

# Half-Yearly Progress Report

January – June 2022

**Title of Project: Knowledge for Development Management Phase II**

**Atlas Project ID: 00093428**

## List of Acronyms

K4DM Phase-II	Knowledge for Development Management Phase II
ERD	Economic Relations Division
UNDP	United Nations Development Programme
NPD	National Project Director
DPD	Deputy Project Director
NPM	National Project Manager
NIM	National Implementation Modality
A2i	Aspire to Innovation
UNOSSC	United Nations Office for South-South Cooperation
GEPDC	Global Partnership for Effective Development Cooperation
TAPP	Technical Assistance Project Proforma/Proposal
MoEWOE	Ministry of Expatriate Welfare and Overseas Employment
NRB	Non-resident Bangladeshis
NHDR	National Human Development Report
PEP	Policy Expert Pool
LDC	Least-Developed Country
COVID-19	Corona Virus
ADP	Annual Development Programme
SSC & TrC	South-South and Triangular Cooperation
SDG	Sustainable Development Goals
FYP	Five Year Plan

## Project Information

<b>Funded by:</b>	UNDP Track Fund (TRAC 1 & 2) and GoB Fund
<b>National Counterparts:</b>	Economic Relations Division, Ministry of Finance, Government of Bangladesh
<b>Partnerships:</b>	<p>Prime Minister's Office  Ministry of Foreign Affairs  Ministry of Public Administration,  General Economic Division, Planning Commission, Ministry of Planning  Ministry of Expatriates' Welfare and Overseas Employment  Civil Aviation Authority  Aspire to Innovation (A2i)  Bangladesh Investment Development Authority (BIDA)  Bangladesh Economic Zone Authority (BEZA)  Bangladesh Institute of Governance and Management (BIGM)  Bangladesh Public Administration Training Center (BPATC)  Institute of Public Finance, Bangladesh (IPF)</p>
<b>Project Locations:</b>	Dhaka, Bangladesh
<b>CPD Output:</b>	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.
<b>SP Output:</b>	<p>Output 2.1: Open, agile, accountable, and future-ready governance systems in place to co-create and deliver solutions to accelerate SDG achievement</p> <p>Output 2.4: Democratic institutions and processes strengthened for an inclusive and open public sphere with expanded public engagement</p>
<b>SDG Target:</b>	<p>Target 17.3: Mobilize additional financial resources for developing countries from multiple sources</p> <p>Target 17.6: Enhance North South, South South and triangular regional and international cooperation on and access to science, technology and innovation and enhance knowledge sharing on mutually agreed terms,</p> <p>Target 17.9: Enhance international support for implementing effective and targeted capacity building in developing countries to support national plans to implement all the sustainable development goals, including through North South, South South and Triangular Cooperation</p> <p>Target 17.17: Encourage and promote effective public, public private and civil society partnerships, building on the experience and resourcing strategies of partnerships</p>
<b>Project Starting Date (DD/MM/YYYY):</b>	01/01/2021

<b>Original Completion Date as per approved ProDoc (DD/MM/YYYY):</b>	31/12/2023	<b>Expected Completion Date as per revised ProDoc, if any (DD/MM/YYYY):</b>	N/A
<b>Project Total Budget (USD):</b>	3,148,900.00	<b>Fund Received (USD) till to date:</b>	1,000,000.00

## Narratives

### A. Key Results Achieved (Outcome Level)

List the top 1-3 key results that the project has achieved (January-June) of 2022.

- UNDP has supported the government in developing a learning platform in Economic Relations Division (ERD) that will allow ERD officials to enhance knowledge and skills, discuss different national and international issues related to external resource mobilization, increase the understanding and analytical capacity of ERD officials in critical policy issues of ERD, improved collaboration and coordination between the different wings of ERD, which will reduce duplication and replication of works in mobilizing external resources from traditional and alternative sources. [E1]
- UNDP has supported the government to organize two Seminars titled 'Economic Crisis in Sri Lanka: Lessons Learning for Other Countries' and 'National Budget 2022-23 from the Perspective of ERD.' The first seminar analysed the factors behind the economic fallout of Sri Lanka, identified what other countries like Bangladesh should take away from this lesson to develop better policies for avoiding similar consequences and recommended strategies the government should take through effective and result oriented fiscal policies and strengthening economic diplomacy. From the second seminar, a clear picture was drawn on the process of national budget formulation, a common understanding on the roles, responsibilities of ERD and mitigating challenges in implementation of the national budget. [E2, E3]
- UNDP supported the Government of Bangladesh to share best practices with UNOSSC office among which four best practices of Bangladesh has published in the 'South-South and Triangular Cooperation in least Developed Countries: From the Istanbul Programme of Action to Achieving Sustainable and Resilient Development', a special edition of the best practices on LDC Graduation by UNOSSC. The best practices highlight the achievements and innovative solutions of Bangladesh with the global community which will improve the country's image in global arena and help improve the engagement of Bangladesh in SSC&TrC. [E4]

