

Clearance Certificate
Project Document (AWP)
or
Project /Budget Revision



SHORT TITLE: Knowledge for Development Management

PROJECT NUMBER: _____

Award ID: 00064036

Project ID: 00091143

(I) SUBMITTING PROGRAMME MANAGER: Marina Shawkat Ali

I have checked, and hereby certify, the following:

1. Reasons and justification for this revision are clearly indicated on the cover page.
2. All relevant parties are in agreement with the revision:
 - As is indicated in the justification, or
 - As per signature(s) obtained on the cover page, or
 - As per written agreement as has been referenced in relevant signature block.
3. An analysis of the budget increase/decrease (in case more than \$10,000) has been made and is attached.
4. The cover page and budget are according to standard format.

Signature: _____

Date: 23/1/20

Marina Shawkat Ali, National Project Manager

(II) CLUSTER HEAD:

Mahmuda Afroz

I have reviewed and hereby recommend approval of this Project Incitation Document/AWP/Budget revision.

Signature: _____

Date: 26.01.20

Mahmuda Afroz, Portfolio Manager (a.i.)
Governance Cluster, UNDP

(III) BUSINESS DEVELOPMENT AND PARTNERSHIP:

CLEARANCE FROM DESK OFFICER	CLEARANCE FROM ARR
<input checked="" type="checkbox"/> I have verified the attached submission and confirm that this PID/AWP/budget revision is in accordance with existing rules.	Recommendation for approval
<input type="checkbox"/> Justification for return	
Signature: <u>Faz</u> Date: <u>29/01/20</u>	Signature: <u>[Signature]</u> Date: <u>02.Feb.2020</u>

Recommended/Approved by DRR

Approved by RR

Note: Please return the Approved Budget Revision to RPMC, who should retain the original and forward a copy to the concerned Programme Manager for his/her file, as well as submission to national and, if applicable, UN agencies.

UNDP Bangladesh
2020 Annual Work Plan (AWP) Review Checklist

Award ID: 00064036 Project ID: 00091143 Title: Knowledge for Development Management

Format and General Issues:		Yes	No	N/A	Comments
1	Submitted AWP is prepared in Standard Prescribed Format including AWP cover page	✓			
2	Atlas codes correctly mentioned (Award ID, Project ID, and Project title, Donor, Account, Fund etc.)	✓			
3	AWP Planning meeting conducted	✓			
4	Minutes of the Appraisal/Review meeting attached	✓			
5	Annual/Mid year Review Meeting conducted	✓			
6	Annual HR, Procurement and Communications plans are prepared and attached with AWP	✓			
7	Resources are available to support the AWP	✓			
8	AWP is approved by the Implementing Partner, if applicable	✓			
9	AWP is endorsed/agreed by the Project Board/Steering Committee, if applicable	✓			
10	Signature of the Project Manager/NPD available in the AWP	✓			
Results Related Issues:		Yes	No	N/A	
1	The AWP reflects overall priorities of the year	✓			
2	The activities are clearly defined (indicate what exactly will be done, to the point with expected timelines by quarter)	✓			
3	The activity lines spell out the geographic location wise intervention			✓	
4	Possible areas of collaboration with other projects have been considered in project activities	✓			
5	Outputs and activities are aligned to the UNDAF, CPD and project document (The listed activity/s can be directly attributed to the achievement of the expected country programme outputs)	✓			
6	The activity/s implemented with CSOs, academic institutions, other quasi-Governmental institutions, and other UN agencies as implementing partners are reflected in the work plans	✓			
7	A one page summary of intended/achievable results is attached	✓			
8	The Outcome / Intermediate Outcomes and Outputs are correctly entered as per the language in the Results	✓			
9	M&E plan attached and adequately budgeted in the AWP	✓			
10	Field monitoring plan attached (for field-based project only)			✓	
11	Risk Log, Issue Log, monitoring Log updated in ATLAS and attached with AWP	✓			
12	Gender Marker is attributed in ATLAS	✓			
13	Lessons learned have been incorporated in the AWP, as per the last APR minutes	✓			
14	Baseline, Target and Deliverables for 2020 are aligned to the Results Framework	✓			
15	Baseline data for each indicator have been collected	✓			
16	Annual target for each indicator has been set	✓			
17	3 to 5 annual key results have been identified and attached	✓			
18	The Targets and baselines are gender-disaggregated where a population group is being measured			✓	
19	Articulation of results of the AWP has followed the SMART and RBM guidelines	✓			
20	Assumptions and risks specific to each output and outcome is contextualised and clearly spelt out	✓			
21	Knowledge Management has been planned and budgeted	✓			
22	Generation and use of evidence - from monitoring, research and/or evaluation - has been considered	✓			
23	The Budget comply with the spirit of Results Based Budgeting (RBB)	✓			
Resources Related Issues:		Yes	No	N/A	
1	Total proposed budget for the AWP does not exceed approved total project budget	✓			
2	The AWP budget is within the scope of the funds availability/commitment (available Cash + Commitment)	✓			
4	Appropriate provisions are available according to the AWP Commissioning memo (Common cost, GMS, DPC, Communication, M&E etc.)	✓			
5	Updated list of Equipment assets with the project/Programme showing UNDP assets			✓	
6	The summary page reflects the resources	✓			

Remarks/Comments (including justification for returning to Programme cluster):

<p>Reviewed by</p> <p><i>27-01-20</i></p> <p><i>Document Plan not matched with submission date</i></p> <p><i>Under HR Plan PM contract extension date should align as per AWP document.</i></p> <p><i>28/01/20</i></p> <p><i>Observation</i></p>	<p>Recommended by</p> <p><i>Md. Mozammel Haque</i></p> <p>Policy and Coordination Specialist Democratic Governance Portfolio UNDP Bangladesh</p> <p><i>27.01.20</i></p>
<p>Cleared by Programme Cluster:</p> <p>✓</p> <p><i>Mahmuda Afroz</i> Portfolio Manager, a.i. Governance Portfolio UNDP Bangladesh.</p> <p>Date: <i>27.01.20</i></p>	<p>Cleared by Partnerships Cluster:</p> <p><i>29/01/20</i></p> <p>Date:</p>
<p>Signed by DRR/RR:</p> <p><i>[Signature]</i></p>	<p>Date: <i>5/2/2020</i></p>

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United Nations Development Programme

Budget revision- " F "

UNDAF Outcome(s)/Indicator(s): (Link to UNDAF outcome., If no UNDAF, leave blank)	Pillar 1: Efficient and evidence based public service delivery for better governance practices
Expected Outcome(s) /Indicator (s): (CPAP outcomes linked to the MYFF goal and service line)	1.4 Civil service has greater institutional capacity and better business process 1.6. Authorities from the Government and non-Government sectors make better use of technology to benefit underserved communities
Implementing partner:	UNDP
Responsible parties:	ERD, Ministry of Finance & UNDP

Brief Description

The K4DM Programme, a joint initiative of the GoB and UNDP Bangladesh is being undertaken in the context of the UNDAF Action Plan during the period 2014-16. In the context of declining ODA and increased emphasis on results, the project aims to a) simplify programming procedures and improve knowledge management, b) promote new knowledge and resource partnerships under the canopy of South-South and Triangular as well as Public-Private Partnership modality and c) support a common expert pool, strategic knowledge generation and innovative programming. The project aims to work in conjunction with UNDP supported 'Aid Effectiveness' project at the ERD and the 'Support to Sustainable and Inclusive Planning' project at the GED to achieve its objectives. The project will be mainly anchored in the UN wing of ERD but will seek to reach out to all Implementing Partners including line ministries, 'for-profit' and 'not-for-profit' entities, civil society and think tanks, academia, eminent personnel and grassroots and ultimately create an inclusive ecosystem to enable attainment of results stipulated in the UNDAF, especially in the area of UNDP supported results.

The pro-doc was signed by ERD in 28 September 2014 with the project duration from September 2014 till August 2017 and the TPP of the project was approved by the Planning Commission in July 2015 with the project duration from January 2015 to December 2017. The Project then extended till June 2020 consequently in 5th, 6th, 7th and 8th Executive Board meeting.

Programme Period: September 1, 2014 – June 30, 2020
 Programme Component: Coordination, collaboration and support for transformational results
 Project Title: Knowledge for Development Management (K4DM) for ERD UN wing Project.
 Award ID: **00064036**
 Project ID: **00091143**
 Project Duration: September 1, 2014 – June 30, 2020
 Management Arrangement: National & Direct Implementation

Summary of UNDP and cost-sharing inputs [as per attached budget)

Total Resources required	:	\$3,000,000
Total allocated resources	:	\$ 1,063,776
<ul style="list-style-type: none"> • Regular • Other : <ul style="list-style-type: none"> ○ Donor _____ ○ Government _____ 		
Unfunded budget	:	\$1,936,224
In-kind Contribution	:	_____

Justification for Budget Revision:

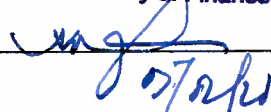
K4DM has been extended till June 2020 thus the budget has been revised as per the decision of the Project Executive Board Project held on 8th December 2019. To rearrangement of resources with an effort to set a more realistic target with best estimated expenditure plan from Jan- June 2020 total amount of US\$ 145,500 considering the programme activities.

Agreed by
 (Designated Officials of the Implementing Partner):


Sultana Afroz
 Additional Secretary
 National Project Director
 K4DM Project
 ERD, Ministry of Finance

Date 23/01/2020

Approved by
 (UNDP Bangladesh)



Date _____

AWP Review Checklist

Cluster Name : **Governance Cluster**

Project ID : **00091143**

Title: **Knowledge for Development Management (K4DM) Project**

A. Format and General Issues:

01	Submitted AWP has been prepared in Standard Prescribed Format	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
02	Project Title, Atlas Award & Project IDs are correctly mentioned/quoted	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
03	AWP Planning Workshop conducted	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
04	Annual Review Meeting conducted	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
05	Minutes of the Appraisal/Review meeting attached	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
06	Annual HR and Procurement Plans developed and attached with the AWP	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
07	Multiyear Resource/Budget Matrix attached with the AWP	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
08	AWP approved by the Implementing Partner, if applicable	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
09	AWP endorsed/agreed by the Project Board/Steering Committee, if applicable	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
10	Signature of the Project Manager/NPD available in the AWP	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
11	Designation of signatory for FACE has been made	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
12	Any Equipment or large equipment components worth more than \$1m	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>

B. Results Related Issues:

01	The AWP reflects overall priorities (National, UN and UNDP)	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
02	Outputs and activities are aligned to the UNDAF, CPAP, CPD and project document	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
03	A one page summary of intended/achievable results is attached	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
04	M&E plan attached and adequately budgeted in the AWP	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
05	Lessons learned have been incorporated in the AWP, as per the last APR minutes	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
06	Baseline, Target and Deliverables have been mentioned properly	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
07	Articulation of results of the AWP has followed the SMART and RBM guidelines	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>

C. Resources Related Issues:

01	Total proposed budget for the AWP does not exceed approved total project budget.	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
02	The AWP budget is within the scope of the funds availability/commitment.	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
03	CS Agreement available for the Proposed Non-Core Resources.	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
04	Appropriate provisions for GMS have been made at the Atlas Activity level.	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
05	Atlas Codes (Donor, Account, Fund etc.) are consistently/properly used	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
06	The summary page reflects the resources	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
07	Provision of resources has been made for each of the planned activities/actions	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
08	The Budget comply with the spirit of Results Based Budgeting (RBB)	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>

D. Remarks/Comments/Justification for Returning to Cluster:

General and Resource Section
Reviewed by

Programme Analyst/Associate

Results Section Reviewed by

Programme Specialist

Cleared by

Cluster Coordinator

Md. Mozammel Haque
Policy and Coordination Specialist
Democratic Governance Portfolio
UNDP Bangladesh

Mahmuda Afroz
Portfolio Manager, a.i.
Governance Portfolio
UNDP Bangladesh

26.01.20.

