong contact will be maintained with mid- junior level officials which will help retain the wider ownership of the project pushing for its effective implementation                                                                                                      |

| # | Event                                                                                                                                                          | Cause                                                                                                            | Impact(s)                                                                                                                                   | Risk Category and Sub-category (including Risk Appetite)                                                | Impact, Likelihood & Risk Level                                                                                                                                         | Risk Valid From/To                             | Risk Owner (team accountable for managing the risk)                              | Risk Treatment and Treatment Owner                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
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|   |                                                                                                                                                                |                                                                                                                  |                                                                                                                                             |                                                                                                         |                                                                                                                                                                         |                                                |                                                                                  | irrespective of changes in officials.<br><b>Risk Treatment Owner: Project Manager, TEPP</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 3 | There is a risk that the smooth functioning of project events can be impacted leading to delays or preventing expected changes.                                | If there is a lack of coordination among ministries and agencies during the project implementation.              | Which would weaken inter-agency coherence, delay multi-stakeholder activities, and slow overall implementation under Outputs 1, 2, 3 and 4. | <b>7. STRATEGIC (7.3. Stakeholder relations and partnerships) - UNDP Risk Appetite: OPEN TO SEEKING</b> | Likelihood:<br><b>3 - Moderately likely</b><br><br>Impact:<br><b>3 - Intermediate</b><br><br>Risk level:<br><b>MODERATE (equates to a risk appetite of EXPLORATORY)</b> | From:<br>01, Jan-<br>25 To:<br>31-<br>March,28 | Tanvir Mahmud,<br>Senior Governance Specialist,<br>Democratic Governance Cluster | <b>Risk Treatment 3.1:</b> The project will work with the MoC to build and maintain close relationships with other relevant ministries and stakeholders.<br><b>Risk Treatment Owner: Project Manager, TEPP</b><br><br><b>Risk Treatment 3.2:</b> All relevant ministries will be provided with the information, briefs, sharing of good practices, and comparative country contexts on the significance of the intended outputs to be attained for supporting smooth LDC graduation, which is a national priority.<br><b>Risk Treatment Owner: Project Manager, TEPP</b> |
| 4 | There is a risk that the trade policy engagements with the government and private sector and the required reforms (e.g., compliance issues) could be hampered. | If the policy changes that are critical for promoting export competitiveness are resisted by the protectionists. | Which would limit progress on export competitiveness reforms and reduce the effectiveness of policy interventions under Outputs 1 and 2.    | <b>7. STRATEGIC (7.4. Competition) - UNDP Risk Appetite: OPEN TO SEEKING</b>                            | Likelihood:<br><b>4 - Highly likely</b><br><br>Impact:<br><b>4 - Extensive</b><br><br>Risk level:<br><b>SUBSTANTIAL (equates to a risk appetite of OPEN)</b>            | From:<br>01, Jan-<br>25 To:<br>31-<br>March,28 | Tanvir Mahmud,<br>Senior Governance Specialist,<br>Democratic Governance Cluster | <b>Risk Treatment 4.1:</b> The project will work closely with the MoC and BIDA to record the meeting decisions so that follow-up actions can be undertaken.<br><b>Risk Treatment Owner: Project Manager, TEPP</b><br><br><b>Risk Treatment 4.2:</b> The slow progress areas will be analysed for discussion during stakeholder events/meetings so that collective pressure can be exerted to move forward with the intended measures.<br><b>Risk Treatment Owner: Project Manager, TEPP</b>                                                                              |