[Not more than 2000 characters (with space)]

### B. Results Not Achieved (Outcome Level)

Within the reporting period (January-June) of 2022, no significant results could be achieved in the following areas:

- A Policy Expert Pool (PEP) was planned to be formulated which would contribute to evidence-based policy making. The process could not be initiated due to reservations of ERD Senior management on selecting the pool members without political biasness. The reservation arose from some concerns with the Eminent Persons Group's (EPG) policy recommendations during the first phase of the project. However, ERD senior management is trying to find out an alternative modality for engaging subject matter experts.
- A Strategic framework with innovative tools for mobilizing external resources was planned to be developed. But due to time constraints, this result could not be achieved.

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### C. Output Level Results

Results Achieved

Results Not Achieved

State output level result that has been achieved [Not more than 500 characters (with space)]	State output level result that has not been achieved [Not more than 500 characters (with space)]
As part of the capacity building initiative under Output-1, K4DM Phase-II organized 16 Inter Wing Peer Learning Sessions on different relevant issues in participation of 800 ERD officials from all 10 wings of ERD. In these sessions, different wings presented the mandate, roles, issues, challenges & mitigation strategies. Through the sessions, participants discussed on critical issues and provided recommendations for accelerating policy reform in economic diplomacy in the LDC graduation scenario.	A study on Training Need Assessment was planned to be conducted within this reporting period, but it could not be initiated as the senior management of ERD held the activity for the next quarter.
A seminar titled 'National Budget 2022 from the perspective of ERD' was organized in participation of 70 government officials where the keynote presentation covered the steps in the formulation process of national budget, the factors that are taken into consideration, different projections, assumptions and challenges along with mitigation strategies of the National Budget 2022-23. The seminar enabled ERD officials in critically analyzing the budget to identify their role in implementation.	An exposure visit was planned to be organized for the ERD officials with an objective to learn challenges, opportunities and way forward of LDC graduation from a LDC graduated country and a peer LDC country. But the exposure visit could not be organized due to the changes in government policy on foreign tour considering the global and country's economic situation.
K4DM Phase-II organized a Seminar on 'Economic Crisis in Sri Lanka: Lessons Learning for Other Countries' where in the keynote presentation identified the key factors to be responsible for the crisis as reduced revenue from vat-tax, reformation of agricultural policy, collapse of tourism, trade and remittance during Covid-19 pandemic, terrorist attacks and excess borrowing from International Sovereign Bond as well as the lessons learned for Bangladesh from it for better policy making.	A national level workshop was designed to share the recent successes, lessons learned and future plan of South-South and Triangular Cooperation (SSC&TrC). This programme could not be organized considering the busy schedule of officials from different ministries due to June closing works.
<b>D. Gender</b> [mandatory for GEN2 and GEN3 projects]	
<p>Briefly narrate Project's contribution to achieving gender equality</p> <ul style="list-style-type: none"> <li>A fundamental component of K4DM Phase-II is to drive greater gender equality and provide further opportunities, upskilling and career advancement for women in the ERD. In addition, gender equality is promoted across the gender divide with K4DM Phase-II encouraging institutions to promote a greater understanding of contemporary gender equality issues with programme participants. For example, the Capacity Development to perform gender equality and equity courses to promote women's empowerment are the key performance indicators of the K4DM Phase-II activities. Within the reporting period, an average of 35% women participated in different programme activities.</li> </ul> <p>[Not more than 800 characters (with space)]</p>	
<b>E. Leave No One Behind (LNOB)</b> [if any]	
<p>Please insert Project's achievement in LNOB including but not limited to disability, ethnicity, transgender etc. (if applicable).</p> <ul style="list-style-type: none"> <li>Include bullet points if needed</li> </ul>	

[Not more than 700 characters (with space)]

### F. Innovation (if any)

Narrate innovative initiatives undertaken by the project during the reporting period (if any).