26.01.20
Hamidur Rahman

Annual Work Plan (AWP) for 2020									
UNDP									
Empowered lives. Resilient nations.									
Knowledge for Development Management (K4DM) for ERD UN Wing									
OUTCOME 1: Efficient and evidence based public service delivery for better governance practices									
OUTPUT 1.4: Civil service has greater institutional capacity and better business process									
OUTPUT 1.6: Authorities from the Government and non-Government sectors make better use of technology to benefit underserved communities									
(b) Improving social policies and programmes, with a focus on good governance and structural inequalities									
Output 2.1: Civil society, interest groups, relevant government agencies and political parties have tools and knowledge to set agendas and to develop platforms for building consensus on national issues									
PLANNED ACTIVITIES									
Activity Results are the Outputs of the Project and Activities are the activities for achieving each output- not to be included in Atlas									
1. Activity Result: Creation of a Repository of UNDP supported project related information									
Activity 2.1. Scanning of documents and uploading in the Information Repository system.									
Activity 2.2: Procurement of IT Equipment for activating the Information Repository and Strengthening of ERD									
Activity 2.3 Training courses (refreshers course and training for newly posted officers) on information repository and training for ERD officials and officials of line ministries									
Activity 2.4 Support to ERD in administration and improvement of ERDPEDIA, the information repository of ERD									
1. Activity Result: ERD's capacity to attract South-South/Triangular partnership and to engage private sector in development cooperation increased.									
Activity 6.1: Support to ERD in smooth functioning of the recently established South-South Cooperation Cell (hiring national consultant for 5 months)									
Activity 6.2: Organizing advocacy meeting, seminar, dialogue of the South-South cooperation cell for developing South-South cooperation framework & Training for ERD Officials & SS focal points of line ministries									
2,500.00									
2,500.00									

Sultana Afroz
Sultana Afroz
 Additional Secretary
 National Project Director
 K4DM Project
 ERD, Ministry of Finance

EXPECTED OUTPUTS	PLANNED ACTIVITIES				Planned Budget		
	Activity Results are the Outputs of the Project and Activities are the activities for achieving each output- not to be included in Atlas	Q1	Q2	Response Party	Fund Code	Donor	Budget Code
Components or major interim Results of the project; To be shown as Activities in Atlas Indicators: (i) Scope and areas of South-South and Triangular cooperation identified (ii) Business case for collaboration in each area developed; (iii) South-South partnership promoted.	Activity 6.3: Organize Regional Conference on South-South Cooperation/conference/exhibition of best practices of development solutions for promotion of South-South Cooperation	x	x	UNDP	4000	UNDP	75700
	Activity 6.4: Strengthening South-South cooperation networking	x	x	NEX	4000	UNDP	75700
	Activity 6.5: Support to ERD with logistics and equipments for SSC Cell (Desk top Computer and Furniture)	x	x	UNDP	4000	UNDP	72200
Total of Atlas Activity # 6							16,100.00
Component B: Collaboration for Transformational Results Atlas Activity # 4: Strategic research/collaboration supported Baseline: No support for strategic research/collaboration	1. Activity Result: Knowledge partnership with civil society/think tanks and systems of regular consultation with grassroots institutionalized	x	x	NEX	4000	UNDP	75700
	Activity 4.1: Conduct a Research on "How to forge a smart partnership between public, private and community sectors"- defining various collaboration models to be used for the success of K4DM project.	x	x	UNDP	4000	UNDP	71300
	Activity 4.2: Publication of policy recommendations of the thematic dialogues	x	x	UNDP	4000	UNDP	74200
	Activity 4.3: Hiring national consultant for Project Designing K4DM Phase II. (1 Nat. Consultant + 1 Int. Consultant)	x	x	UNDP	400	UNDP	71300
	Activity 4.4: Organize a Retreat involving ERD UN Wing, K4DM staff, UNDP Officials (selected) and Project Partners	x	x	UNDP	4000	UNDP	75700
	Activity 4.5: Organize consultations, presentation and Board Meeting for finalizing Pro. Doc.	x	x	UNDP	4000	UNDP	75700
	Activity 4.6: Hiring national consultant for revise the TPP for K4DM Project	x	x	UNDP	400	UNDP	71300
	Activity 4.7: Organize an event for showcasing achievements of K4DM involving the development partners for mobilizing resources	x	x	UNDP	4000	UNDP	75700
	Activity 4.8: Activities contributing to gender equality and joint programmes	x	x	UNDP	4000	UNDP	75700
Total of Atlas Activity # 4							36,500.00
Component B: Collaboration for Transformational Results Atlas Activity # 1: Programming Manuals Revised and Implemented Baseline: Programming manuals revised but not approved by Government Indicators: (i) Joint task team of ERD,	1. Activity Result: Revised NEX manual and other programming manuals/practices related to project approval/revision/monitoring reflecting relevant changes in corporate guidelines, GoB policies, and local context	x	x	UNDP	4000	UNDP	75700
	Activity 1.1 : Organizing workshop with ERD officers to explore new idea on gender to be included in the new phase of the project.	x	x	UNDP	4000	UNDP	75700




Suitana Afroz
Additional Secretary
National Project Director
K4DM Project
ERD, Ministry of Finance

EXPECTED OUTPUTS		PLANNED ACTIVITIES				Planned Budget		Amount (USD)
Components or major interim Results of the project; To be shown as Activities in Atlas		imefram	Respon sible Party	Fund Code	Donor	Budget Code	Budget Description	
line ministry and UNDP constituted operationalized; (ii) The revised NIM manual approved by GoB and UNDP; (iii) Revised SOP for managing UN assistance at the country level established; (iv) Compliance to NIM and other procedures improved	Activity Results are the Outputs of the Project and Activities are the activities for achieving each output- not to be included in Atlas							
Total of Atlas Activity # 1								1,500.00
Component A: Coordination for Transformational Results	1. Activity Result: ERD take lead to coordinate between various donor led and government interventions in the areas of UNDP interventions and partner UNDP to mobilize resources from both government and non-government sources							
Atlas Activity # 3: Collaboration on resource mobilization strengthened	Action 3.1: Organizing workshop / training for strengthening ERD's officials's capacity besed on the need and requirement							
Baseline:Collaboration on resource mobilization weak	Activity 3.2: Conducting study for identifying priority areas for strengthening ERD's capacity with relation to economic diplomacy, aid coordination, aid utilization etc.							
Indicators: (i) Scope and areas of collaboration for resource mobilization identified; (ii) Business case for collaboration in each area developed;								
Total of Atlas Activity # 3								1,000.00
Component B: Collaboration for Transformational Results	1. Activity Result: ERD leverages non-resident Bangladeshi experts and other international experts to bridge knowledge gaps							
Atlas Activity # 5: Platform for engagement with NRBs established	Activity 5.1: Support ERD in smoothly functioning of the NRB Cell (hiring national consultant for 6 months)							
Baseline: No platform for engagement with NRBs	Activity 5.2: Implementation of recommendations of NRB International seminar and development of physical or virtual platform for NRB engagement							
Indicators: (i) Number of entries collected in Expertise Directory; (ii) Number of Bangladeshis expatriates invited and supported for contributing their expertise on issues of national importance;	Activity 5.3: Printing NRB KSA Report							
	Activity 5.4: Know Bangladesh programme for the 3rd generation Bangladeshis							
	Activity 5.5: Evaluation of reform measures to create enabling environment for the engagement of NRBs in the development process of Bangladesh							

Sultana Afroz
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 Additional Secretary
 National Project Director
 K4DM Project
 ERD, Ministry of Finance

EXPECTED OUTPUTS		PLANNED ACTIVITIES		Timeframe		Responsible Party	Fund Code	Planned Budget		
Components or major interim Results of the project ; To be shown as Activities in Atlas	Activity Results are the Outputs of the Project and Activities are the activities for achieving each output- not to be included in Atlas	Q1	Q2	Donor	Budget Code			Amount (USD)		
	Activity 5.6: Observance of International Expatriate Day	x	x	UNDP	4000	Training, Workshops and Confer	75700	-		
	Activity 5.7:Set up information desks/booths at the various embassies	x	x	UNDP	4000	Printing and Publication	74200	1,000.00		
	Activity 5.8: Need based Training, Workshop and study tour	x	x	UNDP	4000	Training, Workshops and Confer	75700	8,000.00		
	Activity 5.9: Support to NRB Cell with required equipment (Desk top Computer and Furniture) for its' sustainability	x	x	UNDP	4000	Equipment & Furniture	72200	1,500.00		
	Activity 5.10 Support to ERD in administration For NRB Cell (One Post)	x	x	UNDP	4000	INTERNSTIP	71350	-		
Total of Atlas Activity # 5									13,700.00	
Component C: Support to Transformational Results	1. Activity Result: Support preparation of NHDR and other strategic ad-hoc researches necessary to review progress towards Human Development in Bangladesh									
Atlas Activity # 8: Strategic mechanisms to review progress towards Human Development Established	Activity 8.1: Organize meetings of Advisor's committee and writer's pool for Developing NHDR	x	x	NEX	4000	Training, Workshops and Confer	75700	1,000.00		
Baseline: No strategic mechanisms to review progress towards Human Development				UNDP	4000	Printing and Publication	74200	1,000.00		
Indicators: (i) Concept paper for the Report prepared;		x	x	UNDP	4000	Local Consultants	71300	14,000.00		
Related CPD Outcome: 1.1. The Government has knowledge and skills to better target remaining pockets of poverty and expand opportunities for women to contribute to and benefit from economic progress	Activity 8.3: Hiring national consultant Support to Advisor's committee and writer's pool for Developing NHDR (Six Month)									
Total of Atlas Activity # 8									16,000.00	
Atlas Activity # 10: (Project Support Costs): Administrative, operational and	10.1 Activity Result: Technical support from project staff	x	x	UNDP	4000	Contractual Services- Individual- (Project Co)	71400	21,000.00		
	10.2 Project Support Specialist (Admin, Finance And Logistics)	x	x	UNDP	4000	Local Consultants	71300	14,000.00		
		x	x	NEX	4000	Stationaries and other Supplies	72500	1,200.00		
		x	x	UNDP	4000	Stationaries and other Supplies	72500	1,800.00		
	10.3 Office mantanance and Oprationalize day to day Activities	x	x	UNDP	4000	IT Equipment	72800	1,000.00		
		x	x	NEX	4000	Training, Workshops and Confer	75700	1,000.00		
		x	x	UNDP	4000	Miscellaneous	74500			
		x	x	UNDP	4000	Rental & Maint of Other Equip	73400	7,000.00		

