

Government of the People's Republic of Bangladesh  
Ministry of Finance  
Economic Relations Division  
UN Section-1 (UNDP)  
Shere-e-Bangla Nagar, Dhaka-1207  
[www.erd.gov.bd](http://www.erd.gov.bd)

No:09.00.0000.000.103.02.0001.26-11

Date: 18/02/2026

Subject: Project Documents Signed for "Transformative Economic Policy Project (TEPP) Phase-II Project" and "Institutional Strengthening for Promoting Accelerated Transformation (ISPAT) Project."

I am writing to inform you that the Economic Relations Division (ERD and the United Nations Development Programme (UNDP) have signed two project documents titled "Transformative Economic Policy Project (TEPP) Phase-II Project" and "Institutional Strengthening for Promoting Accelerated Transformation (ISPAT) Project" on 09 February 2026. A copy of this document is being shared for your records and for necessary action.

Enclosure: 01 (One) Project Document.

S. 18/02/2026  
Sohel Ahmed  
Deputy Secretary  
Phone: 48113341  
E-mail: [un1@erd.gov.bd](mailto:un1@erd.gov.bd)

Distribution:

1. Chairman, BIDA, Prime Minister's Office, Agargaoan, Dhaka.
2. Wing Chief (FABA), Economic Relations Division, Sher-e-Bangla Nagar, Dhaka.
3. Director General, NGO Affairs Bureau, Agargaoan, Dhaka.
4. Deputy Director, ERDOC, Economic Relations Division, Sher-e-Bangla Nagar, Dhaka.
5. Resident Representative, UNDP, IDB Bhaban, Agargaoan, Dhaka.

CC

1. PS to Secretary, Economic Relations Division, Sher-e-Bangla Nagar, Dhaka.
2. PO to Wing Chief, UN Wing, Economic Relations Division, Sher-e-Bangla Nagar, Dhaka.
3. PO to Joint Secretary, UN-1/2, Economic Relations Division, Sher-e-Bangla Nagar, Dhaka.

United Nations Development Programme

PROJECT DOCUMENT  
[Bangladesh]



**Project Title: Institutional Strengthening for Promoting Accelerated Transformation (ISPAT)**

Project Number:

Implementation Partner: NGO Affairs Bureau (NGOAB), Chief Adviser's Office (CAO)

Start Date: 09 February 2026      End Date: 30 June 2027      PAC Meeting Date: 18 November 2025

**Brief Description**

Bangladesh has made strong development strides and is expected to graduate from LDC status in 2026. According to provisional estimates for FY 2023-24, GDP growth was about 5.82% and per-capita income reached USD 2,675<sup>1</sup>. Meanwhile, poverty has shown recent signs of reversal: the national poverty rate rose to about 20.5 % in 2024, up from 18.7 % in 2022<sup>2</sup>. The economic disruptions of the pandemic—coupled with inflation and wage stagnation—have thus begun to erode some of the earlier gains and increased vulnerability among many households.

NGOs have played a vital role alongside the Government of Bangladesh by reaching marginalized communities, improving basic services, reducing poverty, responding to disasters, supporting climate adaptation, and promoting rights and good governance. They contributed significantly to the MDGs and continue to advance the SDGs. Yet their full contribution remains under-recognized due to gaps in NGOAB's reporting systems, limited documentation of civil society results, and a constrained civic space. NGOAB regulates foreign-funded NGOs and operates under the Chief Adviser's Office. As the number of NGOs has grown from 394 to 2,715 in 2025<sup>3</sup>, the Bureau continues to work with limited staff and manual processes, resulting in slow services and delays in essential NGO activities.

The ISPAT Project aims to strengthen NGOAB's institutional and professional capacity and create enabling policy environment to support NGO-driven socio-economic development and accelerate progress on SDGs 1, 5, and 16 by:

- ensuring effective use of foreign donations,
- recognizing NGO contributions to national priorities, and
- fostering innovation and scaling successful solutions.

By improving systems, evidence, and collaboration, the project seeks to enhance service delivery and amplify the development impact of NGOs in Bangladesh.

The project has two Outcomes:

**Outcome 1:** Services for managing foreign donations are delivered by the NGO Affairs Bureau in a more transparent, efficient, and responsive manner, ensuring accountability and transparency for NGOs.

**Outcome 2:** Policy and institutional capacity are strengthened, enabling the government to align NGO activities and contributions with national priorities and the SDGs

The project consists of three outputs as follows:

**Output 1:** Institutional capacity of NGOAB to deliver services strengthened to provide transparent, gender-responsive, and accountable service delivery to NGO to serve the Community.

<sup>1</sup> GDP, Savings and Investment, Chapter 2, Bangladesh Economic Review 2024

<sup>2</sup> World Bank: Bangladesh will reach its highest poverty rate in the current fiscal year, BDDIGEST, 8 October 2025

<sup>3</sup> <https://ngoab.gov.bd/site/page/3de95510-5309-4400-97f5-0a362fd0f4e6/->

**Output 2:** Capacity of NGOAB personnel enhanced to effectively coordinate and deliver services aligned with Citizen's Charter and principles of gender-equality and responsiveness.

**Output 3:** Supported enabling policy environment for facilitating responsive service delivery and convergence of NGO-Led innovation with national priorities and achieving SDGs.

**Contributing Outcome (UNSDCF, CPD, RPD)**

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

**CPD Output 3.1:** The Government and other duty bearers, along with all rights holders, are better able to uphold standards, practices, and norms that promote social cohesion, human rights, non-discrimination and empowerment of women and other vulnerable groups.

**Output 3.2:** Public institutions and other quasi-formal institutions and normative and policy frameworks have enhanced capacities and frameworks to ensure accountable and gender-responsive governance according to the rule of law.

**SP Output 2:** 2.1 Public institutions enhanced to deliver integrated people-centered solutions for basic services, economic development, resilience and peace for all.

Indicative Output(s) with gender marker<sup>4</sup>:

Output 1: Gender marker 2

Output 2: Gender marker 2

Output 3: Gender marker 2

Total resources required

USD 1,060,951.29

Total resources allocated

UNDP TRAC:

Australian

Government:

1,060,951.29

Government:

00

In Kind:

00

*Though the total budget of the project as per the donor agreement was USD 1,921,304.56 (AUD 2,950,000), the project has already planned to spend approximately USD 860,353.27 in the initiation phase as of 31 December 2025. The unspent amount will be transferred with this project budget.*

Agreed by (signatures)<sup>5</sup>

| Government                                                                                                                                                                                                                                               | UNDP                                                                                                                                                             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  <p><b>Md. Shahriar Kader Siddiky</b><br/>Secretary<br/>Economic Relations Division<br/>Ministry of Finance<br/>Government of the People's Republic of Bangladesh</p> |  <p><b>Stefan Liller</b><br/>Resident Representative<br/>UNDP Bangladesh</p> |
| Date: 09.02.2026                                                                                                                                                                                                                                         | Date: 9/2/2026                                                                                                                                                   |

<sup>4</sup> The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principal objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

<sup>5</sup> Note: Adjust signature as needed

## List of Acronyms

|         |                                                                           |
|---------|---------------------------------------------------------------------------|
| ADAB    | Association of Development Agencies in Bangladesh                         |
| APR     | Annual Project Report                                                     |
| a2i     | Aspire to innovate                                                        |
| AUD     | Australian Dollar                                                         |
| CAO     | Chief Adviser's Office                                                    |
| CAO     | Chief Accounts Officer                                                    |
| C&AG    | Controller And Auditor General                                            |
| CBO     | Community Based Organization                                              |
| CGA     | Controller General of Accounts                                            |
| CoA     | Chart of Accounts                                                         |
| COVID   | Coronavirus Disease                                                       |
| CSO     | Civil Society Organization                                                |
| CPD     | County Program Document                                                   |
| DD      | Due Diligence                                                             |
| DFAT    | Department of Foreign Affairs and Trade                                   |
| DSA     | Daily Substance Allowance                                                 |
| DSDL    | Digital Service Design Lab                                                |
| ECNEC   | Executive Committee of the National Economic Council                      |
| ERD     | Economic Relations Division                                               |
| FNB     | Federation of NGOs in Bangladesh                                          |
| GDP     | Gross Domestic Product                                                    |
| GESI    | Gender Equality and Social Inclusion                                      |
| GFR     | General Finance Rules                                                     |
| GoB     | Government of Bangladesh                                                  |
| HACT    | Harmonized Approach for Cash Transfer                                     |
| iBAS    | Integrated Budget and Accounting System                                   |
| ICT     | Information, Communication and Technology                                 |
| IMED    | Implementation, Monitoring and Evaluation Division                        |
| IP      | Implementing Partner                                                      |
| IRRF    | Integrated Results and Resource Framework                                 |
| ISPAT   | Institutional Strengthening for Promoting Accountability and Transparency |
| LDC     | Least Developed Countries                                                 |
| LNOB    | Leaving No One Behind                                                     |
| LoA     | Letter of Agreement                                                       |
| LPL     | Limited Professional Liability                                            |
| M&E     | Monitoring and Evaluation                                                 |
| MIS     | Management Information System                                             |
| MoU     | Memorandum of Understanding                                               |
| MTBF    | Mid-Term Budget Framework                                                 |
| NEC     | National Economic Council                                                 |
| NGO     | Non-Government Organization                                               |
| NGOAB   | NGO Affairs Bureau                                                        |
| NEX     | National Execution Modality                                               |
| NIM     | National Implementation Modality                                          |
| ODA     | Official Development Assistance                                           |
| PAC     | Project Appraisal Committee                                               |
| PMU     | Project Management Unit                                                   |
| PPR     | Public Procurement Rules                                                  |
| ProDoc. | Project Document                                                          |

S.V.  
Sohel Ahmed  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh

|         |                                                              |
|---------|--------------------------------------------------------------|
| PSC     | Project Steering Committee                                   |
| QA      | Quality Assurance                                            |
| RPD     | Revenue Per Day                                              |
| SAI     | Supreme Audit Institution                                    |
| SBAA    | Standard Basic Assistance Agreement                          |
| SDG     | Sustainable Development Goals                                |
| SEA     | Sexual Exploitation and Abuse                                |
| SESP    | Social and Environmental Screening Procedure                 |
| SH      | Sexual Harassment                                            |
| SIR     | SDGs Implementation Review                                   |
| SMART   | Specific Measurable Attainable Realistic and Time-Bound      |
| SSC/TrC | South-South Cooperation and Triangular Cooperation           |
| TA      | Travelling Allowance                                         |
| TAPP    | Technical Assistance Project Proposal                        |
| ToR     | Terms of Reference                                           |
| UNDAF   | United Nations Development Assistance Framework              |
| UNDP    | United Nations Development Program                           |
| UNSDCF  | United Nations Sustainable Development Cooperation Framework |
| UPL     | Unscheduled Personal Leave                                   |
| USD     | US Dollar                                                    |
| VNR     | Voluntary National Review                                    |

S. V

Sohel Ahmed  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh

## Table of Contents

|                                                        |           |
|--------------------------------------------------------|-----------|
| <b>1. Development Challenges.....</b>                  | <b>2</b>  |
| <b>2. Strategy .....</b>                               | <b>3</b>  |
| <b>3. Results and Partnership.....</b>                 | <b>11</b> |
| <b>4. Partnerships.....</b>                            | <b>16</b> |
| <b>5. Project Management.....</b>                      | <b>19</b> |
| <b>6.Result Framework.....</b>                         | <b>21</b> |
| <b>7. Monitoring and Evaluation.....</b>               | <b>23</b> |
| <b>8. Multi-Year Work Plan .....</b>                   | <b>25</b> |
| <b>9. Governance and Management Arrangements .....</b> | <b>29</b> |
| <b>10. Legal Context .....</b>                         | <b>31</b> |
| <b>11. Risk Management .....</b>                       | <b>31</b> |
| <b>12. Annexes.....</b>                                | <b>33</b> |

S. ✓  
Sohel Ahmed  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh

## 1. Development Challenges

Bangladesh's economy remains strong though growth has moderated, with GDP reaching about USD 459 billion in FY 2023-24 and a growth rate of approximately 5.82%<sup>6</sup>. Poverty has been slowly rising in recent years, with the rate at around 18.7% in 2022, last recorded at around 20.5% in 2024, and forecasts suggesting it could rise to about 21.2%<sup>7</sup>. On gender equality, Bangladesh leads South Asia, ranking 24th globally in the World Economic Forum Global Gender Gap Index 2025, with a parity score of 77.5%<sup>8</sup>.

Despite these impressive gains, the rapid expansion of public service requirements is straining the capacity of key government institutions, such as the NGO Affairs Bureau (NGOAB). As the central management agency overseeing over 2,770 NGOs—NGOAB manages approximately 1,000 projects each year but operates with a staff of around 60. This limited workforce, coupled with heavy reliance on manual file processing and a mere 200 field visits annually, constrains its ability to provide timely and effective regulatory services, as mandated by the Citizen Charter.

Over the decades, NGOs and Civil Society Organizations (CSOs) in Bangladesh have been instrumental in advancing the Millennium Development Goals (MDGs) and are central to the country's progress toward the Sustainable Development Goals (SDGs). Their grassroots engagement in healthcare, education, microfinance, and disaster risk reduction has complemented government efforts, resulting in measurable gains for marginalized communities. However, these contributions are insufficiently captured in national development metrics, and foreign donor funding—a primary source of NGO financing—is not always reflected in GDP calculations. As a result, the full extent of NGOs' socio-economic impact remains underrecognized in official records, reducing visibility of their critical role in fostering inclusive growth and rights-based development.

Meanwhile, Bangladesh's civil society landscape has undergone significant shifts, affecting the role of NGOs and their capacity to advocate for rights-based issues. Once a vibrant space for grassroots mobilization, many CSOs now face restrictive legal frameworks, heightened scrutiny of foreign funding, and an environment in which self-censorship has become commonplace. These conditions weaken the watchdog function and limit robust advocacy, thus undermining broader development outcomes.

Compounding this scenario, a traditional mindset persists among both **service providers** (NGOAB) and **service recipients** (NGOs). Rather than facilitating collective impact, NGOAB often defaults to a "watchdog" stance, subjecting NGOs to cumbersome administrative hurdles. Unconscious and confirmation biases within the system disproportionately impact marginalized and women-led organizations, hampering their potential to pioneer innovative solutions. As a result, these NGOs are more likely to channel energy into navigating regulatory processes rather than directing efforts toward transformative development and human rights agendas.

Digital transformation offers a critical avenue to alleviate capacity constraints. A 2020 mapping exercise conducted by UNDP identified potential for digitizing NGOAB's core functions, projecting a 53% reduction in processing time, a 96% cut in costs, and an 82% drop in travel requirements. Yet actual digital adoption remains slow, meaning the bureau continues to rely on manual paperwork that delays urgent project approvals—especially for crisis response, women's empowerment, and gender equality initiatives.

<sup>6</sup> Bangladesh Economic Review 2024, Ministry of Finance, Bangladesh

<sup>7</sup> World Bank: Bangladesh will reach its highest poverty rate in the current fiscal year, BDDIGEST, 8 October 2025

<sup>8</sup> Bangladesh leads South Asia in gender equality: WEF report, NEWAGE, 29 October 2025

Additionally, dialogue between NGOs, donor agencies, and NGOAB is insufficient. Although the bureau is mandated to coordinate among these stakeholders, the Grievance Redressal System (GRS) reflects no formal complaints—indicating a lack of robust feedback mechanisms rather than an absence of concerns. Building mutual trust, establishing transparent communication channels, and involving diverse stakeholders more systematically are essential to address this gap and foster collaborative governance.

Against this backdrop, the United Nations Development Programme (UNDP) has introduced the ISPAT project to enhance NGOAB's institutional capacity and nurture a more responsive policy environment. Building on the 2016 capacity assessment<sup>9</sup> and informed by multiple consultations<sup>10</sup> in 2023 and 2024, ISPAT emphasizes system strengthening, staff development, and a modern, IT-driven service architecture. By reframing NGOAB's role from regulator to strategic partner and streamlining bureaucratic processes, the project aims to improve service quality, expedite approvals for high-priority interventions, and revitalize a shrinking civic space—ultimately enabling NGOs to more effectively champion inclusive, equitable, and sustainable development across Bangladesh.

## 2. Strategy

Building on UNDP's longstanding partnership with the NGO Affairs Bureau (NGOAB), the ISPAT project aims to drive a transformative agenda by strengthening institutional systems, investing in staff capacity, and integrating digital innovations to enhance service delivery and foster an enabling environment for NGOs.

Through this initiative, NGOAB is advancing toward modernized service delivery and strengthened institutional capacity. The project focuses on advancing policy reform, service automation, human resource development and systematic engagement with stakeholders. Through this approach, NGO regulation and partnerships are expected to become faster, better coordinated, more transparent and equitable. This will help to strengthen public trust in institutions while aligning closely with the outcomes of the UNSDCF and the UNDP Country Programme Document (CPD).

The theory of change underlying ISPAT assumes that if NGOAB and partner institutions adopt streamlined rules, end-to-end digitalized processes and enhanced staff capacities and if NGOs, INGOs and development partners engage regularly through institutionalized consultations and dialogue, then project/fund approvals, oversight and coordination will become faster, predictable, and evidence based. In turn, this will improve the quality and inclusiveness of services delivered to NGOs, particularly those led by women and marginalized groups and enhance the overall impact of development interventions.

Despite these opportunities, NGOAB faces several contextual challenges that need to be addressed in order to modernize its systems. The Bureau suffers from a shortage of skilled staff who are able to manage automated, modern service delivery mechanisms. Existing processes remain largely paper-based and fragmented, resulting in lengthy delays in project and fund approvals. Its database systems and analytical capacity are weak, limiting evidence-based monitoring and results tracking. Coordination among NGOs, INGOs, government institutions and development partners is insufficient, while regulatory frameworks remain complex and outdated. Gender equality, disability inclusion and broader social equity considerations are inadequately integrated into current systems. Additional barriers include staff turnover, limited incentives to adopt digital systems, traditional bureaucratic mindsets and a lack of career development and promotion pathways that discourage innovation and adaptation.

<sup>9</sup> <https://ngoab.portal.gov.bd/sites/default/files/files/ngoab.portal.gov.bd>

<sup>10</sup> Details Report on the Consultations, UNDP, 2023 & 2024.

To address these realities, the ISPAT Project will support NGOAB to digitalize its service delivery processes by introducing integrated online systems to replace manual procedures for project approval, fund management and monitoring. It will also invest in strengthening the professional skills of NGOAB officials through structured training, mentoring and on-the-job capacity building, equipping them to provide smart, efficient and inclusive services. At the policy level, the project will provide technical assistance for revising and simplifying existing regulatory frameworks, enabling a more enabling and risk-based compliance environment. In parallel, ISPAT will institutionalize regular policy dialogues and stakeholder consultations at both national and regional levels, ensuring stronger collaboration among government, NGOs, INGOs and development partners. Knowledge sharing will be another critical intervention, as the project will document and disseminate good practices and lessons learned to improve service-provider and service-recipient relationships, thereby generating quicker and more sustainable development impacts.

The strategy is further informed by lessons learned from past initiatives. Experience demonstrates that digital tools alone cannot deliver transformation unless they are supported by enabling policies, clear standard operating procedures and strong accountability mechanisms. Regular dialogue among stakeholders creates ownership and fosters trust, while continuous capacity development, including refresher training and peer-to-peer learning is more effective than one-off trainings. Simplified and risk-based compliance models ease the operational burden on smaller NGOs while maintaining accountability. Finally, showcasing good practices and generating quick wins can overcome resistance to change and accelerate reform adoption.

The expected results of adopting ISPAT include the establishment of a fully functional online platform for project approvals, fund disbursements and monitoring; an enhanced and professionalized workforce within NGOAB that is able to deliver smart and inclusive services; and updated legal and regulatory frameworks that integrate gender, disability and inclusion principles. The project will also lead to improved coordination mechanisms through institutionalized consultations and regional dialogues and the production of knowledge products that document lessons learned and good practices across the sector.

Ultimately, the ISPAT Project will contribute directly to the achievement of UNSDCF and CPD outcomes. By modernizing and digitalizing NGOAB, the project strengthens institutional governance, accountability and transparency, thereby reinforcing the UNSDCF outcome on effective and responsive institutions. By mainstreaming gender equality, disability inclusion and equitable participation of women-led and smaller NGOs, it supports inclusive human development and ensures that no one is left behind. By streamlining approvals and enabling real-time data sharing, the project enhances the timeliness and effectiveness of humanitarian and crisis response, particularly in contexts such as Cox's Bazar. Finally, by transforming NGOAB into a smart service delivery institution, ISPAT contributes to the UNDP CPD priority on digital transformation, positioning NGOAB as a model of modernized, citizen-responsive public service in Bangladesh.

Within this framework, the ISPAT project will employ a three-pronged strategy to address both structural and attitudinal challenges:

#### **I. Strengthening Institutional Systems and Automation**

**Digital Transformation:** Develop and deploy advanced online Management Information Systems (MIS) for NGO registration, monitoring, and performance tracking, significantly reducing manual processes and accelerating approvals.

**Data-Driven Oversight:** Implement standardized monitoring and evaluation (M&E) tools, enabling evidence-based decision-making, greater transparency, and stronger accountability.

**Inclusive Feedback Mechanisms:** Establish integrated channels—both online and offline—for NGOs and civil society to provide real-time input, fostering mutual trust and continuous service improvement. The interventions will support NGOAB to strengthen its capacity to facilitate platform for dialogues

## II. Capacity Strengthening and Mindset Reset

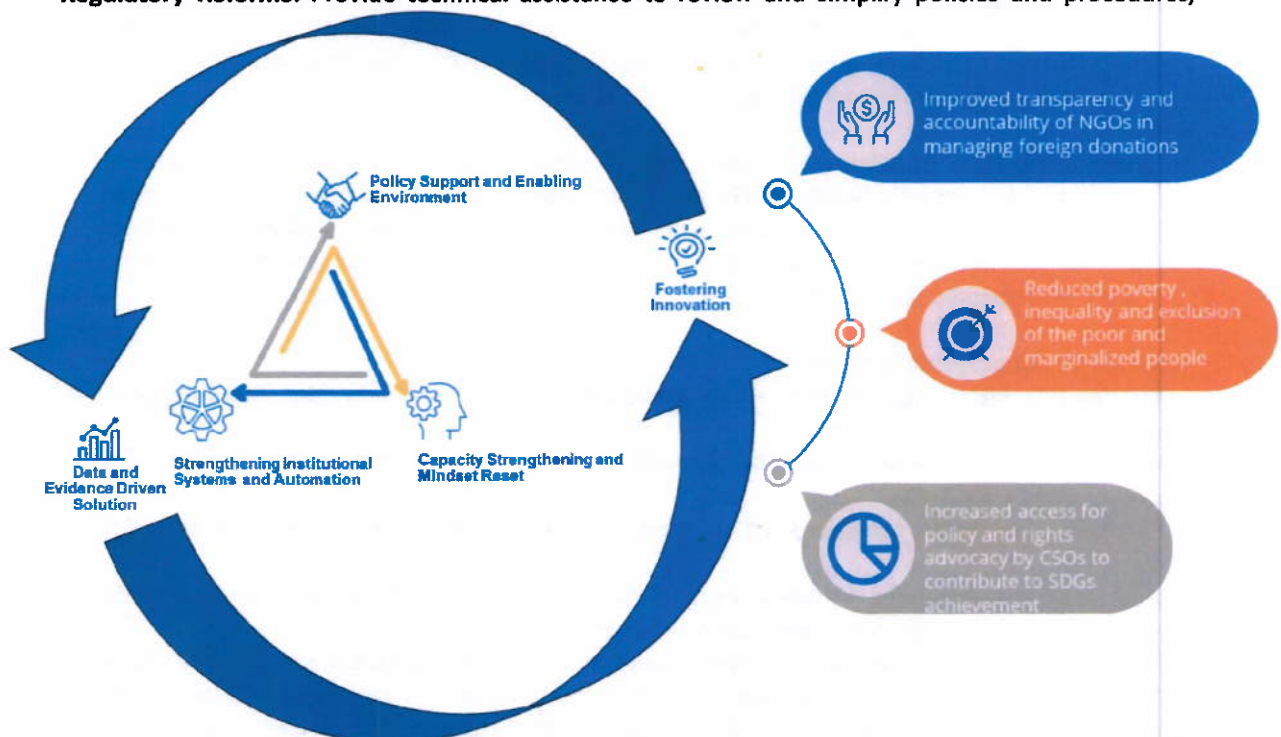
**Skill Enhancement:** Deliver targeted capacity strengthening interventions for NGOAB staff and NGO personnel, covering digital service delivery, project management, and gender-responsive programming. This includes explicit efforts to identify and mitigate unconscious biases, especially those affecting marginalized and women-led organizations.

**Leadership Transformation:** Conduct interactive workshops and coaching sessions that encourage a shift from a purely regulatory “watchdog” stance to a facilitative, partnership-oriented culture. The leadership capacity strengthening interventions will be designed to address both unconscious and confirmation biases to ensure a gender responsive, accessible and inclusive leadership culture is nurtured within the NGOAB’s organisational system.

**Peer Learning and Innovation:** Facilitate knowledge exchanges through study tours, exposure visits, and cross-sectoral forums to showcase effective regulatory models and inclusive governance practices in comparable settings.

## III. Policy Support and Enabling Environment

**Regulatory Reforms:** Provide technical assistance to review and simplify policies and procedures,



reducing administrative bottlenecks and fostering NGOs’ innovation.

**Alignment with National Priorities:** Integrate NGOAB’s oversight functions with broader national goals—such as disaster resilience and gender equality—ensuring cohesive, multi-sectoral collaboration.

**Collaborative Policymaking:** Actively involve CSOs at each stage of policy design and consultation, reinforcing transparency, trust-building, and the inclusion of diverse stakeholder perspectives.

*Sohel Ahmed*  
 Deputy Secretary  
 Economic Relations Division  
 Ministry of Finance  
 Govt. of the People's Republic of Bangladesh

By coupling direct implementation with robust digital solutions, capacity strengthening, and policy-oriented reforms, ISPAT will rapidly elevate NGOAB's service delivery while cultivating a culture of openness and partnership. This holistic approach positions NGOAB to become not only a more effective regulator but also a catalyst for innovation, ensuring that civil society can thrive and play a pivotal role in Bangladesh's inclusive, equitable, and sustainable development.

#### IV. Theory of Change: (Brief)

The Theory of Change (TOC) of the project is as follows.

*If NGOAB is supported to modernize its service delivery systems through digital transformation to enhance transparency and efficiency of foreign funding management;*

*If its personnel are capacitated to provide gender-responsive, efficient, and citizen-centric services as per the Citizen Charter;*

*If inclusive policy environments are strengthened through technical assistance, multi-stakeholder consultations, and evidence-based reforms that integrate the perspectives of NGOs, including women-led and marginalized groups; and*

*If robust data and monitoring systems are established to capture NGO contributions to national priorities and the SDGs, enabling meaningful civil society participation in policy dialogues and feedback mechanisms—*

*Then NGOAB will function as a responsive, accountable, and inclusive public institution that facilitates effective NGO operations; NGOs will be better positioned to deliver innovative, rights-based solutions; and the Government will be able to recognize, align, and scale NGO contributions to SDGs—particularly SDG 1, SDG 5, and SDG 16—thereby strengthening civic space and participatory governance.*

*Because digital transformation will reduce administrative bottlenecks and increase transparency; capacity-building will strengthen gender-responsive and inclusive service delivery; policy reforms co-created with civil society will ensure enabling regulatory frameworks; and data-driven oversight combined with participatory monitoring will enhance accountability and highlight the value of NGO-led development interventions.*

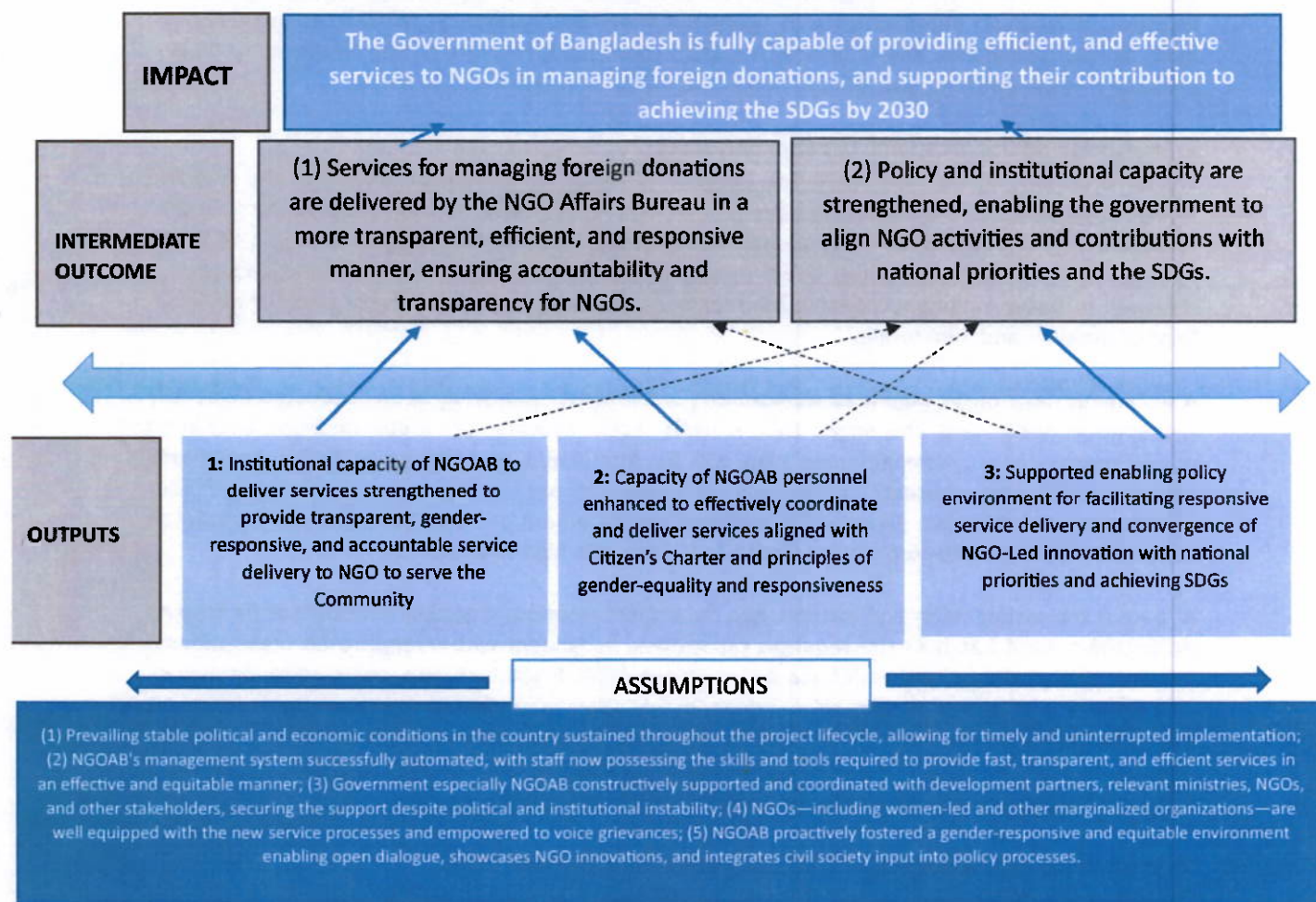
#### Assumptions Underpinning the ToC:

- NGOAB and relevant government actors are committed to reform and open to adopting digital systems and inclusive practices.
  - NGOAB personnel and NGOs have the capacity and willingness to participate in training and utilize new systems effectively.
  - Political and economic conditions remain stable enough to allow uninterrupted implementation of reforms.
  - Civil society organizations, including women-led and marginalized NGOs, are willing and able to engage in policy dialogues and feedback mechanisms.
  - Reliable, disaggregated data will be available and used to inform policy and service improvements.
  - Donor support and stakeholder engagement will remain consistent throughout the project lifecycle.
- There is sufficient public and institutional support for inclusive, transparent, and accountable governance reforms.



Sohel Ahmed  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh

Therefore, the **Theory of Change of ISPAT Project** is in the following:



#### IV Building on Existing Relationship with NGOAB

Since 2016, UNDP has been actively supporting the NGO Affairs Bureau (NGOAB), initially through a capacity assessment exercise and, in 2020, by facilitating a Digital Service and Design Lab (DSDL) session to map its digitalization needs. These interventions have enhanced staff capacities and laid the groundwork for expediting service automation. UNDP's recent engagement with NGOAB revealed a strong demand for comprehensive service digitalization, presenting a strategic entry point for broader transformational initiatives.

However, full-scale digital transformation will require a phased approach to ensure smooth adoption and sustainability. Through continued capacity development and structured piloting, UNDP will assist NGOAB in iterating and refining three core systems:

- Registration & others
- Service Management 21 Forms (FD/FC)
- Project Management
- Complaint Management
- Report & Dashboard
- Report & Dashboard
- Data Digitalization
- Capacity Development and Awareness

S. 2 ✓  
Sohel Ahmed  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh

Each system will undergo a pilot phase to test functionalities, gather feedback from stakeholders, and incorporate necessary improvements. By taking this incremental approach, NGOAB can mitigate risks, build internal ownership, and ultimately integrate these platforms into its day-to-day operations—resulting in more efficient, transparent, and accountable service delivery to NGOs.

#### **V. Strengthening Organizational Capacity of NGOAB**

The ISPAT project will be implemented to address immediate capacity gaps at NGOAB and expedite service improvements. Throughout this process, NGOAB will be closely involved in defining priorities, co-developing a roadmap for institutional strengthening, and participating in strategic decision-making. While UNDP will assume direct management responsibility under DIM, the approach is designed to foster national ownership by integrating NGOAB officials into every stage of planning, implementation, and monitoring.

A **systematic and holistic organizational capacity assessment** has already been conducted to identify the specific needs and challenges that NGOAB faces. Drawing on these findings, a tailored organisational capacity-strengthening plan will be formulated to enhance NGOAB's operational efficiency and policy oversight to takeover or implement project that requires multistakeholder involvement and that align with the Government's development priority —ensuring the Bureau can effectively serve as a one-stop service point for NGOs and foreign fund management.

As part of the sustainability and exit strategy, the project envisions a gradual handover of its outputs to NGOAB once it has built the requisite capabilities. In tandem with strengthened organizational systems, policy reforms, and workforce development, NGOAB will be better prepared to manage its own services and sustain project gains independently. Over time, should the enabling environment and partnership scope with UNDP evolve, National Implementation Modality (NIM) could be introduced, transferring full implementation responsibilities to NGOAB and cementing its role as a catalyst for transparent, accountable, and efficient NGO service delivery.

#### **VI. Institutional Strengthening for 2030 Sustainable Development Goals**

Bangladesh has made significant progress on several Sustainable Development Goals (SDGs), notably SDG 1 on reducing extreme poverty and SDG 5 on gender equality. As one of the earliest adopters of the SDGs, the Government has integrated the Global Development Agenda into national plans, culminating in its first Voluntary National Review (VNR) report presented to the United Nations High-Level Political Forum in June 2017. The 8<sup>th</sup> Five Year Plan and the Perspective Plan 2041 further reflect the Government's commitment to sustainable development, emphasizing good governance, digitalization, decentralization, and inclusive economic growth.

Among the 17 SDGs, SDG 16 serves as a cornerstone for fostering peaceful, inclusive societies and strong institutions. Within this framework, the NGO Affairs Bureau (NGOAB) is tasked with providing specialized services for NGOs receiving foreign donations. Over time, the number of registered NGOs rose from 394 to more than 2,770, while the Bureau's staff capacity and IT infrastructure lagged, limiting its ability to generate timely data and evidence-based reports.

Recent consultations facilitated by UNDP, including a workshop on 23 January 2023, brought to light the challenges and bottlenecks that NGOAB faces. These discussions revealed that digitalization of services and enhanced professional skills could dramatically improve efficiency, transparency, and accountability in managing NGO operations. It became clear that modernizing systems and equipping staff with the right capabilities will lead to better knowledge management, faster reporting, and more sustainable impact across stakeholder groups.

Despite a strong appetite for digitalization at NGOAB, progress has been slow. By leveraging additional

S.✓

support from the other UNDP initiatives, the pace of transformation can be accelerated, enabling NGOAB to better fulfil its mandate and reinforce its role in advancing the national development agenda.

#### **VII. Alignment with Human Rights Based Approach - HRBA**

The ISPAT Project will work for strengthening NGOAB and the supply side of the development approach is to make the institutions more responsive to citizens' demands by providing quick and effective service delivery. In this sense, the project has adopted a human rights-based approach to ensure that both sides of the development equation are addressed. The project will promote human rights by digitalization of services of NGOAB which will further strengthen transparency, and accountability between the supplier (NGOAB) and the beneficiaries. The project will also focus gender responsive data generation, analysis and reposting mechanism so that women and other marginal groups can have the benefit of it. The project will conduct rapid assessment to capture experiences and satisfaction of NGOs including women-led NGOs related to NGOAB services and expectations and will recommend for improving the existing services. The technical assistance for holding periodical dialogues at regional and national level with relevant stakeholders will further strengthen the monitoring mechanism of service delivery process. Inclusion of at least 30% female staff on web and mobile applications, establishing a platform of dialogue, support preparation of annual report on LNOB are some instances for mainstreaming human rights-based approach throughout the project.

#### **VIII. Aligned with Gender Equality and Social Inclusion Approach - GESI**

The gender vision of Bangladesh Government is to establish a country where men and women will have equal opportunities and rights and women will be recognized as equal contributors in economic, social, and political development. The agenda for gender equality and women's empowerment emphasizes not only enhancing women's capabilities and access to resources and opportunities but also addressing structural and institutional barriers, transforming restrictive social norms, and ensuring the protection of women's rights. These priorities are critical to integrate within institutional systems and development interventions.

In alignment with this national vision, the UNDP-supported ISPAT Project will particularly focus on Action Item 1 (increasing access to human development opportunities), Action Item 5 (providing infrastructure and communication services for women), and Action Item 6 (improving institutional capacity, accountability, and oversight). In doing so, the project will ensure that all interventions are consistent with Gender Equality and Social Inclusion (GESI) principles. This includes supporting institutions in adopting GESI-sensitive policies, practices and organizational cultures as well as mainstreaming GESI into planning, programming and reporting systems.