- An innovative learning system has been introduced at ERD which is supporting ERD officials in learning from peer officials on different economic policy issues focusing on external resource mobilization and economic diplomacy. This innovation will work as a continuous learning process alongside the traditional capacity building methods and will be sustainable through increased cooperation among the wings of ERD.
- A web-based knowledge hub titled 'South-South Knowledge Hub' is in development process which will help the Government of Bangladesh in developing a center of excellence for knowledge generation and creating a space to share knowledge among the developing countries. The main purpose of this knowledge hub is to strengthen the SSC&TrC issues by sharing policy recommendations and best practices from the platform both nationally and internationally including the UN system, development partners and private sector.

[Not more than 800 characters (with space)]

### G. Resource Mobilization (if any)

Narrate initiatives undertaken towards resource mobilization (if any).

The project formally started in April 2022 and could implement a few activities which attained small scale results within this reporting period. The project had limited scope and time to explore undertaking any initiative related to resource mobilization.

[Not more than 800 characters (with space)]

### H. Monitoring

Within this quarter, the project team has captured relevant lessons and used to inform the management decisions. Quarterly report for the first Quarter of 2022 and ROAR report of 2021 have been developed and submitted to UNDP CO. [E5]

[Not more than 800 characters (with space)]

### I. Project Risks & Mitigation Measures

SI	Project Risk <sup>1</sup>	Risk Category and Sub-category <sup>2</sup>	Likelihood (High/Substantial Moderate/Low) <sup>3</sup>	Mitigation Measure
1	<p><b>Event:</b> Delay in nomination of project governance.</p> <p><b>Cause:</b> After the delayed TAPP approval in December 2021, ERD took longer time for nominating the project governance and</p>	<p>4. Organizational</p> <p>4.1. Governance</p>	High	Continuous advocacy between UNDP and UN Wing to pursue the ERD senior management to nominate the project governance within the quickest time, organized PIC and PSC meetings respectively and implemented planned activities as much as possible.

<sup>1</sup> Please make sure to include Social and Environmental risks

<sup>2</sup> Use the 'ERM Risk Categories Sub-categories' as a reference

<sup>3</sup> Use the 'Risk Matrix' as a reference

	nominated the NPD and DPD in End of March 2022. <b>Impact:</b> As a result, project initiated in the second quarter (April 2022) and could not implement most of the planned activities.			
2	<b>Event:</b> Unclarity of implementation modality. <b>Cause:</b> Concerns on NIM and DIM Implementation modality for the project of ERD. <b>Impact:</b> Delay in implementation.	7. Strategic 7.4. Roles and responsibilities among partners  6. Regulatory 6. .1. Changes in the regulatory framework within the country of operation	High	Series of meetings and discussions between Governance cluster, partnership cluster and UNDP senior management with UN Wing of ERD held to develop a common understanding of NIM and DIM modalities.

## J. Challenges, Issues and Remedial Actions

SI	Challenges and Issues	Remedial Action
1	ERD wants to introduce fiscal year (July-June) for project financial activities instead of calendar year (January-December).	The project has adopted a dual reporting method to facilitate both reporting system.
2	Implementing activities under 'Output-4: Engagement of Non-resident Bangladeshis with the government improved' could not be possible due to shift in allocation of business of ERD and MoEWOE.	The project will provide required technical and knowledge support to the MoEWOE for implementing activities related to NRB engagement.

## K. Lessons Learned

<ul style="list-style-type: none"> <li>Provide the list of lessons learned <b>[Not more than 450 characters (with space) for each lesson learned]</b></li> </ul>
<ul style="list-style-type: none"> <li>Knowledge generation for managing development was never given serious consideration by the policymakers and an individual project focusing on knowledge management could not be materialized if the policymakers are not sensitized.</li> </ul>
<ul style="list-style-type: none"> <li>Collaboration through SSC&amp;TrC programme may play a key role to effectively mobilise resources, identify where resource gaps exist and develop strategies to leverage private sector for alternative sources of knowledge and resources for SDG implementation.</li> </ul>
<ul style="list-style-type: none"> <li>Collaborative learning has engaged all ERD Officials in subject specific discussion with peers. It has developed teamwork and communication skill and assimilated multiple views to deepen knowledge and promoted critical thinking among the ERD officials of all 10 wings.</li> </ul>
<ul style="list-style-type: none"> <li>Some knowledge gaps in project management modality (NIM/DIM) facilitated delay in project inception.</li> </ul>