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EXPECTED OUTPUTS		PLANNED ACTIVITIES		Planned Budget		
Components or major interim Results of the project; To be shown as Activities in Atlas	Activity Results are the Outputs of the Project and Activities are the activities for achieving each output- not to be included in Atlas	Timeframe		Fund Code	Budget Code	Amount (USD)
		Q1	Q2			
	10.4 Quarterly newsletters focusing the progress of the project results, and Communication	x	x	4000	74200	1,000.00
		x	x	4000	74100	1,000.00
		x	x	4000	74500	1,000.00
		x	x	4000	74500	1,660.00
		x	x	4000	74300	100.00
		x	x	4000	74300	224.00
		x	x	4000	64300	6,216.00
Total of Atlas Activity # 10						58,200.00
Total 2020 Project Budget:						145,500.00
Total Budget by Output						
	Output					
	Output-1					1,500.00
	Output-2					2,500.00
	Output-3					1,000.00
	Output-4					36,500.00
	Output-5					13,700.00
	Output-6					16,100.00
	Output-8					16,000.00
	Output-10					58,200.00
	Total:					145,500.00
DONORS:						
CORE/TRAC FUND						
Total Programmable Budget						
Implementing Agency						
UNDP DCOS :						
NIM DP :						
NIM :						
Total Project Budget:						
This Annual Work Plan (AWP) is based on Results Management Guidelines (RMG) of UNDP. Once signed by UNDP and the Implementing Partner, the plan authorizes the responsible parties and project management to manage available resources and achieve set results.						
Project Manager		Government Counterpart				
Signature and Date		Title, Signature & Date				
 Marina Shaukat Ali National Project Manager K4DM Project		 Sultana Afroz Additional Secretary National Project Director National Project Director ERD, Ministry of Finance				
 Sudipto Mukherjee Resident Representative JINTDP Bangladesh						

Multi-Year Budget with UNDP Multi Year Budget- 2020 2014-2020																		Country Bangladesh	Budget Type Version/Status	amount in US\$
Award ID: 64036 Award Title : Development Effectiveness Project ID : 00091143 Project Title : Knowledge for Development Management (K4DM)																				
Budgetary Account				Exp. Account		Activity ID	Imp. Agent		Fund		Donor		Amount in USD							
Code	Description	Code	Description	Code	Description		Code	Description	Code	Description	2014 (4 M)	2015	2016	2017	2018	2019	Total			
71200	Intnl Cnslts	71200	International Consultants	ACTIVITY1	001981	UNDP	TRAC	04000	TRAC	00012	UNDP	-	-	-	-	-	-			
71300	Lcl Cnslts	71300	Local Consultants	ACTIVITY1	001981	UNDP	TRAC	04000	TRAC	00012	UNDP	-	-	6,214.32	-	-	6,214.32			
72200	Equip&Furntr	72200	Equipment & Furniture	ACTIVITY1	008062	NEX	TRAC	04000	TRAC	00012	UNDP	-	-	-	-	-	-			
72500	Supplies	72500	Supplies	ACTIVITY1	008062	NEX	TRAC	04000	TRAC	00012	UNDP	-	-	-	-	-	-			
72800	IT Equip	72800	IT Equipment	ACTIVITY1	001981	UNDP	TRAC	04000	TRAC	00012	UNDP	-	-	-	-	-	-			
75700	TR,WKSP,CF	75700	Training, Workshops and Confer	ACTIVITY1	008062	NEX	TRAC	04000	TRAC	00012	UNDP	-	-	28.59	799.73	4,000	6,328.32			
75700	TR,WKSP,CF	75700	Training, Workshops and Confer	ACTIVITY1	001981	UNDP	TRAC	04000	TRAC	00012	UNDP	-	-	5,758.19	500.00	16,100	22,858.19			
76135			Realized Gain	ACTIVITY1	001981	UNDP	TRAC	04000	TRAC	00012	UNDP	-	-	(25.58)			(25.58)			
Sub total: Activity1												-	-	6,243	1,000	6,532	20,100.00	35,375.25		
71400	ContractSrv	71400	Contractual Services- Individual	ACTIVITY2	008062	NEX	TRAC	04000	TRAC	00012	UNDP	-	-	-	-	-	-			
71600	Travel	71606	Travel	ACTIVITY2	001981	UNDP	TRAC	04000	TRAC	00012	UNDP	-	-	-	198.89	-	198.89			
71600	Daily Subsistence	71615	Travel	ACTIVITY2	001981	UNDP	TRAC	04000	TRAC	00012	UNDP	-	-	-	139.00	-	139.00			
71600	Travel-other	71635	Travel-other	ACTIVITY2	001981	UNDP	TRAC	04000	TRAC	00012	UNDP	-	-	-	76.00	-	76.00			
72100	Contr-Cmpy	72100	Contractual Services- Companies	ACTIVITY2	001981	UNDP	TRAC	04000	TRAC	00012	UNDP	-	-	-	13,000.00	-	13,000.00			
71300	Lcl Cnslts	71300	Local Consultants	ACTIVITY2	001981	UNDP	TRAC	04000	TRAC	00012	UNDP	-	-	2,044.73	18,000.00	-	1,550	24,094.73		
72800	IT Equip	72800	IT Equipment	ACTIVITY2	001981	UNDP	TRAC	04000	TRAC	00012	UNDP	-	-	-	56,000.00	-	-	56,000.00		
72200	Equip&Furntr	72200	Equipment & Furniture	ACTIVITY2	001981	UNDP	TRAC	04000	TRAC	00012	UNDP	-	-	2,416.50	2,000.00	-	-	4,416.50		
74500	Misc	74500	Miscellaneous Expenses	ACTIVITY2	008062	NEX	TRAC	04000	TRAC	00012	UNDP	-	-	-	-	-	-	-		
74200	Audio Visual & print Prod Costs	74200	Printing & Publications	ACTIVITY2	001981	UNDP	TRAC	04000	TRAC	00012	UNDP	-	-	-	(79.50)	-	-	(79.50)		
75700	TR,WKSP,CF	75700	Training and Workshops	ACTIVITY2	001981	UNDP	TRAC	04000	TRAC	00012	UNDP	-	-	-	7,000.00	300	300	23,472.80		
75700	TR,WKSP,CF	75700	Training and Workshops	ACTIVITY2	008062	NEX	TRAC	04000	TRAC	00012	UNDP	-	-	6,136.07	3,000.00	937.61	500	10,573.68		
76135			Realized Gain	ACTIVITY2	001981	UNDP	TRAC	04000	TRAC	00012	UNDP	-	-	-	(88.48)	-	-	(88.48)		
76125			Realized Loss	ACTIVITY2	001981	UNDP	TRAC	04000	TRAC	00012	UNDP	-	-	-	41.40	-	-	41.40		
Sub total: Activity2												-	-	10,597	99,000	17,398	2,350.00	131,845		
64397	Services to project-CO staff	64397	Services to project-CO staff	ACTIVITY3	001981	UNDP	TRAC	04000	TRAC	00012	UNDP	-	-	-	24.92	-	-	24.92		
74596	Services to project-GOE	74596	Services to project-GOE	ACTIVITY3	001981	UNDP	TRAC	04000	TRAC	00012	UNDP	-	-	-	10.68	-	-	10.68		
71300	Lcl Cnslts	71300	Local Consultants	ACTIVITY3	001981	UNDP	TRAC	04000	TRAC	00012	UNDP	-	-	5,141.07	7,000.00	-	-	12,141.07		
71400	ContractSrv	71400	Contractual Services- Individual	ACTIVITY3	001981	UNDP	TRAC	04000	TRAC	00012	UNDP	-	-	-	-	-	-	-		
71600	Travel	71600	Travel	ACTIVITY3	001981	UNDP	TRAC	04000	TRAC	00012	UNDP	-	-	1,190.07	20,000.00	-	-	21,190.07		
71635	Travel-other	71635	Travel	ACTIVITY3	001981	UNDP	TRAC	04000	TRAC	00012	UNDP	-	-	-	-	-	-	-		
71635	Travel-other	71635	Travel	ACTIVITY3	008062	NEX	TRAC	04000	TRAC	00012	UNDP	-	-	-	289.51	-	-	289.51		
72100	Contr-Cmpy	72100	Contractual Services- Companies	ACTIVITY3	001981	UNDP	TRAC	04000	TRAC	00012	UNDP	-	-	-	596.67	-	-	596.67		
74200	Audio Visual&Print Prod Costs	74200	Printing & Publications	ACTIVITY3	001981	UNDP	TRAC	04000	TRAC	00012	UNDP	-	-	-	-	-	-	-		
72200	Equip&Furntr	72200	Equipment & Furniture	ACTIVITY3	001360	NEX	TRAC	04000	TRAC	00012	UNDP	-	-	3,722.83	-	-	-	3,722.83		
72500	Supplies&Misc	72500	Supplies and Misc.	ACTIVITY3	001360	NEX	TRAC	04000	TRAC	00012	UNDP	-	-	-	-	-	-	-		
72800	IT Equip	72800	IT Equipment	ACTIVITY3	001981	UNDP	TRAC	04000	TRAC	00012	UNDP	-	-	-	-	-	-	-		
75700	TR,WKSP,CF	75700	Training, Workshops and Confer	ACTIVITY3	008062	NEX	TRAC	04000	TRAC	00012	UNDP	-	-	-	1,000.00	1,091.14	-	1,000.00	3,091.14	
75700	TR,WKSP,CF	75700	Training, Workshops and Confer	ACTIVITY3	001981	UNDP	TRAC	04000	TRAC	00012	UNDP	-	-	2,763.11	25,000.00	7,824.45	-	35,587.56		
76135			Realized Gain	ACTIVITY3	001981	UNDP	TRAC	04000	TRAC	00012	UNDP	-	-	-	-	(10.27)	-	(10.27)		
76125			Realized Loss	ACTIVITY3	001981	UNDP	TRAC	04000	TRAC	00012	UNDP	-	-	-	-	-	-	-		
Sub total: Activity3												-	-	12,817	53,000	9,827	1,000.00	76,644		