| # | Event                                                                                                                                                                      | Cause                                                                                                                  | Impact(s)                                                                                                                                       | Risk Category and Sub-category (including Risk Appetite)                                          | Impact, Likelihood & Risk Level                                                                                                                                         | Risk Valid From/To               | Risk Owner (team accountable for managing the risk)                        | Risk Treatment and Treatment Owner                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
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| 5 | There is a risk that the prospect of achieving the objective of generous trade preferential regimes after LDC graduation could be adversely affected.                      | If the trade engagements in the multilateral and regional trade forum change due to the changing global trade regimes. | Which would reduce Bangladesh's access to competitive export markets and slow its post-LDC readiness efforts under Outputs 1 and 4.             | <b>3. OPERATIONAL (3.8. Capacities of the partners) - UNDP Risk Appetite: EXPLORATORY TO OPEN</b> | Likelihood:<br><b>3 - Moderately likely</b><br><br>Impact:<br><b>4 - Extensive</b><br><br>Risk level:<br><b>SUBSTANTIAL (equates to a risk appetite of OPEN)</b>        | From: 01, Jan-25 To: 31-March,28 | Tanvir Mahmud, Senior Governance Specialist, Democratic Governance Cluster | <b>Risk Treatment 5.1:</b> Evidence on trade policy stances of different countries and heightened trade tensions amongst influential trade partners will be gathered and the government officials of Bangladesh will be supported to highlight the concerning issues and press for a liberal and flexible approach to capacity-constrained developing countries including the graduating LDCs.<br><b>Risk Treatment Owner:</b> Project Manager, TEPP<br><br><b>Risk Treatment 5.2:</b> Effective implementation of trade negotiation capacity building as included in this project will help Bangladesh prepare well for effective trade engagements considering the risk.<br><b>Risk Treatment Owner:</b> Project Manager, TEPP |
| 6 | There is a risk that the trade transformation priorities (e.g., capacity building, trade policy reform, private sector competitiveness, etc.) of the country might change. | If regional conflicts and/or internal unrest happen(s) during the project implementation.                              | Which would delay planned activities, disrupt stakeholder engagement, and reduce momentum for trade transformation under Outputs 1, 2, 3 and 4. | <b>8. SAFETY AND SECURITY (8.5. Civil unrest) - UNDP Risk Appetite: CAUTIOUS</b>                  | Likelihood:<br><b>3 - Moderately likely</b><br><br>Impact:<br><b>3 - Intermediate</b><br><br>Risk level:<br><b>MODERATE (equates to a risk appetite of EXPLORATORY)</b> | From: 01, Jan-25 To: 31-March,28 | Tanvir Mahmud, Senior Governance Specialist, Democratic Governance Cluster | <b>Risk Treatment 6.1:</b> The project will embrace an adaptive strategy that conforms to the overarching goals and objectives outlined in the project document, while also permitting flexibility to tailor specific activities as needed during the implementation phase.<br><b>Risk Treatment Owner:</b> Project Manager, TEPP                                                                                                                                                                                                                                                                                                                                                                                                |

| # | Event                                                                                                                                                                                       | Cause                                                                                                                                                                                               | Impact(s)                                                                                                                                                                                  | Risk Category and Sub-category (including Risk Appetite)                                                                                                                                       | Impact, Likelihood & Risk Level                                                                                                                                   | Risk Valid From/To               | Risk Owner (team accountable for managing the risk)                        | Risk Treatment and Treatment Owner                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
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| 7 | There is a risk that the project activities could generate suboptimal outputs.                                                                                                              | If PIU and implementing partner/resource persons underperform.                                                                                                                                      | Which would lead to lower-quality deliverables, reduced project performance, and weaker stakeholder confidence under Outputs 1, 2, 3 and 4.                                                | <b>3. OPERATIONAL (3.8. Capacities of the partners) - UNDP Risk Appetite: EXPLORATORY TO OPEN</b><br><b>4. ORGANIZATIONAL (4.7. Human Resources) - UNDP Risk Appetite: EXPLORATORY TO OPEN</b> | Likelihood:<br><b>2 - Low likelihood</b><br><br>Impact:<br><b>4 - Extensive</b><br><br>Risk level:<br><b>MODERATE (equates to a risk appetite of EXPLORATORY)</b> | From: 01, Jan-25 To: 31-March,28 | Tanvir Mahmud, Senior Governance Specialist, Democratic Governance Cluster | <b>Risk Treatment 7.1:</b> The project outputs will be monitored effectively, and adequate feedback will be gathered from all the concerned stakeholders so that any corrective actions can be taken promptly.<br><b>Risk Treatment Owner:</b> Project Manager, TEPP<br><b>Risk Treatment 7.2:</b> Formal evaluation exercises will be undertaken regularly, and the recommendations of evaluation exercises will be implemented.<br><b>Risk Treatment Owner:</b> Project Manager, TEPP                                                                                                                                                                                                                                                                                                        |
| 8 | There is a risk that the interventions on negotiation capacity, engagement with the private sector and evidence-based policy reforms may lead to reproduction discrimination against women. | If female participation and engagement, particularly from government offices and the private sector, are not actively ensured throughout the implementation of the project's various interventions. | Which would result in trade policies, investment reforms, and project outcomes that are not inclusive, undermining gender equality goals and reducing achievement of Outputs 1,2,3, and 4. | <b>1. SOCIAL AND ENVIRONMENTAL (1.2. Gender equality and women's empowerment) - UNDP Risk Appetite: CAUTIOUS</b>                                                                               | Likelihood:<br><b>1 - Not likely</b><br><br>Impact:<br><b>3 - Intermediate</b><br><br>Risk level:<br><b>LOW (equates to a risk appetite of CAUTIOUS)</b>          | From: 01, Jan-25 To: 31-March,28 | Tanvir Mahmud, Senior Governance Specialist, Democratic Governance Cluster | <b>Risk Treatment 8.1:</b> The project will integrate Gender Equality and Social Inclusion (GESI) principles into all aspects of trade policy development and capacity building. This will involve incorporating gender-sensitive components into trade policies to address the needs of women and marginalized groups, supporting women entrepreneurs, and promoting gender-sensitive business practices.<br><b>Risk Treatment Owner:</b> Project Manager, TEPP<br><b>Risk Treatment 8.2:</b> The research will be geared towards optimizing trade policies for gender equality, and the project will apply a gender lens in its planning and execution. Additionally, the project will track data on gender impacts to ensure equitable benefits and monitor progress, thereby ensuring that |