**L. Evidence** (Please list the evidence used in writing the narrative section of the report)

SI	Title of the Evidence	Author	Date of Publication	Page number	Link
E1	Report on Inter Wing Peer Learning Sessions	K4DM Phase-II	15 July 2022	1-78	<a href="#">Report on Inter Wing Peer Learning Sessions.pdf</a>
E2	Report of the Seminar on Sri Lanka Crisis	K4DM Phase-II	20 May 2022	1-4	<a href="#">Report of the Seminar on Sri Lanka Crisis.pdf</a>
E3	Story on the Seminar on National Budget from the perspective of ERD	K4DM Phase-II	30 June 2022	1	<a href="#">Story on the Seminar on National Budget from the perspective of ERD.pdf</a>
E4	UNOSSC-LCDs-EN-WEB	UNOSSC	February 2022	56, 76, 128 & 136	<a href="#">UNOSSC-LCDs-EN-WEB.pdf</a>
E5	2022_Q1_Progress_Report_20.04.22_K4DM Phase II	K4DM Phase-II	24 April 2022	1-13	<a href="#">2022_Q1_Progress_Report_20.04.22_K4DM Phase II.pdf</a>



## Indicator Progress

<b>Output 1: Institutional approach for capacity building adopted</b>				
<b>Indicator</b>	<b>Baseline</b>	<b>End of Project Target</b>	<b>Annual Target (2022)</b>	<b>Progress (Q1+Q2-2022)</b>
<b>1.1.1:</b> Number of formal training courses delivered by e-Centre for capacity development	0 (2020)	13 (December 2023)	5 (December 2022)	16 (June 2022)
<b>1.1.2:</b> Number of follow-up courses provided by e-Centre for capacity development after formal training courses	0 (2020)	13 (December 2023)	5 (December 2022)	0 (June 2022)
<b>1.1.3:</b> Number of government officials who attained a good understanding of contents delivered by e-Centre for capacity development	0 (2020)	320 (Male:224, Female: 96) (December 2023)	120 (Male: 84, Female: 36) (December 2022)	800 (Male: 520, Female: 280) (June 2022)
<b>1.1.4:</b> Number of early career government officials who attained a good understanding of gender equality and equity through a training course delivered by e-Centre for capacity development <sup>4</sup>	0 (2020)	80 (Male: 56, Female: 24) (December 2023)	30 (Male: 21, Female: 9) (December 2022)	0 (June 2022)
<b>1.1.5:</b> Percentage of government officials participating in a training course at e-Centre for capacity development who have reflected their learning in their actual work after training	0% (2020)	46% (December 2023)	40% (December 2022)	0 (June 2022)
<b>Output 2: Enabling environment for evidence-based policymaking strengthened</b>				
<b>Indicator</b>	<b>Baseline</b>	<b>End of Project Target</b>	<b>Annual Target (2022)</b>	<b>Progress (Q1+Q2-2022)</b>
<b>1.2.1:</b> Number of government officials who have a good understanding of data analytics and evidence-based policymaking <sup>5</sup>	TBD (2020)	165 (Male: 116, Female: 49) (December 2023)	50 (Male: 35, Female: 15) (December 2022)	0 (June 2022)

<sup>4</sup> Level of understanding: Based on the score that a participant will obtain in a short test after undertaking a training course; 69 and below = "Poor/ Inadequate understanding" and 70 and above = "Good understanding"

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

<b>1.2.2:</b> Number of data analytical outputs generated by a Centre for Data Analytics for evidence-based policymaking	0 (2020)	19 (December 2023)	6 (December 2022)	0 (June 2022)
<b>1.2.3:</b> Number of government policies backed up by data generated through a Centre for Data Analytics	0 (2020)	2 (December 2023)	1 (December 2022)	0 (June 2022)
<b>1.2.4:</b> Number of government records which have been stored in ERDPEDIA	3,000 (2020)	3,300 (December 2023)	100 (December 2022)	0 (June 2022)
<b>1.2.5:</b> Number of subject matter experts available in Policy Expert Pool (PEP)	0 (2020)	50 (Male: 25, Female: 25) (December 2023)	15 (Male: 8, Female: 7) (December 2022)	0 (June 2022)
<b>1.2.6:</b> Number of policy briefs published and shared with relevant ministries and other stakeholders	0 (2020)	12 (December 2023)	4 (December 2022)	0 (June 2022)
<b>1.2.7:</b> Number of NHDR published by ERD	0 (2020)	2 (December 2023)	0 (December 2022)	0 (June 2022)
<b>Output 3: External resource mobilization capacity strengthened</b>				
<b>Indicator</b>	<b>Baseline</b>	<b>End of Project Target</b>	<b>Annual Target (2022)</b>	<b>Progress (Q1+Q2-2022)</b>
<b>2.1.1:</b> To what extent External Resource Mobilization Strategy developed and adopted by ERD <sup>6</sup>	0 (2020)	3 (December 2023)	2 (December 2022)	0 (June 2022)
<b>2.1.2:</b> Number of Resource Mobilization plans developed by wings of ERD	0 (2020)	9 (December 2023)	4 (December 2022)	0 (June 2022)
<b>2.1.3:</b> To what extent Bangladesh Branding Strategy developed by ERD for promotion of good practices in relation to national development within and outside Bangladesh <sup>7</sup>	0 (2020)	2 (December 2023)	1 (December 2022)	0 (June 2022)
<b>2.1.4:</b> Number of funding commitments secured from development partners through international aid forum supported by the project	0 (2020)	3 (December 2023)	0 (December 2022)	0 (June 2022)