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Sultana Afroz
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Additional Secretary
National Project Director
K4DM Project
ERD, Ministry of Finance

Budgetary Account			Exp. Account		Activity ID	Imp. Agent		Fund		Donor		Amount in USD					
Code	Description	Code	Description	Code		Description	Code	Description	2014 (4 M)	2015	2016	2017	2018	2019	Total		
71200	Intl Cnslts	71200	International Consultants	ACTIVITY4	001981	UNDP	04000	TRAC	00012	UNDP	-	-	-	-	12,000.00	12,000.00	
71300	Lcl Cnslts	71300	Local Consultants	ACTIVITY4	001981	UNDP	04000	TRAC	00012	UNDP	-	-	4,660.75	23,000.00	27,743	44,200	107,603.31
71400	ContractSrv	71400	Contractual Service-Individual	ACTIVITY4	001981	UNDP	04000	TRAC	00012	UNDP	-	-	-	-	-	-	-
71600	Travel	71600	Travel	ACTIVITY4	001981	UNDP	04000	TRAC	00012	UNDP	-	-	7,729.59	-	-	-	7,729.59
71600	Travel	71600	Travel	ACTIVITY4	008062	NEX	04000	TRAC	00012	UNDP	-	-	-	-	-	-	-
72500	Supplies&Misc	72500	Supplies & Miscellaneous	ACTIVITY4	008062	NEX	04000	TRAC	00012	UNDP	-	-	-	-	-	-	-
74200	Audio Visual & print Prod Costs	74200	Printing & Publications	ACTIVITY4	001981	UNDP	04000	TRAC	00012	UNDP	-	-	4,330.73	-	640.28	2,500	8,471.01
74200	Audio Visual & print Prod Costs	74200	Printing & Publications	ACTIVITY4	008062	NEX	04000	TRAC	00012	UNDP	-	-	-	-	1,628	-	1,627.92
75700	TR,WKSP,CF	75700	Training, Workshops and Confer	ACTIVITY4	001981	UNDP	04000	TRAC	00012	UNDP	-	-	-	6,000.00	5,129	500	26,129.05
74500	Misc.	74500	Miscellaneous Expenses	ACTIVITY4	001981	UNDP	04000	TRAC	00012	UNDP	-	-	26.21	-	-	-	26.21
75700	TR,WKSP,CF	75700	Training, Workshops and Confer	ACTIVITY4	008062	NEX	04000	TRAC	00012	UNDP	-	-	311.33	1,500.00	400	370	3,581.46
76135	Realized Gain	76135	Realized Gain	ACTIVITY4	001981	UNDP	04000	TRAC	00012	UNDP	-	-	-	-	(117.75)	-	(117.75)
76125	Realized Loss	76125	Realized Loss	ACTIVITY4	001981	UNDP	04000	TRAC	00012	UNDP	-	-	-	-	50.80	-	50.80
Sub total: Activity4											26	17,032	30,500	35,473	47,570.00	36,500.00	167,102
71300	Lcl Cnslts	71300	Local Consultants	ACTIVITY5	001981	UNDP	04000	TRAC	00012	UNDP	-	-	11,443.84	17,500.00	(114.27)	1,200.00	33,229.57
71200	Intl Cnslts	71200	International Consultants	ACTIVITY5	001981	UNDP	04000	TRAC	00012	UNDP	-	-	-	-	-	-	-
71600	Travel	71605	Travel tickets-Int.	ACTIVITY5	001981	UNDP	04000	TRAC	00012	UNDP	-	-	-	-	4,395.85	-	4,395.85
71600	Travel	71615	DSA-Int.	ACTIVITY5	001981	UNDP	04000	TRAC	00012	UNDP	-	-	-	-	2,001.00	9,700.00	11,701.00
71600	Travel	71635	Travel-other	ACTIVITY5	008062	NEX	04000	TRAC	00012	UNDP	-	-	-	-	839.74	-	839.74
71600	Travel	71635	Travel-other	ACTIVITY5	008062	NEX	04000	TRAC	00012	UNDP	-	-	-	-	0	8,200.00	8,200.00
72100	Contr-Cmpy	72100	Contractual Services- Companies	ACTIVITY5	001981	UNDP	04000	TRAC	00012	UNDP	-	-	8,126.92	-	0	2,000.00	10,126.92
72400	Rent&Maint	72400	Rental & Maint of Info Tech Eq	ACTIVITY5	001981	UNDP	04000	TRAC	00012	UNDP	-	-	-	-	0	2,450.00	1,000.00
73300	Misc	73300	Miscellaneous Expenses	ACTIVITY5	001981	UNDP	04000	TRAC	00012	UNDP	-	-	-	-	3,696.76	5,950.00	9,646.76
74500	Misc	74500	Miscellaneous Expenses	ACTIVITY5	008062	NEX	04000	TRAC	00012	UNDP	-	-	-	-	-	4,400.00	4,400.00
74200	Audio Visual & print Prod Costs	74200	Printing & Publications	ACTIVITY5	001981	UNDP	04000	TRAC	00012	UNDP	-	-	-	-	3,392.54	2,000.00	5,392.54
74100	Capacity Assessment	74120	Capacity Assessment	ACTIVITY5	008062	NEX	04000	TRAC	00012	UNDP	-	-	-	-	109.81	-	109.81
75700	TR,WKSP,CF	75700	Training and Workshops	ACTIVITY5	001981	UNDP	04000	TRAC	00012	UNDP	-	-	-	-	5,200.00	-	5,200.00
75700	TR,WKSP,CF	75700	Training and Workshops	ACTIVITY5	008062	NEX	04000	TRAC	00012	UNDP	-	-	-	-	-	1,000.00	1,000.00
75700	TR,WKSP,CF	75700	Training and Workshops	ACTIVITY5	001981	UNDP	04000	TRAC	00012	UNDP	-	-	-	-	3,171	8,782.00	19,953.07
75700	TR,WKSP,CF	75700	Training and Workshops	ACTIVITY5	008062	NEX	04000	TRAC	00012	UNDP	-	-	7,832.68	500.00	401	17,450.00	26,183.80
72200	Equipment & Furniture	72200	Equipment & Furniture	ACTIVITY5	001981	UNDP	04000	TRAC	00012	UNDP	-	-	-	-	(306.69)	-	(306.69)
76135	Realized Gain	76135	Realized Gain	ACTIVITY5	001981	UNDP	04000	TRAC	00012	UNDP	-	-	-	-	7.15	-	7.15
76125	Realized Loss	76125	Realized Loss	ACTIVITY5	001981	UNDP	04000	TRAC	00012	UNDP	-	-	-	-	-	-	-
64300	stff mgmt costs-IP Staff	64300	stff mgmt costs-IP Staff	ACTIVITY5	001981	UNDP	04000	TRAC	00012	UNDP	-	-	-	-	-	10,160.00	10,160.00
Sub total: Activity5											-	-	27,403	18,000	17,594	79,492.00	156,190
71200	Intl Cnslts	71200	International Consultants	ACTIVITY6	001981	UNDP	04000	TRAC	00012	UNDP	-	-	-	-	-	-	-
71300	Lcl Cnslts	71300	Local Consultants	ACTIVITY6	001981	UNDP	04000	TRAC	00012	UNDP	-	-	-	9,200.00	2,140.01	-	14,940.01
72100	Contr-Cmpy	72100	Contractual Services-Companies	ACTIVITY6	008062	NEX	04000	TRAC	00012	UNDP	-	-	-	-	-	-	1,086.17
74200	Publications	74200	Publications	ACTIVITY6	001981	UNDP	04000	TRAC	00012	UNDP	-	-	-	3,300.00	1,421.61	6,000.00	10,721.61
72200	Equipment & Furniture	72200	Equipment & Furniture	ACTIVITY5	001981	UNDP	04000	TRAC	00012	UNDP	-	-	-	-	-	2,000.00	3,500.00
71600	Travel	71600	Travel	ACTIVITY6	001981	UNDP	04000	TRAC	00012	UNDP	-	-	-	-	-	-	24,578.16
75700	TR,WKSP,CF	75700	Training, Workshops and Confer	ACTIVITY6	001981	UNDP	04000	TRAC	00012	UNDP	-	-	-	800.00	1,800.16	11,300.00	21,900.16
75700	TR,WKSP,CF	75700	Training, Workshops and Confer	ACTIVITY6	008062	NEX	04000	TRAC	00012	UNDP	-	-	-	700.00	126.31	500.00	6,517.38
76135	Realized Gain	76135	Realized Gain	ACTIVITY6	001981	UNDP	04000	TRAC	00012	UNDP	-	-	-	-	(98.94)	-	(98.94)
76125	Realized Loss	76125	Realized Loss	ACTIVITY6	001981	UNDP	04000	TRAC	00012	UNDP	-	-	-	-	36.88	-	36.88
Sub total: Activity6											-	-	27,855	14,000	5,426	19,800	83,181