The project will actively strengthen the capacity of NGO personnel by ensuring the inclusion of at least 30 percent female staff in the use of the web-based application for timely data updating, reporting and accessing services. It will also facilitate policy dialogues and prepare guidelines to address the needs of women and other marginalized groups, in line with the principle of *leaving no one behind*. Moreover, the project will establish systems to collect and manage disaggregated data that can be used to report on the development benefits delivered to disadvantaged groups. All ISPAT interventions—including capacity development, software applications, policy dialogues, reporting mechanisms and assessments—will integrate gender and inclusion perspectives to ensure equitable impact.

Specific attention will be given to ensuring that gender and social inclusion considerations are systematically applied throughout the project cycle. At the planning stage, gender-responsive assessment tools will be used during needs assessments, consultations and annual work plan preparations. This will guarantee that gender balance, inclusivity and diverse voices are reflected in program design. A conflict-sensitive approach will also be adopted, and all programmatic guidelines

3-1

and tools will be developed through a gender lens with corrective measures incorporated into project documents where necessary.

During implementation, each project output will embed activities that promote and institutionalize GESI, whether through revised legal frameworks or improved business processes. The project will foster a gender-responsive environment by organizing regular consultations and dialogues between NGOAB and women-led or marginalized NGOs, enabling their voices, needs and aspirations to be heard and addressed. In addition, the project will provide targeted capacity-building assistance to women-led and marginalized NGOs, focusing on areas such as financial management, compliance and quality reporting, with specific attention to the principles of leaving no one behind.

Monitoring and evaluation will also apply a gender-responsive approach. The project will integrate gender-sensitive indicators within its results framework and collect sex-disaggregated data to measure the impact of interventions on women and marginalized groups. Furthermore, the digitalization of NGOAB's service processes will include the design of databases and dashboards capable of generating graphical reports on NGO activities by thematic area (e.g., health, education, poverty alleviation) and by key beneficiary characteristics such as sex, disability, age and community status.

Finally, all project communications and visibility materials—including concept notes, training modules, leaflets, brochures, reports, success stories and videos—will be developed with a gender-sensitive and inclusive approach. This will ensure that the project's messages and knowledge products promote women's empowerment, inclusivity and social equity while also highlighting best practices and success stories that inspire wider institutional adoption of GESI principles.

#### **IX. National Ownership**

From the outset, national ownership has been prioritized by engaging the NGO Affairs Bureau (NGOAB) and other stakeholders in shaping the project's scope, objectives, and interventions. During the inception phase, NGOAB will be closely involved in articulating institution-specific priorities and jointly developing a roadmap for targeted support. This phase will also include a comprehensive institutional analysis, enabling the design of tailored interventions in direct collaboration with NGOAB.

To ensure sustained national ownership, the project emphasizes building robust institutional capacity and aligning with the government's plan, the project will:

- Strengthen policy and design processes in cooperation with relevant government institutions and stakeholders.
- Engage a wide range of actors, including national and international NGOs (INGOs), so that they are not merely beneficiaries but play an active role in shaping and validating reforms.
- Promote mutual accountability as a foundation for effective coordination and the realization of results.

Through this inclusive approach—where NGOAB co-leads the planning, implementation, and continuous feedback loops—the project ensures that its outcomes are institutionalized and fully owned by national counterparts. Over time, increased institutional capacity and enhanced policy frameworks will enable NGOAB to sustain and scale these initiatives, reinforcing Bangladesh's broader development priorities and maintaining momentum beyond the project's lifecycle.

#### **X. Social and Environmental Protection**

All project activities consider both social and environmental protection. The project is focused on digitalizing NGOAB's services along with capacity-building initiatives. Compared to infrastructure projects, it is expected to leave a minimum environmental impact. Despite having minimal risks, the project will adopt 'green' measures, including limiting the use of printing for essential purposes and

§-v

following a low carbon footprint, and will focus more on online engagement. The project will undergo UNDP's Social and Environmental Screening template as part of its appraisal process.

#### **XI. Digitization and Service Transformation of NGOAB**

For more than a decade, digitalization has been the cornerstone of development in Bangladesh across the public sector. The country has moved up nine steps, occupying 115th place among 193 countries in 2018 on the E-Governance Development Index, published by the United Nations. The digital and service transformation of public service in Bangladesh consists of four key priorities as follows:

- Developing human resources ready for the 21<sup>st</sup> century.
- Connecting citizens in ways most meaningful to them.
- Taking services to citizens' doorsteps.
- Making the private sector and market more productive and competitive through the use of digital technology.

Bangladesh made important strides during its earlier Five-Year Plans (6<sup>th</sup> and 7<sup>th</sup>) in utilizing technology to bring in tangible transformation in all four areas. Progress made in bringing government services to the doorsteps of citizen is probably the area where Bangladesh registered most significant progress. Information and Communication Technology Division (ICTD) has taken initiatives to encourage and provide support for ICT related activities, formulate national ICT strategy and policies, create standards and specifications of ICT tools for government organizations according to their necessity, work for human resource development.

### **3. Results and Partnership**

#### **Expected Results**

Aligned with the 2030 Agenda for Sustainable Development, the UNSDCF, and UNDP's Country Programme Document (CPD), the ISPAT project aims to strengthen public institutions by fostering accountability and evidence-based policy reforms so that an empowered NGOAB can manage NGO services more effectively, equitably, and inclusively, ensuring that civil society contributions to Bangladesh's development agenda are recognized, integrated, and scaled. In the context of recent political developments and the Government's renewed reform agenda, which prioritizes digitalization, bridging the digital divide, while fostering uncompromising transparency and an unbridled, barrier-free digital openness. The project will support the Government of Bangladesh's Chief Adviser's Office and other public institutions to enhance services for NGOs—particularly women-led NGOs. By improving regulatory processes and disbursements of foreign donations, the project will help ensure timely, equitable, and transparent services. Through knowledge brokering, capacity-building, and coordinated dialogues, the project will enable key government stakeholders to monitor and evaluate progress more effectively, thereby supporting the country's broader development objectives and SDG commitments. The underlying assumption is that if NGOAB operates more systematically and predictably, it can better capture NGOs' contributions to the SDGs and ensure transparent, accountable resource management for the most vulnerable, including women, persons with disabilities, and other marginalized communities.

**Outcome 1:** Services for managing foreign donations are delivered by the NGO Affairs Bureau in a more transparent, efficient, and responsive manner, ensuring accountability and transparency for NGOs.

**Outcome 2:** Policy and institutional capacity are strengthened, enabling the government to align NGO activities and contributions with national priorities and the SDGs.

Outcome 1 aims to enhance the transparency, accountability, and gender-responsiveness of services provided by the NGO Affairs Bureau (NGOAB) to NGOs and communities in Bangladesh. This will be

achieved by strengthening the institutional and professional capacity of NGOAB personnel to deliver services that meet the commitments of the Citizen Charter and by improving oversight mechanisms to ensure transparency and responsiveness. By enhancing these capacities, this outcome fosters trust between the government, NGOs, and communities, ensuring that foreign donations are managed efficiently, equitably, and in line with national priorities. This outcome will be achieved through Outputs 1 and 2.

Outcome 2 aims to enhance policy and institutional capacity, enabling the government to align NGO contributions with national priorities and the SDGs through coordinated service delivery. This will be achieved by creating an enabling environment that supports responsive service delivery and greater convergence of NGO-led innovation with national development objectives. By fostering more inclusive and structured collaboration between the government and NGOs, this outcome strengthens service delivery, enhances accountability, and ensures that NGO efforts contribute meaningfully to achieving national priorities and the SDGs. This outcome will be achieved through Output 3.

**Output 1: Institutional capacity of NGOAB to deliver services strengthened to provide transparent, gender-responsive, and accountable service delivery to NGO to serve the Community**

Bangladesh's future public service ecosystem must be agile, tech-savvy, data-driven, human-centric, and gender-responsive—all vital elements for inclusive policies, responsive services, and public trust in governance. Under this output, the ISPAT project will help NGOAB develop a comprehensive, gender-responsive data system to bolster decision-making, monitoring, and reporting—particularly for SDG-related analyses such as Strategic Implementation Review (SIR) and Voluntary National Review (VNR). Enhanced data accuracy and availability will spur evidence-based policymaking, facilitate more transparent oversight of NGO contributions and strengthen trust among stakeholders.

**Result 1.1: Greater Efficiency in Service Delivery Through Automation/Digitalization**

The Government of Bangladesh has made strides in transitioning from manual filing to electronic submissions for core processes (e.g., NGO registration, renewal, re-registration, and project clearance). Digitalization can reduce processing times, costs, and physical travel—significantly increasing transparency and accountability. While many NGOs already use software-based applications, NGOAB's capacity for implementing digital processes remains a key bottleneck. Establishing a unified electronic filing and document management system will align NGOAB, line departments, district officials, and NGOs on a single platform, improving coordination and speeding up service delivery. This integrated mechanism also lays the groundwork for revising the Citizen Charter and improving grievance redressal systems.

**Highlights of Activities**

- Conduct an assessment to prioritize service processes for digitalization, ensuring significant female participation.
- Develop IT infrastructure and online systems to manage application submissions, approval workflows, and records.
- Equip up NGOAB officials with ICT devices and training to fully leverage e-service platforms.

**Result 1.2: Enhanced Tracking of Results, Good Practices, Transparency, and Accountability via a Web-Based M&E and MIS**

The Government of Bangladesh and development partners highlighted the critical need for stronger monitoring mechanisms to track the allocation and utilization of foreign donations, particularly in reaching marginalized populations in recent consultations. At present, the absence of a structured data pipeline for national reporting processes such as the SIR and VNR limits transparency and policy coherence. Establishing a web-based M&E and MIS system would institutionalize unified data

34

collection, management, and dissemination—enabling evidence-based reviews and real-time tracking of NGO-led project contributions at both national and subnational levels.

#### **Highlights of Activities**

- Develop and deploy software applications to facilitate result-based management, monitoring, and reporting.
- Develop database with Geographical reporting on NGOs working on different thematic areas.
- Develop and incorporate SDG-aligned indicators into reporting systems to reflect NGOs' contributions to national targets.
- Establish a training information management database, strengthening staff capacity to oversee NGO operations.
- Improvement of service-process simplification through digitalization, prioritizing inclusivity and accessibility.
- Assessment of Organisational Capacity to enhance operation efficiency to deliver digitalized services and projects for improving service delivery

#### **Output 2: Capacity of NGOAB personnel enhanced to effectively coordinate and deliver services aligned with Citizen's Charter and principles of gender-equality and responsiveness**

Modern systems alone are insufficient without capable staff who can operate them effectively and interact constructively with NGOs. Initial capacity gaps identified during consultations highlight the need for thorough training in proposal evaluation, document review, data analytics, and service delivery. Crucially, interventions will also address unconscious and confirmation biases, ensuring that services remain gender-responsive, accessible, and inclusive—even for smaller or last-mile NGOs.

#### **Result 2.1: Staff Capacity to Manage Information, Capture Innovation, and Prepare Reports Strengthened**

While NGOAB collects NGO data, it currently lacks centralized, disaggregated datasets to inform management decisions or recognize organizations led by women, youth, or marginalized groups. Strengthening gender-responsive data management and analytics capabilities will enable NGOAB to identify NGO-driven innovations, highlight their SDG contributions, and guide more synergistic national development programs.

#### **Highlights of Activities**

- Conduct a training needs assessment, with significant female staff participation, to tailor skill-enhancement programs.
- Capacity enhancement for upskilling NGOAB officials to effectively manage software applications and other relevant topics and trend.
- Develop in-house analytics and reporting expertise, facilitating data-driven decision-making.
- Organize regular training/workshop/seminar to capture experiences and satisfaction of NGOs including women-led NGOs related to NGOAB services and expectations for improving existing services/online system.
- Provide technical assistance to NGOAB to review and re-design gender responsive services for NGOs including training and campaign.
- Organize periodical dialogues at regional and national level with relevant stakeholders to strengthen the policy capacity of NGOs and NGOAB.
- Mobilize a thematic expert pool from different sectors to support the capacity development and enhance digital literacy among NGOs, fostering innovation and long-term resilience.

#### **Result 2.2: Improved Client-Friendly Services and Coordination with Stakeholders**

Systematic mechanisms for measuring client satisfaction—particularly the experiences of women-led NGOs—have yet to be institutionalized. The absence of regular feedback loops limits NGOAB's ability

*S.A*

to adapt services to the needs of diverse stakeholders. Furthermore, weak coordination between NGOs, line ministries, and development partners often leads to bottlenecks and delays in approvals, which in turn undermine efficiency and predictability in service delivery.

To overcome these challenges, a shift in policy orientation is required—from a primarily regulatory approach toward a client-centric and facilitative service culture. This would entail embedding gender-responsive service standards, instituting mechanisms to monitor client satisfaction, and integrating inclusive practices into daily operations. Addressing unconscious and confirmation biases in service interactions is also critical for ensuring fairness and accessibility. Such reforms would not only foster greater trust between government and civil society but also expedite approval processes and enhance resource mobilization—positioning NGOAB as a transparent, accountable, and citizen-oriented public institution.

#### **Highlights of Activities**

- Upgrade service templates and forms based on user-journey insights, with explicit attention to gender inclusivity.
- Enhance coordination mechanisms with key stakeholders to accelerate multi-partner engagement in development partnerships.
- Facilitate dialogues with stakeholders to encourage consistent compliance and mutual accountability and Govt-NGO collaboration.
- Capacity development of NGO personnel with inclusion of at least 30% female staff for timely updating data on progress reporting and accessing services.
- Capacity development of NGO officials on policy frameworks and financial management especially focusing on audit follow-up actions and transparency.
- Establish a digital dashboard that offers real-time visibility of NGOAB services and fosters overall transparency.
- Implement targeted workshops and capacity-strengthening sessions to identify and mitigate unconscious and confirmation biases, ensuring that service design and delivery are equitable and client-centric.
- Organize regular self-assessment and peer-review sessions to continuously refine practices for enhanced inclusivity and responsiveness.

#### **Output 3: Supported enabling policy environment for facilitating responsive service delivery and convergence of NGO-Led innovation with national priorities and achieving SDGs**

Effective service delivery hinges on policy frameworks that enable NGO innovation, align projects with national goals, and ensure no one is left behind. While NGOAB has the mandate to regulate foreign funding flows, it needs gender-responsive guidelines, stronger policy support, and clearer directives to fully realize its role in coordinating NGO activities and promoting inclusive development. By creating an enabling policy environment, the project will foster greater convergence between government and CSO-led innovation, ensuring that NGO initiatives reinforce national strategies and the SDGs.

For effective service delivery, policy frameworks that enable NGO innovation, align initiatives with national goals, and ensure inclusivity. Central to this shift is the structured integration of CSOs into policy dialogues and reform processes. Through inclusive consultations and evidence-based collaboration, CSOs will be empowered to contribute their expertise and grassroots experience to shape responsive policies, address fragmentation, and restore public trust in governance. This approach will ensure that regulatory oversight is balanced with participatory engagement, creating a more transparent, accountable, and development-oriented civic space.

  
**Sohel Ahmed**  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh

### **Result 3.1: Fully Functional Policy Dialogue Platform to Support NGO Social Innovation**

Although NGOAB is mandated to facilitate foreign donations for development projects, multi-stakeholder dialogue has been limited. A policy dialogue platform can unearth pressing challenges, build consensus for new guidelines or reforms, and acknowledge NGOs' essential contributions.

#### **Highlights of Activities**

- Establish a policy dialogue platform involving government, NGOs, development partners and other relevant stakeholders to identify gaps and co-develop solutions.
- Develop policy guidelines rooted in the principle of Leaving No One Behind (LNOB), with a focus on marginalized groups.
- Introduce policy interventions that align NGO activities with national plans/SDG Action Plans.
- Develop policy briefs to explore specialized units within NGOAB, such as emergency disaster response or gender-based violence prevention units.
- Strengthen coordination among NGOAB-NGOs, line ministries, and local administrations for consistent, inclusive service delivery.
- Establish multi-stakeholder policy platform involving CSOs, line ministries, and development partners (especially representatives from the relevant LCG Groups) to deliberate on emerging policy issues, share evidence from grassroots experiences, and strengthen participatory decision-making processes.
- Support NGOAB and CSOs in preparing guidance notes and operational frameworks for specialized units—such as disaster response, gender-based programs, or community outreach—to enhance targeted and inclusive service delivery.

### **Result 3.2: Strengthened Policy Development and Outreach for Transparency and Accountability**

NGOAB balances oversight with responsiveness to NGO needs. Improved policy communication can help NGOs understand regulations more clearly, while transparent policymaking will prompt ongoing dialogue and service quality enhancements. By documenting good practices and research findings, NGOAB can further incentivize NGO-led innovation. Active involvement of CSOs in these processes—through structured dialogue and joint consultations—will ensure that policies remain inclusive, evidence-based, and responsive to the realities on the ground.

#### **Highlights of Activities**

- Undertake research and policy studies to identify best practices, converge NGO initiatives with national priorities, and scale successful models and their contribution to national goals and SDGs.
- Compile annual reports highlighting LNOB outcomes and NGO achievements, raising public awareness.
- Develop and implement an Information, Education, and Communication (IEC) strategy to promote NGOAB services, foster trust, and enable informed and active engagement of NGOs and stakeholders.
- Leverage digital platforms and social media to disseminate information widely, enhance outreach, and promote transparency through timely, accessible, and citizen-friendly communication.
- Develop and disseminate policy briefs on the outcomes of CSO-NGOAB policy dialogues, providing actionable recommendations for regulatory reform and improved service delivery.
- Support the creation of Rules/Guidelines on M&E for consistent NGO oversight and transparent reporting.
- Formulate a Knowledge Management & Communications strategy, ensuring coherent, accessible information on NGOAB's roles, processes, and accountability mechanisms.

S.V.

By delivering these outputs and their associated activities, the ISPAT project will address recent political priorities around digital transformation, reduced digital divide, and enhanced transparency—ultimately enabling NGOAB to more effectively, equitably, and inclusively manage NGO services and ensure that civil society contributions to Bangladesh’s development agenda are recognized, integrated, and scaled.

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

The Project will need to recruit human resources (project personnel) to implement the project activities effectively. It will need support from the UNDP Country Office for timely recruitment, procurement, set up of the project office, collaborating with the government counterparts, and liaising with the development partners, as well as hiring expert support through the regional office. The project will also require support from relevant UNDP projects, national consultants, research firms, as well as academic and training institutions for high-level strategic support in policy research and capacity development to achieve the expected results. Furthermore, the project will require engagement with multiple institutions through a partnership based on a Letter of Agreement (LoA) and or Memorandum of Understanding (MoU) between NGOAB, Bangladesh Data Centre Company Limited [BDCCL], Sonali Payment Gateway, etc.

#### **4. Partnerships**

UNDP will work closely with the NGOAB, Chief Adviser’s/Prime Minister’s Office, NGOs and the Associations of NGOs e.g., Association of Development Agencies in Bangladesh (ADAB), Federation of NGOs in Bangladesh (FNB), to implement the project by having consultation and guidance from the respective partners. Besides, UNDP will seek partners to co-fund the institutional strengthening of NGOAB from donors and international NGOs. The digitization initiative will be rolled out in partnership with the UNDP, ICT Division and Cabinet Division to accelerate the journey towards developed Bangladesh. The project will be implemented across the country, putting emphasis on NGOAB as the primary target along with the registered NGOs and other stakeholders. It will implement some activities at the division and district level and engage with relevant officials of various Ministries/Departments.

#### **Risks and Assumptions**

There are a range of risks in the project which have been outlined in the detailed *Risk Analysis* (Annex-3). The most prominent are:

##### **1. Political and Regulatory Risks**

- **Political Instability and Elections:** The current political context in Bangladesh, coupled with the potential for significant political shifts and an upcoming national election, poses a risk to the timely organization of face-to-face events and project activities.
- **Regulatory Changes:** Evolving domestic policies and regulatory frameworks may result in procedural delays. The project assumes that relevant government institutions will remain committed to the reform agenda, ensuring alignment with strategic frameworks such as the Eighth Five-Year Plan and Perspective Plan 2041.

##### **2. Operational and Capacity Risks**

- **Limited Duration and Resource Constraints:** With a project duration of 2.5 years (with potential for no-cost extension), there is a risk that limited time and resource constraints may impact the delivery of outputs. This is compounded by challenges such as frequent leadership transitions and inadequate IT infrastructure at NGOAB.

##### **3. Stakeholder Engagement and Cultural Risks**

- **Mindset and Biases:** Traditional mindsets and unconscious or confirmation biases among NGOAB officials and other stakeholders could impede the transition to a client-

S-V ✓

centric, inclusive service delivery model. This may result in reduced participation of women-led and marginalized NGOs in the digitalization process.

#### 4. Global Donor Landscape Risks

- **Shifts in Donor Priorities:** The global development environment is undergoing changes, with bilateral donors increasingly diverting international development assistance towards other national priorities. This shift could reduce the financial resources available for the project.

#### Overall Assumptions

It is expected that key government stakeholders and the NGOAB will sustain their commitment to the reform agenda and its digital transformation, in line with national strategies. It also presumes continued donor support despite possible global shifts in funding priorities.

Active participation by all stakeholders—NGOs, INGOs and civil society—is expected to ensure an inclusive and transparent reform process. Over implementation, NGOAB's oversight mechanisms are envisaged to become more people-centred and fully able to fulfil their mandates, while institutions and policies become more transparent, accountable, effective, and gender-transformative, consistent with SDGs 1, 5, and 16.

The approach relies on timely, high-quality data from contributing agencies and NGOs and on a supportive culture of innovation to design smart systems and technologies. Finally, government monitoring tools and incentives—such as Annual Performance Agreements<sup>11</sup> and clear Key Performance Indicators<sup>12</sup>—are expected to continue driving inclusive policymaking and people-centred service delivery.

#### Stakeholder Engagement

Different types of stakeholders have been engaged in the project designing and later would be engaged in implementation period. The series of consultations with NGO Affairs Bureau have been conducted and key informant interviews with the relevant stakeholder also been done to identify gaps, challenges and potentials for designing and implementing this project. The detail reports through the SWOT (Strength, Weakness, Opportunities and Threats) analysis during the consultations have been prepared and incorporated the strategy particularly the women and LNOB in the work plan.

At the national level, the role of NGOAB, Chief Adviser's Office is crucial as these bodies could accelerate the progress of getting things done. At the implementation level the digitalization of system for quick and better engagement of NGOs is a central principle of the project. Scope for engagement of community people would establish network and build ownership and social capital that would ultimately help the process of establishment of inclusive, accountable and transparent service delivery of NGOAB through ISPAT Project. A mechanism will be established to avoid duplication and over lapping of activities as well.

The series of consultation with NGOAB/CSO/CBO have been conducted during the designing phase of this project. Therefore, following organizational, functional and policy challenges and gaps have been identified during the consultations and multi-years' activities have been planned in such a way so that the existing challenges can be reduced for better functioning of the implementing agency.

<sup>11</sup> The Annual Performance Agreement (APA) sets out the responsibilities of individual civil servants and is used for evaluating performance and making them accountable to their responsibilities.

<sup>12</sup> Key Performance Indicators (KPIs) are used to assess performance of government services.

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

South-South and Triangular Cooperation will play a central role not just in terms of learning from best practices globally but also to establish and reinforce Bangladesh's image as a leader in innovation and accelerated service delivery in the Global South.

In this regard, specific strategies that the programme will adopt include:

- Facilitating matchmaking workshops with countries that have successfully tackled public service challenges to export solutions to other countries; and
- Showcasing Bangladesh as a pioneer of public service innovation and SDG implementation in the Global South.

### **Digital Solutions<sup>13</sup>**

This project will largely contribute to digitalization of technologies and innovation for solutions to improve the target beneficiaries and partner organizations (NGOs) in Bangladesh. The project will be working on developing software and its application for smooth, transparent and accountable service delivery of NGOAB, e.g. NGO registration, renewal of registration, project approval, fund release, report generation and analysis, etc. to reduce time and cost and enhance efficiency and transparency between the service provider and service recipients. As the project mainly intends to digitalization and online process of daily works, it will also provide adequate IT-based trainings to the relevant officials from NGOAB, NGOs and INGOs. [Please see the intended number of results in the Result Framework, Section: V, Page: 22]

### **Knowledge Management**

A robust knowledge management system is a core priority of the ISPAT project, serving as both a driver of institutional learning and a foundation for sustainability. Knowledge generated through monitoring, analysis, and feedback will inform corrective measures, guide evidence-based decision-making, and strengthen NGOAB's institutional capacity to deliver transparent and efficient services. The project will systematically capture good practices, results, and lessons learned—ensuring that these are widely disseminated among national partners, development partners, NGOs, and other stakeholders through accessible digital platforms.

Institutional capacity building is embedded within this approach. Through multiple training and capacity-building initiatives, ISPAT will equip NGOAB personnel with advanced skills in digital systems, project management, monitoring, and evidence-based policy engagement. These investments will reinforce the Bureau's ability to operate sustainably within a fully digitized ecosystem, aligning with the Government of Bangladesh's Smart Bangladesh agenda. The integration of digital platforms for monitoring, reporting, and evaluation will further strengthen transparency and accountability, while enabling real-time access to data for policy alignment and service delivery.

The project will also commission targeted assessments, studies and research, with findings widely publicized and shared across government, NGOs, and development partners to encourage mutual learning and innovation uptake. In addition, an independent Final Evaluation will be conducted in the second year to assess results and provide recommendations for scaling or future interventions. Consistent with UNDP's standard reporting guidelines, the project will also prepare a Project Closing Report (PCR), document lessons learned and produce knowledge products for wide dissemination. Together, these measures will institutionalize a culture of continuous learning, digital innovation, and adaptive management within NGOAB and among its partners.

---

<sup>13</sup> Please see the [Guideline "Embedding Digital in Project Design"](#).

## **Sustainability and Scaling Up**

The ISPAT project is designed to create lasting change by strengthening both horizontal and vertical coordination among NGOAB, partner NGOs, and other key stakeholders. By embedding digital transformation, capacity strengthening, and a client-centric culture into NGOAB's operations, the project will institutionalize robust practices that can be sustained and scaled beyond the project period. *The detail sustainability plan attached as Annex- 7.*

## **5. Project Management**

### **5.1. Cost Efficiency and Effectiveness**

To enhance cost efficiency, the NGOAB's digitization strategy will align closely with the reformation initiative under the Chief Adviser's Office (CAO), leveraging existing web-management platforms, the e-filing infrastructure, and the well-established district-level reporting frameworks. The NGOAB will also benefit from UNDP's extensive experience in designing and ensuring the sustainability of similar government-led digital initiatives.

Greater coordination and integration with local governments and the NGOs, including women-led NGOs at the district level, will ensure cost savings on account of the earlier proposed divisional/district units of NGOAB. Further, the existing monitoring and evaluation mechanisms of the international NGOs will be used to integrate the line departments with the activities of the NGOAB.

Cost savings and value for money will be ensured using benchmarked and competitive procurement of goods and services. The monitoring framework and the periodic review will ensure that costs are benchmarked with comparable UNDP projects and national assistance programs. It should also be recollected that this program not only strengthens institutions for better governance but also meets national development goals and SDG targets for poverty alleviation. The inputs for a better governed NGOAB will go a long way in reducing the costs of poverty alleviation as well as guaranteeing rights to the citizens of Bangladesh.

The specific cost efficiency strategies include:

**Cost sharing with the government:** Although the government/NGOAB will not be directly contributing funds to the project, the government will be contributing in-kind through office space and staff time.

**Sharing costs with other projects in the CPD:** Where appropriate, the project will coordinate with other relevant projects like to share costs, for example, commissioning joint assessment and research. At the UNDP Bangladesh Country Office level, the project will make use of common services for processing procurement, human resource management, programme management, administration, finance and logistical support for operations.

**Sharing costs with other development partners:** Where possible, opportunities for joint implementation of activities will be sought through direct contacts with development partners implementing similar projects.

### **5.2 Project Management**

Given the scope, complexity, and multi-stakeholder engagement in the Programme's implementation, a Direct Implementation Modality (DIM) is best suited for effective and efficient project management. The project will be implemented in collaboration with the CAO, NGOAB, ERD, Local Administration, Relevant Ministries, NGOs, Australian Government, and UNDP Senior Management.

According to UNDP's rules and procedures, the ISPAT project will operate under a Direct Implementation Modality (DIM). UNDP Bangladesh Country Office will administer this initiative under the UNDP Resident Representative and Deputy Resident Representative's direct leadership. The

project's technical implementation will be led by a Project Manager, supported by a project team consisting of national and international experts and staff. This modality ensures transparency and efficiency through management information systems such as Quantum, which provide accurate financial reporting, value for money, fairness, and integrity in procurement.

By ensuring timely execution, accountability, and adherence to international standards, DIM strengthens operational efficiency, facilitates social innovation, and fosters sustainable national ownership and long-term capacity development, while delivering project outcomes effectively and reliably.

Moreover, a **Project Steering Committee** comprising representatives from CAO, ERD, Australian Government, NGOAB, and UNDP will provide strategic oversight and advisory support to ensure that the project remains aligned with its objectives and delivers results effectively. These governance arrangements are designed to ensure clear roles, structured decision-making, and effective coordination among stakeholders, with detailed roles and responsibilities outlined in **Section 9: Governance and Management Arrangements**.

5.✓

Sohel Ahmed  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh.

## 6.Result Framework<sup>14</sup>

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                          |                                                |                 |             |                                                  |               |                       |                                            |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|------------------------------------------------|-----------------|-------------|--------------------------------------------------|---------------|-----------------------|--------------------------------------------|
| <b>UNSDCF Outcome 4/UNDP CPD Outcome: 3</b> By 2026, more people, especially the most vulnerable, benefit from more equitable, non-discriminatory, gender-responsive, participatory, accountable governance and justice, in a peaceful and tolerant society governed by the rule of law.<br><b>Indicator:</b> Proportion of population satisfied with their last experience of public services<br><b>Baseline:</b> 39.69% (2018)<br><b>Applicable Output(s) from the UNDP Strategic Plan:</b> SP Output 2.1 Public institutions enhanced to deliver integrated people-centred solutions for basic services, economic development, resilience and peace for all. |                                                                                                          |                                                |                 |             |                                                  |               |                       |                                            |
| <b>Project Title and Quantum Project Number: Institutional Strengthening for Promoting Accelerated Transformation (ISPAT)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                          |                                                |                 |             |                                                  |               |                       |                                            |
| <b>EXPECTED OUTPUTS</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>OUTPUT INDICATORS<sup>15</sup></b>                                                                    | <b>DATA SOURCE</b>                             | <b>BASELINE</b> |             | <b>TARGETS (by frequency of data collection)</b> |               |                       | <b>DATA COLLECTION METHODS &amp; RISKS</b> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                          |                                                | <b>Value</b>    | <b>Year</b> | <b>Year 1</b>                                    | <b>Year 2</b> | <b>Year 3 (Final)</b> |                                            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                          |                                                |                 |             |                                                  |               |                       |                                            |
| <b>Outcome 1: Services for managing foreign donations are more transparent, efficient, and responsive</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                          |                                                |                 |             |                                                  |               |                       |                                            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 1.1 Number of services for managing foreign donations digitized                                          | Digital Assessment, Annual Report              | 0               | 2024        | 2                                                | 3             | 5                     | M & E Data, Annual Report                  |
| <b>Outcome 2: Policy and institutional capacity are strengthened, enabling the government to align NGO contributions with national priorities and the SDGs</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                          |                                                |                 |             |                                                  |               |                       |                                            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 2.1 Number of reformed services adopted to enable NGO contribution with national priorities and the SDGs | Capacity Assessment, Annual Report, M&E Report | 0               | 2024        | 1                                                | 3             | 5                     | M & E Data, Annual Report                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 2.2 Number of policy dialogue organized with NGOs-CSOs and Government                                    |                                                | 0               | 2024        | 3                                                | 5             | 3                     | M & E Data, Annual Report                  |

<sup>14</sup> UNDP publishes its project information (Indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

<sup>15</sup> It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

|                                                                                                                                                                                                      |                                                                                                                                                     |                                           |     |      |     |      |      |                                                   |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|-----|------|-----|------|------|---------------------------------------------------|
| <b>Output 1</b><br>Institutional Capacity of NGOAB strengthened to deliver services to NGOs that are gender responsive and ensuring transparency and accountability of NGO services to the community | 1.1 % of administrative cost, visit and time reduced to receive NGO registrations, Project approvals, fund release and renewals services from NGOAB | Digital Assessment, Final evaluation      | 00  | 2024 | 00  | 40%  | 60%  | Digital Assessment, Final evaluation              |
|                                                                                                                                                                                                      | 1.2 % GIS/Geographical reporting system developed                                                                                                   | M & E Data, Annual Report                 | 50% | 2024 | 70% | 100% | 100% | M & E Data, Annual Report                         |
|                                                                                                                                                                                                      | 1.3 % of services provided by NGOAB simplified                                                                                                      | M & E Data, Annual Report                 | 00  | 2024 | 50% | 100% | 100% | M & E Data, Annual Report                         |
|                                                                                                                                                                                                      | 1.4 % of NGOs reporting, registration, certification, and renewal processes improved                                                                | M&E Data/Annual Report                    | 00  | 2024 | 01  | 04   | 00   | M&E Data/Annual Report                            |
| <b>Output 2</b> Professional capacity of NGOAB personnel enhanced to effectively coordinate and manage services that are gender-responsive and fulfilling service commitment of Citizen Charter      | 2.1 Number of relevant NGOAB staff, including female staff capacitated to improve NGOAB services including managing software applications.          | M&E Data/Annual Report                    | 00  | 2024 | 50% | 100% | 00   | M&E Data/Annual Report                            |
|                                                                                                                                                                                                      | 2.2 # of periodical policy dialogue organised at the district/division or national level with relevant stakeholders including women led NGOs.       | M&E Data/Annual Report                    | 00  | 2024 | 02  | 03   | 01   | M&E Data/Annual Report, News portal               |
|                                                                                                                                                                                                      | 2.3 % of NGOs satisfied with the services provided by NGOAB as per Citizen Charter                                                                  | M&E Data/Annual Report                    | 00  | 2024 | 01  | 01   | 00   | M&E Data/Annual Report, News portal               |
| <b>Output 3</b> Enabling policy environment created for responsive service delivery and greater convergence of NGO-led innovation with national priorities and achieving SDGs.                       | 3.1 # of forms/template/guideline/service procedure changes to incorporate needs of women and marginalized people for upgrading NGOAB services      | Policy Guideline, Annual Report           | 00  | 2024 | 00  | 01   | 00   | Policy Guideline, Annual Report, Final Evaluation |
|                                                                                                                                                                                                      | 3.2 Number of NGOs who received training on financial management, online system, reporting etc. especially grassroots/ marginalized NGOs            | Policy Brief, Annual Report               | 00  | 2024 | 01  | 01   | 00   | Policy Brief, Annual Report, Final Evaluation     |
|                                                                                                                                                                                                      | 3.3 # of policy guideline/brief developed from different studies to showcase NGOs contributions to the national development agenda.                 | Quarterly/Annual Report, Final Evaluation | 00  | 2024 | 1   | 5    | 7    | Quarterly/Annual Report, Final Evaluation         |

32

## 7. Monitoring and Evaluation

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

### 7.1 Monitoring Plan

| Monitoring Activity                 | Purpose                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Frequency   | Expected Action                                                                                                                                                           | Partners (if joint) | Cost (if any) |
|-------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|---------------|
| Track results progress              | Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.                                                                                                                                                                                                                                                                                              | Annually    | Project established M&E System                                                                                                                                            |                     |               |
| Monitor and Manage Risk             | Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk. Half yearly Risks are identified by project management and actions are taken to manage risk. | Half Yearly | Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken. |                     |               |
| Learn                               | Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.                                                                                                                                                                                                                                                                                       | Annually    | Relevant lessons are captured by the project team and used to inform management decisions.                                                                                |                     |               |
| Annual Project Quality Assurance    | The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.                                                                                                                                                                                                                                                                 | Annually    | Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.                                        |                     |               |
| Review and Make Course Corrections. | Internal review of data and evidence from all monitoring actions to inform decision making.                                                                                                                                                                                                                                                                                                                                                                | Annually    | Performance data, risks, lessons and quality will be discussed by the project steering committee and used to make course corrections.                                     |                     |               |
| Project Report                      | A progress report will be presented to the Project Steering Committee and key                                                                                                                                                                                                                                                                                                                                                                              | Annually    | Developing Project Annual Report                                                                                                                                          |                     |               |

5.2

| Monitoring Activity                         | Purpose                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Frequency   | Expected Action                                                                                                              | Partners (if joint) | Cost (if any) |
|---------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|------------------------------------------------------------------------------------------------------------------------------|---------------------|---------------|
|                                             | stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.                                                                                                                                                                    |             |                                                                                                                              |                     |               |
| Project Review (Project Steering Committee) | The project steering committee will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Steering Committee will hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences. | Half Yearly | Concerns will be discussed by the project steering committee and management actions agreed to address the issues identified. |                     |               |

## 7.2 Evaluation Plan

| Evaluation Title | Partners (if joint) | Related Strategic Plan Output | UNSDCF/CPD Outcome             | Planned Completion Date | Key Evaluation Stakeholders | Cost and Source of Funding |
|------------------|---------------------|-------------------------------|--------------------------------|-------------------------|-----------------------------|----------------------------|
| Final Evaluation |                     | 2.1                           | UNSDCF Outcome 4/CPD Outcome 3 | 2026                    | NGOAB, UNDP                 | USD 35,000                 |

  
**Sohel Ahmed**  
 Deputy Secretary  
 Economic Relations Division  
 Ministry of Finance  
 Govt. of the People's Republic of Bangladesh