<sup>6</sup> Score 0: "No" - No national external resource mobilization strategy available. Score 1: "Institutional setup" - A multidisciplinary and multi-agency expert team established. Score 2: "Draft strategy developed" - Draft national external resource mobilization strategy developed. Score 3: "Strategy submitted" - National resource mobilization strategy submitted to ERD for its endorsement.

<sup>7</sup> Score 0: "No" - No Bangladesh branding strategy with focus on resource mobilization available. Score 1: "Draft strategy developed" - Draft Bangladesh branding strategy developed with good practices, Score 2: "Strategy submitted" - Bangladesh branding strategy submitted to ERD for its endorsement.

<b>Output 4: Engagement of NRBs with the Government improved</b>				
<b>Indicator</b>	<b>Baseline</b>	<b>End of Project Target</b>	<b>Annual Target (2022)</b>	<b>Progress (Q1+Q2-2022)</b>
<i>2.2.1: Number of NRBs who received services from NRB booths established in international airports in Bangladesh</i>	0 (2020)	750 (Male: 525, Female: 225) (December 2023)	200 (Male: 140, Female: 60) (December 2022)	0 (June 2022)
<i>2.2.2: Number of active NRBs listed on NRB Database</i>	0 (2020)	100 (Male: 80, Female: 20) (December 2023)	30 (Male: 24, Female: 6) (December 2022)	0 (June 2022)
<i>2.2.3: Number of NRBs who attended conference/convention held within and outside Bangladesh for promotion of national development</i>	0 (2020)	220 (Male: 154, Female: 66) (December 2023)	80 (Male: 56, Female: 24) (December 2022)	0 (June 2022)
<i>2.2.4: Number of projects engaging NRBs in national development</i>	13 (2020)	35 (December 2023)	7 (December 2022)	0 (June 2022)
<b>Output 5: Institutions and modality for South-South &amp; Triangular Cooperation strengthened</b>				
<b>Indicator</b>	<b>Baseline</b>	<b>End of Project Target</b>	<b>Annual Target (2022)</b>	<b>Progress (Q1+Q2-2022)</b>
<i>2.3.1: Number of partnerships established by ERD for the promotion of SSTC</i>	2 (2020)	10 (December 2023)	3 (December 2022)	0 (June 2022)
<i>2.3.2: Number of best practices of national development disseminated through international/national SSTC events</i>	0 (2020)	14 (December 2023)	6 (December 2022)	4 (June 2022)
<i>2.3.3: Number of Bangladeshi youth members involved in international SSTC forums</i>	0 (2020)	170 (Male: 85, Female: 85) (December 2023)	50 (Male: 25, Female: 25) (December 2022)	0 (June 2022)

## Financial Progress

Currency: USD

Output	Total Annual Budget (2022)	Budget for Q1+Q2 (2022)	Expenditure Q1+Q2 (2022)	Balance	Delivery Rate
Activity #1: Institutional approach for capacity building adopted	97,500	53,625	85,143	12,357	87%
Activity #2: Enabling environment for evidence-based policymaking strengthened	49,280	27,104	19,117	30,163	3%
Activity #3: External resource mobilization capacity strengthened	27,500	15,125	0	27,500	0%
Activity #4: Enhance working relationships with NRB expertise	6,000	3,300	0	6,000	0%
Activity #5: Institutions and modality for South-South and Triangular Cooperation strengthened	99,800	54,890	1,465	98,335	1%
Activity #6: Technical Assistance and Management Cost (Project Support Costs)	119,920	65,956	59,286	60,634	49%
<b>Grand Total</b>	<b>400,000</b>	<b>220,000</b>	<b>165,011</b>	<b>234,989</b>	<b>41%</b>

(As of 30 June 2022)

**Note: NUPRP Project has charged a total of USD 150,000 within this reporting period.**

## Annex

Please insert picture, case story or any other relevant information and illustration.