Signature

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 K4DM Project
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Budgetary Account			Exp. Account		Activity ID	Imp. Agent		Fund		Donor	Amount in USD						Total
Code	Description	Code	Description	Code		Description	Code	Description	2014 (4 M)		2015	2016	2017	2018	2019		
Sub total: Activity7																	
71200	Intrl Cnsts	71200	International Consultants	ACTIVITY8	UNDP	001981	TRAC	04000	UNDP	00012	-	-	-	-	-	-	
71300	Lcl Cnsts	71300	Local Consultants	ACTIVITY8	UNDP	001981	TRAC	04000	UNDP	00012	-	-	-	-	14,000.00	14,000.00	
71400	ContractSrv	71400	Contractual Services- Individual	ACTIVITY8	UNDP	001981	TRAC	04000	UNDP	00012	-	-	-	-	-	-	
74500	Misc	74500	Miscellaneous Expenses	ACTIVITY8	UNDP	001981	TRAC	04000	UNDP	00012	-	-	-	-	-	-	
74500	Publications	74500	Publications	ACTIVITY8	UNDP	001981	TRAC	04000	UNDP	00012	-	-	-	-	1,000.00	1,000.00	
75700	TR,WKSP,CF	75700	Training and Workshops	ACTIVITY8	UNDP	001981	TRAC	04000	UNDP	00012	-	-	1,277.02	2,000.00	3,277.02	3,277.02	
75700	TR,WKSP,CF	75700	Training and Workshops	ACTIVITY8	NEX	008062	TRAC	04000	UNDP	00012	-	700.00	140.31	2,000.00	1,000.00	1,840.31	
76135	Realized Gain	76135	Realized Gain	ACTIVITY8	UNDP	001981	TRAC	04000	UNDP	00012	-	-	10.921	-	-	10.921	
Sub total: Activity8																	
71400	ContractSrv	71400	Contractual Services- Individual	ACTIVITY9	UNDP	001981	TRAC	04000	UNDP	00012	-	-	700	2,000	16,000	20,116	
71600	Travel	71600	Travel	ACTIVITY9	UNDP	001981	TRAC	04000	UNDP	00012	-	-	-	-	-	-	
72100	Contr-Empr	72100	Contractual Services- Companies	ACTIVITY9	UNDP	001981	TRAC	04000	UNDP	00012	-	-	-	-	-	-	
72200	Equip&Furntr	72200	Equipment & Furniture	ACTIVITY9	UNDP	001981	TRAC	04000	UNDP	00012	-	-	-	-	-	-	
72500	Supplies&Misc	72500	Supplies and Misc.	ACTIVITY9	UNDP	001981	TRAC	04000	UNDP	00012	-	-	-	-	-	-	
74500	Publications	74500	Publications	ACTIVITY9	UNDP	001981	TRAC	04000	UNDP	00012	-	-	-	-	-	-	
75700	TR,WKSP,CF	75700	Training and Workshops	ACTIVITY9	UNDP	001981	TRAC	04000	UNDP	00012	8,665	-	-	-	-	8,665	
Sub total: Activity9																	
71400	ContractSrv	71400	Contractual Services- Individual	ACTIVITY10	UNDP	001981	TRAC	04000	UNDP	00012	-	-	-	39,171.03	40,226.00	21,000.00	
71800	ContractSrv	71800	Contractual Services- Individual	ACTIVITY10	UNDP	001981	TRAC	04000	UNDP	00012	-	-	-	-	-	-	
63100	StfMgmt-GS	63100	Non-Recurrent Payroll - NP Stf	ACTIVITY10	UNDP	001981	TRAC	04000	UNDP	00012	-	-	-	-	220.00	220.00	
64300	StfMgmt-GS	64300	Staff Mgmt Costs - IP Stf	ACTIVITY10	UNDP	001981	TRAC	04000	UNDP	00012	-	-	152.00	3,757.72	6,216.00	20,125.72	
64397	Service to project-co staff	64397	Service to project-co staff	ACTIVITY10	UNDP	001981	TRAC	04000	UNDP	00012	-	-	5,561.0	-	-	5,561.00	
71200	Intrl Cnsts	71200	International Consultants	ACTIVITY10	UNDP	001981	TRAC	04000	UNDP	00012	-	-	197.0	-	-	196.98	
71300	Lcl Cnsts	71300	Local Consultants-Logisti Facilitator	ACTIVITY10	UNDP	001981	TRAC	04000	UNDP	00012	-	-	16,032.70	-	21,100.00	19,067.30	
71800	Lcl Cnsts	71800	Local Consultants-Logisti Facilitator	ACTIVITY10	NEX	001981	TRAC	04000	UNDP	00012	-	-	-	-	960.00	960.00	
73400	Car Rental	73400	Car Rental	ACTIVITY10	UNDP	001981	TRAC	04000	UNDP	00012	-	1,115.05	9,000.00	9,324.3	11,560.00	37,999.38	
73100	Rent&Maint	73110	Custodial & Cleaning Services	ACTIVITY10	UNDP	001981	TRAC	04000	UNDP	00012	-	-	-	1,918.5	2,400.00	4,318.50	
73100	Rent&Maint	73100	Rental & Maintenance-Premises	ACTIVITY10	UNDP	001981	TRAC	04000	UNDP	00012	-	480.80	-	-	-	2,580.80	
74200	Audio Visual&Print Prod Costs	74200	Printing & Publications	ACTIVITY10	NEX	008062	TRAC	04000	UNDP	00012	-	535.38	500.00	71.6	200.00	1,307.00	
74200	Audio Visual&Print Prod Costs	74200	Printing & Publications	ACTIVITY10	UNDP	001981	TRAC	04000	UNDP	00012	-	304.98	600.00	-	4,750.00	6,654.98	
74200	Audio Visual&Print Prod Costs	74225	Mobile Tele charge	ACTIVITY10	UNDP	001981	TRAC	04000	UNDP	00012	-	-	-	297.1	-	297.09	
74200	Audio Visual&Print Prod Costs	74200	Printing & Publications	ACTIVITY10	NEX	008062	TRAC	04000	UNDP	00012	-	600.00	-	-	-	600.00	
74300	Contributions	74300	Contributions	ACTIVITY10	UNDP	001981	TRAC	04000	UNDP	00012	-	2,169.61	3,000.00	406.32	450.00	6,025.93	
74596	Services to projects-GOE	74596	Services to projects-GOE	ACTIVITY10	UNDP	001981	TRAC	04000	UNDP	00012	-	-	2,383.00	-	-	2,383.00	
73500	Reimbursement Costs	73500	Reimbursement Costs	ACTIVITY10	UNDP	001981	TRAC	04000	UNDP	00012	-	1,000.00	-	-	1,000.00	1,000.00	
76100	FXCurtLoss	76100	Realized Loss	ACTIVITY10	UNDP	001981	TRAC	04000	UNDP	00012	-	(29.87)	-	-	(29.87)	(29.87)	
74500	Cost Recovery	74500	Common Services	ACTIVITY10	UNDP	001981	TRAC	04000	UNDP	00012	-	1,570.62	2,100.00	-	1,834.00	5,504.62	
72500	Supplies&Misc	72500	Stationaries & Supplies	ACTIVITY10	UNDP	001981	TRAC	04000	UNDP	00012	-	-	1,232.64	2,400.00	3,000.00	1,800.00	
72500	Supplies&Misc	72500	Stationaries & Supplies	ACTIVITY10	NEX	008062	TRAC	04000	UNDP	00012	-	-	908.76	1,000.00	800.00	4,362.97	
72400	Connct.	72400	Connectivity Charges	ACTIVITY10	UNDP	001981	TRAC	04000	UNDP	00012	-	-	465.83	1,000.00	400.00	1,865.83	
72400	Connct.	72400	Connectivity Charges	ACTIVITY10	NEX	008062	TRAC	04000	UNDP	00012	-	-	-	1,000.00	320.00	1,320.00	

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Budgetary Account		Exp. Account		Imp. Agent		Fund		Donor		Amount in USD							
Code	Description	Code	Description	Activity ID	Code	Description	Code	Description	Code	Description	2014 (4 M)	2015	2016	2017	2018	2019	Total
74325	Contrib to CO common	74300	Contrib to CO common	ACTIVITY10	001981	UNDP	04000	TRAC	00012	UNDP	-	-	-	-	406.32	-	406.32
72800	IT Equip	72800	IT Equipment	ACTIVITY10	001981	UNDP	04000	TRAC	00012	UNDP	-	4,787.04	331.84	1,000.00	267.05	-	7,385.93
72800	IT Equip	72800	IT Equipment	ACTIVITY10	001981	NEX	04000	TRAC	00012	UNDP	-	-	-	-	6.56	200.00	206.56
72200	Equip&Furnit	72200	Equipment & Furniture	ACTIVITY10	001981	UNDP	04000	TRAC	00012	UNDP	-	670.77	4,348.67	2,000.00	-	1,000.00	8,019.44
75700	TRWKSPP CF	75700	Training & Workshop	ACTIVITY10	001981	UNDP	04000	TRAC	00012	UNDP	-	-	393.89	2,000.00	190.10	10.00	2,593.99
75700	TRWKSPP CF	75700	Training & Workshop	ACTIVITY10	001981	NEX	04000	TRAC	00012	UNDP	-	-	-	-	330	344.00	1,014.36
74100	Audit Fees	74100	Audit Fees	ACTIVITY10	001981	UNDP	04000	TRAC	00012	UNDP	-	-	-	-	-	1,000.00	2,000.00
74500	Misc.	74500	Miscellaneous Expenses	ACTIVITY10	000662	NEX	04000	TRAC	00012	UNDP	-	65.25	32.47	200.00	207.68	590.00	1,095.40
74500	Misc.	74500	Miscellaneous Expenses	ACTIVITY10	001981	UNDP	04000	TRAC	00012	UNDP	-	-	-	200.00	80.0	2,660.00	2,939.68
74300	Contributions	74300	Contributions	ACTIVITY10	001981	UNDP	04000	TRAC	00012	UNDP	-	-	-	-	-	100.00	200.00
74300	Contributions	74300	Contributions	ACTIVITY10	001981	UNDP	04000	TRAC	00012	UNDP	-	-	-	-	-	224.00	448.00
76135	Realized Gain	76135	Realized Gain	ACTIVITY6	001981	UNDP	04000	TRAC	00012	UNDP	-	-	-	-	(58.32)	-	(58.32)
76125	Realized Loss	76125	Realized Loss	ACTIVITY6	001981	UNDP	04000	TRAC	00012	UNDP	-	-	-	-	22.22	-	22.22
Sub total: Activity 10											-	5,675.06	75,693.60	93,767.30	60,633.97	91,688.00	384,657.93
GRAND TOTAL											8,664.70	5,701.27	177,642.13	308,967.30	154,300.64	263,000.00	1,063,776.04

Summary of the Budget

Activity 1 - 100													
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This Annual Work Plan (AWP) is based on Results Management Guidelines (RMG) of UNDP. Once signed by UNDP and the Implementing Partner, the plan authorizes the responsible parties and project management to manage available resources and achieve set results.

Project Manager

Signature and Date

Government Counterpart

Title, Signature and Date

UNDP

Title, Signature & Date

Marina Shawkat Ali
National Project Manager
K4DM Project

National Project Director
K4DM Project
Sultana Afroz
Additional Secretary
National Project Director
K4DM Project

Sudipto Mukherjee
Resident Representative
UNDP, Bangladesh

ERD, Ministry of Finance



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AWP 2020 PLANNING MEETING

Date:	December 23, 2019
Project Title:	Knowledge for Development Management (K4DM)
Participants:	Mahmuda Afroz, Marina Shawkat Ali, Fatematul Jannat, Md. Monzurul Islam Kamal, Rezwana Hoque Chaity, Mohammad Mustafizur Rahaman, Mahmudur Rahman
Review Contents:	<ul style="list-style-type: none"> • Leaving No one Behind • Delivery against Annual Work Plan • Review Innovation: Applied and Proposed; • Monitoring and Evaluation • Crosscutting Subjects: Details of Interventions Applied • Partnerships • Monitoring and Evaluation • Strategic Plan • Update on Risk Management 2020 • Lesson Learning: What has worked; not worked? • Sustainability and future opportunities • Top Five Results in 2020 • Budget for 2020
Issues and action points/suggestions:	<p><u>Leaving No one Behind</u></p> <ul style="list-style-type: none"> • By publishing National Human Development Report, the relevant skills possessed by the workforce can be determined and thus properly utilized in the relevant sectors. This would ensure that those possessing relevant skills can be employed based on their knowledge and expertise and would therefore ensure that no one is being left behind; • Ensuring equal opportunity would be another focus of NHDR where poverty index will be measured, and policy recommendations will be provided for reducing poverty; • NHDR will also focus on segregated data on Gender, cast, religious, income etc. <p><u>Review Project's Innovation: Applied and Proposed</u></p>

- ERDPEDIA is a documents repository for ERD staff. They can find necessary documents in the ERDPEDIA. The repository could be open for all staff of ERD instead of limited access point to get the highest benefit Partnership with public universities for student internship program;
- NRB portal is a platform of connecting the Non-resident Bangladeshis with the Government initiatives towards achieving SDGs by 2030. By this portal NRBs can submit different projects which is feasible to implement in Bangladesh.