## 8. Multi-Year Work Plan

| EXPECTED OUTPUTS<br>Components or major interim Results of the project; To be shown as Activities in Quantum                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | PLANNED ACTIVITIES<br>Activity Results are the Outputs of the Project and Actions are the activities for achieving each output- not to be included in Quantum                                                                                        | Planned Budget |                         |                         | Responsible Party | Budget Description                             | Total Budget (USD) |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-------------------------|-------------------------|-------------------|------------------------------------------------|--------------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                      | Donor          | Year 1 (Jan - Dec 2026) | Year 2 (Jan - Jun 2027) |                   |                                                |                    |
| <p><b>Quantum Output # 1: Output 1: Institutional Capacity of NGOAB strengthened to deliver services to NGOs that are gender-responsive, agile to the needs and priorities of the community.</b></p> <p>Indicator: % of online system developed/revised for service delivery<br/>Baseline: 50%<br/>Target: 70%</p> <p>Indicator: No of service processes simplified through digitalization process<br/>Baseline: 00<br/>Target: 01</p> <p><b>Related CPO Outcome:</b><br/>Output 3.1: The Government and other duty bearers, along with all rights holders, are better able to uphold standards, practices and norms that promote social cohesion, human rights, non-discrimination and empowerment of women and other vulnerable groups.</p> <p><b>Output</b><br/>3.1: The Government and other duty bearers, along with all rights holders, are better able to uphold standards, practices and norms that promote social cohesion, human rights, non-discrimination and empowerment of women and other vulnerable groups.</p> | Activity Result 1.1: Greater efficiency in service delivery ensured through automation/digitalization of service process and procedures of NGOAB.                                                                                                    |                |                         |                         |                   |                                                |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 1.1.1 Assessment for digitalization ensuring significant female participation (30%) in the process done in collaboration with a2i program/jim.                                                                                                       | 011854         | -                       | -                       | UNDP              | Contractual Services-Companies                 | -                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 1.1.2 IT infrastructure and online system developed e.g. software development, management, SQTC test and other relevant tasks                                                                                                                        | 011854         | 20,092.00               | 14,775.00               | UNDP              | Contractual Services-Companies                 | 34,867.00          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 1.1.3 NGOAB's old database conversion into digital format                                                                                                                                                                                            | 011854         | 5,264.46                | 500.00                  | UNDP              | Contractual Services-Companies                 | 5,764.46           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 1.1.4 Computers/ICT devices & Server cost for NGOAB/ staff purchased                                                                                                                                                                                 | 011854         | 18,000.00               | 5,500.00                | UNDP              | Information Technology Equipment & Server cost | 23,500.00          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 1.1.5 Hiring technical expert/s to support online & IT system of NGOAB                                                                                                                                                                               | 011854         | 20,000.00               | -                       | UNDP              | Local Consultant                               | 20,000.00          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Activity Result 1.2: Results, good practices, efficiency of NGOs                                                                                                                                                                                     |                |                         |                         |                   |                                                |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 1.2.1 Develop software application to improve information sharing, NGO management, monitoring and result reporting system in a more comprehensive manner for both the service providers and recipients.                                              | 011854         | 1,500.00                | 1,000.00                | UNDP              | Contractual Services-Companies                 | 2,500.00           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 1.2.2 Develop database with graphical reporting on NGOs working on different thematic areas (example-health, education, poverty alleviation, etc.)                                                                                                   | 011854         | 1,500.00                | 500.00                  | UNDP              | Contractual Services-Companies                 | 2,000.00           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 1.2.3 Develop SDG-aligned reporting system in line with existing government framework.                                                                                                                                                               | 011854         | 1,500.00                | 600.89                  | UNDP              | Contractual Services-Companies                 | 2,100.89           |
| <p><b>Quantum Output # 2: Capacity of NGOAB personnel enhanced to address the needs and priorities of the institution.</b></p> <p>Indicator: % of relevant NGOAB staff are capacitated for managing software application.<br/>Baseline: 00<br/>Target: 50%</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 1.2.4 Explore scope of simplification of services (like- NGO registration, renewal, fund approval, reporting) through digitalization process.                                                                                                        | 011854         | 5,000.00                | 5,000.00                | UNDP              | Training, Workshops & Conference               | 10,000.00          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 1.2.5 Quality Assurance, Technical Assistance and Monitoring support                                                                                                                                                                                 | 011854         | 16,814.81               | 12,000.00               | UNDP              | Training, Workshops & Conference               | 28,814.81          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | M&E / Communications / Gender Specialist, etc.                                                                                                                                                                                                       | 011854         | 20,000.00               | 12,000.00               | UNDP              | Local Consultant                               | 32,000.00          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | IT Associate                                                                                                                                                                                                                                         | 011854         | 18,300.00               | 9,150.00                | UNDP              | Contractual Services - Individual              | 27,450.00          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Cleaning and janitorial carts and accessories                                                                                                                                                                                                        | 011854         | 2,250.00                | 1,200.00                | UNDP              | Cleaning & Messenger Services                  | 3,450.00           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Quality Assurance, Technical Assistance and Monitoring support                                                                                                                                                                                       | 011854         | 10,417.70               | 4,978.07                | UNDP              | Quality assurance & DPC                        | 15,395.77          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | General Management Services (GMS) @ 8%                                                                                                                                                                                                               | 011854         | 11,251.00               | 5,376.00                | UNDP              | Facilities & Administration                    | 16,627.00          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>Total of Output # 1</b>                                                                                                                                                                                                                           |                | <b>151,889.98</b>       | <b>72,579.96</b>        |                   |                                                | <b>224,469.94</b>  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Activity Result 2.1 : NGOAB's staff capacity strengthened to better engage with NGOs in managing information, capturing innovative practices, and preparing reports.                                                                                 |                |                         |                         |                   |                                                |                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 2.1.1 Capacity assessment/ training needs assessment of NGOAB officials and staff with inclusion of significant female staff in the process.                                                                                                         | 011854         |                         |                         | UNDP              | Local Consultants                              | -                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 2.1.2 Provide training/develop in-house capacity and skills of NGOAB staff to effectively manage software applications.                                                                                                                              | 011854         |                         |                         | UNDP              | Training, Workshops & Conference               | -                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 2.1.3 Rapid assessment/ customer journey exercise/feedback session to capture experiences and satisfaction of NGOs including women-led NGOs related to NGOAB services and expectations/recommendation for improving existing services/online system. | 011854         | 10,808.32               | 1,500.00                | UNDP              | Training, Workshops & Conference               | 12,308.32          |

| EXPECTED OUTPUTS                                                                                                                                                                                                                                                                                                                                                                           | PLANNED ACTIVITIES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                        | Planned Budget                                                                                       |                                                                                            | Responsible Party                                                    | Budget Description                                                                                                                                                                                                                                                                                                                                                                                  | Total Budget (USD)                                                                                                                          |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|----------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                                                                                            | Activity Results are the Outputs of the Project and Actions are the activities for achieving each output- not to be included in Quantum                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Donor                                                                                  | Year 1 (Jan - Dec 2026)                                                                              | Year 2 (Jan - Jun 2027)                                                                    |                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                             |
| Components or major interim Results of the project; To be shown as Activities in Quantum                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                        |                                                                                                      |                                                                                            |                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                             |
| Indicator: No of periodical dialogue organized at the regional or national level with relevant stakeholders.<br>Baseline: 00<br>Target: 02                                                                                                                                                                                                                                                 | 2.1.4 Technical assistance to NGOAB officials through training/workshop to review and re-design gender responsive services for NGOs including training and campaign<br>2.1.5 Technical assistance for holding periodical dialogues at regional and national level with relevant stakeholders.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 011854                                                                                 | 10,000.00                                                                                            | 2,500.00                                                                                   | UNDP                                                                 | Training, Workshops & Conference                                                                                                                                                                                                                                                                                                                                                                    | 12,500.00                                                                                                                                   |
|                                                                                                                                                                                                                                                                                                                                                                                            | Activity Result 2.2: NGOAB's staff capacity to deliver client-friendly services and effective coordination with stakeholders improved.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 011854                                                                                 | 25,000.00                                                                                            | 15,000.00                                                                                  | UNDP                                                                 | Training, Workshops & Conference                                                                                                                                                                                                                                                                                                                                                                    | 40,000.00                                                                                                                                   |
| Related CPD Outcome: The CPD Outcome 3 - pathway to transformative, participatory and inclusive governance (UNSDCF Outcome 4)- envisions that by 2026, more people, especially the most vulnerable, benefit from more equitable, non-discriminatory, gender-responsive, participatory, accountable governance and justice, in a peaceful and tolerant society governed by the rule of law. | 2.2.1. Technical assistance to NGOAB to upgrade and update services e.g., changes in forms/template based on user-journey and know your customer experiences.<br>2.2.2 Capacity development of NGOAB Officials for improving coordination mechanism & stakeholder management in delivering services.<br>2.2.3 Capacity development of NGO personnel with inclusion of at least 30% female staff for timely updating data on progress reporting and accessing services<br>2.2.4 Capacity development of NGO personnel to orient about policy framework / financial management initiating management response against audit observation and follow-up the action plan.<br>2.2.5 Technical assistance to manage a Dashboard on NGO services to improve efficiency of the institutions.<br>2.2.6 Arrange training for relevant NGOAB officials on ICT, Govt. Acts, Rules and Regulations, management, leadership, team building, etc.<br>2.2.7 Organize Learning/ Exposure visit with Government Officials, Donor's Representative, UNDP officials and relevant stakeholders to visit similar public institution /s like NGOAB to deliver quick, smart and client friendly services.<br>2.2.8 Provide training on financial management, reporting, auditing, follow up action, etc.<br>2.2.9 Hiring Policy expert to review NGOAB's Forms, Format, Act, Circular & legal frameworks to simplify and ensure client friendly<br>Project Analyst<br>Quality Assurance, Technical Assistance and Monitoring support<br>General Management Services (GMS) @ 8% | 011854<br>011854<br>011854<br>011854<br>011854<br>011854<br>011854<br>011854<br>011854 | 10,000.00<br>70,852.51<br>4,000.00<br>15,000.00<br>5,000.00<br>5,000.00<br>-<br>5,000.00<br>5,000.00 | 6,000.00<br>3,000.00<br>2,500.00<br>3,500.00<br>1,500.00<br>2,000.00<br>-<br>2,000.00<br>- | UNDP<br>UNDP<br>UNDP<br>UNDP<br>UNDP<br>UNDP<br>UNDP<br>UNDP<br>UNDP | Training, Workshops & Conference<br>Contractual Services-Companies<br>Contractual Services-Companies<br>Contractual Services-Companies<br>Training, Workshops & Conference<br>Training, Workshops & Conference<br>Learning / Exposure Visit<br>Training, Workshops & Conference<br>Local Consultants<br>Contractual Services - Individual<br>Quality assurance & DPC<br>Facilities & Administration | 16,000.00<br>73,852.51<br>6,500.00<br>18,500.00<br>6,500.00<br>7,000.00<br>-<br>7,000.00<br>5,000.00<br>48,000.00<br>20,253.00<br>21,873.00 |
|                                                                                                                                                                                                                                                                                                                                                                                            | Total of Output # 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                        | 231,135.43                                                                                           | 64,152.00                                                                                  |                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                     | 295,287.43                                                                                                                                  |

52

| EXPECTED OUTPUTS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | PLANNED ACTIVITIES                                                                                                                                                                                                |        | Planned Budget          |                         | Responsible Party | Budget Description               | Total Budget (USD) |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-------------------------|-------------------------|-------------------|----------------------------------|--------------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Activity Results are the Outputs of the Project and Actions are the activities for achieving each output- not to be included in Quantum Activities in Quantum                                                     | Donor  | Year 1 (Jan - Dec 2026) | Year 2 (Jan - Jun 2027) |                   |                                  |                    |
| Quantum Output # 3: Enabling policy environment created for responsive service delivery and greater convergence of NGO-led innovation with national priorities and achieving SDEs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Activity Result 3.1: Platform of policy dialogue established and fully functional to support social innovation of NGOs.                                                                                           |        |                         |                         |                   |                                  |                    |
| Indicator: No of Policy Brief/Guideline developed to capture scalable social innovations of NGOs.<br>Baseline: 00<br>Target: 01<br>Indicator: No of social media platforms established to disseminate information for NGOs.<br>Baseline: 00<br>Target: 01                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 3.1.1 Support NGOAB in establishing a platform of dialogue/ Consultation.                                                                                                                                         | 011854 | 10,000.00               | 5,000.00                | UNDP              | Training, Workshops & Conference | 15,000.00          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 3.1.2 Support development of policy guidelines to address the needs of marginalized people following the principle of leaving no one behind.                                                                      | 011854 | 10,000.00               | 8,000.00                | UNDP              | Local Consultants                | 18,000.00          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 3.1.3 Support policy intervention for greater convergences in government and NGO activities aligning with the national priority and 2030 development agenda.                                                      | 011854 | 10,500.00               | 1,500.00                | UNDP              | Research Firm                    | 12,000.00          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 3.1.4 Technical assistance for improved coordination and process simplification to improve services among the NGOAB, line ministries at the national level as well as local administration and local governments. | 011854 | 10,000.00               | 2,500.00                | UNDP              | Training, Workshops & Conference | 12,500.00          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Activity Result 3.2: Policy development and outreach communications for improved transparency and accountability strengthened.                                                                                    |        |                         |                         |                   |                                  |                    |
| Revised OPD Outcome: The CPD Outcome 3 – pathway to transformative, participatory and inclusive governance (UNSDC? Outcome 4) – envisions that by 2026, more people, especially the most 'vulnerable, non-benefit from more equitable, non-discriminatory, gender-responsive, participatory, accountable governance and justice, in a peaceful and tolerant society governed by the rule of law.<br><br>Output 3.1: The Government and other duty bearers, along with all rights holders, are better able to uphold standards, practices and norms that promote social cohesion, human rights, non-discrimination and empowerment of women and other vulnerable groups<br>.Output 3.2: Public institutions and other quasi-formal institutions and normative and policy frameworks have enhanced capacities and frameworks to ensure accountable and gender-responsive governance according to the rule of law. | 3.2.1 Technical assistance to capture Social Innovation of NGOs and develop Policy Briefs for scalable innovation.                                                                                                | 011854 |                         |                         | UNDP              | Local Consultants                | -                  |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 3.2.2 Support smaller NGO's/ NGOAB officials on the preparation of their annual reports on LNOB                                                                                                                   | 011854 | 15,000.00               | 10,000.00               | UNDP              | Contractual Services-Companies   | 25,000.00          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 3.2.3 Knowledge sharing and knowledge gathering through research/analysis/printing and publication of EC to improve service delivery.                                                                             | 011854 | 12,000.00               | 9,000.00                | UNDP              | Printing and Publications        | 21,000.00          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 3.2.4 Utilize Social Media platform for information dissemination by NGO and NGOAB                                                                                                                                | 011854 | 5,000.00                | 3,500.00                | UNDP              | Training, Workshops & Conference | 8,500.00           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 3.2.5 Conduct research/study to identify the entry point for better convergence of NGOs development contribution to national development agenda.                                                                  | 011854 | 90,000.00               | 3,000.00                | UNDP              | Research Firm                    | 93,000.00          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 3.2.6 Support developing a specific Rule/ Guideline on M&E system to facilitate NGOs.                                                                                                                             | 011854 | 5,000.00                | 10,000.00               | UNDP              | Local Consultants                | 15,000.00          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 3.2.7 Support development of Knowledge Management & Communications strategy, e.g. strategy paper, iEC materials, brief, etc. for improved transparency and accountability.                                        | 011854 | 17,132.92               | 5,000.00                | UNDP              | Printing and Publications        | 22,132.92          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 3.2.8 Conduct final evaluation to capture project impact/result/Quality Assurance, Technical Assistance and Monitoring support                                                                                    | 011854 | 15,000.00               | 20,000.00               | UNDP              | Contractual Services-Companies   | 35,000.00          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | General Management Services (GMS) @ 8%                                                                                                                                                                            | 011854 | 15,971.00               | 6200                    | UNDP              | Quality assurance & DPC          | 22,171.00          |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                   | 011854 | 17,248.00               | 6,696.00                | UNDP              | Facilities & Administration      | 23,944.00          |
| Total of Output # 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                   |        | 232,851.92              | 90,396.00               |                   |                                  | 323,247.92         |

5.2

Sohel Ahmed  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh

| EXPECTED OUTPUTS                       | PLANNED ACTIVITIES                                                                                                                      | Planned Budget |                         | Responsible Party | Budget Description                              | Total Budget (USD) |
|----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|----------------|-------------------------|-------------------|-------------------------------------------------|--------------------|
|                                        |                                                                                                                                         | Donor          | Year 1 (Jan - Dec 2026) |                   |                                                 |                    |
| Quantum Output # 4: Project Management | Activity Results are the Outputs of the Project and Actions are the activities for achieving each output- not to be included in Quantum |                | Year 2 (Jan - Jun 2027) |                   |                                                 |                    |
|                                        | Project Management                                                                                                                      |                |                         |                   |                                                 |                    |
|                                        | Project Manager                                                                                                                         | 011854         | 42,000.00               | UNDP              | Contractual Services - Individual               | 63,000.00          |
|                                        | Admin and Finance Associate                                                                                                             | 011854         | 24,875.00               | UNDP              | Contractual Services - Individual               | 37,625.00          |
|                                        | Project Assistant                                                                                                                       | 011854         | 16,625.00               | UNDP              | Contractual Services - Individual               | 24,875.00          |
|                                        | Office rent / Premises                                                                                                                  | 011854         | 11,000.00               | UNDP              | Rental & Maintenance-Premises                   | 19,098.00          |
|                                        | Contributions to Country Office Common Security                                                                                         | 011854         | 3,000.00                | UNDP              | Contributions to Country Office Common Security | 4,900.00           |
|                                        | UN Clinic                                                                                                                               | 011854         | 1,000.00                | UNDP              | UN Clinic                                       | 1,600.00           |
|                                        | Equipment and logistics / Computer Consumables                                                                                          | 011854         | 4,000.00                | UNDP              | Information Technology Equipment                | 7,000.00           |
|                                        | Vehicle-Rental services                                                                                                                 | 011854         | 5,000.00                | UNDP              | Rental & Maint of Other Equipment               | 8,000.00           |
|                                        | Repair & Maintenance                                                                                                                    | 011854         | 3,000.00                | UNDP              | Equipment and Furniture                         | 8,000.00           |
|                                        | Mobile bill, Internet, Postage, Electricity etc.                                                                                        | 011854         | 3,000.00                | UNDP              | Communic & Audio Visual Equip                   | 5,500.00           |
|                                        | Supply & Stationery                                                                                                                     | 011854         | 4,000.00                | UNDP              | Supply & Stationery                             | 8,000.00           |
|                                        | Annual Audit                                                                                                                            | 011854         | 2,652.00                | UNDP              | Professional Services                           | 5,304.00           |
|                                        | Travel/Local                                                                                                                            | 011854         | 6,900.00                | UNDP              | Travel                                          | 8,900.00           |
|                                        | General Management Services (GMS) @ PK                                                                                                  | 011854         | 10,324.00               | UNDP              | Facilities & Administration                     | 16,144.00          |
|                                        | Total of Output # 4                                                                                                                     |                | 139,376.00              |                   |                                                 | 217,946.00         |
| Total Project Budget (USD)             |                                                                                                                                         |                | 755,253.33              |                   |                                                 | 1,060,951.29       |

| Total Budget by Output | Output     | Amount (USD) |
|------------------------|------------|--------------|
|                        | Output # 1 | 224,469.94   |
|                        | Output # 2 | 295,287.43   |
|                        | Output # 3 | 323,247.92   |
|                        | Output # 4 | 217,946.00   |
| Total Amount (USD):    |            | 1,060,951.29 |

5.2

Sohel Ahmed  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh

## 9. Governance and Management Arrangements

Given the scope, complexity and multi-stakeholder engagement in the Programme implementation, a Direct Implementation Modality (DIM) is best suited for effective and efficient management of the project. The ISPAT project will therefore operate under the DIM in accordance with UNDP's rules and procedures. The implementation of the project will be in collaboration with the Chief Adviser's Office (CAO), NGO Affairs Bureau (NGOAB), Economic Relations Division (ERD), Local Administration of government, Relevant Ministries, NGOs. A Project Steering Committee (PSC) will provide strategic oversight and guidance, and the project's technical implementation will be led by a Project Manager, supported by a project team consisting of national and international experts and staff.

### Project Steering Committee

Oversight will be provided by the Project Steering Committee. Co-chaired by the UNDP Resident Representative and Director General of NGOAB, it will include representatives from the CAO, ERD, Australian Government and UNDP senior management. The Project Steering Committee is responsible for making management decisions for the project when the Project Manager requires guidance. This includes a recommendation for UNDP/Implementing Partner, approval of project plans, and revisions. Specific responsibilities of the Project Steering Committee include the following:

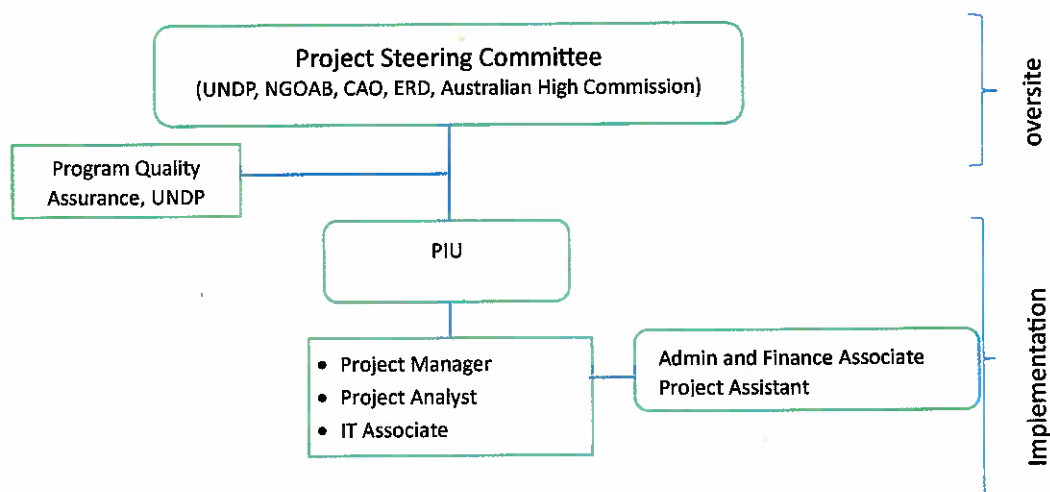
- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints, and promote gender equality and social inclusion (LNOB) in the project implementation.
- Review project performance based on monitoring, evaluation and reporting, including standard quality assurance checks, progress reports, risk logs, spot checks/audit reports and the combined delivery report.
- Address any high-level project issues as raised by the project manager and project assurance.
- Provide guidance on emerging and/or pressing project risks and agree on possible mitigation and management actions to address specific risks (including ensuring compliance with UNDP's Social and Environmental Standards, Fraud/corruption, Sexual Exploitation and Abuse and Sexual Harassment).
- Agree or decide on project manager's tolerances as required, within the parameters set by UNDP (Manage Change in the PPM) and the donor, and provide direction and decisions for exceptional situations when the project manager's tolerances are exceeded;
- Advise on major and minor amendments to the project within the parameters set by UNDP and the donor.
- Agree or decide on a project suspension or cancellation, if required.
- Provide high-level direction and recommendations to the project management unit to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Receive and address project level grievance, including overseeing whatever specific compliance and stakeholder response (or grievance) mechanisms have been put in place so that individuals and communities potentially affected by the project have access to effective mechanisms and procedures for raising concerns about the social and environmental performance of the project<sup>16</sup>.

<sup>16</sup> The responsibilities of the board in this regard should follow [UNDP's Social and Environmental Standards \(SES\)](#) as codified in the PPM. It should be noted that while a project steering committee can play a role in addressing or assisting with the compliance and stakeholder response (or grievance) mechanisms put in place for a given project (as part of their quality assurance and oversight function), this will be in addition to and does not substitute for UNDP's core responsibility to ensure compliance with the SES throughout the project management cycle as part of UNDP's Programming Quality Assurance system.

- Engage in the low value grant selection process where there is no Grant Selection Committee, as guided by the Low Value Grants – UNDP Operational Guide.

### Project Assurance

The UNDP Country Office will delegate the project assurance role to the Assistant Resident Representative (Democratic Governance Portfolio)/Senior Governance Specialist of DG Portfolio to carry out Project assurance including compliance with Annual Work Plans, result reporting liaising with donors, certifications of financial compliance and other compliance in line with the UNDP rules and regulations.



### Project Implementation Unit (PIU)

Day-to-day operations will be managed by a Project Implementation Unit (PIU) located at the UNDP Country Office premises in IDB Bhaban, Agargaon, Dhaka. The PIU will consist of a Project Manager, Project Analyst, IT Associate, Admin and Finance Associate and Project Assistant.

**Project Manager:** The Project Manager will manage the Programme on a day-to-day basis and will be accountable to the Project Steering Committee. S/he will also remain responsible for overall coordination between project and UNDP and among different teams in achieving planned outputs, producing progress and financial and remain responsible for the effective implementation of the project. The Project Manager will remain responsible for delivering the work plans. The Project Manager will be assisted by number of staff/consultants as per the ProDoc.

- Project Analyst:** The Project Analyst under the direct supervision of the Project Manager (PM) will assist the PM and will provide support in planning, coordination, implementation monitoring of project activities. S/he will perform the responsibilities as Output Manager, oversee the implementation of activities under specific output, coordination with the assigned institution (NGOAB), assist and advise developing and implementing capacity development initiatives and backstopping support to maximize the impact and achieving the results. S/he will support to develop and implement M&E plans (as per M&E framework provided). S/he will also be responsible for developing regular donor reports; capturing and extracting best practices, good stories and results; supporting the development of presentations, newsletters and other media related articles, etc.
- IT Associate:** The IT Associate under the direct supervision of the Project Manager will be responsible for preparing, managing and application of IT software for NGOAB's service delivery, provide training on digitalization of NGOAB/NGOs services especially on their

reporting, approval and documentation process, managing software-based data collection and analysis for result reporting, preparation of IT plan and installation of IT infrastructure on the ground and providing regular backstopping support to NGOAB/NGOs for IT solution.

3. **Administration and Finance Associate:** The Administration and Finance Officer will be responsible for administration, logistics, procurement, as well as managing the fund and preparing financial reporting. S/he will be responsible for preparing, managing and expenditure of project annual and multi-year budget, managing audit, preparation of financial report and compliance related to financial issues as per government and UNDP policies and procedure.
4. **Project Assistant:** The Project Assistant will be responsible for assisting Project Manager/Project Team by providing secretarial, logistic and other supports, e.g. preparing note to file, official letter, preparing list of asset/supplies/documents/procurement, etc., arranging logistics for office and any event as required, support to manage vendor/supplier and expenditure of annual and multi-year budget, support audit, etc.

#### 10. Legal Context

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

This project will be implemented by UNDP in collaboration with NGOAB, CAO, ERD in accordance with the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

Select the relevant one from each drop-down below from the relevant standard legal context:

a) Legal Context:

- Country has signed the Standard Basic Assistance Agreement (SBAA)

a) Implementing Partner:

- UNDP

#### 11. Risk Management

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the project funds are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised

3.2 ✓

through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:

a. Consistent with the Article III of the SBAA [or the Supplemental Provisions to the Project Document], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:

i. put in place an appropriate security plan and maintain the security plan, considering the security situation in the country where the project is being carried.

ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modification to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.

c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a)

UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at [www.undp.org](http://www.undp.org).

e. If an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipient's) premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.

f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

g. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish

or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

h. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.

i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

j. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, mutatis mutandis, in all its sub-contracts or sub-agreements entered into further to this Project Document.

k. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, mutatis mutandis, in all its sub-contracts or sub-agreements entered into further to this Project Document

## 12. Annexes

**See separate attachment for the below Annexes:**

- 1) Project Quality Assurance Report
- 2) Social and Environmental Screening
- 3) Risk Analysis
- 4) Capacity Assessment of NGOAB
- 5) LPAC Meeting Minutes (Attached)
- 6) Cost Sharing Agreement Between Australian Government and UNDP
- 7) Sustainability and Scale up Plan
- 8) Project Management Staff and ToR

3.2 ✓  
Sohel Ahmed  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh

Annex 1: Project Quality Assurance Report

Project QA Assessment: Design and Appraisal

Strategic

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

- 3: The project is clearly linked to the programme's theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project's strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks.
- 2: The project is clearly linked to the programme's theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change.
- 1: The project document may describe in generic terms how the project will contribute to development results, without an explicit link to the programme's theory of change.

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

**\*Note: Risk management must be done for criteria with score of 1.**

**\* Evidence (Enter a short explanation or upload a document that provides evidence for your response) - Characters: 2000**

This higher-level change will be achieved when the NGOAB management system is transformed to an automated system and staff are skilled and equipped with appropriate tools to effectively and equitably perform their responsibilities in delivering services. Then the NGOs including women led NGOs and their Associations' capacity is strengthened to comply with the rules and regulations of NGOAB in seeking services and voice grievances and local administration and supported to perform oversight functions and being more responsive. In addition, the NGOAB officials can constructively engage with development partners, government ministries, NGO Associations and manage effective coordination among stakeholders. And finally, the end result as per the theory of change is that 'NGOAB will be able to effectively render its services enshrined in the citizen charter and showcase contribution of NGOs to transformative development.' [See the theory of change, P: 6]

2. Is the project aligned with the UNDP Strategic Plan?

- 3: The project responds to at least one of the development settings as specified in the Strategic Plan and adapts at least one Signature Solution. The project's RRF includes all the relevant SP output indicators. (all must be true)

- ☐ 2: The project responds to at least one of the development settings as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. (both must be true)
- ☐ 1: The project responds to a partner's identified need, but this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF.

**\*Note: Risk management must be done for criteria with score of 1.**

**\* Evidence (Enter a short explanation or upload a document that provides evidence for your response) - Characters: 2000**

The project is aligned with SP Output 2.1 [See Result Framework, P: 21]

**3. Is the project linked to the programme outputs? (i.e., UNSDCF/CPD, RPD or Strategic Plan IRRF for strategic interventions not part of a programme)**

☐ YES ☒ NO

**\*Note: Project QA cannot be approved by Project QA Approver when the response is "No".**

**\* Evidence (Enter a short explanation or upload a document that provides evidence for your response) - Characters: 2000**

The project is linked with program output i.e. UNSDCF/CPD, Strategic Plan for strategic interventions. [see the Result Framework, P: 21]

**Relevant**

**4. Does the project identify target groups, and particularly those marginalized, vulnerable and left further behind (LNOB)**

**Help**

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

**\*Note: Risk management must be done for criteria with score of 1. Projects that build institutional capacity should still identify targeted groups to justify support.**

\* Evidence (Enter a short explanation or upload a document that provides evidence for your response) – Characters: 2000

Yes, the project identifies target groups particularly those who are marginalized and vulnerable people. [see the multi-year activity no.1.2.4, 2.1.4, 2.2.4, 3.1.2, 3.1.4, 3.2.2, P: 25,26,27]

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

- 3: Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project.
- 2: The project design mentions knowledge and lessons learned backed by evidence/sources but have not been used to justify the approach selected.
- 1: There is little, or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence.

\*Note: Risk management must be done for criteria with score of 1.

\* Evidence (Enter a short explanation or upload a document that provides evidence for your response) – Characters: 2000

Entry points for the project were identified based on learnings of UNDP's work and through institutional analysis by arranging series of consultations and strategic meetings [see the 'stakeholder engagement' section, P: 17]

6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national / regional / global partners and other actors?

- 3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project, including identification of potential funding partners. It is clear how results achieved by partners will complement the project's intended results and a communication strategy is in place to communicate results and raise visibility vis-à-vis key partners. Options for south-south and triangular cooperation have been considered, as appropriate. (all must be true)
- 2: Some analysis has been conducted on the role of other partners in the area where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project, with unclear funding and communications strategies or plans.
- 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance.

**\*Note: Risk management must be done for criteria with score of 1.**

**\* Evidence (Enter a short explanation or upload a document that provides evidence for your response) – Characters: 2000**

UNDP has a clear advantage to engage in the role envisioned by the project and other partners. The project will closely work with NGOAB, Chief Advisers Office/Prime Minister's Office, national and international NGOs in Bangladesh. Its digital interventions mostly will be implemented by getting technical support from others UNDP projects and other relevant firms. The project will try to engage other development partners for additional assistance to work with throughout the project. [\[see the 'stakeholder engagement' section, P: 17\]](#)

**Principled**

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

3: The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project's strategy. The project upholds the relevant international and national laws and standards. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. (all must be true)

2: The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. (both must be true)

1: No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered

**\*Note: Risk management must be done for criteria with score of 1.**

**\* Evidence (Enter a short explanation or upload a document that provides evidence for your response) – Characters: 2000**

The project will apply human rights-based approach by digitalization of services of NGOAB which will further promote transparency, and accountability between the service provider (NGOAB) and the beneficiaries. The project will also focus gender responsive data generation, analysis and reposting mechanism so that women and other marginal groups can have the benefit of it. Inclusion of at least 30% female staff on web and mobile applications, establishing a platform of dialogue, supporting the preparation of annual report on LNOB, preparing policy guideline for addressing the needs of women and vulnerable people, etc. are some instances for applying human rights-based approach throughout the project period. [\[see the 'stakeholder engagement' section, P: 17\]](#)

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

- 3: A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. (all must be true)
- 2: A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities but gender inequalities are not consistently integrated across each output. (all must be true)
- 1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the gender inequalities have not been clearly identified and reflected in the project document.

**\*Note: Risk management must be done for criteria with score of 1.**

**\* Evidence (Enter a short explanation or upload a document that provides evidence for your response) - Characters: 2000**

Yes, the project use gender analysis in the designing process particularly in planning, monitoring, communications and other areas. [see the

GESI, VIII, P: 9]

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

- 3: Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. (all must be true)
- 2: The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental impacts have been identified and assessed, and relevant management and mitigation measures incorporated into project design and budget. (both must be true)
- 1: Sustainability and resilience dimensions and impacts were not adequately considered.

**\*Note: Risk management must be done for criteria with score of 1.**

**\* Evidence (Enter a short explanation or upload a document that provides evidence for your response) - Characters: 2000**

The project supports the resilience and sustainability of societies by aligning with SDGs and environmental checklist. [see the section II.IV, P: 6]

10. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of the preparation and dissemination of reports and communication materials; organization of events, workshops, or training; strengthening capacities of partners to participate in international negotiations and conferences; partnership coordination (including UN coordination) and management of networks; and global/regional projects with no country-level activities as well as Development Effectiveness projects and Institutional Effectiveness projects. [If yes, upload the completed checklist. If SESP is not required, Select all exemption criteria that apply.]

☒ Yes

☐ No

☐ SESP not required because project consists solely of (Select all exemption criteria that apply)

**\*Applicable only to option "SESP not required"**

☐ 1: Preparation and dissemination of reports, documents and communication materials

☐ 2: Organization of an event, workshop, training

☐ 3: Strengthening capacities of partners to participate in international negotiations and conferences

☐ 4: Partnership coordination (including UN coordination) and management of networks ☐ 5: Global/regional projects with no country level activities (e.g. knowledge management, inter-governmental processes)

☐ 6: UNDP acting as Administrative Agent

☐ 7: Development Effectiveness projects and Institutional Effectiveness projects

**\*Note: Project QA cannot be approved by Project QA Approver when the response is "No".**

**\* Evidence (Enter a short explanation or upload a document that provides evidence for your response) - Characters: 2000**

The project is following Social and Environmental Screening Procedure (SESP) which is mentioned in the Social and Environmental Protection and Checklist sections. [see the section Annex-2, P: 46]

## Management & Monitoring

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

- 3: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate. (all must be true)
- 2: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate. (all must be true)
- 1: The project's selection of outputs and activities are not at an appropriate level; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. (if any is true)

**\*Note: Risk management must be done for criteria with score of 1.**

**\* Evidence (Enter a short explanation or upload a document that provides evidence for your response) - Characters: 2000**

Yes, see the strong Result Framework of the ISPAT Project. [section VI, P: 21]

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

- 3: The project's governance mechanism is fully defined. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. (all must be true)
- 2: The project's governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles. (all must be true)
- 1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided.

**\*Note: Risk management must be done for criteria with score of 1.**

**\* Evidence (Enter a short explanation or upload a document that provides evidence for your response) - Characters: 2000**

Yes, see the composition of the Project Steering Committee. [\[see the section IX, P: 29\]](#)

13. Have the project risks been identified using the risk assessment tools (Project Quality Assurance, Social and Environmental Screening Procedure, Partner Capacity Assessment Tool, Harmonized Approach to Cash Transfer, Private Sector Due Diligence, etc., if applicable), with clear plans stated to manage and mitigate each risk?

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

**\*Note: Risk management must be done for criteria with score of 1.**

**\* Evidence (Enter a short explanation or upload a document that provides evidence for your response) - Characters: 2000**

The project risks have been identified using the risk assessment tools (Project Quality Assurance, Social and Environmental Screening Procedure, etc.), [\[see Annex-1, P: 33 and Annex-2, P: 46\]](#)

Efficient

14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design?

Help

☒ Yes

☐ No

**\*Note: Risk management must be done when the response is "No".**

Sohel Ahmed  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh

\* Evidence (Enter a short explanation or upload a document that provides evidence for your response) - Characters: 2000

The project has specific measures for ensuring cost efficiency and effectiveness. [see the section V, P: 19]

15. Is the budget justified and supported with valid estimates?

3: The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Realistic resource mobilisation plans are in place to fill unfunded components. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. Adequate costs for monitoring, evaluation, communications and security have been incorporated.

2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget, but no funding plan is in place. Costs are supported with valid estimates based on prevailing rates.

1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget.

\*Note: Risk management must be done for criteria with score of 1.

\* Evidence (Enter a short explanation or upload a document that provides evidence for your response) - Characters: 2000

The project budget is justified and supported with valid estimates. [see the section VIII, P: 25]

16. Is the Country Office / Regional / Global Project fully recovering the costs involved with project implementation?

3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.)

2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant.

1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project.

\*Note: Risk management must be done for criteria with score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.

\* Evidence (Enter a short explanation or upload a document that provides evidence for your response) - Characters: 2000

The country office project is fully recovering the cost involved in the project implementation. [see the section VIII, P: 25]

#### Effective

17. Have targeted groups, and particularly those marginalized, vulnerable, and left further behind (LNOB), been engaged in the design of the project?

☒ 3: Credible evidence that all targeted groups, prioritising discriminated, vulnerable and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.)

☐ 2: Some evidence that key targeted groups have been consulted in the design of the project.

☐ 1: No evidence of engagement with targeted groups during project design.

☐ Not Applicable

\*Note: Risk management must be done for criteria with score of 1.

\* Evidence (Enter a short explanation or upload a document that provides evidence for your response) - Characters: 2000

Series of consultation with relevant stakeholders, key informant interview were held while designing the project. [see the result 3.2, P: 15]

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

☒ Yes

☐ No

\*Note: Risk Management must be done when the response is "No".