| # | Event                                                                                                                                                                                  | Cause                                                                                                                                                                                                                                                                         | Impact(s)                                                                                                                                                             | Risk Category and Sub-category (including Risk Appetite)                                          | Impact, Likelihood & Risk Level                                                                                                                                                   | Risk Valid From/To               | Risk Owner (team accountable for managing the risk)                        | Risk Treatment and Treatment Owner                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
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|   |                                                                                                                                                                                        |                                                                                                                                                                                                                                                                               |                                                                                                                                                                       |                                                                                                   |                                                                                                                                                                                   |                                  |                                                                            | <p>female participation and engagement are effectively promoted throughout the project's implementation.<br/><b>Risk Treatment Owner:</b> Project Manager, TEPP</p> <p><b>Risk Treatment 8.3:</b> Integrate a gender lens into investment-related analytical and knowledge products by ensuring, where feasible, the use of sex-disaggregated data and inclusion of a short assessment of gender implications in policy notes, analytical reports, and investment facilitation insights supported under the project.<br/><b>Risk Treatment Owner:</b> Project Manager, TEPP</p>                  |
| 9 | There is a risk that duty-bearers (e.g. government agencies) may be unable to fully meet their responsibilities in policy analysis, evidence validation, and implementation processes. | If relevant government agencies lack sufficient institutional capacity, technical skills, or coordination mechanisms to effectively engage in trade and investment policy reform processes supported by the project, and implementation of project-supported recommendations. | Which would result in weaker ownership of reforms, delays in implementing policy measures, and reduced effectiveness of project outcomes under Outputs 1, 2, 3 and 4. | <b>3. OPERATIONAL (3.8. Capacities of the partners) - UNDP Risk Appetite: EXPLORATORY TO OPEN</b> | <p>Likelihood:<br/><b>3 - Moderately likely</b></p> <p>Impact:<br/><b>3 - Intermediate</b></p> <p>Risk level:<br/><b>MODERATE (equates to a risk appetite of EXPLORATORY)</b></p> | From: 01, Jan-25 To: 31-March,28 | Tanvir Mahmud, Senior Governance Specialist, Democratic Governance Cluster | <p><b>Risk Treatment 9.1:</b> The project will Provide targeted capacity-building and technical support to strengthen the ability of MoC and BIDA, and relevant agencies to engage effectively in policy analysis and reform processes.<br/><b>Risk Treatment Owner:</b> Project Manager, TEPP</p> <p><b>Risk Treatment 9.1:</b> The project will Facilitate structured inter-agency coordination and follow-up mechanisms to improve communication, reinforce responsibilities, and support timely implementation of agreed actions.<br/><b>Risk Treatment Owner:</b> Project Manager, TEPP</p> |

| #  | Event                                                                                                                                                   | Cause                                                                                                                                                                                              | Impact(s)                                                                                                                                                                                                                             | Risk Category and Sub-category (including Risk Appetite)                                              | Impact, Likelihood & Risk Level                                                                                                                        | Risk Valid From/To               | Risk Owner (team accountable for managing the risk)                        | Risk Treatment and Treatment Owner                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|----------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 10 | There is a risk that these activities may later reveal sustainability or resilience concerns that were not anticipated during initial project planning. | If some future activities under the project have design parameters that are not yet defined at this stage and therefore cannot be screened for potential social and environmental risks in advance | Which would result in delayed identification of social or environmental risks, reduced ability to plan for mitigation in advance, and potential impacts on the sustainability and resilience of outcomes under Outputs 1, 2, 3 and 4. | 4. <b>ORGANIZATIONAL (4.3. Implementation arrangements) - UNDP Risk Appetite: EXPLORATORY TO OPEN</b> | Likelihood: <b>3 - Moderately likely</b><br>Impact: <b>3 - Intermediate</b><br>Risk level: <b>MODERATE (equates to a risk appetite of EXPLORATORY)</b> | From: 01, Jan-25 To: 31-March,28 | Tanvir Mahmud, Senior Governance Specialist, Democratic Governance Cluster | <b>Risk Treatment 10.1:</b> The project will conduct activity level screening and review once design details are known to ensure compliance with UNDP social and environmental standards.<br><b>Risk Treatment Owner:</b> Project Manager, TEPP<br><b>Risk Treatment 10.2:</b> The project will apply additional assessments and mitigation measures as needed to address sustainability and resilience risks before implementation of such activities.<br><b>Risk Treatment Owner:</b> Project Manager, TEPP |