- **Lesson Learning: What has worked; not worked?**

- **What has worked:**

- ✓ Government support and ownership is one of the key determining factors that led to the successes the Project could attain.
- ✓ Projects have to be timely in the wider national context, which is an important lesson that can be learnt from the K4DM experience. The Project was a timely initiative, which facilitated the project gaining government ownership.
- ✓ Strong ownership of the implementing agency (ERD) is the central determining factor for achieving the success of a Project. Strong ownership of the ERD made itself committed to make the K4DM project as effective as possible.
- ✓ Flexibility in determining project strategies and its implementation depending on the emerging needs has a positive influence on project performance.
- ✓ A congenial relationship between the ERD and the UNDP facilitated the Project achieving its objectives.

- **What has not worked well:**

- ✓ Some Project initiatives appeared to be unable to achieve the expected outputs because they were not considered as the priorities of the ERD and also lacked the required support from the government.
- ✓ Some weaknesses in project designing affected the performance of the Project.
- ✓ Some weaknesses in project management also influenced the nonachievements of the Project objectives, which include: delayed start

of the Project, no baseline study, no midterm Evaluation, no Log-Frame, manpower shortage, frequent change of Project leadership, repeated extension of the project for a short period of time (six months) and no serious monitoring and evaluation of the Project.

Sustainability and future opportunities

Ownership of the Project results by the GOB :

- ✓ The Project has a great potentiality to be sustainable since the Government has already owned many of the Project ideas and results (NRB, SSC)
- ✓ Consequently, these Project initiatives have already been considered by the policy makers as the national development issues.
- ✓ **ii) Capacity of project-supported interventions to continue to deliver benefits after the Project terminates:**
- ✓ Some initiatives of the Project (NRB, SSC, ERD Pedia) have taken such an institutional form that it is unlikely that the benefits delivered by them will be discontinued.

iii) Project's role in influencing the wider policy at national and international level

By virtue of its relevance to the national and international development goals, a good number of ideas of the Project has a great potentiality for creating policy level impact

During the brief active project period the Project could play a limited role

Budget for 2020

- The proposed budget for 2020 is **145,500.00** USD;

Decisions:

- ✓ The proposed budget for 2020 need to be reviewed;
- ✓ Risk log and Issue log need to be updated in the system;



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YEAR END REVIEW MEETING - 2019

Date:	December 23, 2019
Project Title:	Knowledge for Development Management (K4DM)
Participants:	Mahmuda Afroz, Marina Shawkat Ali, Fatematul Jannat, Md. Monzurul Islam Kamal, Rezwana Hoque Chaity, Mohammad Mustafizur Rahaman, Mahmudur Rahman
Review Contents:	<ul style="list-style-type: none"> • Review the Key Project Results of Year-end 2019; • Status of the Field visit 2019 • Leaving No one Behind • Delivery against Annual Work Plan • Review Innovation: Applied and Proposed; • Monitoring and Evaluation • Crosscutting Subjects: Details of Interventions Applied • Partnerships • Monitoring and Evaluation • Strategic Plan • Update on Risk Management 2019 • Lesson Learning: What has worked; not worked? • Sustainability and future opportunities • Top Five Results in 2020 • Budget for 2020
Issues and action points/suggestions:	<p><u>Review the Key Project Results of Year-end 2019:</u></p> <p>The key project results achieved so far in 2019 were briefly shared. The significant results are as follows:</p> <ul style="list-style-type: none"> • Diaspora engagement in national development Facilitated • South-South and Triangular Cooperation Promoted • Process of developing National Human Development Report (NHDR) started; <p><u>Leaving No one Behind</u></p> <ul style="list-style-type: none"> • By publishing National Human Development Report, the relevant skills possessed by the workforce can be determined and thus properly utilized in the relevant sectors. This would ensure that those possessing relevant skills can be employed based on their knowledge and expertise and would therefore ensure that no one is being left behind; • Ensuring equal opportunity would be another focus of NHDR where poverty index will be measured, and policy recommendations will be provided for reducing poverty; • NHDR will also focus on segregated data on Gender, cast, religious, income etc.

Delivery against Annual Work Plan:**The following was shared:**

- The Project Delivery till end of 22nd December is 90.44% and Expenditure is \$ **237,876.6USD**; out of total budget \$ **263,000.00**
- **Review Project's Innovation: Applied and Proposed**
 - ERDPEDIA is a documents repository for ERD staff. They can find necessary documents in the ERDPEDIA. The repository could be open for all staff of ERD instead of limited access point to get the highest benefit Partnership with public universities for student internship program;
 - NRB portal is a platform of connecting the Non-resident Bangladeshis with the Government initiatives towards achieving SDGs by 2030. By this portal NRBs can submit different projects which is feasible to implement in Bangladesh.
- **Lesson Learning: What has worked; not worked?**
What has worked:
 - ✓ Government support and ownership is one of the key determining factors that led to the successes the Project could attain.
 - ✓ Projects have to be timely in the wider national context, which is an important lesson that can be learnt from the K4DM experience. The Project was a timely initiative, which facilitated the project gaining government ownership.
 - ✓ Strong ownership of the implementing agency (ERD) is the central determining factor for achieving the success of a Project. Strong ownership of the ERD made itself committed to make the K4DM project as effective as possible.
 - ✓ Flexibility in determining project strategies and its implementation depending on the emerging needs has a positive influence on project performance.
 - ✓ A congenial relationship between the ERD and the UNDP facilitated the Project achieving its objectives.
What has not worked well:
 - ✓ Some Project initiatives appeared to be unable to achieve the expected outputs because they were not considered as the priorities of the ERD and also lacked the required support from the government.
 - ✓ Some weaknesses in project designing affected the performance of the Project.
 - ✓ Some weaknesses in project management also influenced the nonachievements of the Project objectives, which include: delayed start of

the Project, no baseline study, no midterm Evaluation, no Log-Frame, manpower shortage, frequent change of Project leadership, repeated extension of the project for a short period of time (six months) and no serious monitoring and evaluation of the Project.

Sustainability and future opportunities

Ownership of the Project results by the GOB :

- ✓ The Project has a great potentiality to be sustainable since the Government has already owned many of the Project ideas and results (NRB, SSC)
- ✓ Consequently, these Project initiatives have already been considered by the policy makers as the national development issues.
- ✓ **ii) Capacity of project-supported interventions to continue to deliver benefits after the Project terminates:**
- ✓ Some initiatives of the Project (NRB, SSC, ERD Pedia) have taken such an institutional form that it is unlikely that the benefits delivered by them will be discontinued.

iii) Project's role in influencing the wider policy at national and international level

By virtue of its relevance to the national and international development goals, a good number of ideas of the Project has a great potentiality for creating policy level impact

During the brief active project period the Project could play a limited role

Budget for 2020

- The proposed budget for 2020 is **162,300.00** USD;

Decisions:

- ✓ The proposed budget for 2020 need to be reviewed;
- ✓ Risk log and Issue log need to be updated in the system;

FW: Revised HR and Procurement Plan 2020

Marina Shawkat Ali <marina.ali@undp.org>

Tue 1/28/2020 11:19 AM

To: MDRafiqul Islam <islam.rafiqul@undp.org>; Fatematul Jannat <fatematul.jannat@undp.org>

Cc: Md Ashraful Islam <ashraful.islam@undp.org>

 1 attachments (784 KB)

HR and Procurment Plan.pdf;

Dear Rafiq Bhai,

As per our telephonic conversation please find the revised version of HR plan and Procurement plan of K4DM Project.

We will send the hardcopies after the Ecneec is over.

Thank you.



*Empowered lives.
Resilient nations.*

Marina Shawkat Ali
National Project Manager
United Nations Development Programme (UNDP)
Knowledge For Development Management
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Project/Cluster: Knowledge for Development Management (K4DM)

[illegible]

**** The SCS salaries and Performance Bonus amount shall be allocated under 71405**

Name	Position Title	Contract Modality	Level/Band	Contract end date (MM/DD/YYYY)	Planned extension	Remarks	
Marina Shawkat Ali	National Project Manager	SC	SB4	31/12/2019	30/06/2020		

	Name/ Signature	Designation	Date
Prepared by HR		HR Associate	
Checked by		Operations Manager	
Certified by		Project Manager	27/11/20
Approved by NPD/Cluster Head		National Project Director	

Country Office	Bangladesh
Submitted by:	KADM Project
Date:	

Knowledge for Development Management (KADM) Project, Procurement Plan - 2020

Instructions:
 - Only include procurements to be done by UNDP for DIM, Management, support-to-NIM projects
 - If you need additional lines, right-click and "Insert" rows, do not copy-paste, to keep drop-down menus & format.