\* Evidence (Enter a short explanation or upload a document that provides evidence for your response) - Characters: 2000

Yes, the project has kept provision of an Inception Phase (IP), preparation and revision of AWP, monitoring and lessons learned scopes to review and adjust the changes. [\[see the section VII, P: 23\]](#)

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

- ☒ Yes  
☐ No

**\*Note: Risk management must be done when the response is "No".**

**\* Evidence** *(Enter a short explanation or upload a document that provides evidence for your response) - Characters: 2000*

The gender marker for all project outputs are scored at GEN2 that gender has been fully mainstreamed into all project outputs at a minimum. [\[see the brief description section, P: ii\]](#)

20. Have societal digital risks and opportunities been taken into account when designing the project's approach and have digital or data technology solutions been considered to enhance the efficiency, effectiveness and scalability of project results?

Help

☒ 3: To the extent possible, societal digital risks and opportunities have been investigated when designing the strategy and Theory of Change, and the potential use of digital or data technologies in project activities has been considered in line with UNDP's digital standards and data principles. (All must be true)

☐ 2: Only the potential use of digital or data solutions in project activities has been considered in line with UNDP's digital standards and data principles, but there is no or limited evidence that aspects of inclusive digital societies have been considered in the design of the strategy or Theory of Change.

☐ 1: Neither societal digital risks and opportunities, nor digital or data technology solutions were specifically considered in the project design or, UNDP's digital standards and data principles are not taken into account when intending to use digital or data technology solutions in project activities.

☐ Digital considerations are not relevant to this project.

**\*Applicable only to option "Digital considerations are not relevant"**

☐ 1: Societal digital transformation is not a government or contextual priority

- ☐ 2: A non-digital approach yields higher effectiveness and efficiency
- ☐ 3: Other (specify in the "Evidence" section)

**\*Note: Risk management must be done for criteria with score of 1.**

**\* Evidence (Enter a short explanation or upload a document that provides evidence for your response) - Characters: 2000**

The digital risks and opportunities and data technology solutions have been taken into account when designing the project to enhance the efficiency, effectiveness and scalability of project results. [\[see the section VIII, P: 11\]](#)

#### Sustainability & National Ownership

**21. Have national / regional / global partners led, or proactively engaged in, the design of the country / regional / global project, respectively?**

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

**\*Note: Risk management must be done for criteria with score of 1.**

**\* Evidence (Enter a short explanation or upload a document that provides evidence for your response) - Characters: 2000**

The national partner (NGOAB) have been proactively engaged during the designing phase of the project through series of consultations and meetings. [\[see the section IV \(stakeholder engagement\), P: 17\]](#)

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

- ☒ 3: The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly.
- ☐ 2: A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment.

- ☐ 1: Capacity assessments have not been carried out
- ☐ Not Applicable

**\*Note: Risk management must be done for criteria with score of 1.**

**\* Evidence (Enter a short explanation or upload a document that provides evidence for your response) - Characters: 2000**

The key institution (NGO Affairs Bureau) and their online and digitalization system as capacity gaps have been identified through series of consultations. At the beginning of the project the capacity assessment will also be conducted to adjust the capacity strategy/interventions if needed. [\[see the section VIII, activity 1.1.1, P: 25\]](#)

**23. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?**

- ☒ Yes
- ☐ No
- ☐ Not Applicable

**\*Note: Risk management must be done when the response is "No".**

**\* Evidence (Enter a short explanation or upload a document that provides evidence for your response) - Characters: 2000**

The project has clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,). [\[see the section II, P: 3\]](#)

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

- ☒ Yes
- ☐ No

**\*Note: Risk management must be done when the response is "No".**

**\* Evidence (Enter a short explanation or upload a document that provides evidence for your response) - Characters: 2000**

A clear transition arrangement / phase-out plan has been developed with key stakeholders in order to sustain or scale up results (including resource mobilisation and communications strategy). (see the Annex 7, P: 91)

DocuSigned by:  
A. L. L.  
16-Feb-2026  
C:\BRIEF\50C1358451...

32  
Sohel Ahmed  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh

Annex 2: Social and Environmental Screening Template

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

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

Project Information

| Project Information                              |                                                                              |
|--------------------------------------------------|------------------------------------------------------------------------------|
| 1. Project Title                                 | Institutional Strengthening for Promoting Accelerated Transformation (ISPAT) |
| 2. Project Number (i.e. Atlas project ID, PIMS+) |                                                                              |
| 3. Location (Global/Region/Country)              | Dhaka, Bangladesh                                                            |
| 4. Project stage (Design or Implementation)      | Design                                                                       |
| 5. Date                                          | February 2026                                                                |

32  
Sohel Ahmed  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh

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

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| QUESTION 1: How Does the Project Integrate the Programming Principles in Order to Strengthen Social and Environmental Sustainability?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Briefly describe in the space below how the project mainstreams the human rights-based approach</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| The project will mainstream the human rights-based approach by digitalization of services of NGOAB which will further promote transparency, and accountability between the supplier (NGOAB) and the beneficiaries. The project will also focus gender responsive data generation, analysis and reposting mechanism so that women and other marginal groups can have the benefit of it. The project will conduct rapid assessment to capture experiences and satisfaction of NGOs including women-led NGOs related to NGOAB services and expectations and will recommend for improving the existing services. The technical assistance for holding periodical dialogues at regional and national level with relevant stakeholders will further strengthen the monitoring mechanism of service delivery process. Inclusion of at least 30% female staff on web and mobile applications, establishing a platform of dialogue, support preparation of annual report on LNOB, preparing policy guideline for addressing the needs of women and vulnerable people are some instances for mainstreaming human rights-based approach throughout the project. |
| <b>Briefly describe in the space below how the project is likely to improve gender equality and women's empowerment</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

This project will strengthen efforts to promote capacity development of NGO personnel with inclusion of at least 30% female staff on web and mobile applications for timely updating data on progress reporting and accessing services. Besides, the ISPAT Project will arrange policy dialogues and prepare guideline to address the needs of women and other marginalized people following the principle of "leaving no one behind" and managing data to report on development benefit of the disadvantaged. The project will prepare Policy Brief for developing a dedicated Emergency Disaster Response and gender-based violence prevention Unit to prepare and facilitate relief and rehabilitation in coordination with national agencies and remove all bottlenecks for international assistance at NGOAB. All of the project interventions including capacity development, software application and management, policy dialogues, reporting mechanism and assessment will be incorporated gender issues for gender equality and women's empowerment in this system.

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

This project will work to enhance transparency, accountability and smart/sustainable service delivery for NGOAB's reporting, management and service efficiency areas. This project will contribute to protect the rights of the most vulnerable people upon assisting NGOAB/NGOs to utilize the development fund in an efficient and equitable manner by maintaining sustainability and resilience approaches. This project will take steps to adopt innovative and accountable actions by NGOAB, including engagement with marginalized/vulnerable groups to address emerging challenges in areas such as resilience and climate change.

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

The project will be focusing on the digitalization of services through installation of software and mobile applications, providing training on the application of that smart software, etc. All those initiatives will promote monitoring and reporting system by reducing time and efforts which ultimately strengthen the accountability to the relevant stakeholders of NGOAB.

32 ✓  
Sohel Ahmed  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh

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

| QUESTION 2: What are the Potential Social and Environmental Risks?<br><i>Note: Complete SESP Attachment 1 before responding to Question 2.</i>                                                                                                                                                                                                                                                                         | QUESTION 3: What is the level of significance of the potential social and environmental risks?<br><i>Note: Respond to Questions 4 and 5 below before proceeding to Question 5</i> | QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High                                                                                                                                           |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Risk Description<br/>(broken down by event, cause, impact)</b>                                                                                                                                                                                                                                                                                                                                                      | <b>Impact and Likelihood (1-5)</b>                                                                                                                                                | <b>Description of assessment and management measures for risks rated as Moderate, Substantial or High</b>                                                                                                                                               |
| <p><b>Event:</b> The duty-bearers might have lack of capacity to deal with the project.</p> <p><b>Cause:</b> If there are no development project as such at NGOAB, and if they do not have earlier experience to implement similar kind of project.</p> <p><b>Impact:</b> The quality implementation, monitoring and progress of project activities might be delayed. [P2]</p>                                         | <p>I=2<br/>L=2</p> <p>Low</p>                                                                                                                                                     | <p>The project will facilitate and orient the officials concern about the system, e.g. filing, approval, implementation, monitoring, etc. for timely and effective implementation of the project.</p>                                                   |
| <p><b>Event:</b> The duty-bearers might have lack of capacity and innovative system to provide quick service delivery to the right-holders/NGOs.</p> <p><b>Cause:</b> If there are no online service delivery system and have the capacity to operate the system.</p> <p><b>Impact:</b> The NGOAB's service delivery process, e.g. project approval, registration, monitoring, etc. of NGOs might be delayed. [P3]</p> | <p>I=2<br/>L=2</p> <p>Low</p>                                                                                                                                                     | <p>The project will mainly focusing on digitalization of NGOAB's services and capacity building of the officials to deal with the online system. Thus, the service delivery process will be accelerated further by the intervention of the project.</p> |
| QUESTION 4: What is the overall project risk categorization?                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                   |                                                                                                                                                                                                                                                         |
| <div> <div>Low Risk</div> <div><input type="checkbox"/></div> </div> <div> <div>Moderate Risk</div> <div><input type="checkbox"/></div> </div>                                                                                                                                                                                                                                                                         |                                                                                                                                                                                   |                                                                                                                                                                                                                                                         |

Sohel Ahmed  
Deputy Secretary

Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh

|                                                                                                                                       |                                                 |                          |                                                                                                             |                              |
|---------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|--------------------------|-------------------------------------------------------------------------------------------------------------|------------------------------|
|                                                                                                                                       | Substantial Risk                                | <input type="checkbox"/> |                                                                                                             |                              |
|                                                                                                                                       | High Risk                                       | <input type="checkbox"/> |                                                                                                             |                              |
| QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are triggered? (check all that apply) |                                                 |                          |                                                                                                             |                              |
| Question only required for Moderate, Substantial and High Risk projects                                                               |                                                 |                          |                                                                                                             |                              |
|                                                                                                                                       | Is assessment required? (check if "yes")        | <input type="checkbox"/> |                                                                                                             | Status? (completed, planned) |
|                                                                                                                                       | if yes, indicate overall type and status        |                          | Targeted assessment(s)                                                                                      |                              |
|                                                                                                                                       |                                                 |                          | ESIA (Environmental and Social Impact Assessment)                                                           |                              |
|                                                                                                                                       |                                                 |                          | SESA (Strategic Environmental and Social Assessment)                                                        |                              |
|                                                                                                                                       | Are management plans required? (check if "yes") | <input type="checkbox"/> |                                                                                                             |                              |
|                                                                                                                                       |                                                 |                          | Targeted management plans (e.g. Gender Action Plan, Emergency Response Plan, Waste Management Plan, others) |                              |

|  |                          |                                                                                           |  |
|--|--------------------------|-------------------------------------------------------------------------------------------|--|
|  | <input type="checkbox"/> | ESMP (Environmental and Social Management Plan which may include range of targeted plans) |  |
|  | <input type="checkbox"/> | ESMF (Environmental and Social Management Framework)                                      |  |
|  |                          |                                                                                           |  |

32  
**Sohel Ahmed**  
 Deputy Secretary  
 Economic Relations Division  
 Ministry of Finance  
 Govt. of the People's Republic of Bangladesh

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

32

Sohel Ahmed  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh

Final Sign Off

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

| Signature                                                                                            | Date        | Description                                                                                                                                                                      |
|------------------------------------------------------------------------------------------------------|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| QA Assessor<br> | 15-Feb-2026 | UNDP staff member responsible for the project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted. |

|                                           |                                                                                                                                                                                                                                                |
|-------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| QA Approver<br>16-Feb-2026<br>[Signature] | UNDP senior manager, typically the Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC. |
| PAC Chair<br>16-Feb-2026<br>[Signature]   | UNDP chair of the PAC. In some cases, PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.                              |

32  
Sohel Ahmed  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh

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

| Checklist Potential Social and Environmental Risks                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                           | Answer<br>(Yes/No) |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| <b>INSTRUCTIONS:</b> The risk screening checklist will assist in answering Questions 2-6 of the Screening Template. Answers to the checklist questions help to (1) identify potential risks, (2) determine the overall risk categorization of the project, and (3) determine required level of assessment and management measures. Refer to the <a href="#">SES toolkit</a> for further guidance on addressing screening questions. |                                                                                                                                                                                                           |                    |
| <b>Overarching Principle: Leave No One Behind</b><br><b>Human Rights</b>                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                           |                    |
| P.1                                                                                                                                                                                                                                                                                                                                                                                                                                 | Have local communities or individuals raised human rights concerns regarding the project (e.g. during the stakeholder engagement process, grievance processes, public statements)?                        | No                 |
| P.2                                                                                                                                                                                                                                                                                                                                                                                                                                 | Is there a risk that duty-bearers (e.g. government agencies) do not have the capacity to meet their obligations in the project?                                                                           | Yes                |
| P.3                                                                                                                                                                                                                                                                                                                                                                                                                                 | Is there a risk that rights-holders (e.g. project-affected people) do not have the capacity to claim their rights?                                                                                        | Yes                |
| <i>Would the project potentially involve or lead to:</i>                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                           |                    |
| P.4                                                                                                                                                                                                                                                                                                                                                                                                                                 | adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?                                     | No                 |
| P.5                                                                                                                                                                                                                                                                                                                                                                                                                                 | inequitable or discriminatory impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups, including persons with disabilities? <sup>1</sup> | No                 |
| P.6                                                                                                                                                                                                                                                                                                                                                                                                                                 | restrictions in availability, quality of and/or access to resources or basic services, in particular to marginalized individuals or groups, including persons with disabilities?                          | No                 |

<sup>1</sup> Prohibited grounds of discrimination include race, ethnicity, sex, age, language, disability, sexual orientation, gender identity, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender and transsexual people.

|                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                   |    |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|
| P.7                                                                                                                                                                              | exacerbation of conflicts among and/or the risk of violence to project-affected communities and individuals?                                                                                                                                                                                                                                                                      | No |
| <b>Gender Equality and Women's Empowerment</b>                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                   |    |
| P.8                                                                                                                                                                              | Have women's groups/leaders raised gender equality concerns regarding the project, (e.g. during the stakeholder engagement process, grievance processes, public statements)?                                                                                                                                                                                                      | No |
| <i>Would the project potentially involve or lead to:</i>                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                   |    |
| P.9                                                                                                                                                                              | adverse impacts on gender equality and/or the situation of women and girls?                                                                                                                                                                                                                                                                                                       | No |
| P.10                                                                                                                                                                             | reproducing discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?                                                                                                                                                                                                               | No |
| P.11                                                                                                                                                                             | limitations on women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services?<br><i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i> | No |
| P.12                                                                                                                                                                             | exacerbation of risks of gender-based violence?<br><i>For example, through the influx of workers to a community, changes in community and household power dynamics, increased exposure to unsafe public places and/or transport, etc.</i>                                                                                                                                         | No |
| <b>Sustainability and Resilience:</b> Screening questions regarding risks associated with sustainability and resilience are encompassed by the Standard-specific questions below |                                                                                                                                                                                                                                                                                                                                                                                   |    |
| <b>Accountability</b>                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                   |    |
| <i>Would the project potentially involve or lead to:</i>                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                   |    |
| P.13                                                                                                                                                                             | exclusion of any potentially affected stakeholders, in particular marginalized groups and excluded individuals (including people with disabilities), from fully participating in decisions that may affect them?                                                                                                                                                                  | No |
| P.14                                                                                                                                                                             | grievances or objections from potentially affected stakeholders?                                                                                                                                                                                                                                                                                                                  | No |
| P.15                                                                                                                                                                             | risks of retaliation or reprisals against stakeholders who express concerns or grievances, or who seek to participate in or to obtain information on the project?                                                                                                                                                                                                                 | No |
| <b>Project-Level Standards</b>                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                   |    |
| <b>Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management</b>                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                   |    |
| <i>Would the project potentially involve or lead to:</i>                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                   |    |

52

Sohel Ahmed  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh

|                                                          |                                                                                                                                                                                                                                                                                                                       |    |
|----------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|
| 1.1                                                      | adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services?<br><i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>                                                                                     | No |
| 1.2                                                      | activities within or adjacent to critical habitats and/or environmentally sensitive areas, including (but not limited to) legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities? | No |
| 1.3                                                      | changes to the use of land and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to land would apply, refer to Standard 5)                                                                                                     | No |
| 1.4                                                      | risks to endangered species (e.g. reduction, encroachment on habitat)?                                                                                                                                                                                                                                                | No |
| 1.5                                                      | exacerbation of illegal wildlife trade?                                                                                                                                                                                                                                                                               | No |
| 1.6                                                      | introduction of invasive alien species?                                                                                                                                                                                                                                                                               | No |
| 1.7                                                      | adverse impacts on soils?                                                                                                                                                                                                                                                                                             | No |
| 1.8                                                      | harvesting of natural forests, plantation development, or reforestation?                                                                                                                                                                                                                                              | No |
| 1.9                                                      | significant agricultural production?                                                                                                                                                                                                                                                                                  | No |
| 1.10                                                     | animal husbandry or harvesting of fish populations or other aquatic species?                                                                                                                                                                                                                                          | No |
| 1.11                                                     | significant extraction, diversion or containment of surface or ground water?<br><i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>                                                                                                                                | No |
| 1.12                                                     | handling or utilization of genetically modified organisms/living modified organisms? <sup>2</sup>                                                                                                                                                                                                                     | No |
| 1.13                                                     | utilization of genetic resources? (e.g. collection and/or harvesting, commercial development) <sup>3</sup>                                                                                                                                                                                                            | No |
| 1.14                                                     | Adverse Transboundary or global environmental concerns?                                                                                                                                                                                                                                                               | No |
| <b>Standard 2: Climate Change and Disaster Risks</b>     |                                                                                                                                                                                                                                                                                                                       |    |
| <i>Would the project potentially involve or lead to:</i> |                                                                                                                                                                                                                                                                                                                       |    |

32

Sohel Ahmed  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh

<sup>2</sup> See the [Convention on Biological Diversity](#) and its [Cartagena Protocol on Biosafety](#).

<sup>3</sup> See the [Convention on Biological Diversity](#) and its [Nagoya Protocol](#) on access and benefit sharing from use of genetic resources.

|                                                          |                                                                                                                                                                                                                                                                                                                                                            |    |
|----------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|
| 2.1                                                      | areas subject to hazards such as earthquakes, floods, landslides, severewinds, storm surges, tsunami or volcanic eruptions?                                                                                                                                                                                                                                | No |
| 2.2                                                      | outputs and outcomes sensitive or vulnerable to potential impacts of climate change or disasters?<br><i>For example, through increased precipitation, drought, temperature, salinity, extreme events, earthquakes</i>                                                                                                                                      | No |
| 2.3                                                      | increases in vulnerability to climate change impacts or disaster risks now or in the future (also known as maladaptive or negative coping practices)?<br><i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i> | No |
| 2.4                                                      | increases of greenhouse gas emissions, black carbon emissions or other drivers of climate change?                                                                                                                                                                                                                                                          | No |
| <b>Standard 3: Community Health, Safety and Security</b> |                                                                                                                                                                                                                                                                                                                                                            |    |
| <i>Would the project potentially involve or lead to:</i> |                                                                                                                                                                                                                                                                                                                                                            |    |
| 3.1                                                      | construction and/or infrastructure development (e.g. roads, buildings, dams)? (Note: the GEF does not finance projects that would involve the construction or rehabilitation of large or complex dams)                                                                                                                                                     | No |
| 3.2                                                      | air pollution, noise, vibration, traffic, injuries, physical hazards, poor surface water quality due to runoff, erosion, sanitation?                                                                                                                                                                                                                       | No |
| 3.3                                                      | harm or losses due to failure of structural elements of the project (e.g. collapse of buildings or infrastructure)?                                                                                                                                                                                                                                        | No |
| 3.4                                                      | risks of water-borne or other vector-borne diseases (e.g. temporary breeding habitats), communicable and noncommunicable diseases, nutritional disorders, mental health?                                                                                                                                                                                   | No |
| 3.5                                                      | transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?                                                                                                                                                                                             | No |
| 3.6                                                      | adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g. food, surface water purification, natural buffers from flooding)?                                                                                                                                                                                               | No |
| 3.7                                                      | influx of project workers to project areas?                                                                                                                                                                                                                                                                                                                | No |
| 3.8                                                      | engagement of security personnel to protect facilities and property or to support project activities?                                                                                                                                                                                                                                                      | No |
| <b>Standard 4: Cultural Heritage</b>                     |                                                                                                                                                                                                                                                                                                                                                            |    |
| <i>Would the project potentially involve or lead to:</i> |                                                                                                                                                                                                                                                                                                                                                            |    |
| 4.1                                                      | activities adjacent to or within a Cultural Heritage site?                                                                                                                                                                                                                                                                                                 | No |
| 4.2                                                      | significant excavations, demolitions, movement of earth, flooding or other environmental changes?                                                                                                                                                                                                                                                          | No |

5.2

Sohel Ahmed  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh

|                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |    |
|----------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|
| 4.3                                                      | adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)                                                                                                                                                                                                                                                                                                                                                    | No |
| 4.4                                                      | alterations to landscapes and natural features with cultural significance?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | No |
| 4.5                                                      | utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | No |
| <b>Standard 5: Displacement and Resettlement</b>         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |    |
| <i>Would the project potentially involve or lead to:</i> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |    |
| 5.1                                                      | temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | No |
| 5.2                                                      | economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | No |
| 5.3                                                      | risk of forced evictions? <sup>4</sup>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | No |
| 5.4                                                      | impacts on or changes to land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | No |
| <b>Standard 6: Indigenous Peoples</b>                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |    |
| <i>Would the project potentially involve or lead to:</i> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |    |
| 6.1                                                      | areas where indigenous peoples are present (including project area of influence)?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | No |
| 6.2                                                      | activities located on lands and territories claimed by indigenous peoples?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | No |
| 6.3                                                      | impacts (positive or negative) to the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)?<br><i>If the answer to screening question 6.3 is "yes", then Standard 6 requirements apply, and the potential significance of risks related to impacts on indigenous peoples must be Moderate or above.</i> | No |

<sup>4</sup> Forced eviction is defined here as the permanent or temporary removal against their will of individuals, families or communities from the homes and/or land which they occupy, without the provision of, and access to, appropriate forms of legal or other protection. Forced evictions constitute gross violations of a range of internationally recognized human rights.

|                                                                                                           |                                                                                                                                                                                                                                                                                    |    |
|-----------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|
| 6.4                                                                                                       | the absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?                           | No |
| 6.5                                                                                                       | the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?                                                                                                                                                         | No |
| 6.6                                                                                                       | forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?<br><i>Consider, and where appropriate ensure, consistency with the answers under Standard 5 above</i> | No |
| 6.7                                                                                                       | adverse impacts on the development priorities of indigenous peoples as defined by them?                                                                                                                                                                                            | No |
| 6.8                                                                                                       | risks to the physical and cultural survival of indigenous peoples?                                                                                                                                                                                                                 | No |
| 6.9                                                                                                       | impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?<br><i>Consider, and where appropriate ensure, consistency with the answers under Standard 4 above.</i>                        | No |
| <b>Standard 7: Labour and Working Conditions</b>                                                          |                                                                                                                                                                                                                                                                                    |    |
| <i>Would the project potentially involve or lead to: (note applies to project and contractor workers)</i> |                                                                                                                                                                                                                                                                                    |    |
| 7.1                                                                                                       | working conditions that do not meet national labor laws and international commitments?                                                                                                                                                                                             | No |
| 7.2                                                                                                       | working conditions that may deny freedom of association and collective bargaining?                                                                                                                                                                                                 | No |
| 7.3                                                                                                       | use of child labor?                                                                                                                                                                                                                                                                | No |
| 7.4                                                                                                       | use of forced labor?                                                                                                                                                                                                                                                               | No |
| 7.5                                                                                                       | discriminatory working conditions and/or lack of equal opportunity?                                                                                                                                                                                                                | No |
| 7.6                                                                                                       | occupational health and safety risks due to physical, chemical, biological and psychosocial hazards (including violence and harassment) throughout the project life cycle?                                                                                                         | No |

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

|                                                                 |                                                                                                                                                                        |    |
|-----------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|
| <b>Standard 8: Pollution Prevention and Resource Efficiency</b> |                                                                                                                                                                        |    |
| <i>Would the project potentially involve or lead to:</i>        |                                                                                                                                                                        |    |
| 8.1                                                             | the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts? | No |

|     |                                                                                                                                                                                                                                                                                                                                                                          |    |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|
| 8.2 | the generation of waste (both hazardous and non-hazardous)?                                                                                                                                                                                                                                                                                                              | No |
| 8.3 | the manufacture, trade, release, and/or use of hazardous materials and/or chemicals?                                                                                                                                                                                                                                                                                     | No |
| 8.4 | the use of chemicals or materials subject to international bans or phase-outs?<br><i>For example, DDT, PCBs and other chemicals listed in international conventions such as the <a href="#">Montreal Protocol</a>, <a href="#">Minamata Convention</a>, <a href="#">Basel Convention</a>, <a href="#">Rotterdam Convention</a>, <a href="#">Stockholm Convention</a></i> | No |
| 8.5 | the application of pesticides that may have a negative effect on the environment or human health?                                                                                                                                                                                                                                                                        | No |
| 8.6 | significant consumption of raw materials, energy, and/or water?                                                                                                                                                                                                                                                                                                          | No |

82 ✓

Sohel Ahmed  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh

### Annex 3: Risk Analysis

#### OFFLINE PROJECT RISK LOG

| Project Title: Institutional Strengthening for Promoting Accelerated Transformation (ISPAT) |                                                                   |                                                                                                                                          |                                                                                                                                                                                    |                                                                                      | Project Number:                                                                                                                        |                                      | Date: 29-Nov-25                                              |                                                                                                                                                                                                                                                      |
|---------------------------------------------------------------------------------------------|-------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|--------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| #                                                                                           | Event                                                             | Cause                                                                                                                                    | Impact(s)                                                                                                                                                                          | Risk Category and Sub-category (Including Appetite)                                  | Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)                                                                              | Risk Valid From/To                   | Risk Owner (individual accountable for managing the risk)    | Risk Treatment and Treatment Owner                                                                                                                                                                                                                   |
| 1                                                                                           | The project may face challenges in achieving its intended results | Due to having policy and operational issues the DPs signed/provided contract for agreement for 2.5 years against 4 years budget proposal | The shortened implementation period may restrict the project's ability to demonstrate and sustain visible results particularly under Output 3 in the final year of implementation. | 3. OPERATIONAL (3.5. Partners' engagement) - UNDP Risk Appetite: EXPLORATORY TO OPEN | Likelihood: 2 - Low likelihood<br><br>Impact: 3 - Intermediate<br><br>Risk level: MODERATE (equates to a risk of appetite EXPLORATORY) | From: 01-Jan-25<br><br>To: 31-Mar-27 | Sheela Tasneem Haq, Senior Governance Specialist, DGC, UNDP. | Risk Treatment:<br>1.1 Quick delivery from government's part and UNDP should be taken to showcase result within the shortest possible time.<br><br>1.2 In consultation with the Development Partner/s the project may be gone for no cost extension. |

5.2 ✓  
Sohel Ahmed  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh

| # | Event                                                                                                                         | Cause                                                                                                                                                                         | Impact(s)                                                                                                                                                    | Risk Category and Sub-category (including Appetite)                                   | Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)                                                                      | Risk Valid From/To               | Risk Owner (individual accountable for managing the risk)    | Risk Treatment and Treatment Owner                                                                                                                                                                                        |
|---|-------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|----------------------------------|--------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2 | There is a risk that interventions promoting transparency and accountability may be deprioritized by the implementing agency. | Some government officials, being under the Chief Adviser's Office (CAO) and mandated to monitor NGOs, may perceive such interventions as less relevant or sensitive.          | Which impact achieving intended results particularly under output 1 & 2 and reduce the scope of transparency and accountability in the 1 <sup>st</sup> year. | 4. ORGANIZATIONAL (4.2. Execution capacity) - UNDP Risk Appetite: EXPLORATORY TO OPEN | Likelihood: 2 - Low likelihood<br>Impact: 3 - Intermediate<br>Risk level: LOW (equates to a risk appetite of MINIMAL)          | From: 01-Jan-25<br>To: 15-Mar-27 | Sheela Tasneem Haq, Senior Governance Specialist, DGC, UNDP. | Risk Treatment:<br>2.1 Periodical dialogue between service provider and service recipients will be organized to mitigate the risks.<br>2.2 High level advocacy and policy interventions will be done to manage the risks. |
| 3 | The project may lose productive implementation time due to multiple revisions and approval processes during its lifespan.     | The initial 2.5-year duration (21 January 2024-30 June 2026) may require a no-cost extension because of the development partners' operational procedures, leading to repeated | The prolonged administrative process may delay implementation, reduce efficiency, and hinder timely achievement of results under output 1,2 and 3.           | 3. OPERATIONAL (3.5. Partners' engagement) - UNDP Risk Appetite: EXPLORATORY TO OPEN  | Likelihood: 2 - Low likelihood<br>Impact: 3 - Intermediate<br>Risk level: MODERATE (equates to a risk appetite of EXPLORATORY) | From: 01-Jan-25<br>To: 31-May-27 | Sheela Tasneem Haq, Senior Governance Specialist, DGC, UNDP. | Risk Treatment:<br>3.1 Additional human resource preferably a consultant for project revision and approval process can be engaged to reduce the potential risk.                                                           |

| # | Event                                                                                                       | Cause                                                                                                                                  | Impact(s)                                                                                                                                   | Risk Category and Sub-category (including Appetite)                                                   | Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)                                                                                                    | Risk Valid From/To               | Risk Owner (individual accountable for managing the risk)           | Risk Treatment and Treatment Owner                                                                                                                                                                                |
|---|-------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|---------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|   |                                                                                                             | revisions and approvals.                                                                                                               |                                                                                                                                             |                                                                                                       |                                                                                                                                                              |                                  |                                                                     |                                                                                                                                                                                                                   |
| 4 | High level politico-administrative institution may ignore the rights and demands of the service recipients. | Entrenched traditional and hierarchical attitudes within public institutions may discourage participatory and inclusive practices.     | Such resistance could constrain the achievement of results related to accountability, inclusion, and citizen responsiveness under output 3. | <b>3. OPERATIONAL (3.4. Reporting and communication) - UNDP Risk Appetite: TO EXPLORATORY TO OPEN</b> | Likelihood:<br><b>2 - Low likelihood</b><br>Impact:<br><b>3 - Intermediate</b><br>Risk level:<br><b>MODERATE (equates to a risk of appetite EXPLORATORY)</b> | From: 01-Jan-25<br>To: 15-Apr-27 | <b>Sheela Tasneem Haq, Senior Governance Specialist, DGC, UNDP.</b> | Risk Treatment:<br><b>5.1 Regular consultation/coordination meeting between the stakeholders will be arranged to mitigate the risk.</b>                                                                           |
| 5 | The duty-bearers might have lack of capacity to deal with the project.                                      | If there are no development project as such at NGOAB, and if they do not have earlier experience to implement similar kind of project. | The quality implementation, monitoring and progress of project activities under output 1 might be delayed.                                  | <b>1. SOCIAL AND ENVIRONMENTAL (1.1. Human rights) - UNDP Risk Appetite: CAUTIOUS</b>                 | Likelihood:<br><b>2 - Low likelihood</b><br>Impact:<br><b>2 - Minor</b><br>Risk level:<br><b>LOW (equates to a risk of appetite CAUTIOUS)</b>                | From: 01-Jan-25<br>To: 20-May-27 | <b>Sheela Tasneem Haq, Senior Governance Specialist, DGC, UNDP.</b> | Risk Treatment:<br>The project will facilitate and orient the officials concern about the system, e.g. filing, approval, implementation, monitoring, etc. for timely and effective implementation of the project. |

| # | Event                                                                                                                           | Cause                                                                                                                                                                                        | Impact(s)                                                                                                                                                                                                                    | Risk Category and Sub-category (including Appetite)                            | Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)                                                       | Risk Valid From/To               | Risk Owner (individual accountable for managing the risk)           | Risk Treatment and Treatment Owner                                                                                                                                                                                                                                                                                                                                                  |
|---|---------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|----------------------------------|---------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6 | The duty-bearers might have lack of capacity and innovative system to provide quick service delivery to the right-holders/NGOs. | If there are no online service delivery system and capacity to operate the system.                                                                                                           | The NGOAB's service delivery process, e.g. project approval, registration, monitoring, etc. of NGOs might be delayed under output 1.                                                                                         | 1. SOCIAL AND ENVIRONMENTAL (1.1. Human rights) - UNDP Risk Appetite: CAUTIOUS | Likelihood: 2 - Low likelihood<br>Impact: 2 - Minor<br>Risk level: LOW (equates to a risk appetite of CAUTIOUS) | From: 01-Jan-25<br>To: 28-Feb-27 | <b>Sheela Tasneem Haq,</b> Senior Governance Specialist, DGC, UNDP. | Risk Treatment:<br>The project will mainly focusing on digitalization of NGOAB's services and capacity building of the officials to deal with the online system. Thus, the service delivery process will be accelerated further by the intervention of the project.                                                                                                                 |
| 7 | Right-holders may lack the necessary skills and knowledge to effectively adopt and use the new innovative system.               | Due to the limited exposure to digital tools, insufficient training opportunities, and absence of an existing online service delivery system may hinder right holders ability to operate the | Ineffective use of the system may result in delays in NGOAB's service delivery processes — including project approval, registration, reporting, and monitoring — ultimately affecting overall efficiency and service quality | 1. SOCIAL AND ENVIRONMENTAL (1.1. Human rights) - UNDP Risk Appetite: CAUTIOUS | Likelihood: 2 - Low likelihood<br>Impact: 2 - Minor<br>Risk level: LOW (equates to a risk appetite of CAUTIOUS) | From: 01-Jan-25<br>To: 15-Mar-27 | <b>Sheela Tasneem Haq,</b> Senior Governance Specialist, DGC, UNDP. | Risk Treatment:<br>The project will prioritize building the digital literacy and operational capacity of right-holders through targeted training, user-friendly guidelines, and continuous technical support. By ensuring that NGOs are well-equipped to navigate and utilize the new online system, the project will enhance their ability to access services efficiently, thereby |

| # | Event                                                                                                                  | Cause                                                                                                                                                                                            | Impact(s)                                                                                                                                                                                                                                      | Risk Category and Sub-category (including Appetite)                                                    | Impact, Likelihood & Risk Level (see Annex 3 Risk Matrix)                                                                                    | Risk Valid From/To               | Risk Owner (individual accountable for managing the risk)           | Risk Treatment and Treatment Owner                                                                                                                                                                                                                                                                                                     |
|---|------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|---------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|   |                                                                                                                        | new platform.                                                                                                                                                                                    | under output 1 and 2.                                                                                                                                                                                                                          |                                                                                                        |                                                                                                                                              |                                  |                                                                     | reducing potential delays in NGOAB's service delivery processes.                                                                                                                                                                                                                                                                       |
| 8 | There is a risk that project implementation, coordination, and policy discussions may face delays in specific regions. | Due to NGOAB's distinct operational modality in the Chittagong Hill Tracts (CHT) and Cox's Bazar, which requires tailored approaches to address the unique socio-economic and political context. | Planned interventions under Output 3, especially result 3.2—particularly those related to policy dialogue, stakeholder engagement, and inclusive service delivery—may be delayed or disrupted in the 1 <sup>st</sup> and 3 <sup>rd</sup> year. | <b>4. ORGANIZATIONAL (4.3. Implementations arrangements) - UNDP Risk Appetite: EXPLORATORY TO OPEN</b> | Likelihood: <b>2 - Low likelihood</b><br>Impact: <b>2 - Minor</b><br>Risk level: <b>MODERATE (equates to a risk of appetite EXPLORATORY)</b> | From: 01-Jan-25<br>To: 30-Apr-27 | <b>Sheela Tasneem Haq, Senior Governance Specialist, DGC, UNDP.</b> | <b>Risk Treatment:</b><br>The project will adopt a context-sensitive strategy by engaging local stakeholders early, leveraging existing NGO networks, and conducting localized consultations. Flexible work plans and adaptive management will ensure Output 3 activities remain responsive and inclusive despite regional challenges. |

5.2 ✓  
Sohel Ahmed  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh

## Annex 4: Capacity Assessment of NGOAB

### Executive Summary

The NGO Affairs Bureau (NGOAB) has been struggling to effectively fulfill its responsibilities due to a shortage of sufficient staff, a lack of necessary skills among employees, and the absence of an efficient system capable of delivering timely services and ensuring oversight for a large number of NGOs and their donor funded projects.

The "Institutional Strengthening for Promoting Accelerated Transformation (ISPAT)" project, a three-year initiative by UNDP, DFAT and NGO Affairs Bureau (NGOAB), aims to boost NGOAB's capacity to manage a growing NGO sector of 2,636 national and international organizations. Aligned with Bangladesh's sustainable development goals, ISPAT addresses regulatory challenges through tailored strategies, focusing on workforce needs, digital service delivery, and inter-agency collaboration.

To improve NGOAB's efficiency and service quality, ISPAT proposes a three-part strategy:

1. **Digitalization of core processes** to reduce paperwork and streamline approvals,
2. **Professional skill enhancement** for NGOAB Officials staff to deal with new knowledge and skill requirement,
3. **Policy support improvements** to create a more enabling regulatory environment.

A comprehensive capacity assessment conducted in 2024 to identify present capacity of the NGOAB officials and staff to adopt with the three-part strategy to transform NGOAB into a more effective regulatory body, improving NGO operations and advancing Bangladesh's Sustainable Development Goals (SDGs) by 2030.

Key deliverables of this assessment includes a capacity assessment report, an organizational development action plan, and policy recommendations through a policy brief.

This study investigated the operational, administrative, and policy challenges faced by the NGO Affairs Bureau (NGOAB) and the implications for NGOs under its jurisdiction. The findings draw from a thorough desk review, stakeholder consultations, FGDs, KIIs and online survey, highlighting critical bottlenecks and offering targeted recommendations to enhance efficiency, accountability, and support for NGOs.

The capacity assessment of NGOAB officials and staff reveals both strengths and weaknesses in their ability to regulate NGOs receiving foreign donations. The below section summarizes insights from the assessment and analyses of the NGOAB's registration, approval, and fund management processes. These findings are based on evaluations of key functions, including registration and renewal processes, staff workloads, funding trends, workshop feedback, and issues raised by NGOs. Recommendations for each area aim to boost efficiency and enhance service delivery.

**NGO Registration and Renewal Process:** The NGO registration and renewal process is critical for ensuring transparency but suffers from inefficiencies, excessive documentation, and prolonged review cycles, often extending timelines beyond the mandated 50 days. Streamlining documentation, digitizing processes, and enforcing a fixed 30-day timeline are essential reforms to improve efficiency.

**NGO Growth and Workload:** NGO registrations peaked in the 1990s and early 2000s, significantly increasing staff workloads, which remain high despite extending registration validity to ten years. Static staffing levels and outdated processes exacerbate these challenges. Digitizing systems and adopting flexible staffing during peak periods are recommended to address these issues.

**Project Approvals and Funding Trends:** Between 2014 and 2024, over 15,000 new projects were approved, allocating BDT 731 billion to key sectors. A decline in project approvals and donor funding signals greater selectivity. Strengthening monitoring mechanisms, increasing workforce budgets, and conducting impact assessments are necessary to optimize resource allocation.

**Stakeholder Feedback:** In 2023, UNDP conducted a workshop identified gaps of NGOAB in human resources, IT infrastructure, outdated procedures, and poor NGO coordination. Recommendations include modernizing IT systems, revising policies, and enhancing staff capacity through training and knowledge exchange. NGOs highlighted barriers such as bureaucratic delays, policy ambiguities, and restrictive funding rules. Simplified procedures and streamlined forms are critical to fostering a more supportive environment.

**Strengths and Weaknesses:** NGOAB staff possess strong institutional knowledge but face challenges due to static staffing, outdated processes, shortage of staff and limited training. Investing in targeted training, modern IT infrastructure, and dynamic staffing models is essential to meet growing demands.

**Recommendations for Strategic Reform:** Key reforms include simplifying processes, digitalizing operations, enhancing policies, building capacity and fostering collaboration with stakeholders. Digital platforms, consistent guidelines and partnerships with development partners like UNDP will improve efficiency and oversight, empowering NGOs to better support Bangladesh's development goals.

**Capacity Development Action Plan:** NGOAB aims to enhance the technical and functional skills of its staff to address immediate skill gaps and support long-term growth. It focuses on building competencies in digital systems, effective monitoring system, donor communication, ethical governance, and stakeholder engagement to meet regulatory demands and improve efficiency.

Key priorities include:

- **Technical Skills:** Digital platform training and data management.
- **Functional Expertise:** Project approval, compliance, donor interaction and reporting.
- **Ethical Governance:** Promoting transparency and impartial and more transparent decision-making.

The Action plan section outlines tailored training modules and support mechanisms like refresher courses, resource hubs, and mentorship programs, along with short- and long-term strategies for individual, organizational, and policy-level improvements. These reforms will empower NGOAB to modernize operations, enhance oversight, and better support Bangladesh's development objectives.

  
**Soheli Ahmed**  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh

## Annex-5: Minutes of the LPAC Meeting

DocuSign Envelope ID: 1F63AE1C-58CD-485C-BA33-EFA5BB64E052

### Minutes of the Local Project Appraisal Committee Meeting

Date: 9 May 2024

Project Title: Institutional Strengthening for Promoting Accelerated Transformation (ISPAT)

#### 1. Attendance

| Sl. | Name                             | Title                                                                              |
|-----|----------------------------------|------------------------------------------------------------------------------------|
| 1   | Ms. Sonali Dayaratne             | Deputy Resident Representative, UNDP Bangladesh                                    |
| 2   | Mr. Md. Mokhesur Rahman, ndc     | Director-2 (Additional Secretary), NGO Affairs Bureau (NGOAB), PMO, Dhaka          |
| 3   | Mr. Asif Kashem                  | Senior Program Manager, Australian High Commission, Dhaka                          |
| 4   | Mr. Krishna Raj Adhikari         | Operations Manager, UNDP Bangladesh                                                |
| 5   | Mr. Anowarul Haq                 | Assistant Resident Representative, UNDP Bangladesh                                 |
| 6   | Mr. Sarder M. Asaduzzaman        | Assistant Resident Representative, UNDP Bangladesh                                 |
| 7   | Ms. Sheela Tasneem Haq           | Senior Governance Specialist, UNDP Bangladesh                                      |
| 8   | Ms. Rezwana Hoque Chaity         | Head of Procurement, UNDP Bangladesh                                               |
| 9   | Ms. Sharmin Islam                | Gender Team Leader, UNDP Bangladesh                                                |
| 10  | Mr. Md. Abdul Quayyum            | Head of Communications, UNDP Bangladesh                                            |
| 11  | Mr. AZM Saleh                    | Monitoring and Evaluation Analyst, UNDP Bangladesh                                 |
| 12  | Mr. Md. Sajjadul Islam Chowdhury | Head of Human Resource, UNDP Bangladesh                                            |
| 13  | Mr. Rezwanul Haque Jami          | Head of Technology and Commercialization, a2i                                      |
| 14  | Mr. Md. Monzurul Islam Kamal     | Program Associate, UNDP Bangladesh                                                 |
| 15  | Ms. Fatematul Zannat             | Program Associate, UNDP Bangladesh                                                 |
| 16  | Mr. Azizul Haque Sarder          | National Consultant: Project Formulation and Coordination Support, UNDP Bangladesh |
| 17  | Mr. Durtov Chowdhury             | Finance and Admin Associate, UNDP Bangladesh                                       |

2. The Project Proposal was presented by: Ms. Sheela Tasneem Haq, Senior Governance Specialist, UNDP Bangladesh

#### 3. Opening Remarks:

On 09 May, 2024 UNDP Bangladesh arranged an LPAC meeting to present the proposed project titled as "Institutional Strengthening for Promoting Accelerated Transformation (ISPAT)". The project was designed to support the NGO Affairs Bureau (NGOAB) under the Prime Minister's Office (PMO). The objective of the project is to enhance NGOAB's ability to provide efficient and timely support to NGOs in handling foreign donations and assisting them in advancing the Sustainable Development Goals by 2030. Ms. Sonali Dayaratne, Deputy Resident Representative of UNDP Bangladesh, presided over the meeting, which was attended by government official from NGOAB, development partner and UNDP officials. The other government officials from PMO and Economic Relations Division (ERD) provided their input to the proposal prior to the LPAC. Ms. Sonali Dayaratne thanked everyone who participated in the LPAC and requested Ms. Sheela Tasneem Haq to present the ISPAT-IP Project.

4. Project presentation: Ms. Sheela Haq presented the project outline and budget of the IP on "Institutional Strengthening for Promoting Accelerated Transformation (ISPAT)". The presentation covered the background to the project design and development; the objectives of the project; and a brief on the project outputs, duration, implementing partner, implementation modality, and resource envelope.

1

3-✓  
Sohel Ahmed  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh

#### 5. Summary of LPAC member comments:

- Upon completion of the presentation, Mr. Md. Mokhlesur Rahman, Director of NGOAB discussed UNDP's support for the 2<sup>nd</sup> phase of the digital infrastructure of NGOAB. The support includes allocating an average yearly charge of BDT 10 lac for hosting NGOAB's cloud-based server, as the government is now discouraging purchasing server at the individual level. Mr. Mokhles also suggested the following (i) include an exposure visit for relevant officials/representatives to learn the digitalization process in the region and possible replication of the promising practices within the purview of NGOAB, (ii) arrange training for relevant officials on ICT, government acts, rules and regulations, management, etc. (iii) keep provisions of honorarium for the participants to attend any meeting/training/workshop organized under the project, (iv) allocate monthly honorarium for NPD as an incentive if possible. Finally, Mr. Mokhles suggested submitting the project document with an official forwarding letter from UNDP.
- In response to Mr. Md. Mokhlesur Rahman, Mr. Krishna Raj Adhikari, Operations Manager of UNDP referred the Harmonized Protocol of Honoraria and Allowances regarding meeting/workshop/seminar/training endorsed by Secretary, ERD dated 19 March 2023. Mr. Krishna mentioned that this Protocol only applies to the costs of accommodation, catering, and transport financed by the Development Partners (DPs) within the framework of events including meetings, workshops, seminars, conferences, symposiums, trainings, and field missions, but does not apply to all the payments for the events financed by the Government by Technical Assistance Project Performa (TAPP). As per the standard protocol of the National Implementation Modality (NIM), UNDP will also not be able to provide a monthly honorarium to NPD. Mr. Sarder Asaduzzaman, Assistant Resident Representative, UNDP Bangladesh also reiterated the point along with Mr. Asif of the Australian High Commission. UNDP agreed to share the signed protocol along with the LPAC meeting minutes (attached).
- In response to Mr. Md. Mokhlesur Rahman regarding the exposure visit Mr. Asif Kashem, Senior Programme Manager of the Australian High Commission responded that the Australian High Commission will consider and explore the needs and possible scope of the exposure visits separately as the Australian Government has some options. Mr. Asif reemphasized conducting the technical assessment for the digitalization component as a priority during the inception phase of the project. He also recommended adding gender analysis to the IP document to integrate gender equality and women's empowerment into the project.
- In response to Mr. Asif and Mr. Mokhles, Mr. Anowarul Haq, Assistant Resident Representative, UNDP Bangladesh reemphasized the importance of assessing what has already been done on digitalization through the exiting NGOAB project (IFC Musa Tec.) and what needs to be done further to sustain the progress through ISPAT. He also highlighted the importance of conducting a gender analysis in the inception phase.
- Mr. Rezwanul Haque Jami, Head of Technology and Commercialization of the Aspire to Innovate (a2i) project suggested complying with the policy and data services of Bangladesh National Digital Architecture (BNDA). He also informed that govt. discourages buying server rather than host data at Bangladesh Computer Council's cloud by paying minimum fees. He also recommended conducting an ICT assessment of NGOAB to identify technical gaps and potentials as well as following the recent advice from the Finance division in allocating the budget for the servers/domains.

2

32 ✓  
**Sohel Ahmed**  
 Deputy Secretary  
 Economic Relations Division  
 Ministry of Finance  
 Govt. of the People's Republic of Bangladesh

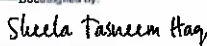
- Ms. Sonali Dayaratne, Deputy Resident Representative of UNDP, proposed amending the first paragraph of the "Brief Description" section (IP Document, Page 2) to encompass not only the impacts of COVID-19 but also other factors contributing to inequalities and poverty. Ms. Sonali suggested conducting consultations with NGOs during the implementation to understand their interests and needs and gather feedback on the project as they will be the primary recipients of NGOAB's improved services. In addition, Ms. Sonali suggested coordinating with the NGOAB and concurrently preparing the Prodoc and Technical Assistance Project Proforma (TAPP). Additionally, she suggested incorporating an exit plan to ensure the sustainability and functionality of the digital system established by ISPAT beyond the project's duration. Ms. Sonali also stressed the importance of developing a results framework to capture project results and outcomes, including behavioral changes, technical indicators, and measurement targets.
- Mr. Sarder M. Asaduzzaman, Assistant Resident Representative of UNDP requested DGC colleagues to revise the project governance structure as per the POPP. The IP budget should be split into calendar years to outline the budget for 2024.
- The meeting was concluded with the closing remarks of the Chair Ms. Sonali Dayaratne. She thanked the representatives of NGOAB, the Australian High Commission, and UNDP officials for their participation and useful feedback. She reiterated that the technical inputs are well received, and these will be further reviewed and addressed while finalizing the AWP and project document.

#### 6. Final LPAC recommendation(s):

In principle, the Chair of the LPAC meeting endorsed the IP project document along with the following recommendations

- UNDP will review all the technical inputs and suggestions and revise the project document and budget accordingly.
- UNDP (The Democratic Governance Cluster) will prepare an output-based detailed budget in line with the donor commitment and prepare an action plan on digital transformation in consultation with NGOAB officials, a2i project, and relevant ministries to develop and finalize the ProDoc and Technical Assistance Project Proforma (TAPP) as a part of seeking Government approval to operate as a NIM project.

Prepared by:

DocuSigned by:  
  
8069E3248058496  
Sheela Tasneem Haq  
Senior Governance Specialist, UNDP Bangladesh

Cleared by:

DocuSigned by:  
  
D7351202AFC8493  
Anowarul Haq  
Assistant Resident Representative, UNDP Bangladesh

LPAC minutes approved by:

DocuSigned by:  
  
D49F59C1358451  
Sonali Dayaratne  
Deputy Resident Representative, UNDP Bangladesh

3

  
Sohel Ahmed  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh

## Minutes of the ISPAT ProDoc. Review & Discussion on Implementation Modality

Date: November 18, 2025

Project Title: Institutional Strengthening for Promoting Accelerated Transformation (ISPAT) Project

Venue: UNDP, 19<sup>th</sup> Floor, IDB Bhaban, Dhaka

### 1. Attendance:

- 1) Sonali Dayaratne, Deputy Resident Representative and Chair of Project Board, UNDP Bangladesh
- 2) Md. Daud Miah ndc, Director General (Additional Secretary), NGO Affairs Bureau, Chief Adviser's Office
- 3) Dr. Ahmed Ullah FCMA, Director General-1, Chief Adviser's Office
- 4) Mohammad Razibul Islam, Joint Secretary, UN Wing, Economic Relations Division (ERD)
- 5) Md. Anwar Hossain, Director, [Joint Secretary], NGO Affairs Bureau, Chief Adviser's Office
- 6) Syed Haider, First Secretary and Head of Development Cooperation, Australian High Commission, Dhaka
- 7) Asif Kashem, Senior Program Manager, Australian High Commission, Dhaka
- 8) Sheela Tasneem Haq, Senior Governance Specialist, Democratic Governance, UNDP Bangladesh
- 9) AZM Saleh, Monitoring & Evaluation Analyst, UNDP Bangladesh
- 10) Dragan Popovic, Senior Programme Advisor – Governance, UNDP Bangladesh
- 11) Md. Monzurul Islam Kamal, Programme Associate, Democratic Governance, UNDP Bangladesh
- 12) Md. Gausul Alam, Administration and Finance Associate, Democratic Governance, UNDP Bangladesh
- 13) Sharmin Islam, Gender Analyst, UNDP Bangladesh
- 14) Azizul Haque Sarder, Project Manager, ISPAT, UNDP Bangladesh
- 15) Prosun Chowdhury, Project Analyst, ISPAT, UNDP Bangladesh
- 16) Fatema Jinia, IT Associate, ISPAT, UNDP Bangladesh
- 17) Narayan Chandra Das, Admin & Finance Associate, ISPAT, UNDP Bangladesh
- 18) Sabbir Ahmed Nahid, National Consultant - IT Expert, ISPAT, UNDP Bangladesh.

### 2. Opening Remarks:

On 18 November 2025, UNDP Bangladesh arranged the 2<sup>nd</sup> Board Meeting on the IP-ISPAT with the aim to discuss and review the Institutional Strengthening for Promoting Accelerated Transformation (ISPAT) Project. The meeting was chaired by Ms Sonali Dayaratne, Deputy Resident Representative, UNDP Bangladesh, and attended by senior representatives from the Chief Adviser's Office (CAO), NGO Affairs Bureau (NGOAB), Economic Relations Division (ERD), Australian High Commission, and UNDP Bangladesh. Ms Sonali Dayaratne dedicated her sincere thanks to the distinguished participants for their leadership in the implementation of the IP-ISPAT, underlining that cordial partnership between UNDP and the government will continue during the implementation of the ISPAT project.

This Board meeting served also as a Local Project Appraisal Committee meeting for the ISPAT project, which is a necessary step in the approval process, aiming to get additional feedback and recommendations to improve the suggested project proposal, before submitting it to the ERD for its endorsement. The ProDoc was built based on the learned lessons from the implementation of the IP-ISPAT and comprehensive external consultations with different stakeholders and internal dialogues within UNDP to ensure relevance and coherence.

Designated by:

Azizul Haque Sarder

Er. Az. Daud Miah (ndc)

Sy

Sohel Ahmed  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh

3. Project presentation: Ms. Sheela Haq presented Project Document (ProDoc.), covering its background, objectives, outcome and outputs, budget, management structure, implementation modality, , duration, implementing partner, etc.

She highlighted that the pro-doc was built on the legacy of the IP-ISPAT and that the project needs to be expanded, noting the improved capacities of both NGOAB and NGO staff as well as achievements in digitalisation process and policy work led by NGOAB. The upcoming ISPAT Project (running through 30 June 2027) aims to promote evidence-based policymaking and better coordination between service providers and recipients. Ms. Haq stressed the importance of achieving SDGs and fostering a strong policy environment via strategic engagement with NGOs, local administration, departments, and stakeholders.

Key project outputs include:

- Strengthening NGOAB's institutional capacity for transparent, gender-responsive, and accountable service delivery.
- Enhancing NGOAB personnel's ability to coordinate and deliver services in line with the Citizens' Charter and gender-responsiveness principles.
- Supporting policies that facilitate responsive service delivery and align NGO-led innovation with national priorities and SDG targets.

4. Summary of discussions:

- Mr Mohammad Razibul Islam, Joint Secretary, UN Wing, ERD, emphasised the need to implement the project in line with the national project implementation guidelines. Mr. Islam also highlighted the importance of engaging NGOs and CSOs in the project implementation, recognizing their critical role in achieving the SDGs and contributing to future policy formulation.
- Dr. Ahmed Ullah FCMA, Director General-1, Chief Adviser's Office (CAO), highlighting the importance of the initiative, inquired about the proposed implementation modalities and their effectiveness. He also suggested sharing the Project Document (ProDoc.) with the CAO and NGOAB for their final comments and expressed his interest to facilitating the approval process from his office.
- Mr. Md. Daud Miah ndc, Director General, NGO Affairs Bureau, Chief Adviser's Office, recommended sharing the Project Document with the relevant stakeholders to ensure a comprehensive review and alignment. He reaffirmed the Bureau's strong commitment to support the project and facilitate the subsequent steps in coordination with other Government entities, underscoring the importance of collective ownership for smooth and effective implementation.
- Mr. Syed Haider, First Secretary and Head of Development Cooperation, Australian High Commission, thanked all stakeholders for their active engagement in the project development and reaffirmed Australia's strong commitment to align with the ISPAT initiative. He emphasized several critical policy issues that emerged from the dialogues with CSOs, emphasizing the need that those insights inform the project's strategic direction. Mr Haider also commended NGOAB and UNDP for their effective coordination and dedicated efforts in advancing this important initiative.

5. Project Implementation Modality: Closing Remarks by Distinguished Participants from CAO, ERD, and NGOAB

At the end of the presentation representatives from CAO, ERD, NGOAB and Australian High Commission emphasized the importance of selecting an appropriate implementation modality for the project. The officials thoroughly reviewed and discussed the advantages and disadvantages of both the National Implementation Modality (NIM) and the Direct Implementation Modality (DIM). The DRR emphasized that both modalities are in line with UNDP's rules and procedures, elaborating on principles linked to NIM and

Endorsed by

*Azizul Haque Sarker*

Executive Director



**Sohel Ahmed**  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh

DIM, stressing also that UNDP for this particular initiative suggests DIM modality. However, UNDP will be guided by the government's preference, to secure ownership.

In the end the representatives of the government recommended that DIM is the most appropriate modality for the implementation of this particular project.

Namely, IP-ISPAT that was initiated in June 2024 has been implemented through DIM modality. Consequently, government representatives stressed the importance of maintaining this modality to ensure consistency and uninterrupted operations highlighting the following:

- **Limited Human Resources Within NGOAB:** NGOAB currently operates with limited staffing, and many of the officials are not familiar with managing a technical project of this nature. Transitioning this project from DIM to NIM would significantly increase their workload and operational burden.
- **Capacity Constraints:** Several NGOAB officials continue to adhere to conventional work practices and may lack the technical expertise necessary to manage the project efficiently under NIM.
- **Progress Achieved Under DIM:** Under the DIM modality, the IP-ISPAT (June 2024 to November 2025) has accomplished several key milestones. These include developing NGOAB's online system by digitizing substantial manual data, facilitating the signing of two MoUs between Bangladesh Data Centre Company Limited (BDCCL) and Sonali Bank, procuring server services and issuing a Purchase Order (PO) for monthly payment processing through December 2026, providing digital equipment to NGOAB, and engaging a training institute (IPTM) to deliver 14 training courses to NGOAB and NGO officials. Additional achievements involve revision of policies through eight policy dialogues and consultations, as well as recruiting a Policy Expert to support the review of NGOAB's legal frameworks—including acts, rules, and guidelines. Many of these initiatives are ongoing and require uninterrupted progress to ensure their sustainability and successful completion.
- **Project Budget Size:** The total budget allocated for the ISPAT Project is AUD 2,950,000, equivalent to USD 1,921,304.56 (BDT 233,726,699.37). To date, approximately USD 644,793.19 (BDT 78,439,091.56) has been spent under IP-ISPAT since 2024. The tentative expenditure up to 31 December 2025 is estimated at USD 215,560.08 (BDT 26,222,883.73), bringing the total projected cost to USD 860,353.27 (BDT 104,661,975.30) through December 2025.

The approximate remaining funds—USD 1,060,951.29 (BDT 129,064,724.43)—will be transferred to the upcoming IP-ISPAT II phase. Given the relatively modest overall budget, continuing with the existing Direct Implementation Modality (DIM) has been assessed as the most efficient and appropriate approach.

#### 6. Major Recommendations

The Board agreed on the following:

- In view of the project's scope, limited human resources within NGOAB, the modest scale of the project budget, and ongoing digitalization progress utilizing the DIM approach, the Board has agreed, in principle, to continue with the Direct Implementation Modality for the remaining of the project period. This decision ensures a practical balance between maintaining the momentum achieved during the IP-ISPAT and equipping NGOAB for future institutional capacity building.

DocuSigned by  
*Azizul Haque Sarker*  
E0ACD8675BF548B

32  
Sohel Ahmed  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh

- UNDP will submit the draft ISPAT Project Document to NGOAB and CAO by 27 November 2025 for their review and comments.
- By 04 December 2025, CAO will submit the final Project Document to ERD, formally requesting the approval under the DIM modality.

Prepared by:

DocuSigned by  
*Azizul Haque Sarder*  
 30-Nov-2025  
 Azizul Haque Sarder  
 Project Manager,  
 ISPAT project  
 UNDP Bangladesh

Cleared by:

DocuSigned by  
*Sheela Tasneem Haq*  
 30-Nov-2025  
 Sheela Tasneem Haq  
 Senior Governance Specialist,  
 Assistant Resident Representation (OIC),  
 DG Cluster  
 UNDP Bangladesh

LPAC Meeting Minutes Approved by:

DocuSigned by  
*Dragan Popovic*  
 30-Nov-2025  
 Dragan Popovic  
 Senior Programme Advisor –  
 Governance,  
 Deputy Resident Representative, UNDP  
 (a.i), Bangladesh

SV

**Sohei Ahmed**  
 Deputy Secretary  
 Economic Relations Division  
 Ministry of Finance  
 Govt. of the People's Republic of Bangladesh

## Minutes of the 2<sup>nd</sup> Board Meeting of Initiation Plan (IP-ISPAT)

Date: November 18, 2025

Project Title: Institutional Strengthening for Promoting Accelerated Transformation (ISPAT)

Venue: UNDP, 19<sup>th</sup> Floor, IDB Bhaban, Dhaka

### 1. Attendance:

- 1) Sonali Dayaratne, Deputy Resident Representative and Chair of Project Board, UNDP Bangladesh
- 2) Md. Daud Miah ndc, Director General (Additional Secretary), NGO Affairs Bureau, Chief Adviser's Office
- 3) Dr. Ahmed Ullah FCMA, Director General-1, Chief Adviser's Office
- 4) Mohammad Razibul Islam, Joint Secretary, UN Wing, Economic Relations Division (ERD)
- 5) Md. Anwar Hossain, Director, [Joint Secretary], NGO Affairs Bureau, Chief Adviser's Office
- 6) Syed Haider, First Secretary and Head of Development Cooperation, Australian High Commission, Dhaka
- 7) Asif Kashem, Senior Program Manager, Australian High Commission, Dhaka
- 8) Sheela Tasneem Haq, Senior Governance Specialist, Democratic Governance, UNDP Bangladesh
- 9) AZM Saleh, Monitoring & Evaluation Analyst, UNDP Bangladesh
- 10) Dragan Popovic, Senior Programme Advisor – Governance, UNDP Bangladesh
- 11) Md. Monzurul Islam Kamal, Programme Associate, Democratic Governance, UNDP Bangladesh
- 12) Md. Gausul Alam, Administration and Finance Associate, Democratic Governance, UNDP Bangladesh
- 13) Sharmin Islam, Gender Analyst, UNDP Bangladesh
- 14) Azizul Haque Sarden, Project Manager, ISPAT, UNDP Bangladesh
- 15) Prosun Chowdhury, Project Analyst, ISPAT, UNDP Bangladesh
- 16) Fatema Jinia, IT Associate, ISPAT, UNDP Bangladesh
- 17) Narayan Chandra Das, Admin & Finance Associate, ISPAT, UNDP Bangladesh
- 18) Sabbir Ahmed Nahid, National Consultant - IT Expert, ISPAT, UNDP Bangladesh.

### 2. Opening Remarks:

On 18 November 2025, UNDP Bangladesh arranged 2<sup>nd</sup> Project Board Meeting to share the progress of IP-ISPAT implemented since June 2024 to 30 November 2025. The Initiation Plan (IP) supported the NGO Affairs Bureau (NGOAB) under the Chief Adviser's Office (CAO) aiming to enhance NGOAB's ability to provide efficient and timely support to NGOs in handling foreign donations and assisting them in advancing the Sustainable Development Goals by 2030. Ms. Sonali Dayaratne, Deputy Resident Representative of UNDP Bangladesh, presided over the meeting and extended her warm welcome to the distinguished participants from the CAO, Economic Relations Division (ERD), NGOAB, and the Australian High Commission who participated in the 2<sup>nd</sup> Project Board Meeting. She also provided special thanks to the CAO and NGOAB for their vibrant leadership and engagement in the implementation of the IP-ISPAT.

### 3. IP-ISPAT (June 2024 to November 2025): Update and Implementation Status

Ms. Sheela Tasneem Haq, Senior Governance Specialist at UNDP Bangladesh, provided participants with an overview of IP-ISPAT's activities implemented since June 2024 to November 2025 and other matters relevant to closure of this IP. As part of the completed interventions in 2024 and 2025, she underscored the key accomplishments:

DocuSigned by:

Azizul Haque Sarden

EDACD68708E5488

32 ✓  
Sohel Ahmed  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh

**4.1 Institutional Capacity Building of NGOAB through Online System Development:** Under output-1, the IP-ISPAT supported to develop NGOAB's online system which is near to launching by mid-December 2025. The system will assist NGOAB to online its service delivery process, e.g. NGO registration, renewal, project approval, fund release, reporting, monitoring and oversight, etc.. After the end of December 2025 it will be fully operational for more than 2700 NGOs, local government and other relevant departments. It is expected that the system will reduce time and cost, in-person visits, increase efficiency, enhance transparency, improve data accuracy and consistency, enhance data-driven decision making, improve coordination among stakeholders, etc.

**4.2 Professional Capacity Building of NGOAB:** Under output-2 and based upon Capacity Assessment of NGOAB (2024), the IP-ISPAT hired a professional training institute (IPTM)<sup>1</sup> to provide 14 training courses to both NGOAB and NGO officials. A total of three (03) training courses among 14 have already been conducted. Upon completion of the trainings, participants will be equipped to increase efficiency in financial management, conduct audits and manage subsequent actions, strengthen English proficiency for stakeholder engagement, enhance their ability to produce high-quality reports focused on SDGs, write and analyze project proposals, and improve data analysis skills using SPSS, among other competencies. Which will be assessed during the implementation of the regular ISPAT project. The post assessments revealed that the average 18% capacity has been improved after the end of three training courses.

**4.3. Enabling Policy Environment through Stakeholders' Engagement:** Under output-3, the IP-ISPAT created a momentum by organizing a total of eight (08) dialogues with relevant stakeholders on enhancing policies and procedures of NGOAB. Recommendations collected during the consultations will help government/NGOAB to improve its functions and coordination with the relevant departments for better service delivery.

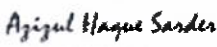
**4.4. Undertaken Comprehensive Studies for NGOAB and NGOs:** The IP-ISPAT conducted three (03) studies/assessments, e.g. i) NGOAB's digital assessment, ii) NGOAB's capacity assessment, and iii) Social Innovations of NGOs. The initial digital assessment enabled the development of NGOAB's online system by identifying gaps, challenges, and opportunities related to the digitalization of service delivery. Subsequently, the capacity assessment facilitated the implementation of 14 training courses for both NGOAB staff and NGO officials, enhancing their professional competencies in the service delivery process.

## 5. Output wise Detail Implementation Status:

| Output                                                                                                                                                               | Key Results / Highlights                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Output 1<br>Institutional Capacity of NGOAB strengthened to deliver services to NGOs that are gender-responsive, agile to the needs and priorities of the community. | <ul style="list-style-type: none"> <li>• NGOAB's Online System Developed and Manual Data Digitalization</li> <li>• Total NGO Registration &amp; Renewal file digitized: 3470</li> <li>• Total NGO project &amp; form digitalized (FD6,FD7,FD9,FC1): 2189</li> <li>• User Acceptance testing/validation workshop organized: 04 (2025) <ul style="list-style-type: none"> <li>▪ 3 UAT<sup>2</sup> sessions with NGOAB on 16, 23, 24 September 2025 (35 staff of NGOAB)</li> <li>▪ 1st UAT with NGOs: 23 Sep 2025 (120 NGOs)</li> <li>▪ 2nd hands-on UAT with NGOs: 21 October 2025 (30 NGOs)</li> </ul> </li> </ul> |

<sup>1</sup> Institute of Professional Training and Management

<sup>2</sup> User Acceptance Testing

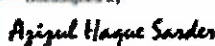
For signed by  
  
 Azigul Haque Sander  
 Director General

2

  
 Sohail Ahmed  
 Deputy Secretary  
 Economic Relations Division  
 Ministry of Finance  
 Govt. of the People's Republic of Bangladesh

|                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                              | After completing the redesign and vetting process, the online system is now ready for launching.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Output 2<br>The capacity of NGOAB personnel has been enhanced to address the needs and priorities of the institution.                                                        | <ul style="list-style-type: none"> <li>A Training firm (IPTM<sup>3</sup>) was hired to deliver 14 training packages for NGOAB and NGO officials. All those training courses have been taken and designed based on the systematic capacity assessment conducted by the IP-ISPAT Project in 2024.</li> <li>Two trainings for NGOAB officials (Total participants: 52; M: 40, F: 12) and one training for NGO officials (Total Participants: 24 (M:20, F:4) were organized. <ul style="list-style-type: none"> <li>Training on Regulatory and Policy Framework for NGOAB/ 25 September 2025</li> <li>Training on Financial Management and Auditing for NGOAB/ 15- 16 October 2025</li> <li>Training on improving financial management, audit, and follow-up action plan for NGO personnel/ 09-10 November 2025</li> <li>Average 18% capacity/skills (output level) improved through these three trainings compared to the pre- and post-assessment.</li> </ul> </li> </ul> <p>IP-ISPAT also hired the British Council to improve the English proficiency of NGOAB officials.</p>                                                                                                                                                                                                                                                                                                                                                                                       |
| Output 3<br>Enabling a policy environment created for responsive service delivery and greater convergence of NGO-led innovation with national priorities and achieving SDGs. | <p>As part of enabling the policy environment, UNDP and NGOAB jointly organized a total of eight (08) Policy Dialogues/Consultations in 2024 and 2025, of which 6 were organized at the field level and 02 at the national level. The objectives of those dialogues were to bridge the gaps by providing a structured platform for stakeholders to discuss policies, regulations, and service delivery to improve coordination between NGOAB and NGOs, and promote participatory governance to build strong institutions aligning with SDG-16.</p> <p>The key recommendations from the Policy Dialogues were in the following:</p> <ul style="list-style-type: none"> <li>Launch an end-to-end online platform with real-time tracking</li> <li>Revise the Foreign Donation Regulation Act, 2016, especially Articles 8, 14, 15, and 16 (appointment of foreign expert, crime and punishment, Rules preparation, etc.).</li> <li>Provide structured training for NGOAB and NGO officials.</li> <li>Orient local administration about the service processes of NGOAB-including content in BCS Foundation Training.</li> <li>Reduce delays in the fund release and project certification process.</li> <li>Simplify the complexity of FD6, FD-7, and FC-1 (forms) with clear guidelines for district-level officers and NGOs.</li> <li>Implement a real-time project tracking and feedback system to monitor FD6/FD7 submissions and certification status.</li> </ul> |
| Output 4<br>Project Management                                                                                                                                               | Hiring staff was completed, and all staff are onboarded. All other procurement, operations, and logistics arrangements are ongoing as per the approved AWP.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

<sup>3</sup> Institute of Professional Training and Management

Digitally signed by  
  
 E0AC06B70B0F54B5

5.2 ✓  
 Sohail Ahmed  
 Deputy Secretary  
 Economic Relations Division  
 Ministry of Finance  
 Govt. of the People's Republic of Bangladesh

#### 6. Output-wise allocation and delivery status for the project time period:

| Output       | Budget for the project  | Delivery Upto 15 <sup>th</sup> November 2025 | Delivery (%)   |
|--------------|-------------------------|----------------------------------------------|----------------|
| Output 1:    | USD 649,080.00          | USD 250,971.00                               | 38.67%         |
| Output 2:    | USD 490,117.00          | USD 157,557.00                               | 32.15%         |
| Output 3:    | USD 368,438.74          | USD 95,494.98                                | 25.92%         |
| Output 4:    | USD 442,158.00          | USD 140,770.21                               | 31.84%         |
| <b>Total</b> | <b>USD 1,949,793.74</b> | <b>USD 644,793.19</b>                        | <b>33.07 %</b> |

#### 7. Risk Management

The IP-ISPAT briefly presented the risks identified (including the risk identified from Social and Environmental Screening Procedure (SESP) in this implementation period and highlighted the mitigation measures from the offline risk log. The ISPAT Project encountered challenges in adapting to the prior online system developed by IIFC. Systematic delays in the transition from IIFC to UNDP-ISPAT hindered both the ISPAT team and its contracted IT firm from initiating the redesign work as planned.

#### 8. Discussions:

- Md. Daud Miah, ndc, Director General (Additional Secretary), NGO Affairs Bureau, highlighted significant institutional progress, including the digitalisation of NGOAB's core service processes and the rollout of divisional-level policy dialogues. He reiterated NGOAB's strategic vision to simplify and standardise NGO service procedures through a unified online system, aiming to reduce administrative delays and enhance accountability. He noted that insights from recent stakeholder consultations—covering registration, project approval, and compliance requirements—are being integrated into proposed policy reforms to be issued through a comprehensive rules and guidelines, simplified forms and formats and other working procedures.
- Syed Haider, First Secretary and Head of Development Cooperation, Australian High Commission, commended NGOAB's leadership and the collaborative efforts driving the initiative from the national level down to the grassroots. He emphasised the need to sustain operational continuity, noting that uninterrupted implementation of activities is essential for achieving high-impact and measurable development outcomes.
- Asif Kashem, Senior Program Manager, Australian High Commission, reaffirmed that the project remains well aligned with the Australian Government's development priorities and strategic commitments in Bangladesh. He appreciated the joint efforts of NGOAB and UNDP in implementing an initiative that strengthens governance, improves service delivery, and expands access for marginalised NGOs and CSOs, ultimately supporting more inclusive development.

#### 9. Key Decisions:

In concluding the meeting, the Project Board agreed on the following decisions:

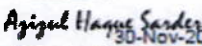
- The Board endorsed the meeting minutes of the 1<sup>st</sup> Board meeting.
- The current IP-ISPAT should be closed by 30 November 2025 following UNDP's rules and procedures. Simultaneously, a new IP-ISPAT II should be initiated for its continuity and to bridge the gap up to the approval of the formal ISPAT project by ERD.

Digitally Signed by  
  
 Azigul Haque Sardar  
 Project Director

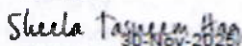
52  
 Sohail Ahmed  
 Deputy Secretary  
 Economic Relations Division  
 Ministry of Finance  
 Govt. of the People's Republic of Bangladesh

- The Board strongly recommended to launch the NGOAB's online system by mid-December 2025, following consultation with the Secretary, CAO by the DG, NGOAB.
- It was agreed that NGOAB will incorporate BDCCL's server hosting charges into its internal budget planning for 2026-27, prior to submitting the budget to the Finance Division. The NGOAB under CAO will also take prior initiative and arrangements, e.g. continuation of server hosting expense, hiring/deploying technical experts for regular system maintenance and management, etc. to sustain the existing online system from 2026.

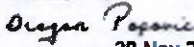
Prepared by:

Discussed by  
  
 30-Nov-2025  
 Azizul Haque Sarder  
 Project Manager,  
 ISPAT project  
 UNDP Bangladesh

Cleared by:

Discussed by  
  
 30-Nov-2025  
 Sheela Tasneem Haq  
 Senior Governance Specialist,  
 Assistant Resident Representation  
 (OIC), DG Cisuter  
 UNDP Bangladesh

Board Meeting Minutes Approved by:

Discussed by  
  
 30-Nov-2025  
 Dragan Popovic  
 Senior Programme Advisor –  
 Governance,  
 Deputy Resident Representative, UNDP  
 (a.i)  
 Bangladesh

SV  
 Sohail Ahmed  
 Deputy Secretary  
 Economic Relations Division  
 Ministry of Finance  
 Govt. of the People's Republic of Bangladesh

## Minutes of the Local Project Appraisal Committee Meeting for IP-ISPAT II

Date: November 18, 2025

Project Title: Institutional Strengthening for Promoting Accelerated Transformation (ISPAT) Project

Venue: UNDP, 19<sup>th</sup> Floor, IDB Bhaban, Dhaka

### 1. Attendance:

- 1) Sonali Dayaratne, Deputy Resident Representative and Chair of the Project Board, UNDP Bangladesh
- 2) Md. Daud Miah, ndc, Director General (Additional Secretary), NGO Affairs Bureau, Chief Adviser's Office
- 3) Dr. Ahmed Ullah FCMA, Director General-1, Chief Adviser's Office
- 4) Mohammad Razibul Islam, Joint Secretary, UN Wing, Economic Relations Division (ERD)
- 5) Md. Anwar Hossain, Director (Joint Secretary), NGO Affairs Bureau, Chief Adviser's Office
- 6) Syed Haider, First Secretary and Head of Development Cooperation, Australian High Commission, Dhaka
- 7) Asif Kashem, Senior Program Manager, Australian High Commission, Dhaka
- 8) Sheela Tasneem Haq, Senior Governance Specialist, Democratic Governance, UNDP Bangladesh
- 9) AZM Saleh, Monitoring & Evaluation Analyst, UNDP Bangladesh
- 10) Dragan Popovic, Senior Programme Advisor – Governance, UNDP Bangladesh
- 11) Md. Monzurul Islam Kamal, Programme Associate, Democratic Governance, UNDP Bangladesh
- 12) Md. Gausul Alam, Administration and Finance Associate, Democratic Governance, UNDP Bangladesh
- 13) Sharmin Islam, Gender Analyst, UNDP Bangladesh
- 14) Azizul Haque Sarder, Project Manager, ISPAT, UNDP Bangladesh
- 15) Prosun Chowdhury, Project Analyst, ISPAT, UNDP Bangladesh
- 16) Fatema Jinia, IT Associate, ISPAT, UNDP Bangladesh
- 17) Narayan Chandra Das, Admin & Finance Associate, ISPAT, UNDP Bangladesh
- 18) Sabbir Ahmed Nahid, National Consultant - IT Expert, ISPAT, UNDP Bangladesh.