Project Name	Project ID	Type of Procurement	Title of Procurement Action	Procurement Category	Description of goods, services or works required	Unit of Measure	Quantity	Estimated Unit Price in USD	Estimated Total Price in USD	Multi-year contract in USD		Is Amendment?	Amendment Value (USD)	Procurement request submission date	Target Purchase Order Date (if Good) and Planned Contract Start Date (if Civil Works, IT, or Services)	Final Delivery Date of Goods/Services / Civil Works/IT	End user of goods, services or works	Procurement Process Status	Remarks
										2020	2021								
KADM	00091143	Services	Individual Consultant (IC) - Local	Others	Activity 6.1: Support to ERD in smooth functioning of the recently established South - South Cooperation Cell (hiring national consultant for 5 months)	Person	1	3,600.00	3,600.00	3,600.00		No		29-Jan-20	1-Feb-20	30-Jun-20	KADM Project	Initiated	UNDP Procurement
KADM	00091143	Services	Individual Consultant (IC) - Int.	Others	Activity 4.3: Hiring national consultant for Project Designing KADM Phase II. (1 Consultant)	Person	1	12,000.00	12,000.00	12,000.00		No		29-Jan-20	15-Mar-20	30-Jun-20	KADM Project	Initiated	UNDP Procurement
KADM	00091143	Services	Individual Consultant (IC) - Local	Others	Activity 4.3: Hiring national consultant for Project Designing KADM Phase II. (1 Consultant)	Person	1	8,000.00	8,000.00	8,000.00		No		29-Jan-20	15-Mar-20	30-Jun-20	KADM Project	Initiated	UNDP Procurement
KADM	00091143	Services	Individual Consultant (IC) - Local	Others	Activity 5.1: Support ERD in smooth functioning of the NRB Cell (hiring national consultant for 6 months)	Person	1	3,200.00	3,200.00	3,200.00		No		29-Jan-20	1-Feb-20	30-Jun-20	KADM Project	Closed	UNDP Procurement
KADM	00091143	Services	Individual Consultant (IC) - Local	Others	Activity 8.3: Hiring national consultant Support to Advisor's committee and writer's pool for Developing NHDR (Six Month)	Person	1	\$14,000.00	\$14,000.00	\$14,000.00		No		29-Jan-20	1-Feb-20	30-Jun-20	KADM Project	Contract Mngt	UNDP Procurement
KADM	00091143	Services	Individual Consultant (IC) - Local	Others	2.4 Support to ERD in administration and improvement of ERDPEDIA, the information repository of ERD	Person	2	\$2,500.00	\$2,500.00	\$2,500.00		No		29-Jan-20	1-Feb-20	30-Jun-20	KADM Project	Contract Mngt	UNDP Procurement
KADM	00091143	Services	Individual Consultant (IC) - Local	Others	10.2 Project Support Specialist (Admin, Finance, Logistics and Reporting)	Person	1	\$14,000.00	\$14,000.00	\$14,000.00		No		29-Jan-20	1-Feb-20	30-Jun-20	KADM Project	Initiated	UNDP Procurement
KADM	00091143	Services	Workshop/Conference facilities	Workshop/Seminar Cost (location and for Catering)	Activity 6.3: Organize Regional Conference on South-South Cooperation/conference/exhibition of best practices of development solutions for promotion of South-South Cooperation	No.	1	8,000.00	8,000.00	8,000.00		No		10-Feb-20	5-Mar-20	30-Jun-20	KADM Project	Not Started	UNDP Procurement

Marina Shawkat Ali
 National Project Manager
 KADM Project. UNDP

Project Name	Project ID	Type of Procurement	Title of Procurement	Procurement Category	Description of goods, services or works required	Unit of Measure	Quantity	Estimated Unit Price in USD	Estimated Total Price in USD	Multi-year contract in USD	Is Amendment?	Amendment Value (USD)	Procurement request submission	Target Purchase Order Date (if Goods) and Planned Contract Start Date (if Full Works, if any)	Final Delivery Date of Goods/Services	End user of goods, services or works	Procurement Process Status	Remarks
K4DM	00091143	Services	Workshop/Conference facilities	Workshop/Seminar Cost (location and /or Catering)	Activity 4.7: Organize an event for showcasing achievements of K4DM partners for mobilizing resources	No.	1	\$7,000.00	\$7,000.00	\$7,000.00	No		10-Feb-20	15-Mar-20	30-Jun-20	K4DM Project	Not Started	UNDP Procurement
K4DM	00091143	Services	Workshop/Conference facilities	Workshop/Seminar Cost (location and /or Catering)	Activity 4.4: Organize a Retreat involving ERD UN Wing, K4DM staff, UNDP Officials (selected) and Project Partners	No.	1	\$8,000.00	\$8,000.00	\$8,000.00	No		10-Feb-20	25-Feb-20	30-Jun-20	K4DM Project	Not Started	UNDP Procurement
K4DM	00091143	Services	Workshop/Conference facilities	Workshop/Seminar Cost (location and /or Catering)	Activity 5.8: Need Based Training/ Workshops/ study tour	No.	1	\$8,000.00	\$8,000.00	\$8,000.00	No		14-Feb-20	1-Apr-20	30-Jun-20	K4DM Project	Not Started	UNDP Procurement
Total Estimated 2020 Procurement Plan (USD)								\$48,300.00	\$48,300.00	\$48,300.00								


 Marina Shawkat Ali
 National Project Manager
 K4DM Project, UNDP

#	Request ID	Requester Name	Title of Procurement Action	Type of Procurement Action	Procurement Category	Estimated Contract Value (USD)	Is Amendment?	Amendment Value (USD)	Submission Date for Documents	Target Purchase Order Date (if Goods)
1	BGD-0000089286	Md Ashraful Islam	National consultant-South - South Cooperation Cell	Individual Contract	Individual Consultants - National	3,600	No	0		0
2	BGD-0000089287	Md Ashraful Islam	National consultant-South - Designing K4DM Phase II	Individual Contract	Individual Consultants - National	8,000	No	0		1
3	BGD-0000089288	Md Ashraful Islam	Int. National consultant-South - Designing K4DM Phase II	Individual Contract	Individual Consultants - International	12,000	No	0		1
4	BGD-0000089289	Md Ashraful Islam	National consultant-South - NRB Cell	Individual Contract	Individual Consultants - National	3,200	No	0		0
5	BGD-0000089290	Md Ashraful Islam	National consultant-Program Management Expert	Individual Contract	Individual Consultants - National	14,000	No	0		0
6	BGD-0000089291	Md Ashraful Islam	National consultant-South - Support to ERD	Individual Contract	Individual Consultants - National	1,250	No	0		0
7	BGD-0000089292	Md Ashraful Islam	National consultant-Support to ERD	Individual Contract	Individual Consultants - National	1,250	No	0		0
8	BGD-0000089293	Md Ashraful Islam	National consultant-Project Support Specialist	Individual Contract	Individual Consultants - National	14,000	No	0		0
9	BGD-0000089294	Md Ashraful Islam	Organize Regional Conference on South-South Cooperation	Services	Hotel - Accommodation, Event Hosting, including catering	8,000	No	0		1
10	BGD-0000089295	Md Ashraful Islam	Organize a Retreat	Services	Hotel - Accommodation, Event Hosting, including catering	8,000	No	0		1



Sultana Afroz
Additional Secretary
National Project Director
K4DM Project
ERD, Ministry of Finance


#	Request ID	Requester Name	Title of Procurement Action	Type of Procurement Action	Procurement Category	Estimated Contract Value (USD)	Is Amendment?	Amendment Value (USD)	Submission Date for Documents	Target Purchase Order Date (if Goods)	for C S W or
11	BGD-0000089297	Md Ashraful Islam	Organize an event for mobilizing resources	Services	Hotel – Event hosting	7,000	No	0			1
12	BGD-0000089298	Md Ashraful Islam	Two days workshops on NRB issues at divisional level (Sylhet)	Services	Hotel – Accommodation, Event Hosting, including catering	9,000	No	0			2
TOTAL						89,300		0			
Grand Total (Estimated Contract Value+ Amendment Value)							89,300				



Sultana Afroze
Sultana Afroze
 Additional Secretary
 National Project Director
 K4DM Project
 ERD. Ministry of Finance

“KNOWLEDGE for DEVELOPMENT MANAGEMENT (K4DM) PROJECT”

Communications Action Plan

Target Audience (ranked by importance; highlight if contacts already made)	Communication Activities & Tools (how best to reach your respective target audiences with the key messages?)	Timing (when is the activity due or how often?)	Expected Result/Indicator of Achievement (for each tool chosen)	Resource Requirement (person/days required, budget implications (also consider outsourcing costs)	Responsible CO Unit/Person (And supporting unit/persons if any)
ERD, PMO, BIDA, BEZA, Civil Aviation Authority(CAA), and 30 relevant ministries and Divisions.	<ul style="list-style-type: none"> • Reports (Project Impact Report) • Newsletters; • Publications/Posters; • Infographics/Video Document ; • Dairy/ Note Book/ Pen/Mug/ Bags etc. • Leaflets; 	<ul style="list-style-type: none"> • Quarterly and Annually; • Monthly (GOB) • Event wise; 	<ul style="list-style-type: none"> • Number of Reports submitted to UNDP and GOB; • Number of Newsletter circulated among the PMO, ERD, different relevant Ministries, Divisions and Departments and Relevant Stakeholders. • Number of publications/posters on project's different components printed and distributed. Number of dairies, notebooks, pen, bags, and souvenir 	<p>No person required Budget: USD 5,000.00</p>	<ul style="list-style-type: none"> • Governance Cluster; • Communication Team;
					 Sultana Afroz Additional Secretary National Project Director K4DM Project ERD, Ministry of Finance

Adi

Civil Society (Eminent Persons Group; NHDR Advisory Committee and Writer's Pool and Academics)	<ul style="list-style-type: none"> • Newsletters; • Dairy/ Note Book/ Pen/Mug/ Bags etc. • Publications 	<ul style="list-style-type: none"> • Quarterly • Event wise; 	<ul style="list-style-type: none"> • Number of Newsletter circulated. • Number of dairies, note books, pen, bags, souvenir and other communication materials are distributed. 		
Development Partners, Other UNDP Projects and other stakeholders	<ul style="list-style-type: none"> • Newsletters; • Dairy/ Note Book/ Pen/Mug/ Bags etc. • Publications 	<ul style="list-style-type: none"> • Quarterly • Event wise; 			

Adi

Sultana Afroz
Sultana Afroz
 Additional Secretary
 National Project Director
 K4DM Project
 ERD, Ministry of Finance

KNOWLEDGE for DEVELOPMENT MANAGEMENT (K4DM):

Achievements

Overall:

- An information repository titled ERDPEDIA has been developed and installed at ERD, and agreement documents preserved at ERD's documentation center (ERDDOC) are scanned and uploaded in the system. This innovative system is helpful for the ERD Officials in getting instant information on different agreements and contracts from 1974 onwards. Focal points and alternative focal points are assigned from all wings of ERD for the smooth coordination and facilitation of this process. An operational manual has been produced for using this software;
- Resource Mobilization study has been conducted;
- Eminent Persons Group (EPG) has been formed and four thematic dialogues have been organized from time to time focusing on LDC Graduation, Good Governance, Societal and related services for the working mothers, inclusive growth and decent works.

South-South Cooperation:

- A study on South-South Cooperation for Financing SDGs has been conducted;
- A South-South Cooperation cell has been established with a focal person from ERD and K4DM project;
- After receiving a request from UN office of South-South Cooperation (UNOSSC) New York, the cell shared 21 best practices amongst which 05 good practices have been accepted and published;
- Through the SSC platform, South Asia Centre for Medical Physics and Cancer Research in Savar has been approved and training has been completed.
- A high-level task force on South-South Cooperation has been established headed by the Honorable SDG Coordinator of PMO and ERD Secretary. One of the important decisions of the Task Force is to develop a platform for networking through K4DM project.