### 2. Introduction:

On 18 November 2025, UNDP Bangladesh arranged a Local Project Appraisal Committee Meeting (LPAC) to present the proposed new Initiation Plan (IP-ISPAT II) as a continuation of the earlier IP-ISPAT, titled "Institutional Strengthening for Promoting Accelerated Transformation (ISPAT)". The project was designed to support the NGO Affairs Bureau (NGOAB) under the Chief Adviser's Office (CAO) with the objective to enhance NGOAB's ability to provide efficient and timely support to NGOs in handling foreign donations and advancing the Sustainable Development Goals by 2030. Ms Sonali Dayaratne, Deputy Resident Representative of UNDP Bangladesh, presided over the meeting, which was attended by the government officials from the Chief Adviser's Office (CAO), Economic Relations Division (ERD), NGOAB, representatives from the Australian High Commission and UNDP personnel.

3. Project presentation: Ms Sheela Tasneem Haq UNDP Bangladesh Senior Governance Specialist presented the background, outline and objectives of both IP-ISPAT II and the regular project, including their outputs, duration, implementing partners, implementation modality, and resource envelope.

She explained that the new IP-ISPAT II will be a continuation of this current IP, serving as a bridge until the regular ISPAT project is approved. The new IP-ISPAT II will also facilitate the continuation of any incomplete activities and objectives while integrating additional initiatives to sustain its achievements. The three main outputs of the IP-ISPAT II are:

- Output 1: Institutional capacity strengthened for transparent, gender-responsive, and accountable service delivery: The output is striving to ensure that future public services in

Doc. approved by

Azizul Haque Sarder

Project Manager

S ✓  
Sohel Ahmed  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh

Bangladesh are agile, tech-driven, and inclusive, aiming to build trust of the people in the institutions of the government through data-informed, human-centered approaches.

- Output 2: Enhanced capacity of NGOAB personnel to deliver digital, gender-responsive, and client-oriented services: The project will offer specialized training for NGOAB staff in key digital and management competencies, with a focus on mitigating unconscious bias to provide equitable support to all NGOs.
- Output 3: Establishing a policy environment that supports effective service delivery and brings together NGO-led innovations with national priorities: Through IP-ISPAT II, the government will be supported in organizing stakeholder dialogues, providing technical assistance for updating legal frameworks, and helping NGOAB to align its activities with national development goals and the Sustainable Development Goals (SDGs).

The IP-ISPAT ends on 30 November. Hence, the IP-ISPAT II comes into effect from 1 December 2025 to 30 June 2026 under the Direct Implementation Modality until the Institutional Strengthening for Promoting Accelerated Transformation Project receives approval from ERD. Upon the endorsement of the new project, the proposed IP-ISPAT II will be automatically closed, and any remaining resources will be transferred to the project in accordance with the UNDP's rules and regulations. The project board fully approved the IP-ISPAT II.

#### 4. Summary of discussions:

- Ms Sonali Dayaratne, UNDP DRR and chair of the Board, noted that the current IP is approaching its conclusion on 30 November 2025, while the ISPAT Project will be endorsed after the closure of the IP-ISPAT. However, to ensure continuity, protect the achieved gains and avoid implementation gaps, the new IP-ISPAT II has been proposed to start from 01 December 2025 to 30 June 2026. She acknowledged continual support from CAO, NGOAB and ERD to the IP-ISPAT, which is also a testimony of government's commitments and ownership. She also appreciated the valuable contributions and regular engagement of the Australian High Commission to secure IP-ISPAT's success. She invited representatives of the Government of Bangladesh, Australian High Commission and UNDP to provide their feedback on the planned IP-ISPAT II and enhance the implementation approach for the successful start-up of the regular ISPAT Project.
- Ms Sheela Tasneem Haq, UNDP Senior Governance Specialist, provided a full background on the transition from IP-ISPAT to IP-ISPAT II, explaining the rationale for this next phase, emphasizing the need to build on the achievements and learned lessons of the Phase I to further strengthen the capacity of both NGOAB and NGO officials, enhancing their efforts with regards to the digitalization process and modernization of Bangladesh.
- Dr. Ahmed Ullah, FCMA, Director General-1 at the Chief Adviser's Office, has requested clarification regarding the excess budget under output-1 of IP-ISPAT II. He underscored the significance of financial transparency and formally asked that the complete and updated project budget, inclusive of detailed cost breakdowns, be shared with the Chief Adviser's Office to align with government priorities. In response, Md. Anwar Hossain, Director (Joint Secretary), NGO Affairs Bureau, indicated that the additional budget is necessary for further enhancement and upgrading of the existing online system, including monthly hosting costs through December 2026.
- Syed Haider, First Secretary and Head of Development Cooperation at the Australian High Commission, emphasized the importance of maintaining project momentum and formally requested uninterrupted continuation of all project activities, ensuring adherence to planned deliverables and timelines.

I hereby recommend by

*Azizul Haque Sarder*

Executive Director

52

Sohel Ahmed  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh

- Md. Daud Miah, ndc, Director General (Additional Secretary) of the NGO Affairs Bureau, conveyed interest in transitioning the IP-ISPAT to IP-ISPAT II. He noted that this transition would mitigate operational gaps and facilitate the seamless progression of both initiatives and upcoming planned activities within the project.
- Mohammad Razibul Islam, Joint Secretary, UN Wing, ERD, concurred with the initiation of a new IP, given that the regular ISPAT project is yet to be endorsed. He further recommended submitting the formal ISPAT Project Document to ERD promptly, to expedite approval and enable the shift from IP-ISPAT II to an official project approach.

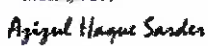
#### 5. Annual Work Plan (2025–2026)

Total Budget for IP-ISPAT II (07 months): USD 1,120,129.50<sup>1</sup> approx.

| Output                                                                                                                                                                                | Year 1<br>(1-31 Dec<br>2025) | Year 2 (Jan –<br>June 2026) | Shifted to the<br>Project | Total Budget in<br>USD |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-----------------------------|---------------------------|------------------------|
| Output 1: Institutional Capacity of NGOAB to deliver services strengthened to provide transparent, gender-responsive, and accountable service delivery to NGO to serve the Community. | 23,095.00                    | 74,923.22                   |                           | 98,018.22              |
| Output 2: Capacity of NGOAB personnel enhanced to effectively coordinate and deliver services aligned with Citizens' Charter and principles of gender-equality and responsiveness     | 22,628.00                    | 128,304.00                  | 523,131.28                | 674,063.28             |
| Output 3: Supported enabling policy environment for facilitating responsive service delivery and convergence of NGO-Led innovation with national priorities and achieving SDGs        | 163,296.00                   | 93,895.00                   |                           | 257,191.00             |
| Output 4: Project Management, Hiring staff, office setup, operations, and logistics arrangements, etc.                                                                                | 27,164.00                    | 63,693.00                   |                           | 90,857.00              |
| <b>Total</b>                                                                                                                                                                          | <b>236,183.00</b>            | <b>360,815.22</b>           | <b>523,131.28</b>         | <b>1,120,129.50</b>    |

The new IP-ISPAT II offers a roadmap for strengthening NGOAB to advance digital transformation, recognizing that the NGO Affairs Bureau faces different internal and external challenges, such as system deployment delays, shifting the initial digital system from IIFC to Dream 71 (UNDP hired IT firm), delaying in signing of MoU with two government entities, limited staff capacity, and policy changes, related to different forms and procedures. The IP-ISPAT II addresses these challenges, providing solutions and contingency strategies to maintain progress and meet objectives.

<sup>1</sup> Note: The remaining balance after closing the IP-ISPAT I will be transferred/adjusted with the IP-ISPAT II.

Executed by  
  
 EXECUTIVE NAB

5-1 ✓  
 Sohail Ahmed  
 Deputy Secretary  
 Economic Relations Division  
 Ministry of Finance  
 Govt. of the People's Republic of Bangladesh

The meeting concluded with closing remarks from the Chair, Ms. Sonali Dayaratne, who expressed sincere appreciation to all participants for their valuable insights—particularly CAO, ERD, NGOAB, and the Australian High Commission for their engagement and constructive feedback. She reiterated that the technical inputs have been duly noted and will be further reviewed and incorporated during the finalization of the IP-ISPAT II AWP and the project document.

#### 6. Final LPAC Recommendation(s)

- The Board/LPAC members endorsed the subsequent Initiation Plan (IP-ISPAT II), ensuring a seamless transition from the current IP-ISPAT. The new IP will cover the period from 01 December 2025 to 30 June 2026, with a total allocation of USD 1,120,129.50 (approx.). The final amount will be adjusted with the remaining amount after the financial closure of the current IP
- All staff from the IP ISPAT will be transferred to IP-ISPAT II, such as the Project Manager, Project Analyst, IT Associate, Admin and Finance Associate, Project Assistant, and relevant consultants (Policy, IT, Communications, etc.), which will be performed in accordance with UNDP rules and procedures, ensuring that there is no interruption to ongoing project activities.
- All project assets, including the remaining budget, will be transferred to the new Initiation Plan (IP-ISPAT II), and so that ongoing activities continue seamlessly under the new arrangement. Similarly, the assets and remaining budget from IP-ISPAT II will be transferred to the formal Project, once it is approved by ERD.
- Identified risks and mitigation plans from the IP-ISPAT will be carried forward into IP-ISPAT II, while additional risks and mitigation measures will be incorporated as needed.
- A comprehensive work plan designed with future priorities and corresponding budget allocations—will be circulated along with the meeting minutes.

Prepared by:

Discussed by:  
*Azizul Haque Sarder*  
27-Nov-2025  
Azizul Haque Sarder  
Project Manager,  
ISPAT project  
UNDP Bangladesh

Cleared by:

Discussed by:  
*Sheela Tasneem Haq*  
27-Nov-2025  
Sheela Tasneem Haq  
Senior Governance Specialist,  
Assistant Resident Representation (OIC),  
DG Cluster, UNDP Bangladesh

LPAC minutes approved by:

Discussed by:  
*Dragan Popovic*  
28-Nov-2025  
Dragan Popovic  
Senior Programme Advisor—Governance,  
Deputy Resident Representative (a.i)  
UNDP Bangladesh

5.2  
Sohel Ahmed  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh

**Note to File**  
**Request for Management Approval for a 7-Month Extension of the New IP-ISPAT II**

27 November 2025

This Note to File is prepared to seek UNDP Management's approval for a 7-month extension of the new Initiation Plan (IP-ISPAT II), extending the duration from 1 December 2025 to 30 June 2026. This extension is necessary due to several operational realities, government procedures, and contextual factors that may directly affect the timely approval and implementation of the full-fledged project.

The proposed IP-ISPAT II serves as both a continuation of the current IP and a transitional phase leading to the forthcoming comprehensive ISPAT project. Its implementation will ensure completion of outstanding activities from the existing plan, incorporate necessary new initiatives to maintain momentum, and facilitate ongoing contributions toward achieving the Sustainable Development Goals (SDGs). As the current IP concludes on 30 November 2025, a seamless transition through IP-ISPAT II from 1 December 2025 until June 2026 is critical to prevent any disruption.

In addition, during the Project Board and LPAC meeting held on 18 November 2025, participants reviewed and discussed the draft IP-II and accompanying Project Document (ProDoc), recognizing the necessity of uninterrupted support until the Economic Relations Division (ERD) provides formal approval for the regular ISPAT project. Upon endorsement of the full-scale project, IP-ISPAT II will be formally closed, and any remaining resources will be transferred in accordance with UNDP's established policies and procedures.

The rationale for extending ISPAT IP-II for the seven-month period spanning 1 December 2025 to 31 June 2026 encompasses multiple interrelated and mutually reinforcing factors, which are outlined below.

**a. National Parliamentary Election in February 2026**

Bangladesh is set to conduct its National Parliamentary Election in February 2026. During both the pre-election and election phases, government officials generally restrict their activities to routine administrative duties. This reduction in engagement poses a significant risk that ERD approval for the ISPAT Project may not be obtained by February 2026. Extending IP-ISPAT II until 30 June 2026 will enable the project to progress without interruption, thereby mitigating the risk of operational gaps during this period.

**b. Anticipated delay in approving the ProDoc by ERD and Planning Commission**

The Project Document will undergo a comprehensive review, feedback, and endorsement process, engaging ERD, the Planning Commission, CAO, and NGOAB. While both CAO and NGOAB have indicated their preference for the Direct Implementation Modality (DIM), ERD has outlined the need for rigorous evaluation of the document, particularly with respect to DIM/NIM modalities. Accordingly, a 7-month extension is recommended to allow sufficient time to complete these procedures without disrupting project implementation.

**c. Operational Challenges of a Short-Term (Three-Month) Extension**

While a three-month extension until February 2026 is technically feasible, it poses notable operational and administrative challenges. Such an extension would necessitate another Project Board meeting during the election period, which may be complicated by restricted government availability. Furthermore, developing a new AWP and the related annexures for a brief extension would require considerable time and resources that could otherwise support programmatic delivery. In contrast, a seven-month extension mitigates these inefficiencies, facilitating more effective planning and implementation.

Disseminated by  
*Azizul Haque Sarker*  
Economic Relations Division

5

*S. A.*

**Sohel Ahmed**  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh

Taking into account contextual limitations, projected government processing timelines, and the need for operational efficiency, it is recommended that UNDP Management authorize a seven-month extension of IP-ISPAT II, from 1 December 2025 through 30 June 2026. This extension will maintain continuity of activities, ensure alignment with governmental procedures, and provide a practical framework for obtaining ERD approval.

Prepared by:

Discussed by  
*Azizul Haque Sarder*  
27-Nov-2025  
Azizul Haque Sarder  
Project Manager,  
ISPAT project  
UNDP Bangladesh

Cleared by:

Discussed by  
*Sheela Tasneem Haq*  
27-Nov-2025  
Sheela Tasneem Haq  
Senior Governance Specialist,  
Assistant Resident Representation (OIC),  
DG Cluster, UNDP Bangladesh

LPAC minutes approved by:

Discussed by  
*Dragan Popovic*  
Dragan Popovic  
Senior Programme Advisor—Governance,  
Deputy Resident Representative (a.i.)  
UNDP Bangladesh

*SA*  
Sohel Ahmed  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh

## Annex-6: Agreement between the Australian Government and UNDP

DocuSign Envelope ID: 822A8F05-4A62-467C-B037-59485394F19B

Arrangement No. 77333/16

Amendment No. 1

### AMENDMENT No. 1

#### TO THE INSTITUTIONAL STRENGTHENING FOR PROMOTING ACCELERATED TRANSFORMATION (ISPAT) IN BANGLADESH

BETWEEN

THE GOVERNMENT OF AUSTRALIA  
AS REPRESENTED BY THE  
DEPARTMENT OF FOREIGN AFFAIRS AND TRADE (DFAT)

AND

THE UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)

DFAT ARRANGEMENT NUMBER: 77333/16

UNDP ARRANGEMENT NUMBER: 01001666

1. On 23/01/2024, DFAT and THE UNITED NATIONS DEVELOPMENT PROGRAMME (together the **Partners**) entered into the Arrangement 77333/16 for Institutional Strengthening for Promoting Accelerated Transformation (ISPAT) in Bangladesh (the '**Arrangement**').
2. Paragraph XI of the Arrangement provides for amendments to be made to the Arrangement in writing and signed by the Partners.
3. The Partners have now decided to amend the Arrangement for the first time as set out in the table below:

|                               |                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>I. Scope and Objective</b> | Delete existing Paragraph [4] of I. Scope and Objective and replace with new Paragraph [4] of I. Scope and Objective as follows:                                                                                                                                                                                                                                                                                       |
| <b>Paragraph [4]</b>          | This Arrangement will commence on 23 January 2024 and conclude on 30 June 2027.                                                                                                                                                                                                                                                                                                                                        |
| <b>II. The Contribution</b>   | Delete existing Paragraph [1] of II. The Contribution and replace with new Paragraph [1] of II. The Contribution as follows:                                                                                                                                                                                                                                                                                           |
| <b>Paragraph [1]</b>          | <ol style="list-style-type: none"><li>1. The Donor will, in accordance with the schedule of payments set out below, contribute to UNDP the amount of AUD 2,950,000 which will be deposited in the UNDP Account. The contribution includes:<ol style="list-style-type: none"><li>a) a management fee of [8 percent as applicable] of total project funds amounting to a maximum of AUD 216,355; and</li></ol></li></ol> |

Page 1 of 3

  
**Sohail Ahmed**  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh

**Arrangement No. 77333/16**  
**Amendment No. 1**

|                                            |                                                                                                                                                                                                                                                                                                                                                                  |
|--------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| b)                                         | where applicable, a levy of 1 percent of total project funds as a contribution to supporting the UN Resident Coordinator System (the "coordination levy"). The coordination levy for this agreement is up to AUD 29,208. Refer to the Attachment to this Arrangement Coordination Levy United Nations General Assembly Resolution A/RES/72/279 for more details. |
| c)                                         | Bank Details                                                                                                                                                                                                                                                                                                                                                     |
|                                            | Account Name: United Nations Development Programme (AUD) Account                                                                                                                                                                                                                                                                                                 |
|                                            | Account no.: 14115016                                                                                                                                                                                                                                                                                                                                            |
|                                            | BSB no.: 232-001                                                                                                                                                                                                                                                                                                                                                 |
|                                            | Bank name: Bank of America Australia                                                                                                                                                                                                                                                                                                                             |
|                                            | Bank address:<br>L32, Governor Phillip Tower<br>Farrer Place<br>Sydney NSW 2000<br>Australia                                                                                                                                                                                                                                                                     |
|                                            | SWIFT: BOFAAUSX                                                                                                                                                                                                                                                                                                                                                  |
| <b>Schedule of payments</b>                |                                                                                                                                                                                                                                                                                                                                                                  |
| On signature                               | AUD 500,000                                                                                                                                                                                                                                                                                                                                                      |
| On or before 31 July 2024                  | AUD 1,000,000                                                                                                                                                                                                                                                                                                                                                    |
| On or before 31 January 2025               | AUD 500,000                                                                                                                                                                                                                                                                                                                                                      |
| On or before 31 July 2025                  | AUD 500,000                                                                                                                                                                                                                                                                                                                                                      |
| On or before 31 <sup>st</sup> January 2026 | AUD 450,000                                                                                                                                                                                                                                                                                                                                                      |

4. The amendment(s) described herein will take effect when this amendment document is signed by both Partners.
5. All other paragraphs and attachments to the Arrangement will remain unchanged and in effect.

Accepted on behalf of the  
Australian Government as represented by  
Department of Foreign Affairs  
and Trade

  
Clinton Pobke  
Deputy High Commissioner  
Australian High Commission, Dhaka  
Delegate  
Date: 9/06/2024

Accepted on behalf of  
THE UNITED NATIONS DEVELOPMENT  
PROGRAMME(UNDP)

  
Stefan Liller  
Resident Representative  
United Nations Development Programme  
Delegate  
Date: 06 June 2024

  
Sohail Ahmed  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh

**Arrangement No. 77333/16**  
**Amendment No. 1**

**AMENDMENT Summary**

| <b>Amendment Number</b> | <b>Date</b> | <b>Brief Summary of Amendment</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>Increase/Decrease in financial limit</b> | <b>New Financial Limit</b> |
|-------------------------|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|----------------------------|
| 1                       | 06.06.2024  | <p>The Arrangement contemplates the implementation of Institutional Strengthening for Promoting Accelerated Transformation (ISPAT) investment in Bangladesh. The goal of the project is to ensure that the Non-Governmental Organization Affairs Bureau (NGOAB) is fully capable of providing fast, efficient, and effective services to NGOs in managing foreign donations and supporting them to contribute to attain SDGs by 2030.</p> <p>The Amendment is to extend the agreement and amend the scope to allow UNDP flexibility around fund utilization and sufficient time to complete the implementation. Through this amendment the end date will be extended, and allocation of funds will also be revised to front load additional funding in the second tranche while keeping the total commitment amount the same.</p> <p>As per contractual arrangement the front load of funds are not directly tied to a specific delivery of outputs. UNDP will share routine key point updates on progress (quarterly preferable). In addition to this, both parties will adhere to the specific nature and frequency of reporting as mentioned in Annex 1 of the DFAT-UNDP ISPAT Contribution Arrangement (Annex A).</p> | No change                                   | AUD 2,950,000              |

✓  
**Sohel Ahmed**  
 Deputy Secretary  
 Economic Relations Division  
 Ministry of Finance  
 Govt. of the People's Republic of Bangladesh

**Annex A – Contribution Arrangement**



Australian Government  
Department of Foreign Affairs and Trade



**CONTRIBUTION ARRANGEMENT  
BETWEEN THE DEPARTMENT OF FOREIGN AFFAIRS AND TRADE  
(THE DONOR) AND  
THE UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)**

**DFAT INSTRUMENT No. 77333/16**

1. Pursuant to the Strategic Partnership Framework between the Australian Government and the United Nations Development Programme (UNDP) 2022 - 2025, the Donor will contribute funds to the UNDP on a cost-sharing basis for the implementation of Institutional Strengthening for Promoting Accountability and Transparency (ISPAT) in Bangladesh. The project will be carried out in accordance with and as described in the Project document [project number: 01001666 and Institutional Strengthening for Promoting Accountability and Transparency (ISPAT)], in Bangladesh, and submitted to the Donor for information.
2. This bilateral Administrative Arrangement between the Donor and UNDP sets out the arrangements for the Donor's contribution. This Arrangement is not an international treaty. This Arrangement will operate in accordance with the terms, conditions and principals of the Strategic Partnership Framework 2022 – 2025 between the Australian Government and the UNDP.
3. The UNDP is prepared to receive and administer the Contribution to implement the project.
4. The Government of Bangladesh has been informed of the Contribution of the Donor to the project.
5. The UNDP will designate an Implementing Partner for the implementation of the project (Implementing Partner).

**I. Scope and Objective**

1. This Arrangement sets forth the arrangements for the contribution to the project as described in the project document.
2. The goal of the project is: To ensure that the Non-Governmental Organisation Affairs Bureau (NGOAB) is fully capable of providing fast, efficient and effective services to

52 ✓  
**Sohel Ahmed**  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh

**Contribution Arrangement No. 77333/16**

NGOs in managing foreign donations and supporting them to contribute in attaining SDGs by 2030.

**3. The objectives of the project are:**

Strengthening institutional capacity of NGOAB to facilitate NGO initiatives for the socio-economic development of the underprivileged people of Bangladesh. The project will contribute to:

- (a) ensure effective and efficient utilization of foreign donation to improve the socioeconomic status of the poor, women and other marginalized section of people.
- (b) systematically recognize the contribution of NGOs in achieving global goals and national priorities of reducing poverty, improving governance and service delivery, promoting human rights especially women's rights and combating the challenges of climate change
- (c) fostering innovation of NGOs, showcasing innovative solutions of development problems for national scale-up.

**Delivery expectation:**

UNDP will develop a detailed implementation plan in consultation with DFAT and provide six monthly updates on progress and risk management.

**Expected Results:**

- (a) Output 1: Institutional Capacity of NGOAB strengthened to deliver services to NGOs that are gender responsive and ensuring transparency and accountability of NGO services to the community.
  - o Result 1.1: Greater efficiency in service delivery ensured through automation/ digitalization of service process and procedures of NGOAB.
  - o Result 1.2: Results, good practices, transparency, and accountability of NGOs are better tracked through web-based M&E and MIS established in NGOAB.
- (b) Output 2: Professional capacity of NGOAB personnel enhanced to effectively coordinate and manage services that are gender responsive and fulfilling service commitment of Citizen Charter
  - o Result 2.1: NGOAB's staff capacity to better engage with NGOs in managing information, capturing innovative practices, and preparing reports strengthened.
  - o Result 2.2: NGOAB's staff capacity to deliver client-friendly services and effective coordination with stakeholders improved.
- (c) Output 3: Enabling policy environment created for responsive service delivery and greater convergence of NGO-led innovation with national priorities and achieving SDGs.

  
  
**Sohel Ahmed**  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh

**Contribution Arrangement No. 77333/16**

- o Result 3.1: Platform of policy dialogue established and fully functional to support social innovation of NGOs.
- o Result 3.2: Policy development and outreach communications for improved transparency and accountability strengthened.

4. This Arrangement will commence on 21 January 2024 and conclude on 30 June 2026.

5. DFAT may extend the terms of this Arrangement for multiple periods, not exceeding an additional two years in total beyond the initial term. DFAT may consider exercising the option(s) should UNDP submit to DFAT a written request two months prior to the Arrangement end date. If DFAT exercises the option, DFAT and UNDP will mutually decide on the terms of the extension by way of an exchange of letters.

**II. The Contribution**

1. The Donor will, in accordance with the schedule of payments set out below, contribute to UNDP the amount of AUD 2,950,000 which will be deposited in the UNDP Account. The contribution includes:

- (a) a management fee of [8 percent as applicable] of total project funds amounting to a maximum of AUD 216,355; and
- (b) where applicable, a levy of 1 percent of total project funds as a contribution to supporting the UN Resident Coordinator System (the 'coordination levy'). The coordination levy for this agreement is up to AUD 29,208. Refer to the Attachment to this Arrangement – *Coordination Levy United Nations General Assembly Resolution A/RES/72/279* for more details.

  
**Sohel Ahmed**  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh

**Contribution Arrangement No. 77333/16**

**(c) Bank Details**

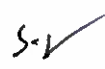
Account Name: United Nations Development Programme (AUD) Account  
Account no.: 14115016  
BSB no.: 232-001  
Bank name: Bank of America Australia  
Bank address: L32, Governor Phillip Tower  
1 Farrer Place  
Sydney NSW 2000  
Australia  
SWIFT: BOFAAUSX

| Schedule of payments <sup>1</sup>          |               |
|--------------------------------------------|---------------|
| On signature                               | AUD 500,000   |
| On or before 31 July 2024                  | AUD 500,000   |
| On or before 31 January 2025               | AUD 1,000,000 |
| On or before 31 July 2025                  | AUD 500,000   |
| On or before 31 <sup>st</sup> January 2026 | AUD 450,000   |

2. The Donor will inform UNDP when the Contribution is paid via an e-mail message with remittance information to [contributions@undp.org](mailto:contributions@undp.org) providing the following information: donor's name, UNDP country office, [Project number: 01001666 and Institutional Strengthening for Promoting Accountability and Transparency (ISPAT)], donor reference (if available). This information should also be included in the bank remittance advice when funds are remitted to UNDP.

3. The value of the payment, if made in a currency other than United States dollars, will be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilisation by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP will inform the Donor with a view to determining whether any further financing could be provided by the Donor. Should such further financing not be available, the assistance to be provided to the project may be

<sup>1</sup> It is recommended that country offices negotiate the number of instalments to ensure at least six months' anticipated disbursements are funded with each installment. This will make processing of contributions and reporting more efficient for the country offices. Payment can be made in one or more tranches.

  
**Sohail Ahmed**  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh

**Contribution Arrangement No. 77333/16**

reduced, suspended or terminated by UNDP after written notification to the Donor by UNDP.

4. The above schedule of payments takes into account the need for payments to be made in advance of the implementation of planned activities. It may be amended in accordance with Paragraph XI to be consistent with the progress of project delivery.

5. UNDP will receive and administer the payment in accordance with the regulations, rules, policies and procedures of UNDP.

6. All financial accounts and statements will be expressed in United States dollars.

**III. Utilisation of the Contribution**

1. The implementation of this Arrangement and the project document will be dependent on receipt by UNDP of the Contribution in accordance with the schedule of payment as set out in Paragraph II.1 above.

2. If unforeseen increases in expenditures or commitments are expected or realised (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP will submit to the Donor on a timely basis a supplementary estimate showing the further financing that will be necessary. The Donor will use its best endeavours to obtain the additional funds needed.

3. If the payments referred to in Article II above are not received in accordance with the payment schedule, or if the additional financing needed in accordance with Article II above is not forthcoming from the Donor or other sources, the assistance to be provided to the project under this Arrangement may be reduced, suspended or terminated by UNDP after written notification to the Donor by UNDP.

4. Accrued interest generated from contributions under this Arrangement will be dealt with in accordance with UNDP's Regulations and Rules.

**IV. Sanctions and Counter-Terrorism**

1. UNDP will, when requested by Australia provide Australia with information on how UNDP manages risk, including performance risks, fiduciary, sanctions, counter-terrorism, fraud and other risks. This may, to the extent practicable, include information on:

- (a) risk frameworks, registers and risk ratings of partners or other relevant information
- (b) the reliability and integrity of implementing partner's financial controls, systems and processes
- (c) the effectiveness and efficiency of implementing partner's project operations; and
- (d) procedures for safeguarding project assets.

  
  
**Sohel Ahmed**  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh

**Contribution Arrangement No. 77333/16**

2. If Australia has concerns as to how the risks outlined in paragraph 1 above are being managed, the parties will discuss in good faith how to resolve those concerns.
3. With regard to sanctions and counter-terrorism financing, obligations, the UNDP will, subject to the privileges and immunities of the United Nations, the United Nations Single Audit Principle and the Disclosure Limitations, provide to the Donor, as soon as the respective relevant information is available, with a list detailing the implementing partners, contractors and suppliers who will receive funds in connection with the implementation of the Project (the "Australia List"). The Australia list contains the following information: (a) Name of the contractor/supplier/implementing partner and (b) country of registration. UNDP will notify the Donor of any changes to the Australia list without undue delay.
4. To the extent required by the Donor, and subject to the privileges and immunities of the United Nations, the United Nations Single Audit Principle and UNDP Information Disclosure Policy, UNDP will make reasonable endeavors to provide additional details in order to assist the Donor to establish the identity of specific contractors/suppliers/implementing partners on the Australia List.
5. If, from the perspective of the Donor, an entry in the Australia List presents any concerns, the Donor will notify UNDP accordingly in writing within five (5) business days following the receipt of the Australia List from UNDP. In this case, considering UNDP as the ultimate and final procurement authority in the procurement process, UNDP will be free to proceed under its own responsibility with the award with funding from other source (donors) and not the Donor funding. If, after a notice by the Donor that the use of its funds is excluded, no additional funding is available for such award and taking into account the obligations of both parties under the compliance covenants, the parties will engage in a dialogue aiming to reach a mutually agreed solution including, but not limited to, a new design of a project phase that may (a) allow a new tendering process and/or (b) the suspension and/or termination of a project phase and/or the termination of the Agreement.
6. All costs incurred by UNDP until that moment will be considered eligible costs. If no notification is received within the above referenced five (5) business days, then the Parties will consider that the Donor has no objection to the entry/entries in the Australia List.

**V. Administration and Reporting**

1. Project management and expenditures will be governed by the regulations, rules, policies and procedures of UNDP and, where applicable, the regulations, rules, policies and procedures of the Implementing Partner, provided that they do not contravene the regulations, rules, policies and procedures of UNDP. In case of contradiction, regulations, rules, policies and procedures of UNDP will prevail.
2. Project management will be in accordance with UNDP policies and practices in relation to anti-corruption and prevention, detection and investigation of fraud and recovery of funds the subject of fraud.

  
  
**Sohail Ahmed**  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh

3. UNDP headquarters and country office will provide to the Donor all or parts of the following reports prepared in accordance with UNDP accounting and reporting procedures.

3.2. For Arrangements of more than one year:

- (a) From the country office (or relevant unit at headquarters in the case of regional and global projects) an annual status report of project progress for the duration of this Arrangement, as well as the latest available approved budget.
- (b) From UNDP Bureau of Management/Office of Finance and Administration, an annual certified financial statement as of 31 December every year to be submitted no later than 30 June of the following year.
- (c) From the country office (or relevant unit at headquarters in the case of regional and global projects) within six months after the date of completion or termination of this Arrangement, a final report summarising project activities (including progress in achieving activities' goal and objectives) and impact of activities as well as provisional financial data.
- (d) From UNDP Bureau of Management/Office of Finance and Administration, on completion of the project, a certified financial statement to be submitted no later than 30 June of the year following the financial closing of the project.

4. If special circumstances so warrant, UNDP may provide more frequent reporting at the expense of the Donor. The specific nature and frequency of this reporting will be specified in Annex 1 to this Arrangement.

**VI. Administrative and Support Services**

1. In accordance with the decisions and directives of UNDP's Executive Board reflected in its Policy on Cost Recovery from Other Resources, the Contribution will be subject to cost recovery for *indirect costs incurred by UNDP headquarters and country office* structures in providing General Management Support (GMS) services. The cost recovery rate will be applied in accordance with UNDP policy on cost recovery for non-core contributions, applicable at the time of the project implementation. Furthermore, as long as they are unequivocally linked to the specific project(s), all direct costs of implementation, including the costs of the Implementing Partner, will be identified in the project budget against a relevant budget line and borne by the project accordingly.

2. The aggregate of the amounts budgeted for the project, together with the estimated costs of reimbursement of related support services, will not exceed the total resources available to the project under this Arrangement as well as funds which may be available to the project for project costs and for support costs under other sources of financing.

**VII. Evaluation**

All UNDP programmes and projects are evaluated in accordance with UNDP Evaluation Policy. UNDP and the Government of Bangladesh in consultation with other

  
  
Sohel Ahmed  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh

**Contribution Arrangement No. 77333/16**

stakeholders will jointly determine the purpose, use, timing, financing mechanisms and terms of reference for evaluating a project, including an evaluation of its Contribution to an outcome which is listed in the Evaluation Plan. UNDP will commission the evaluation, and the evaluation exercise will be carried out by external independent evaluators.

**VIII. Equipment**

Ownership of equipment, supplies and other properties financed from the Contribution will vest in UNDP. Matters relating to the transfer of ownership by UNDP will be determined in accordance with the relevant policies and procedures of UNDP.

**X. Auditing**

The Contribution will be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP. Should the annual Audit Report of the Board of Auditors of UNDP to its governing body contain observations relevant to the contributions, such information will be made available to the Donor.

**XI. Amendment of the Arrangement**

In accordance with Article I, paragraph 5, this Arrangement may be amended prior to it ending through an exchange of letters between the Donor and UNDP. The letters exchanged to this effect will become an integral part of this Arrangement.

**XII. Completion of the Arrangement**

1. At least 6 months prior to financial closure of activities under this Arrangement, UNDP may seek DFAT's agreement to amend this Arrangement to enable funds to be reallocated to a subsequent phase of the given program or operation, or if no subsequent phase exists, reallocated to a related alternative program or operation managed by UNDP as mutually determined in writing by the Partners.
2. Subject to any mutually agreed extensions, UNDP will notify the Donor when all activities relating to the project have been completed.
3. Upon completion of the project, any unutilised payments and portions of the Contribution will be returned to DFAT except for such funds irrevocably committed in good faith before the date of completion and such funds that DFAT determines, in consultation with UNDP, are required to reasonably complete the project activities under the Arrangement.

**XIII. Termination of the Arrangement**

1. After consultations have taken place between the Donor, UNDP and the programme country Government, this Arrangement may be terminated by UNDP or by the Donor.



**Sohel Ahmed**  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh

**Contribution Arrangement No. 77333/16**

This Arrangement will cease to be in effect 30 (thirty) days after either of the Partners have given notice in writing to the other Partner of its decision to terminate this Arrangement.

2. Upon termination of this Arrangement, any unutilised payments and portions of the Contribution will be returned to DFAT, except for such funds irrevocably committed in good faith before the date of termination, and such funds that DFAT determines in consultation with UNDP are required to reasonably complete or terminate the project activities under this Arrangement.

**XIV. Resolution of Disputes**

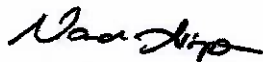
Any dispute between UNDP and the Donor over its interpretation or application (or both) of this Arrangement will be resolved amicably between the Partners.

**XV. Commencement**

This Arrangement will come into effect upon signature by the Partners.

Signed in the English language in two copies.

**For the Donor:**



**Nardia Simpson  
Acting High Commissioner,  
Australian High Commission, Dhaka**

**Date: 21.1.24**

**For the United Nations Development Programme:**



**Stefan Liller  
Resident Representative  
UNDP Bangladesh]**

**Date: 23/1/2024**



**Sohel Ahmed  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh**

**ATTACHMENT – COORDINATION LEVY TO SUPPORT THE RESIDENT COORDINATOR SYSTEM**

This Annex is an integral part of the Funding Arrangement Between the Department of Foreign Affairs ('The Donor') and The United Nations Development Programme (DFAT Instrument No 77333/16).

2. Pursuant to paragraph 10(a) of United Nations General Assembly Resolution A/RES/72/279 (31 May 2018), the Donor agrees that an amount corresponding to 1 percent of the total contribution to UNDP shall be paid to finance the United Nations Resident Coordinator System. This amount, hereinafter referred to as the "coordination levy", will be held in trust by UNDP until transfer to the United Nations Secretariat for deposit into the United Nations Special Purpose Trust Fund, which has been established to finance the United Nations Resident Coordinator System and is managed by the United Nations Secretariat.

3. The Donor acknowledges and agrees that once the coordination levy has been transferred by UNDP to the United Nations Secretariat, UNDP is not responsible for the use of the coordination levy and does not assume any liability. The fiduciary responsibility lies entirely with the United Nations Secretariat as the manager of the Resident Coordination System.

4. The Donor acknowledges and agrees the coordination levy does not form part of UNDP's cost recovery and is additional to the costs of UNDP to implement the activity or activities covered by the contribution. Accordingly, there is no obligation for UNDP to refund the levy, in part or in full, even where the activities covered by the contribution are not carried out in full by UNDP. As deemed necessary by the donor, however, especially where the scale of the resources concerned or reputational risk justify the refund transaction costs, the donor can submit a request for refund to the United Nations Secretariat directly.

5. UNDP will not administer the coordination levy. UNDP will not report on the use of the coordination levy. UNDP does not have any liability on the use of the coordination levy by the United Nations Secretariat. Clarifications on the administration, reporting and/or use of the coordination levy by the United Nations Secretariat shall be discussed by the Donor and the United Nations Secretariat on bilateral basis.

6. A Contribution of AUD2,920,792 is made under the Agreement. In addition to the Contribution amount, the Donor is paying a coordination levy amount of AUD 29,208. This coordination levy amount will be transferred to UNDP at the bank account indicated in the Agreement immediately after its signature.



**Sohel Ahmed**  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh

## Annex 1

The project will follow both UNDP and DFAT's reporting requirements while ensuring harmonization and consistencies.

### DFAT required reporting

1. **Half yearly report:** The report, to be submitted to DFAT at the 6-month mark of every calendar year, will review intervention activities and identify if they are on / off track, and examine risks and challenges. The half yearly report will be submitted to DFAT by the end of July each year and will cover the period 1 January to 30 June.
2. **Annual report:** Progress against planned outputs and outcomes will be covered in this report based on the joint lessons learned. This report will inform any course correction if required including risks and assumptions and shift of milestones. Annual report will be submitted to DFAT no later than end of February every year and will cover the preceding calendar year.
3. **Project completion report:** This report will be submitted within two months of the project closure. The report will substitute the annual report of the final year. It will comprehensively cover progress at all levels, lessons and findings from the final evaluation.
4. **A final project evaluation** will be conducted during the lifetime of this arrangement. The terms of reference for the evaluation will be mutually arranged among DFAT, UNDP and the NGOAB and the completed report to be shared with DFAT before project closure.



Sohel Ahmed  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh

## **Annex 7: Sustainability and Scaling-up Plan:**

### **Government ownership and financing**

The digital platform will be hosted on government infrastructure with a permanent operations-and-maintenance budget. A modest cost-recovery model and vendor service-level agreements ensure continuity beyond the project period.

### **Policy and institutionalization**

Standard operating procedures and a government circular will make the digital workflow the default for registration, renewal, and project approvals. Responsibilities will be written into job descriptions and linked to Annual Performance Agreements and KPIs to lock in accountability.

### **Scalable digital platform**

A single, role-based system with audit trails and analytics will consolidate core NGOAB services. An API-first design and open standards enable interoperability with national registries and dashboards, allowing rapid replication across agencies.

### **Data governance and resilience**

Clear rules on data quality, privacy, retention, backup, and disaster recovery protect system integrity and support reliable, at-scale operations and reporting.

### **Enduring capacity**

A train-the-trainer programme will certify super-users in each unit, complemented by quarterly refreshers. A self-service help centre—guides, videos, and FAQs—reduces reliance on external support and keeps skills current.

### **Continuous improvement and evidence**

Public performance dashboards and annual service reviews will diagnose bottlenecks and guide iterative fixes. Successful pilots will be documented as concise playbooks so other institutions can adopt proven approaches quickly.

### **Partnerships and replication**

Formal agreements with NGOs/INGOs and data-providing agencies will secure timely, high-quality submissions. Alignment with national e-governance priorities and SDGs 1, 5, and 16 positions the model for cross-government uptake.

### **Structured handover**

In the final six months, responsibilities will be phased to NGOAB using milestone checklists, full technical and administrative documentation, shadow-to-lead transition, and a time-bound post-handover helpdesk.

### **Result**

Reforms will be financed, codified, staffed, and technically robust—ready to sustain operations and scale people-centred, transparent services nationwide.

Through these strategies, the ISPAT project will not only transform NGOAB's service delivery but also serve as a replicable model for institutional reform—ensuring that gains in transparency, accountability, and inclusivity are sustained and scaled to drive broader national development.

32 ✓  
Sohel Ahmed  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh

**Annex 8: Project Steering Committee Terms of Reference and ToRs of Key Management Positions**  
**Terms of Reference (TOR) for functions under National Personnel Services Agreement**

**1. Position Information**

|                                        |                                                                                                       |
|----------------------------------------|-------------------------------------------------------------------------------------------------------|
| <b>Office/Unit/Project</b>             | Institutional Strengthening for Promoting Accelerated Transformation (ISPAT)                          |
| <b>Title</b>                           | Project Manager                                                                                       |
| <b>Level</b>                           | 215010                                                                                                |
| <b>Position Number</b>                 | NPSA-9                                                                                                |
| <b>Duty station (City and Country)</b> | Dhaka, Bangladesh                                                                                     |
| <b>Type (Regular or Short term)</b>    | Regular                                                                                               |
| <b>Office- or Home-based</b>           | Office Based                                                                                          |
| <b>Expected starting date</b>          | 1 September 2024                                                                                      |
| <b>Expected Duration</b>               | 12 months with possibility of extension subject to availability of fund and satisfactory performance. |

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

Diversity, Equity and Inclusion are core principles at UNDP: we value diversity as an expression of the multiplicity of nations and cultures where we operate, we foster inclusion as a way of ensuring all personnel are empowered to contribute to our mission, and we ensure equity and fairness in all our actions. Taking a 'leave no one behind' approach to our diversity efforts means increasing representation of underserved populations. People who identify as belonging to marginalized or excluded populations are strongly encouraged to apply. Learn more about working at UNDP including our values and inspiring stories.

UNDP does not tolerate sexual exploitation and abuse, any kind of harassment, including sexual harassment, and discrimination. All selected candidates will, therefore, undergo rigorous reference and background checks.

The NGO Affairs Bureau (NGOAB) under the Chief Adviser's Office is the organization that steered being behind all the success rendered by the NGOs in Bangladesh. At the beginning, there were only 347 NGOs registered with only 67 human resources to deal with. But coming in 2023, the number of registered NGOs under NGOAB are 2554 (2289 are national and 265 international NGOs) with the same 67 human resources. NGOAB has been facing constraints to effectively perform their responsibilities due to lack of adequate staff, required skills of the employees and smart system that can deliver timely services and ensure oversights to significant number of NGOs and projects. NGOAB receives millions of foreign donations every year and clears those amounts through NGOs' proposals as well. If the results and progress can be captured and reflected in a complementary manner, it will reveal a true picture of SDG progress with GO and NGOs' contributions.

Given the context, the country is economically progressing and graduating to the Middle-Income Country by 2026. Therefore, NGOs in Bangladesh have scope to revisit their working modality, and the way of engagement in addressing development challenges and in this regard NGOAB has an important role to play. As UNDP Bangladesh has been working with several government agencies to support sustainable LDC graduation and achieving SDGs, UNDP considers its engagement with NGOAB for targeting valuable improvements in service delivery through digitalization and online process. This is in line with UNDP's mandate which is to engage with our partners to support achieving the long-term development vision of the government of Bangladesh.

UNDP in collaboration with Australian Government and NGOAB designed a 2.5 year's project entitled "Institutional Strengthening for Promoting Accelerated Transformation (ISPAT)" for the overall improvement of NGOAB/NGOs service system by next two and half years. The overall objective of the project is to make NGOAB fully capable of providing fast, efficient and effective services to NGOs in managing foreign donations and supporting them to contribute in attaining SDGs by 2030. the project will consider three-prong strategy to strengthening system and improving work-culture by- i) improving the institutional capacity through digitalization of services; ii) augmenting professional skills and competence of NGOs and NGOAB officials to implement the gender responsive digital services with greater efficiency; and iii) providing technical assistance for enhancing policy support to ensure wider convergence of sectoral policies as well simplification of services with necessary policy guidelines.

In this backdrop, this Implementation plan outlines ISPAT's strategy to capacitate with digital innovation for improving service delivery system. This project will contribute to achieve the following results:

**Outcome 1:** Ensuring effective and efficient utilization of foreign donations to improve the socioeconomic status of the poor, women, and other marginalized sections of the people.

**Outcome 2:** Recognizing and documenting contributions of NGOs in the attainment of global goals and national priorities of reducing poverty, improving governance and service delivery aligning with women and human rights.

**Outcome 3:** Strengthening policy formulation and fostered innovation of NGOs by showcasing and scaling-up nationally.

The Project Manager will be responsible for strategically and adaptively leading project management, including planning, implementation, monitoring, generating expected outputs and outcomes in line with the approved Project Document, and evaluation. S/he will work closely with the component/output lead of the ISPAT project, UNDP operations unit, Programme cluster, Government officials, private sector, NGOs and civil society organizations. S/he will be responsible achieving the project's outputs and outcomes. He/she will be directly reportable to the Senior Governance Specialist/DGC of UNDP.

### 3. Scope of Work

#### Key Functions:

- Manage and facilitate the complex project operations and ensure achievement of the programme results and outputs.
- Provide technical oversight as part of the management team and ensure efficient delivery of project outputs.
- Build partnerships, coordination, and communication with relevant stakeholders.
- Knowledge Management, Monitoring and Evaluation.

The following section describes the functions under each of these categories with expected results:

#### i. Result-based Project Management, including Planning, Implementation and Monitoring and Evaluation:

- Provide management oversight to ensure project implementation is on track.
- Management of project finances and achievement of quarterly and annual programme-finance delivery targets, with accountability to the National/Project Steering Committee/Project Board and UNDP.
- Ensure the preparation of annual work plan, budgeting, finance, procurement, audit, monitoring and evaluation, reporting, etc.
- Management of risks and issues, and execution of adaptive management in consultation with the Programme Analyst overseeing this project and the Assistant Resident Representative/UNDP Cluster Lead.
- Management of project team to ensure the team operates in a productive manner, through a clear division of labour, and setting of specific quarterly and annual goals and targets for all

32 ✓

team members, including annual performance planning at the start of each year and performance evaluation at mid-year and at the end of each calendar year.

- Management of experts/specialists and service providers through planning, managing and monitoring the delivery of outputs, reports and knowledge products.
- Review and contribute to all outputs and deliverables required by the project.
- Supervision of the planning and organisation of events; capacity building activities including trainings; consultations; meetings of the National/Project Steering Committee, Technical Working Committee, Core Groups, etc; and technical, evaluation, corporate, development partner and other missions.
- Ensure that the project draws from and collaborates with other UNDP-supported projects, avoiding duplication and maximizing synergy.
- Completion of other relevant duties and tasks.

**ii. Partnership and Stakeholder Management, and Networking:**

- Identification of stakeholders and implementation partners for the undertaking of various outputs and activities.
- Preparation and implementation of a stakeholder mapping and stakeholder engagement/partnership strategy, including civil society/non-government organisations with activities, targets and expected results.
- Liaison with NGOAB and government counterparts, as relevant, including focal persons assigned for the specific project outputs for effective and smooth project coordination.
- Coordinate with relevant partners/stakeholders/actors, the UNDP Country Office and its programmes/portfolios/projects at large, including to share information about trends, issues and results in the thematic area, to coordinate and utilize resources effectively and efficiently.
- Development of new partnerships with development partners/donors, government, civil society and/or non-government organizations, academia, local communities and private sector to deliver the project outputs, as needed.

**iii. Evidence-based Advocacy and Support for Policy Reforms:**

- Analyze and consolidate project results/outputs, and provide results-based reporting of project progress at the outcome and impact levels.
- Development and implementation of capacity building activities aimed at government counterparts and other relevant stakeholders.
- Ensure highest UNDP standards in the provision of technical and advisory inputs, organization of workshops, seminars, training and delivery of product

**iv. Knowledge Management and Resources Mobilization:**

- Manage and contribute to the development of knowledge products, involving UNDP Programme Analyst, Cluster Lead and other relevant colleagues, implementing partners, consultants/experts/specialists, etc.
- Manage and contribute to the design and publication of communication materials and knowledge products; as well as knowledge-sharing platforms, tools and mechanisms.
- Manage the synthesis and documentation of project results, lessons learned, good practices, case studies, etc., from the project.
- Preparation and update of project information, results and other material on UNDP, government and other websites, media, etc., on a quarterly basis.
- Sharing of knowledge and information between UNDP, project management and government counterparts in the process of project implementation.
- Assist the UNDP Country Office in resource mobilization through developing a business case model, pulling the lessons learnt from the project for wider demonstration.

- Navigate opportunities to engage other potential development partners/donors with a view to mobilize more resources for the project.

#### 4. Institutional Arrangement

The Project Manager will work under the direct supervision of the Programme Analyst – Democratic Governance and liaise with project team, UNDP, NGOAB and respective regional offices and NGO staff involved in the programme.

#### 5. Competencies

|                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|---------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>a) Core</b>                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Achieve Results:</b>                                                                                       | LEVEL 2: Scale up solutions and simplifies processes, balances speed and accuracy in doing work                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Think Innovatively:</b>                                                                                    | LEVEL 2: Offer new ideas/open to new approaches, demonstrate systemic/integrated thinking                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Learn Continuously:</b>                                                                                    | LEVEL 2: Go outside comfort zone, learn from others and support their learning                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Adapt with Agility:</b>                                                                                    | LEVEL 2: Adapt processes/approaches to new situations, involve others in change process                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Act with Determination:</b>                                                                                | LEVEL 2: Able to persevere and deal with multiple sources of pressure simultaneously                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Engage and Partner:</b>                                                                                    | LEVEL 2: Is facilitator/integrator, bring people together, build/maintain coalitions/partnerships                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Enable Diversity and Inclusion:</b>                                                                        | LEVEL 2: Facilitate conversations to bridge differences, considers in decision making                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>b) People Management Competencies (Insert below standard sentence if the position has direct reports.)</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Competencies</b>                                                                                           | <b>Definition:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Show Managerial Courage</b>                                                                                | <ul style="list-style-type: none"> <li>•Face up to organizational and people problems</li> <li>•Not be afraid to take decision and action when and as needed</li> <li>•Not hold back anything that needs to be said, respectfully and diplomatically</li> <li>•Address conflict in a timely manner, not allow conflicts in teams linger</li> <li>•Help others through emotional or tense situations, tactfully bringing disagreements into the open and finding solutions all can endorse</li> </ul> |
| <b>Demonstrate Empathy and Emotional Intelligence</b>                                                         | <ul style="list-style-type: none"> <li>•Genuinely care about people; demonstrate empathy with joys and pains of others</li> <li>•Enable the wellbeing of the team(s)</li> <li>•Read a group's emotional currents and power relationships, identifying influencers, networks, and organizational dynamics; adapt leadership styles at the appropriate times</li> <li>•See the positive in people, situations, and events</li> </ul>                                                                   |
| <b>Motivate and Direct</b>                                                                                    | <ul style="list-style-type: none"> <li>• Create and communicate a compelling vision and purpose</li> <li>• Align people and resources with organizational vision, strategy, objectives</li> <li>•Understand and proactively builds the team/organization culture</li> </ul>                                                                                                                                                                                                                          |
| <b>Build an Enabling Workplace</b>                                                                            | <ul style="list-style-type: none"> <li>• Create a working environment where people are engaged and want to do their best;</li> <li>• empower and enables team members to perform and have a positive workplace experience</li> <li>• Promote honesty, openness, trust and psychological safety and create opportunities to innovate and learn</li> <li>• Recruit and promotes individuals based upon objective measures and meritocracy.</li> </ul>                                                  |

|                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                     | <ul style="list-style-type: none"> <li>• acknowledge and utilise the talent of others Encourage collective action and integration</li> </ul>                                                                                                                                                                                                                                                                     |
| <b>Build Capability</b>                             | <ul style="list-style-type: none"> <li>•Identify and develop talent in individuals, providing positive support to enable them to achieve their potential</li> <li>•Foster learning or development of others by giving feedback, guidance, and support.</li> <li>•support career development of others</li> <li>•Have willingness and ability to delegate to help people learn, including from failure</li> </ul> |
| <b>Manage Performance and Ensure Accountability</b> | <ul style="list-style-type: none"> <li>•Ensure regular conversations with people about work</li> <li>•Provide positive and constructive feedback</li> <li>•Discuss poor performance in a timely manner</li> <li>•Provide praise and recognition, as well as ensure accountability</li> </ul>                                                                                                                     |
| <b>Lead with Humility</b>                           | <ul style="list-style-type: none"> <li>•Be authentic and transparent, act with integrity</li> <li>•Be accessible and available to team members they lead</li> <li>•Encourages debate and discussion, creating a culture where people are comfortable to challenge senior leaders and feel listened too</li> <li>•Be modest, giving credit for success to others and admit own shortcomings</li> </ul>            |

**Note:** UNDP People Management Competencies can be found in the dedicated [site](#).

**c) Cross-Functional & Technical competencies (insert up to 7 competencies)**

| <b>Thematic Area</b>           | <b>Name</b>                  | <b>Definition</b>                                                                                                                                                                                                                                                                                                                                                                                            |
|--------------------------------|------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Business Direction & Strategy  | System Thinking              | Ability to use objective problem analysis and judgement to understand how interrelated elements coexist within an overall process or system, and to consider how altering one element can impact on other parts of the system                                                                                                                                                                                |
| Business Development           | Human-centered Design        | Ability to develop solutions to problems by involving the human perspective in all steps of the problem-solving process                                                                                                                                                                                                                                                                                      |
| Business Management            | Communication                | Ability to communicate in a clear, concise, and unambiguous manner both through written and verbal communication; to tailor messages and choose communication methods depending on the audience;<br>Ability to manage communications internally and externally, through media, social media, and other appropriate channels                                                                                  |
| Partnership management         | Relationship management      | Ability to engage with a wide range of public and private partners, build, sustain and/or strengthen working relations, trust and mutual understanding                                                                                                                                                                                                                                                       |
| General (across the functions) | Event planning and execution | Ability to plan, manage and execute of public and private events to ensure that they support and amplify individual communications and advocacy initiatives, as well as UNDP's overall brand and mandate.                                                                                                                                                                                                    |
| Digital Innovation &           | Co-creation                  | Ability to design and facilitate a process that enables a diverse group of stakeholders to solve a common problem, develop a practice, or create knowledge together.<br>Ability to embrace diversity, work with a diverse group of stakeholders understand their interests, perspectives and views and tap into to them as a source for creativity.<br>Ability to facilitate processes and create conditions |

|               |                                                |                                                                                                                                                                             |
|---------------|------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|               |                                                | that are open for diverse inputs, stimulate collaboration and sharing.                                                                                                      |
| 2030<br>Peace | Agenda: Rule of Law, Security and Human Rights | Impact assessment services to countries on stigma, discrimination, gender and human rights concerns / inclusive and rights-based approach to basic services and livelihoods |

## 6. Minimum Qualifications of the Successful NPSA

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Min. Education requirements</b>            | Advanced university degree (Master's Degree or equivalent) in Social Science or any other relevant discipline is required, from a recognized University will be preferred, or<br><br>A first-level university degree (Bachelor's degree) in Social Science or any other relevant discipline from a recognized university in combination with additional 2 years of qualifying experience will be given due consideration in lieu of Master's degree. |
| <b>Min. years of relevant work experience</b> | Minimum 5 years of experience in capacity building, planning, implementation and management of development projects.                                                                                                                                                                                                                                                                                                                                 |
| <b>Required skills</b>                        | <ul style="list-style-type: none"> <li>• Professional skills to effectively interact with technical and non-technical end users in a pleasant, cooperative, and helpful manner.</li> <li>• Demonstrated ability to solve problems and work independently.</li> <li>• Excellent skills to manage team.</li> <li>• Excellent writing (Bangla) skills to draft/review policy documents in Bangla.</li> </ul>                                            |
| <b>Desired Skills</b>                         | <ul style="list-style-type: none"> <li>• Working experience with governance/local governance and decentralization.</li> <li>• Excellent skills in policy formulation/revision for government and other stakeholders.</li> <li>• Strong analytical, communication and writing skills.</li> <li>• Networking skills with different stakeholders.</li> <li>• Knowledge gathering, sharing and learning skills to the stakeholders.</li> </ul>           |
| <b>Required Language(s)</b>                   | The candidate must have excellent written and verbal skills in English and Bangla.;                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Professional Certificates</b>              | N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

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

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

  
**Sohail Ahmed**  
 Deputy Secretary  
 Economic Relations Division  
 Ministry of Finance  
 Govt. of the People's Republic of Bangladesh

**8. Annexes to the TOR**

- a) Links to any relevant (non-confidential) materials that may help candidates gain a better understanding of the office/unit/project context.
- b) Organigram of the office/unit/project indicating the position of the function (for internal use only).

**9. Approval**

**This ToR is approved by:**

This certifies the appropriateness of the functions to the NPSA contractual modality.

Name and Designation Anowarul Haq, Assistant Resident Representative (ARR), DGC Cluster

Date \_\_\_\_\_

Name and Designation Sonali Dayaratne, Deputy Resident Representative, UNDP Bangladesh

Date of Approval \_\_\_\_\_

  
**Sohel Ahmed**  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh

**Terms of Reference (TOR)**  
**National Personnel Services Agreement**

**1. Position Information**

|                                        |                                                                                                       |
|----------------------------------------|-------------------------------------------------------------------------------------------------------|
| <b>Office/Unit/Project</b>             | Institutional Strengthening for Promoting Accelerated Transformation (ISPAT)                          |
| <b>Title</b>                           | Project Analyst                                                                                       |
| <b>Level</b>                           | 215010                                                                                                |
| <b>Position Number</b>                 | NPSA-8                                                                                                |
| <b>Duty station (City and Country)</b> | Dhaka, Bangladesh                                                                                     |
| <b>Type (Regular or Short term)</b>    | Regular                                                                                               |
| <b>Office- or Home-based</b>           | Office Based                                                                                          |
| <b>Expected starting date</b>          | 1 September 2024                                                                                      |
| <b>Expected Duration</b>               | 12 months with possibility of extension subject to availability of fund and satisfactory performance. |

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

Diversity, Equity and Inclusion are core principles at UNDP: we value diversity as an expression of the multiplicity of nations and cultures where we operate, we foster inclusion as a way of ensuring all personnel are empowered to contribute to our mission, and we ensure equity and fairness in all our actions. Taking a 'leave no one behind' approach to our diversity efforts means increasing representation of underserved populations. People who identify as belonging to marginalized or excluded populations are strongly encouraged to apply. Learn more about working at UNDP including our values and inspiring stories.

UNDP does not tolerate sexual exploitation and abuse, any kind of harassment, including sexual harassment, and discrimination. All selected candidates will, therefore, undergo rigorous reference and background checks.

The NGO Affairs Bureau (NGOAB) under the Chief Adviser's Office is the organization that steered being behind all the success rendered by the NGOs in Bangladesh. At the beginning, there were only 347 NGOs registered with only 67 human resources to deal with. But coming in 2023, the number of registered NGOs under NGOAB are 2554 (2289 are national and 265 international NGOs) with the same 67 human resources. NGOAB has been facing constraints to effectively perform their responsibilities due to lack of adequate staff, required skills of the employees and smart system that can deliver timely services and ensure oversights to significant number of NGOs and projects. NGOAB receives millions of foreign donations every year and clears those amounts through NGOs' proposals as well. If the results and progress can be captured and reflected in a complementary manner, it will reveal a true picture of SDG progress with GO and NGOs' contributions.

Given the context, the country is economically progressing and graduating to the Middle-Income Country by 2026. Therefore, NGOs in Bangladesh have scope to revisit their working modality, and the way of engagement in addressing development challenges and in this regard NGOAB has an important role to play. As UNDP Bangladesh has been working with several government agencies to support sustainable LDC graduation and achieving SDGs, UNDP considers its engagement with NGOAB for targeting valuable improvements in service delivery through digitalization and online process. This is in line with UNDP's mandate which is to engage with our partners to support achieving the long-term development vision of the government of Bangladesh.

UNDP in collaboration with Department of Foreign Affairs and Trade (DFAT) and NGOAB designed a 2.5 year's project entitled "Institutional Strengthening for Promoting Accelerated Transformation (ISPAT)" for the overall improvement of NGOAB/NGOs service system by next two and half years. The overall objective of the project is to make NGOAB fully capable of providing fast, efficient and effective services to NGOs in managing foreign donations and supporting them to contribute in attaining SDGs by 2030. the project will consider three-prong strategy to strengthening system and improving work-culture by- i) improving the institutional capacity through digitalization of services; ii) augmenting professional skills and competence of NGOs and NGOAB officials to implement the gender responsive digital services with greater efficiency; and iii) providing technical assistance for enhancing policy support to ensure wider convergence of sectoral policies as well simplification of services with necessary policy guidelines.

In this backdrop, this Implementation plan outlines ISPAT's strategy to capacitate with digital innovation for improving service delivery system. This project will contribute to achieve the following results:

**Outcome 1:** Ensuring effective and efficient utilization of foreign donations to improve the socioeconomic status of the poor, women, and other marginalized sections of the people.

**Outcome 2:** Recognizing and documenting contributions of NGOs in the attainment of global goals and national priorities of reducing poverty, improving governance and service delivery aligning with women and human rights.

**Outcome 3:** Strengthening policy formulation and fostered innovation of NGOs by showcasing and scaling-up nationally.

The Project Analyst under the direct supervision of the Project Manager will be responsible for designing, monitoring and facilitating the program interventions of ISPAT Project. She/he will design all programmatic initiatives outlined in AWP and will facilitate to implement those interventions with special focus on digitalization and automation process. The Project Analyst will also be responsible for preparing communication materials, coordinate and dissemination of research/study findings for advocacy purpose. S/he will also play the role of monitoring and evaluation of the project interventions as per the project documents. He/she will be directly reportable to the Project Manager, ISPAT Project, UNDP.

### 3. Scope of Work

#### Key Functions:

- Ensure Program Design, Implementation and Coordination Focusing on Smart Services
- Facilitate Capacity Development, Knowledge Management and Lessons Learning
- Ensure Effective Result-Based Monitoring and Reporting
- Building Partnerships and Providing Technical Oversight

The following section describe the functions under each of these categories with expected results:

#### i. Ensure Program Design, Implementation and Coordination Focusing on Smart Services

- Advise and support to develop and implement overall programmatic interventions of NGOAB's ISPAT Project.
- Guide to develop relevant software application to improve NGO management and result reporting with project IT professional and assigned firm/s.
- Support to analyze gender responsive data and make the NGOAB's reporting system aligned with SDGs.
- Conduct/arrange training for NGOAB/NGO staff on government acts, rules, regulations and NGOAB's service provisions.
- Organize training/workshop/meeting with NGOAB/NGO officials to review and re-design gender responsive services for NGOs.

32 ✓

- Facilitate to hold periodical dialogues at regional and national level with relevant stakeholders.
- Prepare program budget, guideline and concept note to achieve intended results.

## **ii. Facilitate Capacity Development, Knowledge Management and Lessons Learning**

- Support capacity mapping of NGOAB/NGOs and recommend potential actions to meet the gaps.
- Facilitate capacity development initiatives of NGO personnel with inclusion of female staff in the process.
- Arrange training for NGOAB/NGO personnel to improve financial management and audit.
- Develop guideline/concept note/policy brief, etc. focusing on governance and digitalization process.
- Support for knowledge sharing and knowledge gathering through research/analysis/printing and publication of IEC to improve service delivery.
- Facilitate to utilize Social Media platform for information dissemination.
- Lead to conduct research/study to identify policy gaps and recommendations.
- Produce communications materials as required by the project.
- Support to organize coordination meeting among the NGOAB and other stakeholders.
- Facilitate to capture Social Innovation of NGOs and develop Policy Briefs for scalable innovation.
- Support NGOAB on the preparation of annual report on LNOB.

## **iii. Ensure Effective Result-Based Monitoring and Reporting**

- Contribute to project M&E to assess intended results.
- Prepare M&E plan, periodical evaluation plan, final evaluation plan, etc.
- Manage and analyze monitoring data and suggest project management/team to take actions accordingly.
- Contribute to prepare annual, quarterly, project closure, donor, government reports, etc.
- Support firm to conduct final evaluation and other assessments of the project.
- Prepare/review ToR for consultants and firms.
- Support to assess the potential consultant/firm to carry out various assignment of the project.
- Provide assistance, knowledge and information in preparing policy papers, concept note, and briefing notes including research and analysis of data.

## **iv. Building Partnerships and Providing Technical Oversight**

- Support to build partnership with relevant stakeholders, e.g. CAO officials, NGOAB officials, NGO representatives, DPs, civil society organizations, private sector, academia, a2i, media, etc.
- Support to prepare relevant documents, e.g. concept note, policy brief, MoU, official letter/memo, etc. for building partnership and coordination support.
- Support to arrange meeting and undertake preparatory work accordingly in terms of partnership management and coordination.
- Undertake oversight functions on overall programmatic interventions as per the ToR or if assigned by the project management.

## **4. Institutional Arrangement**

The Project Analyst will work under the leadership of the Project Manager (PM) and liaise with project team, UNDP, NGOAB and respective regional offices and NGO staff involved in the programme.

## 5. Competencies

| <b>b) Core</b>                                                                        |                                                      |                                                                                                                                                                                                                                                              |
|---------------------------------------------------------------------------------------|------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Achieve Results:</b>                                                               |                                                      | LEVEL 1: Plans and monitors own work, pays attention to details, delivers quality work by deadline                                                                                                                                                           |
| <b>Think Innovatively:</b>                                                            |                                                      | LEVEL 1: Open to creative ideas/known risks, is pragmatic problem solver, makes improvements                                                                                                                                                                 |
| <b>Learn Continuously:</b>                                                            |                                                      | LEVEL 1: Open minded and curious, shares knowledge, learns from mistakes, asks for feedback                                                                                                                                                                  |
| <b>Adapt with Agility:</b>                                                            |                                                      | LEVEL 1: Adapts to change, constructively handles ambiguity/uncertainty, is flexible                                                                                                                                                                         |
| <b>Act with Determination:</b>                                                        |                                                      | LEVEL 1: Shows drive and motivation, able to deliver calmly in face of adversity, confident                                                                                                                                                                  |
| <b>Engage and Partner:</b>                                                            |                                                      | LEVEL 1: Demonstrates compassion/understanding towards others, forms positive relationships                                                                                                                                                                  |
| <b>Enable Diversity and Inclusion:</b>                                                |                                                      | LEVEL 1: Appreciate/respect differences, aware of unconscious bias, confront discrimination                                                                                                                                                                  |
| <b>b) Cross-Functional &amp; Technical competencies (insert up to 7 competencies)</b> |                                                      |                                                                                                                                                                                                                                                              |
| <b>Thematic Area</b>                                                                  | <b>Competencies</b>                                  | <b>Definition</b>                                                                                                                                                                                                                                            |
| <b>Business Direction &amp; Strategy</b>                                              | Strategic Thinking                                   | Ability to develop effective strategies and prioritized plans in line with UNDP's objectives, based on the systemic analysis of challenges, potential risks and opportunities; linking the vision to reality on the ground, and creating tangible solutions. |
|                                                                                       |                                                      | Ability to leverage learning from a variety of sources to anticipate and respond to future trends; to demonstrate foresight in order to model what future developments and possible ways forward look like for UNDP.                                         |
| <b>Business Development</b>                                                           | Knowledge Generation                                 | Ability to research and turn information into useful knowledge, relevant for content, or responsive to a stated need                                                                                                                                         |
|                                                                                       | Integration within the UN                            | Ability to identify, and integrate capacity and assets of the UN system, and engage in joint work; knowledge of the UN System and ability to apply this knowledge to strategic and/ or practical situations.                                                 |
| <b>Business Management</b>                                                            | Results-based Management                             | Ability to manage programmes and projects with a focus at improved performance and demonstrable results.                                                                                                                                                     |
|                                                                                       | Monitoring                                           | Ability to provide managers and key stakeholders with regular feedback on the consistency or discrepancy between planned and actual activities and programme performance and results.                                                                        |
|                                                                                       | Evaluation                                           | Ability to make an independent judgement based on set criteria and benchmarks - Ability to anticipate client's upcoming needs and concerns.                                                                                                                  |
| <b>External Relations and Advocacy</b>                                                | Communications/ Advocacy strategy and implementation | Ability to create and implement advocacy strategies which lead to impactful change.                                                                                                                                                                          |

## 6. Minimum Qualifications of the Successful NPSP

|                                               |                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----------------------------------------------|------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Min. requirements</b>                      | <b>Education</b> | Advanced university degree (Master's Degree or equivalent) in Social Science or any other relevant discipline is required, from a recognized University will be preferred, or<br>A first-level university degree (bachelor's degree) in the areas mentioned above, in combination with an additional two years of qualifying experience will be given due consideration in lieu of the advanced university degree                                                                       |
| <b>Min. years of relevant work experience</b> |                  | Up to 2 years (with master's degree) or minimum of 2 years (with bachelor's degree) of experience in designing, implementation and management of development projects and management is required.                                                                                                                                                                                                                                                                                       |
| <b>Required skills</b>                        |                  | <ul style="list-style-type: none"> <li>• Experience in Project monitoring, evaluation and quality report writing.</li> <li>• Experience in standard knowledge management and communications.</li> <li>• Demonstrated ability to prepare concept note, training module, guideline, policy paper, etc. both in English and Bangla for programmatic purpose.</li> </ul>                                                                                                                    |
| <b>Desired Skills</b>                         |                  | <ul style="list-style-type: none"> <li>• Working experience with governance project/program is desired.</li> <li>• Experience in strong report writing, analytical and communications is an asset.</li> <li>• Networking skills with different stakeholders.</li> <li>• Proven experience and knowledge gathering, sharing and learning skills to the stakeholders.</li> <li>• Experience in handling web-based software application related to office automation preferred.</li> </ul> |
| <b>Required Language(s)</b>                   |                  | Fluency in in English and Bangla is required.                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Professional Certificates</b>              |                  | N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

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

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

## 8. Annexes to the TOR

- c) Links to any relevant (non-confidential) materials that may help candidates gain a better understanding of the office/unit/project context.
- d) Organigram of the office/unit/project indicating the position of the function (for internal use only).

  
**Sohel Ahmed**  
 Deputy Secretary  
 Economic Relations Division  
 Ministry of Finance  
 Govt. of the People's Republic of Bangladesh

## 9. Approval

**This ToR is approved by:**

This certifies the appropriateness of the functions to the NPSA contractual modality.

Name and Designation Anowarul Haq, Assistant Resident Representative (ARR), DGC Cluster

Date \_\_\_\_\_

Name and Designation Sonali Dayaratne, Deputy Resident Representative, UNDP Bangladesh

Date of Approval \_\_\_\_\_

  
Sohail Ahmed  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh

**Terms of Reference (TOR)**  
**for functions under National Personnel Services Agreement**

**1. Position Information**

|                                        |                                                                                                              |
|----------------------------------------|--------------------------------------------------------------------------------------------------------------|
| <b>Office/Unit/Project</b>             | <b>Institutional Strengthening for Promoting Accelerated Transformation (ISPAT)</b>                          |
| <b>Title</b>                           | <b>IT Associate</b>                                                                                          |
| <b>Level</b>                           | <b>NPSA-7</b>                                                                                                |
| <b>Position Number</b>                 | <b>215007</b>                                                                                                |
| <b>Duty station (City and Country)</b> | <b>Dhaka, Bangladesh</b>                                                                                     |
| <b>Type (Regular or Short term)</b>    | <b>Regular</b>                                                                                               |
| <b>Office- or Home-based</b>           | <b>Office Based</b>                                                                                          |
| <b>Expected starting date</b>          | <b>1 September 2024</b>                                                                                      |
| <b>Expected Duration</b>               | <b>12 months with possibility of extension subject to availability of fund and satisfactory performance.</b> |

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

Diversity, Equity and Inclusion are core principles at UNDP: we value diversity as an expression of the multiplicity of nations and cultures where we operate, we foster inclusion as a way of ensuring all personnel are empowered to contribute to our mission, and we ensure equity and fairness in all our actions. Taking a 'leave no one behind' approach to our diversity efforts means increasing representation of underserved populations. People who identify as belonging to marginalized or excluded populations are strongly encouraged to apply. Learn more about working at UNDP including our values and inspiring stories.

UNDP does not tolerate sexual exploitation and abuse, any kind of harassment, including sexual harassment, and discrimination. All selected candidates will, therefore, undergo rigorous reference and background checks.

The NGO Affairs Bureau (NGOAB) under the Chief Adviser's Office is the organization that steered being behind all the success rendered by the NGOs in Bangladesh. At the beginning, there were only 347 NGOs registered with only 67 human resources to deal with. But coming in 2023, the number of registered NGOs under NGOAB are 2554 (2289 are national and 265 international NGOs) with the same 67 human resources. NGOAB has been facing constraints to effectively perform their responsibilities due to lack of adequate staff, required skills of the employees and smart system that can deliver timely services and ensure oversights to significant number of NGOs and projects. NGOAB receives millions of foreign donations every year and clears those amounts through NGOs' proposals as well. If the results and progress can be captured and reflected in a complementary manner, it will reveal a true picture of SDG progress with GO and NGOs' contributions.

Given the context, the country is economically progressing and graduating to the Middle-Income Country by 2026. Therefore, NGOs in Bangladesh have scope to revisit their working modality, and the way of engagement in addressing development challenges and in this regard NGOAB has an important role to play. As UNDP Bangladesh has been working with several government agencies to support sustainable LDC graduation and achieving SDGs, UNDP considers its engagement with NGOAB for targeting valuable improvements in service delivery through digitalization and online process. This is in line with UNDP's

mandate which is to engage with our partners to support achieving the long-term development vision of the government of Bangladesh.

UNDP in collaboration with Australian Government and NGOAB designed a 2.5 year's project entitled "Institutional Strengthening for Promoting Accelerated Transformation (ISPAT)" for the overall improvement of NGOAB/NGOs service system by next two and half years. The overall objective of the project is to make NGOAB fully capable of providing fast, efficient and effective services to NGOs in managing foreign donations and supporting them to contribute in attaining SDGs by 2030. the project will consider three-prong strategy to strengthening system and improving work-culture by- i) improving the institutional capacity through digitalization of services; ii) augmenting professional skills and competence of NGOs and NGOAB officials to implement the gender responsive digital services with greater efficiency; and iii) providing technical assistance for enhancing policy support to ensure wider convergence of sectoral policies as well simplification of services with necessary policy guidelines.

In this backdrop, this Implementation plan outlines ISPAT's strategy to capacitate with digital innovation for improving service delivery system. This project will contribute to achieve the following results:

**Outcome 1:** Ensuring effective and efficient utilization of foreign donations to improve the socioeconomic status of the poor, women, and other marginalized sections of the people.

**Outcome 2:** Recognizing and documenting contributions of NGOs in the attainment of global goals and national priorities of reducing poverty, improving governance and service delivery aligning with women and human rights.

**Outcome 3:** Strengthening policy formulation and fostered innovation of NGOs by showcasing and scaling-up nationally.

The IT Associate under the direct supervision of the Project Manager will be responsible for preparing, managing and application of IT software for NGOAB's service delivery, provide training on digitalization of NGOAB/NGOs services especially on their reporting, approval and documentation process, managing software-based data collection and analysis for result reporting, preparation of IT plan and installation of IT infrastructure on the ground and providing regular backstopping support to NGOAB/NGOs for IT solution. He/she will be directly reportable to the Project Manager, ISPAT Project, UNDP.

### 3. Scope of Work

#### Key Functions:

- Manage online software, Computers, Servers and IT Equipment to ensure smooth network and communication services for the project office
- Provide Technical Support to ensure smooth functioning all kinds of IT and Office Equipment
- Provide Technical Support for online organization of official meeting/training and successful implementation of the project activities
- Provide orientation and training for ICT related knowledge sharing for smooth implementation, reporting and project visibility

The following section describe the functions under each of these categories with expected results:

#### i. Software Development and Management for Smart NGOAB Services:

- Support to develop IT infrastructure and online system for NGOAB in close collaboration with a2i team.
- Oversee and supervise IT firms in developing and implementing required software and web platforms for NGOAB's service delivery.

- Ensure that the software solutions meet the specified requirements and are user-friendly within the stipulated time frame.
- Manage the lifecycle of the software development process, including planning, development, testing, deployment, and maintenance.

#### **ii. Training and Capacity Development to the Relevant Stakeholders:**

- Initiate capacity mapping of NGOs and support to fill up the IT-based gaps of those organizations.
- Support to utilize Mobile Apps and Social Media platform for IT-based information dissemination.
- Facilitate IT-based procurement with proper specification to ensure value for money.
- Develop and conduct training sessions for NGOAB and NGOs on the use of digital services and software applications.
- Prepare training materials and documentation to facilitate learning and ensure comprehensive understanding of new digital processes.

#### **iii. IT Infrastructure and Online Processes Development:**

- Develop an IT plan for the installation and maintenance of necessary IT infrastructure at NGOAB.
- Oversee the installation of hardware and software components, ensuring compatibility and optimal performance.
- Ensure regular maintenance and updates of IT infrastructure to minimize downtime and enhance efficiency.
- Lead the digitalization efforts for NGOAB's reporting, approval, and documentation processes.
- Implement and manage online platforms to streamline service delivery and improve transparency.

#### **iv. Data Management and Analysis:**

- Design and manage software-based data collection systems to facilitate efficient data entry, storage, and retrieval.
- Analyze collected data to generate reports on service delivery, NGO performance, and foreign donation utilization.
- Ensure data integrity and security in compliance with relevant policies and standards.

#### **v. Monitoring, Evaluation and Compliance:**

- Monitor the performance of IT systems and software to ensure the needs and objectives.
- Evaluate the impact of digital solutions on service delivery and make recommendations for continuous improvement.
- Ensure compliance with UNDP, NGOAB/Govt. IT policies and standards.
- Implement security measures to protect sensitive data and ensure confidentiality.
- Regularly review and update IT security protocols to address emerging threats and vulnerabilities.
- Stay updated with the latest technological trends and innovations to propose and implement improvements in IT solutions.

#### **4. Institutional Arrangement**

The IT Associate will work under the leadership of the Project Manager (PM) and liaise with project team, UNDP, NGOAB, NGO representatives, a2i officials etc.

  
**Sohel Ahmed**  
 Deputy Secretary  
 Economic Relations Division  
 Ministry of Finance  
 Govt. of the People's Republic of Bangladesh

## 5. Competencies

|                                                                                                                                                                                                             |                                                      |                                                                                                                                                                                                                                                                                                                                         |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>c) Core</b>                                                                                                                                                                                              |                                                      |                                                                                                                                                                                                                                                                                                                                         |
| <b>Achieve Results:</b>                                                                                                                                                                                     |                                                      | LEVEL 1: Plans and monitors own work, pays attention to details, delivers quality work by deadline                                                                                                                                                                                                                                      |
| <b>Think Innovatively:</b>                                                                                                                                                                                  |                                                      | LEVEL 1: Open to creative ideas/known risks, is pragmatic problem solver, makes improvements                                                                                                                                                                                                                                            |
| <b>Learn Continuously:</b>                                                                                                                                                                                  |                                                      | LEVEL 1: Open minded and curious, shares knowledge, learns from mistakes, asks for feedback                                                                                                                                                                                                                                             |
| <b>Adapt with Agility:</b>                                                                                                                                                                                  |                                                      | LEVEL 1: Adapts to change, constructively handles ambiguity/uncertainty, is flexible                                                                                                                                                                                                                                                    |
| <b>Act with Determination:</b>                                                                                                                                                                              |                                                      | LEVEL 1: Shows drive and motivation, able to deliver calmly in face of adversity, confident                                                                                                                                                                                                                                             |
| <b>Engage and Partner:</b>                                                                                                                                                                                  |                                                      | LEVEL 1: Demonstrates compassion/understanding towards others, forms positive relationships                                                                                                                                                                                                                                             |
| <b>Enable Diversity and Inclusion:</b>                                                                                                                                                                      |                                                      | LEVEL 1: Appreciate/respect differences, aware of unconscious bias, confront discrimination                                                                                                                                                                                                                                             |
| <b>d) Cross-Functional &amp; Technical competencies</b>                                                                                                                                                     |                                                      |                                                                                                                                                                                                                                                                                                                                         |
| <b>Thematic Area</b>                                                                                                                                                                                        | <b>Name</b>                                          | <b>Definition</b>                                                                                                                                                                                                                                                                                                                       |
| <b>Cross Functional Competency- Business Direction and Strategy</b><br><br><b>Technical Competency- Information Management Technology</b><br><b>Technical Competency- Information Management Technology</b> | Business Acumen                                      | <ul style="list-style-type: none"> <li>Ability to understand and deal with a business situation in a manner that is likely to lead to a good outcome.</li> <li>Knowledge and understanding of the operational frameworks in the organization and ability to make good judgements and quick decisions within such frameworks.</li> </ul> |
|                                                                                                                                                                                                             | IT customer Support                                  | Ability to support customers on IT related issues and generate and contribute to continuous improvement processes to deliver a great user experience. Knowledge of ISO 9001 desirable. ITIL certification or similar is desirable.                                                                                                      |
|                                                                                                                                                                                                             | IT Continuity & Disaster Recovery                    | Ability to advise on IT continuity and disaster recovery. Knowledge of ISO 22301 an asset.                                                                                                                                                                                                                                              |
|                                                                                                                                                                                                             | Network, Communication and Infrastructure Management | Ability to develop/ integrate/operate/manage IT network, communications, Cloud or on-premises infrastructure and new technologies like IoT. Cisco CCIE CCNP or similar is desirable.                                                                                                                                                    |
|                                                                                                                                                                                                             | IT Service Delivery and Operations                   | Ability to deliver the IT products and services to customers at the right level of quality and costs, taking into account users experience. ISO 20000 knowledge. ITIL certification or similar desirable.                                                                                                                               |
|                                                                                                                                                                                                             | IT Security Management                               | Knowledge of Cyber Security technologies, processes, techniques and tools. Apply practical innovations to solve cybersecurity problems. Capability to keep UNDP systems and data safe. Knowledge of ISO 27001                                                                                                                           |

3.2 ✓

|  |                     |                                                                                                                                                                                                                                    |
|--|---------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  |                     | principles. CSSIP, CSIM, CISA or equivalent certification desirable.                                                                                                                                                               |
|  | IT customer Support | Ability to support customers on IT related issues and generate and contribute to continuous improvement processes to deliver a great user experience. Knowledge of ISO 9001 desirable. ITIL certification or similar is desirable. |

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

|                                                                                           |                  |                                                                                                                                                                                                                                                                                                                                                                                                                |
|-------------------------------------------------------------------------------------------|------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Min. requirements</b>                                                                  | <b>Education</b> | Secondary Education or completion of High School Diploma is required. University degree (Bachelor's Degree) in Computer Science or any other related field will be given due consideration, but is not a requirement.                                                                                                                                                                                          |
| <b>Min. years of relevant work experience</b>                                             |                  | Minimum 6 years (with Secondary Education) or 3 years (with Bachelor's degree) of relevant experience in the field of digitalization and automation process.                                                                                                                                                                                                                                                   |
| <b>Required skills</b>                                                                    |                  | <ul style="list-style-type: none"> <li>At least one year of experience in development or government organization as an IT professional is an asset.</li> <li>At least one year of working experience in planning, implementation and backstopping of development projects focusing on digitalization of services and management.</li> </ul>                                                                    |
| <b>Desired skills in addition to the competencies covered in the Competencies section</b> |                  | <ul style="list-style-type: none"> <li>Professional experience in handling web-based software application and management related to office automation and service digitalization.</li> <li>Demonstrated experience in maintaining and set up IT hardware and software.</li> <li>Experience in e-service delivery process, e.g. proposal submission, approval, reporting, filing, registration, etc.</li> </ul> |
| <b>Required Language(s)</b>                                                               |                  | Fluency in English and Bangla is required;                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Professional Certificates</b>                                                          |                  | N/A                                                                                                                                                                                                                                                                                                                                                                                                            |

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

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

#### 8. Annexes to the TOR

- e) Links to any relevant (non-confidential) materials that may help candidates gain a better understanding of the office/unit/project context.
- f) Organigram of the office/unit/project indicating the position of the function (for internal

use only).

#### 9. Approval

**This ToR is approved by:**

This certifies the appropriateness of the functions to the NPSA contractual modality.

**Name and Designation** Anowarul Haq, Assistant Resident Representative (ARR), DGC Cluster

**Date** \_\_\_\_\_

**Name and Designation** Sonali Dayaratne, Deputy Resident Representative, UNDP Bangladesh

**Date of Approval** \_\_\_\_\_

5.2 ✓  
Sohel Ahmed  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh

**Terms of Reference (TOR)  
for functions under National Personnel Services Agreement**

**1. Position Information**

|                                        |                                                                                                              |
|----------------------------------------|--------------------------------------------------------------------------------------------------------------|
| <b>Office/Unit/Project</b>             | <b>Institutional Strengthening for Promoting Accelerated Transformation (ISPAT)</b>                          |
| <b>Title</b>                           | <b>Admin and Finance Associate</b>                                                                           |
| <b>Level</b>                           | <b>NPSA-7</b>                                                                                                |
| <b>Position Number</b>                 | <b>215007</b>                                                                                                |
| <b>Duty station (City and Country)</b> | <b>Dhaka, Bangladesh</b>                                                                                     |
| <b>Type (Regular or Short term)</b>    | <b>Regular</b>                                                                                               |
| <b>Office- or Home-based</b>           | <b>Office Based</b>                                                                                          |
| <b>Expected starting date</b>          | <b>1 September 2024</b>                                                                                      |
| <b>Expected Duration</b>               | <b>12 months with possibility of extension subject to availability of fund and satisfactory performance.</b> |

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

Diversity, Equity and Inclusion are core principles at UNDP: we value diversity as an expression of the multiplicity of nations and cultures where we operate, we foster inclusion as a way of ensuring all personnel are empowered to contribute to our mission, and we ensure equity and fairness in all our actions. Taking a 'leave no one behind' approach to our diversity efforts means increasing representation of underserved populations. People who identify as belonging to marginalized or excluded populations are strongly encouraged to apply. Learn more about working at UNDP including our values and inspiring stories.

UNDP does not tolerate sexual exploitation and abuse, any kind of harassment, including sexual harassment, and discrimination. All selected candidates will, therefore, undergo rigorous reference and background checks.

The NGO Affairs Bureau (NGOAB) under the Chief Adviser's Office is the organization that steered being behind all the success rendered by the NGOs in Bangladesh. At the beginning, there were only 347 NGOs registered with only 67 human resources to deal with. But coming in 2023, the number of registered NGOs under NGOAB are 2554 (2289 are national and 265 international NGOs) with the same 67 human resources. NGOAB has been facing constraints to effectively perform their responsibilities due to lack of adequate staff, required skills of the employees and smart system that can deliver timely services and ensure oversights to significant number of NGOs and projects. NGOAB receives millions of foreign donations every year and clears those amounts through NGOs' proposals as well. If the results and progress can be captured and reflected in a complementary manner, it will reveal a true picture of SDG progress with GO and NGOs' contributions.

Given the context, the country is economically progressing and graduating to the Middle-Income Country by 2026. Therefore, NGOs in Bangladesh have scope to revisit their working modality, and the way of engagement in addressing development challenges and in this regard NGOAB has an important role to play. As UNDP Bangladesh has been working with several government agencies to support sustainable LDC graduation and achieving SDGs, UNDP considers its engagement with NGOAB for targeting valuable improvements in service delivery through digitalization and online process. This is in line with UNDP's

mandate which is to engage with our partners to support achieving the long-term development vision of the government of Bangladesh.

UNDP in collaboration with Department of Foreign Affairs and Trade (DFAT) and NGOAB designed a 2.5 year's project entitled "Institutional Strengthening for Promoting Accelerated Transformation (ISPAT)" for the overall improvement of NGOAB/NGOs service system by next two and half years. The overall objective of the project is to make NGOAB fully capable of providing fast, efficient and effective services to NGOs in managing foreign donations and supporting them to contribute in attaining SDGs by 2030. the project will consider three-prong strategy to strengthening system and improving work-culture by- i) improving the institutional capacity through digitalization of services; ii) augmenting professional skills and competence of NGOs and NGOAB officials to implement the gender responsive digital services with greater efficiency; and iii) providing technical assistance for enhancing policy support to ensure wider convergence of sectoral policies as well simplification of services with necessary policy guidelines.

In this backdrop, this Implementation plan outlines ISPAT's strategy to capacitate with digital innovation for improving service delivery system. This project will contribute to achieve the following results:

**Outcome 1:** Ensuring effective and efficient utilization of foreign donations to improve the socioeconomic status of the poor, women, and other marginalized sections of the people.

**Outcome 2:** Recognizing and documenting contributions of NGOs in the attainment of global goals and national priorities of reducing poverty, improving governance and service delivery aligning with women and human rights.

**Outcome 3:** Strengthening policy formulation and fostered innovation of NGOs by showcasing and scaling-up nationally.

The Admin and Finance Associate will be responsible for preparing, managing and expenditure of project annual and multi-year budget, managing audit, preparation of financial report and compliance related to financial issues as per government and UNDP policies and procedure. He/she will be directly reportable to the Project Manager, ISPAT Project, UNDP.

### 3. Scope of Work

#### Key Functions:

- Effective and accurate financial management and oversight.
- Ensures provision of day-to-day efficient procurement and logistical services.
- Ensure strategic direction of Project finance management.
- Ensure proper Financial Reporting, control of Project accounts and support to Audits.
- Ensure close monitoring of the sub-recipients/RPs/LOAs and other implementing partners.
- Prepare AWP with annexures as per multi-year plan by taking input from project team.

The following section describe the functions under each of these categories with expected results:

#### i. Manage the Project budget and organize an optimal cost-recovery system, focusing on achievement of the following results:

- Management of all financial resources through planning, guiding, monitoring, and controlling of the resources in accordance with Donor, UNDP and government rules and regulations.
- Creation of the project budget (including all activities and funds) in QUANTUM in light of ProDoc/Annual Work Plan (AWP).
- Ensure entry of data into Quantum in the form of Annual Work Plans (AWPs), monitoring of their status, revisions, determination of unutilized funds, as well as operational and financial closure of the Project.

S-1 ✓

- Oversee the monitoring of quarterly financial expenditures and develop strategy for smooth implementation of the work plan.
- Ensure advance payments and direct payments for SR's and SR's vendors are properly reviewed and made on a timely basis, as well as ensure payment information is properly recorded into the Quantum system on a timely basis.
- Ensure qualitative financial and budgetary inputs at the time of Project documents Revision (i.e., Pro-Doc, Donor Agreement etc.) if requires.

**ii. Ensure effective and accurate financial resources management and oversight, focusing on achievement of the following results:**

- Financial analysis and oversight for all resources (Donors, UNDP and GoB,) managed by the Project and provision of high-quality professional advice to the Management.
- Proper planning, expenditure tracking of financial resources following full compliance with UNDP POPP and Donors rules and regulations of financial process.
- Design Chart of Accounts (CoA) of the project to meet government and donor requirements, align financial data with M&E data, tools, and techniques.
- Monitor disbursement of funds periodically to inform management and implementation of activities in accordance RPA/LoA, UNDP and GoB rules and regulations.
- Reconcile FACE/FR with Combined Delivery Report (CDR) Ensure the accuracy verification of CDR.
- Ensure all QUANTUM related transactions, a.i, budget analysis, upload budget, monitor project budget, enter necessary GLJE in Quantum etc.
- Monitor the financial performance of supply management systems/procurement/inventory management.
- Identify and report on budgetary shortfalls/surpluses as well as results-based indicators to ensure effective and efficient control and delivery of donor funds.

**iii. Ensure strategic direction of Project finance management, focusing on achievement of the following results:**

- Compliance of operations with UNDP rules, regulations, policies, procedures and monitoring achievement of results of ISPAT project.
- Establish or fine tune UNDP and Donor financial procedures: e.g., receipts, payments, disbursements, and bookkeeping, filing procedures for the Project.
- Provision of advice on strategies, policies and plans affecting ISPAT project finance managements, delivery of practice advisory, knowledge and learning services.
- Ensure that financial procedures are in place complying with the financial/accounting and procurement requirement of UNDP.
- Ensure the preparation of the Project's Quarterly Report and prepare monthly Cash Flow and annual Cash Flow Forecasts.

**v. Ensure proper Financial Reporting, control of Project accounts and support to Audits focusing on achievement of the following results:**

- Prepare and submission of periodic financial reports to the donors, UNDP and government as needed.
- Ensuring that contributions from the donors are properly transferred to UNDP on a timely basis.
- Prepare financial reports for Project Steering Committee/Project Board, Project management and others.
- Ensuring preparation of other financial reports to be submitted to the donors and government counterparts.

- Oversee the preparation of monthly financial statements, QUANTUM reconciliations, payroll reconciliations etc.
- Ensure receipts of bill/vouchers and record of filed level expenditures in a timely manner.
- Facilitate financial audits, FAPAD, HACT Audit, UNDP, UNBOA, and ensure that external auditors have all relevant information.
- Prepare audit reply and do follow-up on audit reports to ensure that all audit observations are addressed and unqualified.
- Complying with the internal expenditures control system, which ensures that vouchers processed are matched and completed, transactions are correctly recorded in the books of Accounts and posted in QUANTUM.
- Ensure timely corrective actions on un-posted vouchers, including the vouchers with budget check errors, match exceptions, unapproved vouchers and timely response to HQ requests to resolve financial data issues.
- Management of project assets and facilitate to project closure process.

#### 4. Institutional Arrangement

The Admin and Finance Associate will work under the leadership of the Project Manager (PM) and liaise with project team, UNDP, NGOAB and respective regional offices and NGO staff involved in the programme.

#### 5. Competencies

|                                                         |                         |                                                                                                                                                                                                                                                                             |
|---------------------------------------------------------|-------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>e) Core</b>                                          |                         |                                                                                                                                                                                                                                                                             |
| <b>Achieve Results:</b>                                 |                         | LEVEL 1: Plans and monitors own work, pays attention to details, delivers quality work by deadline                                                                                                                                                                          |
| <b>Think Innovatively:</b>                              |                         | LEVEL 1: Open to creative ideas/known risks, is pragmatic problem solver, makes improvements                                                                                                                                                                                |
| <b>Learn Continuously:</b>                              |                         | LEVEL 1: Open minded and curious, shares knowledge, learns from mistakes, asks for feedback                                                                                                                                                                                 |
| <b>Adapt with Agility:</b>                              |                         | LEVEL 1: Adapts to change, constructively handles ambiguity/uncertainty, is flexible                                                                                                                                                                                        |
| <b>Act with Determination:</b>                          |                         | LEVEL 1: Shows drive and motivation, able to deliver calmly in face of adversity, confident                                                                                                                                                                                 |
| <b>Engage and Partner:</b>                              |                         | LEVEL 1: Demonstrates compassion/understanding towards others, forms positive relationships                                                                                                                                                                                 |
| <b>Enable Diversity and Inclusion:</b>                  |                         | LEVEL 1: Appreciate/respect differences, aware of unconscious bias, confront discrimination                                                                                                                                                                                 |
| <b>f) Cross-Functional &amp; Technical competencies</b> |                         |                                                                                                                                                                                                                                                                             |
| <b>Thematic Area</b>                                    | <b>Name</b>             | <b>Definition</b>                                                                                                                                                                                                                                                           |
| <i>Business Direction &amp; Strategy</i>                | Business Acumen         | Ability to understand and deal with a business situation in a manner that is likely to lead to a good outcome. Knowledge and understanding of the operational frameworks in the organization and ability to make good judgments and quick decisions within such frameworks. |
| Business management                                     | Partnerships Management | Ability to build and maintain partnerships with wide networks of stakeholders, Governments, civil society and private sector partners, experts and others in line with UNDP strategy and policies.                                                                          |

5. ✓

|         |                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|---------|----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Finance | Accounting (General)             | Knowledge of accounting concepts, principles, frameworks, standards, regulations, policies and trends, and ability to apply this to strategic and/or practical situations                                                                                                                                                                                                                                                                                                                                   |
|         | Audit risk management            | Ability to address audit issues raised in the course of an audit and propose solutions in order to ensure a true and fair audit opinion is achieved                                                                                                                                                                                                                                                                                                                                                         |
|         | Budget management                | Ability to support budgetary aspects of the work planning process, drawing and management of team budgets                                                                                                                                                                                                                                                                                                                                                                                                   |
|         | Financial reporting and analysis | Understands changes in regulatory, legal and ethical frameworks and standards for financial reporting in the public sector. Ability to extract, evaluate financial data, derive relevant findings and present them in a meaningful and coherent manner to facilitate effective decision making and performance monitoring. Understands the benefits of integrated reporting, including non-financial resources such as human, social and intellectual capital, and environmental and governance performance |
|         | Management and cost accounting   | Ability to produce periodic qualitative and quantitative performance reports to facilitate effective decision making and performance monitoring. Ability to use a range of costing techniques and analyse cost related data to provide quantitative information to the users of reports.                                                                                                                                                                                                                    |

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

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Min. Education requirements</b>            | <ul style="list-style-type: none"> <li>• Secondary education or, Bachelor degree in Business Administration/Finance/Accounting or any other relevant subject with additional work experience.</li> <li>• Fully Qualified Accountant, from an internationally accredited institute of accountancy or Full Completion of the UNDP Finance Training and Certification Programme (FTCP). No UNDP Accountancy and Finance Test (AFT) is required.</li> <li>• Candidates with no professional accountancy qualifications, but with degrees that major in accountancy and/or finance must complete UNDP Finance Training and Certification Programme (FTCP), if recruited. However, no UNDP Accountancy and Finance Test (AFT) is required.</li> <li>• Candidate with no professional accountancy qualifications but with relevant experience must successfully undertake UNDP Accountancy and Finance Test (AFT) before shortlisting and must complete the UNDP Finance Training and Certification Programme (FTCP), if recruited.</li> </ul> |
| <b>Min. years of relevant work experience</b> | 7 years (with high school diploma) or 4 years (with bachelor's degree) of progressively responsible finance and accounting experience at the national or international level is required.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Required skills</b>                        | <ul style="list-style-type: none"> <li>• Working knowledge for the preparation of Donor, UNDP and GoB financial Reporting i.e. Annual Development Programme, RADP (Revised Annual Development Programme),</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

|                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                           | <p>Implementation, Monitoring &amp; Evaluation Department (IMED), Economic Relations Division, Chief Accounts and Finance Officer Offices, Cabinet and line ministry, Finance Division, Project Closing Report and others.</p> <ul style="list-style-type: none"> <li>• Experience in working with INGOs/ development organisations, or donor, or GoB projects with donor support.</li> <li>• Experience in comprehensive budget preparation in light of the Multi-year Budget, ProDoc, TAPP (Technical Assistance Project Proposal) and smooth implementation of the Annual Work Plan. Experience in access to the ERP System</li> <li>• Experience in the usage of computers and office software packages (MS Word, Excel, Power point etc.) including typing with good speed in Bangla and English</li> </ul> |
| <b>Desired skills in addition to the competencies covered in the Competencies section</b> | <ul style="list-style-type: none"> <li>• Have experience &amp; expertise about GoB procedures, Tax &amp; VAT rules etc. and INGOs programme modalities (NIM/DIM and GoB execution etc.) is an asset.</li> <li>• Professional experience and expertise to facilitate the audit efficiently (internal/external) and financial monitoring &amp; audit of the NGOs/CSOs under donor funded programmes/projects will be treated as an advantage.</li> </ul>                                                                                                                                                                                                                                                                                                                                                           |
| <b>Required Language(s)</b>                                                               | The candidate must have excellent writing and verbal skills in English and Bangla.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Professional Certificates</b>                                                          | N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

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

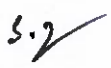
- j) **Personal CV or P11**, indicating all past positions held and their main underlying functions, their durations (month/year), the qualifications, as well as the contact details (email and telephone number) of the Candidate, and at least three (3) the most recent professional references of previous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

**8. Annexes to the TOR**

- g) Links to any relevant (non-confidential) materials that may help candidates gain a better understanding of the office/unit/project context.
- h) Organigram of the office/unit/project indicating the position of the function (for internal use only).

**9. Approval**

**This ToR is approved by:**

  
**Sohail Ahmed**  
 Deputy Secretary  
 Economic Relations Division  
 Ministry of Finance  
 Govt. of the People's Republic of Bangladesh

This certifies the appropriateness of the functions to the NPSA contractual modality.

Name and Designation Anowarul Haq, Assistant Resident Representative (ARR), DGC Cluster

Date \_\_\_\_\_

Name and Designation Sonali Dayaratne, Deputy Resident Representative, UNDP Bangladesh

Date of Approval \_\_\_\_\_



**Soheli Ahmed**  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh

**Terms of Reference (TOR)**  
**for functions under National Personnel Services Agreement**

**1. Position Information**

|                                        |                                                                                                              |
|----------------------------------------|--------------------------------------------------------------------------------------------------------------|
| <b>Office/Unit/Project</b>             | <b>Institutional Strengthening for Promoting Accelerated Transformation (ISPAT)</b>                          |
| <b>Title</b>                           | <b>Project Assistant</b>                                                                                     |
| <b>Level</b>                           | <b>NPSA-5</b>                                                                                                |
| <b>Position Number</b>                 | <b>215007</b>                                                                                                |
| <b>Duty station (City and Country)</b> | <b>Dhaka, Bangladesh</b>                                                                                     |
| <b>Type (Regular or Short term)</b>    | <b>Regular</b>                                                                                               |
| <b>Office- or Home-based</b>           | <b>Office Based</b>                                                                                          |
| <b>Expected starting date</b>          | <b>1 September 2024</b>                                                                                      |
| <b>Expected Duration</b>               | <b>12 months with possibility of extension subject to availability of fund and satisfactory performance.</b> |

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

Diversity, Equity and Inclusion are core principles at UNDP: we value diversity as an expression of the multiplicity of nations and cultures where we operate, we foster inclusion as a way of ensuring all personnel are empowered to contribute to our mission, and we ensure equity and fairness in all our actions. Taking a 'leave no one behind' approach to our diversity efforts means increasing representation of underserved populations. People who identify as belonging to marginalized or excluded populations are strongly encouraged to apply. Learn more about working at UNDP including our values and inspiring stories.

UNDP does not tolerate sexual exploitation and abuse, any kind of harassment, including sexual harassment, and discrimination. All selected candidates will, therefore, undergo rigorous reference and background checks.

The NGO Affairs Bureau (NGOAB) under the Chief Adviser's Office is the organization that steered being behind all the success rendered by the NGOs in Bangladesh. At the beginning, there were only 347 NGOs registered with only 67 human resources to deal with. But coming in 2023, the number of registered NGOs under NGOAB are 2554 (2289 are national and 265 international NGOs) with the same 67 human resources. NGOAB has been facing constraints to effectively perform their responsibilities due to lack of adequate staff, required skills of the employees and smart system that can deliver timely services and ensure oversights to significant number of NGOs and projects. NGOAB receives millions of foreign donations every year and clears those amounts through NGOs' proposals as well. If the results and progress can be captured and reflected in a complementary manner, it will reveal a true picture of SDG progress with GO and NGOs' contributions.

Given the context, the country is economically progressing and graduating to the Middle-Income Country by 2026. Therefore, NGOs in Bangladesh have scope to revisit their working modality, and the way of engagement in addressing development challenges and in this regard NGOAB has an important role to play. As UNDP Bangladesh has been working with several government agencies to support sustainable LDC graduation and achieving SDGs, UNDP considers its engagement with NGOAB for targeting valuable improvements in service delivery through digitalization and online process. This is in line with UNDP's

5.2

mandate which is to engage with our partners to support achieving the long-term development vision of the government of Bangladesh.

UNDP in collaboration with Australian Government and NGOAB designed a 2.5 year's project entitled "Institutional Strengthening for Promoting Accelerated Transformation (ISPAT)" for the overall improvement of NGOAB/NGOs service system by next two and half years. The overall objective of the project is to make NGOAB fully capable of providing fast, efficient and effective services to NGOs in managing foreign donations and supporting them to contribute in attaining SDGs by 2030. the project will consider three-prong strategy to strengthening system and improving work-culture by- i) improving the institutional capacity through digitalization of services; ii) augmenting professional skills and competence of NGOs and NGOAB officials to implement the gender responsive digital services with greater efficiency; and iii) providing technical assistance for enhancing policy support to ensure wider convergence of sectoral policies as well simplification of services with necessary policy guidelines.

In this backdrop, this Implementation plan outlines ISPAT's strategy to capacitate with digital innovation for improving service delivery system. This project will contribute to achieve the following results:

**Outcome 1:** Ensuring effective and efficient utilization of foreign donations to improve the socioeconomic status of the poor, women, and other marginalized sections of the people.

**Outcome 2:** Recognizing and documenting contributions of NGOs in the attainment of global goals and national priorities of reducing poverty, improving governance and service delivery aligning with women and human rights.

**Outcome 3:** Strengthening policy formulation and fostered innovation of NGOs by showcasing and scaling-up nationally.

The Project Assistant will be responsible for assisting Project Manager/Project Team by providing secretarial, logistic and other supports, e.g. preparing note to file, official letter, preparing list of asset/supplies/documents/procurement, etc., arranging logistics for office and any other event as required, support to manage vendor/supplier and expenditure of annual and multi-year budget, support audit, etc. He/she will be directly reportable to the Project Manager, ISPAT Project, UNDP.

### 3. Scope of Work

#### Key Functions:

- Assist project management for any kind of logistic and secretarial support.
- Preparation of note to file, official letter, management of procurement and assets, etc.
- Manage vendors/suppliers and other clients of ISPAT project.
- Support to prepare annual and multi-year plan and auditing throughout the project.

The following section describe the functions under each of these categories with expected results:

#### i. Administrative Management:

- Pro-actively contribute to day-to-day project implementation and ensure conformity to expected results and project work-plans.
- Provide secretarial, logistic and other support to the NPD, Project Manager, Project Team, UNDP and consultants/firms for the implementation of work plans.
- Prepare routine correspondence and general reference documents, organize data and collect information for relevant partners.
- Assist in procurement of office supplies and equipment, maintain appropriate inventory records.
- Maintain in-coming and out-going documents, files, reference documents, organize data and information and maintain records and files.

52

- Typing letters, documents, reports etc. and applications of information and Communications Technologies.
- Maintain records on all project personnel/consultants/firms and their respective status in accordance with accepted policies and procedures.
- Prepare and issue contracts for consultant and firm.
- Draft minutes and prepare note to file for approval.
- Assume overall responsibility for administrative matters such as registry and maintenance of project files and records.
- Arrange external and internal meetings/workshops and communicate with the relevant participants as needed.

#### ii. Program and Financial Management:

- Prepare note to file including official letter and detail budget to get approval from NPD.
- Support for booking venue, accommodation and arrange food and other logistics for effectively organize events/project programs.
- Assist preparing program schedule, participants' list and ensure external facilitators by timely coordination and communication with relevant resource persons/officials.
- Collect and preserve all bill-vouchers whenever the event completed on the ground.
- Follow the bill-vouchers are prepared in line with the financial policy and procedure of government and UNDP.
- Prepare requests for advance of funds and/or direct payments.
- Prepare proposals for budget revisions.
- Prepare and submit expenditure and programme budget status reports.
- Undertake other financial and administrative tasks on an ad hoc basis.

#### iii. Procurement Management:

- Arrange procurement of equipment, supplies and services as per Annual Work Plan (AWP).
- Hire transport from companies if required for official purpose.
- Create and manage e-requisitions in Quantum.
- Arrange for equipment maintenance and insurance as required.
- Ensure that contractual processes follow the stipulated UNDP procedures.
- Physically clear and ensure delivery of equipment and supplies procured for the various programme sites.
- Maintain an equipment and spare inventory including verification and transfer when required.

iv. The incumbent performs other duties within their functional profile as deemed necessary for the efficient functioning of the Office and the Organization.

#### 4. Institutional Arrangement

The Project Assistant will work under the leadership of the Project Manager (PM) and liaise with project team, UNDP, NGOAB and respective regional offices and NGO staff involved in the programme.

#### 5. Competencies

|                            |                                                                                                    |
|----------------------------|----------------------------------------------------------------------------------------------------|
| <b>g) Core</b>             |                                                                                                    |
| <b>Achieve Results:</b>    | LEVEL 1: Plans and monitors own work, pays attention to details, delivers quality work by deadline |
| <b>Think Innovatively:</b> | LEVEL 1: Open to creative ideas/known risks, is pragmatic problem solver, makes improvements       |

|                                                         |                                                                                             |                                                                                                                                                                                                                                                                                                                                          |
|---------------------------------------------------------|---------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Learn Continuously:</b>                              | LEVEL 1: Open minded and curious, shares knowledge, learns from mistakes, asks for feedback |                                                                                                                                                                                                                                                                                                                                          |
| <b>Adapt with Agility:</b>                              | LEVEL 1: Adapts to change, constructively handles ambiguity/uncertainty, is flexible        |                                                                                                                                                                                                                                                                                                                                          |
| <b>Act with Determination:</b>                          | LEVEL 1: Shows drive and motivation, able to deliver calmly in face of adversity, confident |                                                                                                                                                                                                                                                                                                                                          |
| <b>Engage and Partner:</b>                              | LEVEL 1: Demonstrates compassion/understanding towards others, forms positive relationships |                                                                                                                                                                                                                                                                                                                                          |
| <b>Enable Diversity and Inclusion:</b>                  | LEVEL 1: Appreciate/respect differences, aware of unconscious bias, confront discrimination |                                                                                                                                                                                                                                                                                                                                          |
| <b>h) Cross-Functional &amp; Technical competencies</b> |                                                                                             |                                                                                                                                                                                                                                                                                                                                          |
| <b>Thematic Area</b>                                    | <b>Name</b>                                                                                 | <b>Definition</b>                                                                                                                                                                                                                                                                                                                        |
| Business Direction and Strategy                         | Business Acumen                                                                             | <ul style="list-style-type: none"><li>• Ability to understand and deal with a business situation in a manner that is likely to lead to a good outcome.</li><li>• Knowledge and understanding of the operational frameworks in the organization and ability to make good judgements and quick decisions within such frameworks.</li></ul> |
| Administration& Operations                              | Documents and record management                                                             | Overall document (hard and electronic) management; registry and retention policy including storing and archiving                                                                                                                                                                                                                         |
|                                                         | Registry & correspondence management                                                        | Ability to collect, resister, maintain and deliver mail and UNDP pouch; ability to manage archive.                                                                                                                                                                                                                                       |
|                                                         | Event management (including retreats, trainings and meetings)                               | Ability to manage events including venue identification, accommodation, logistics, catering, transportation and cash disbursement etc.                                                                                                                                                                                                   |
| Ethics                                                  | UN Policy knowledge-ethics                                                                  | Knowledge and understanding of the UN staff Regulations and rules and other policies relating to ethics and integrity.                                                                                                                                                                                                                   |

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

|                                               |                                                                                                                                                                                                                                           |
|-----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Min. Education requirements</b>            | Secondary Education or completion of High School Diploma is required. University Degree (bachelor's degree) in Accounting/Finance/Management, law or any other relevant fields. will be given due consideration, but is not a requirement |
| <b>Min. years of relevant work experience</b> | Minimum 5 years (with Secondary Education) or 3 years (with Bachelor's degree) of relevant experience in the field of administrative and secretarial works and use of computer both in English and Bangla.                                |

|                                                                                           |                                                                                                                                                                                                                                                                                                                                                                 |
|-------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Required skills</b>                                                                    | <ul style="list-style-type: none"> <li>• At least one year of experience in UN or government organization as an office assistant is an asset.</li> <li>• At least one year of working experience in preparing note to file, official letter both in English and Bangla.</li> </ul>                                                                              |
| <b>Desired skills in addition to the competencies covered in the Competencies section</b> | <ul style="list-style-type: none"> <li>• Professional experience in dealing with procurement as per UNDP and government policies.</li> <li>• Experience in organizing event by booking venue, arranging logistics, preparing program schedule, etc.</li> <li>• Experience and having ability to provide ICT support, office software, internet, etc.</li> </ul> |
| <b>Required Language(s)</b>                                                               | Fluency in English and Bangla is required;                                                                                                                                                                                                                                                                                                                      |
| <b>Professional Certificates</b>                                                          | N/A                                                                                                                                                                                                                                                                                                                                                             |

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

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

**8. Annexes to the TOR**

- i) Links to any relevant (non-confidential) materials that may help candidates gain a better understanding of the office/unit/project context.
- j) Organigram of the office/unit/project indicating the position of the function (for internal use only).

**9. Approval**

**This ToR is approved by:**

This certifies the appropriateness of the functions to the NPSA contractual modality.

Name and Designation Anowarul Haq, Assistant Resident Representative (ARR), DGC Cluster

Date \_\_\_\_\_

Name and Designation Sonali Dayaratne, Deputy Resident Representative, UNDP Bangladesh

Date of Approval \_\_\_\_\_

  
**Sohel Ahmed**  
 Deputy Secretary  
 Economic Relations Division  
 Ministry of Finance  
 Govt. of the People's Republic of Bangladesh

#### **Annex 6: On-Granting Provisions Applicable to the Implementing Partner**

By the side of DP's contribution, the resource mobilization initiatives will be carried forward for the sustainability and scalability of the project.



**Sohel Ahmed**  
Deputy Secretary  
Economic Relations Division  
Ministry of Finance  
Govt. of the People's Republic of Bangladesh