NRB:

- A study on the engagement of Non-Resident Bangladeshis in National development has been conducted.
- A high-level Task force has been formed and is currently working, which consists of high-level policymakers and which holds meetings on regular basis.
- NRB Cell has been established and is working on engaging NRBs in National development with a Focal person from ERD and K4DM project.
- SOP of the Task Force has been developed and has been approved by the Task Force;



Marina Shawkat Ali
National Project Manager
K4DM Project, UNDP

- A website (www.nrb.gov.bd) has been developed and activated through this platform and NRBs are submitting project proposals. So far 19 proposals have been received and channelized to the appropriate authorities. These projects will contribute to national economic development.
- Convention of Non-resident Engineers (CONE) has bridged between the non-resident engineer and local engineers for exchanging technical knowledge and expertise.
- 03 International seminars on engaging NRBs conducted and recommendations have been put forward to the high-level task force.
- 01 divisional level conference on engaging NRBs has been conducted in Sylhet.
- A tripartite partnership has been developed among ERD, Ministry of Expatriate Welfare and Overseas Employment and Civil Aviation Authority.

NHDR:

- An advisory committee consisting of 22 members has been formed to provide guidance towards NHDR publication including theme selection, content development, finalization and other relevant issues.
- A writers' pool has been formed consisting of 10 members comprised of economists, sociologists, environmentalists and statisticians.
- The NHDR will be published in 2021 during the celebration of 50 years of our Independence.

Capacity building:

- A total of 500 Government Officials from ERD and Line ministries have been capacitated on relevant issues including:
 - Project Planning and Management,
 - Economic Diplomacy,
 - Resource Mobilization,
 - Negotiation and Change Management skill,
 - SDGs,
 - Gender and Development,
 - Communicative English,
 - ERDPEDIA;
 - South-South and Triangular Cooperation;



Marina Shawkat Ali
National Project Manager
K4DM Project, UNDP

PROJECT MONITORING AND EVALUATION PLAN

Project Title and Duration	: Knowledge for Development Management (K4DM) for ERD UN Wing; September 2014- June 2020
Project ID (Atlas)	00091143
CPD Outcome/Output	OUTCOME 2: Develop and implement improved social policies and programmes that focus on good governance, reduction of structural inequalities and advancement of vulnerable individuals and groups OUTPUT 2.1: Civil society, interest groups, relevant government agencies and political parties have tools and knowledge to set agendas and to develop platforms for <i>building consensus on national issues</i>
UNDAF Output	OUTPUT 1.5. Communities, public servants and traditional leaders made aware and empowered to foster demand of rights and use of services through partnerships (UN System)
Strategic Plan Outcome/Output	OUTCOME 7: Development debates and actions at all levels prioritize poverty, inequality, and exclusion, consistent with our engagement principles OUTPUT 7.5: South-South and Triangular cooperation partnerships established and/or strengthened for development solutions
SDG Goal/Target	GOAL 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development Target: 17.3.1 Foreign direct investments (FDI), official development assistance and South-South Cooperation as a proportion of total domestic budget.

Expected Output 1: South-South/Triangular and Public-Private Partnership Promoted

Project Output Indicators	Baseline (Year)	Target (M/Year)	Progress Against Target (M/Y)*	Data Collection Methods (M&E Activities)	Means of Verification (data sources)	Frequency	Responsibilities	Resources (Cost)	Assumptions and Risks
Number of South-South and triangular cooperation partnership developed by ERD	0 [2013]	3 [2020]	0 [June-2020]	Review of meeting proceedings and project reports	MOU/Agreement s/ Proceedings/Minutes with decisions among the Southern countries	Half-yearly	Project staff	N/A	A: ERD is very much positive in promoting South-South and Triangular Cooperation R: Lack of time for Honorable Prime Minister for organizing national conference
Number of national SS&TC partnerships delivering measurable and sustainable development benefits for participants	0 [2013]	1 [2020]	0 [June-2020]	Desk review of ERD SS&TC initiatives and meeting proceedings	International and national document/reports and websites of ERD and South-South news	Half-yearly	ERD	Project staff	A: ERD is very much positive in promoting South-South and Triangular Cooperation R: Lack of interests among partner countries to promote partnership
Development of institutional mechanism for promotion of	0 [2015]	3 [2020]	0 [June-2020]	Review of project reports and ERD's reports	Meeting minutes, notification, proceedings, published reports	Half-yearly	Project staff	N/A	A: ERD is very much positive in promoting South-South and Triangular Cooperation R: Lack of interests of other Ministries towards SST cooperation

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PROJECT MONITORING AND EVALUATION PLAN

South-South and Triangular cooperation ¹	0 [2015]	3 [2020]	0 [June-2020]	Review of project reports and ERD's reports	Meeting minutes, proceedings	Quarterly	Project staff	N/A	A: ERD is interested to organize inter-ministerial meetings on SST on regular basis. R: Lack of interests of other Ministries including Ministry of Foreign Affairs towards SST cooperation
Expected Output 2: Programming Manuals Revised and Implemented									
Project Output Indicators	Baseline (Year)	Target (Year)	Progress Against Target (M/Y)	Data Collection Methods (M&E Activities)	Means of Verification (data sources)	Frequency	Responsibilities	Resources (Cost)	Assumptions and Risks
Number of joint meetings/consultation sessions organized on NEX/NIM	0 [2015]	0 [2020]	0 [June-2020]	Review of project report	Meeting minutes	Half-yearly	Project staff	N/A	N/A
Approval of NEX/NIM manual by GoB and UNDP ²	0 [2015]	0 [2020]	0 [June-2020]	Review of project report and decisions/proceedings of meetings and of the joint task team	NIM Manual signed by ERD and UNDP	Half-yearly	Project staff	N/A	N/A
Expected Output 3: Strategic research/collaboration supported									
Project Output Indicators	Baseline (Year)	Target (Year)	Progress Against Target (M/Y)	Data Collection Methods (M&E Activities)	Means of Verification (data sources)	Frequency	Responsibilities	Resources (Cost)	Assumptions and Risks
Number of eminent persons given consent to join the EPG	0 [2015]	40 [2020]	0 [June-2020]	Desk review and project report	Written concurrence of eminent persons	Half-yearly	Project staff	N/A	A: Interests of ERD in collaboration with the eminent persons R: Lack of interests of eminent persons
Number of consultative session organized by GoB with eminent persons	0 [2015]	3 [2020]	0 [June-2020]	Desk review and project report	Event proceedings	Half-yearly	Project staff	N/A	A: Interests of ERD in collaboration with the eminent persons R: Perceived political leaning of some of the eminent persons may erode the credibility of the EPG policy recommendations
Number of policy recommendations prepared and published through dialogue with civil society consultative group	0 [2015]	0 [2020]	0 [June-2020]	Desk review and project report	Publication of policy briefs	Half-yearly	Project staff	N/A	N/A
Expected Output 4: Collaboration on Resource Mobilization Strengthened									

¹ Scale [0-3]: 0= no institutional mechanism, 1= nomination of focal South-South focal points by ministries/divisions, 2= inter-ministerial communication on promotion of South-South cooperation, 3= formation of South-South cooperation cell at ERD.

² Scale [0-3]: 0= no consensus between UNDP and GoB on NEX/NIM, 1= joint review of NEX/NIM by UNDP and GoB, 2= consensus on NEX/NIM by both UNDP and GoB, 3= acceptance of NEX/NIM by both UNDP and GoB

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PROJECT MONITORING AND EVALUATION PLAN

Project Output Indicators	Baseline (Year)	Target (Year)	Progress Against Target (M/Y)	Data Collection Methods (M&E Activities)	Means of Verification (data sources)	Frequency	Responsibilities	Resources (Cost)	Assumptions and Risks
Number of scopes and areas of collaboration for resource mobilization identified	0 [2015]	2 [2020]	0 [June-2020]	Review of Project reports	Annual Report of ERD, study report	Quarterly	Project staff	N/A	R: Lack of interests of ERD officials
Number of experience sharing event organized for GoB officials with other countries and partners	0 [2015]	1 [2020]	0 [June-2020]	Review of Project reports	Project Report	Quarterly	Project staff	N/A	A: ERD officials are interested to share such experience
Expected Output 5: Project Information Repository Platform Operationalized									
Project Output Indicators	Baseline (Year)	Target (Year)	Progress Against Target (M/Y)	Data Collection Methods (M&E Activities)	Means of Verification (data sources)	Frequency	Responsibilities	Resources (Cost)	Assumptions and Risks
Establishment of information repository at ERD ³	0 [2015]	0 [2020]	0 [June-2020]	Review of Project report and ERD's report/minutes	Repository web-link and Annual Report of ERD	Half-yearly	Project staff	N/A	N/A
Providing increased access to ERD's information repository within the government	0 [2015]	20 [2020]	0 [June-2020]	Review of Project report and government reports	Repository web-link and Annual Report of ERD	Half-yearly	Project staff	N/A	A: Other ministry officials will be interested in utilizing the ERDpedia R: Lack of awareness among officials
% of ERDOC information updated in the repository ⁴	0 [2015]	85 [2020]	0 [June-2020]	Review of project reports	ERDOC report	Half-yearly	Project staff	N/A	R: Lack of awareness among officials due to time limitations of the project
Number of officials trained on relevant development issues and use and administration of the information repository	0 [2015]	0 [2020]	0 [June-2020]	Review of Project report, ERD's report/minutes	Annual Report of ERD	Quarterly	Project staff	N/A	N/A
Expected Output 6: Platform for engagement with NRBs established									


³ Scale [0-4]: 0= no information repository, 1= development of software and procurement of hardware for establishment of repository, 2= digitization of ERDOC contents, 3= launching of the software, 4= use of information repository by ERD officials

⁴ Information related to contract agreements and relevant books, journals, reports etc. preserved at ERDOC library of ERD



PROJECT MONITORING AND EVALUATION PLAN

Identified potential areas of diaspora engagement ⁵	0 [2015]	5 [2020]	0 [June-2020]	Review of Project reports and availability of the study report identifying potential areas	Project report, study report on potential areas of diaspora engagement	Half-yearly	Project staff	N/A	A. Government is interested to identify the potential areas R. Timely hiring of resource person and timely completion of the study
Number of event of engagement of diaspora facilitated by the project	0 [2015]	4 [2020]	0 [June-2020]	Review of project report and ERD's report	Project report, study report on potential areas of diaspora engagement	Half-yearly	Project staff	N/A	A. Government is interested to facilitate diaspora engagement R. Interests of diaspora and short period of project
Developing institutional arrangement for NRB engagement ⁶	0 [2015]	2 [2020]	0 [June-2020]	Review of project report and ERD's report	Office order/gazette notification	Half-yearly	Project staff	N/A	A. Interests of Government and NRBs for engagement R. Stringent Government rules/regulations for developing new institutional set-up
SP Output 7.5: South-South and Triangular cooperation partnership established and/or strengthened for development solutions									
SP Output Indicators with code number	Baseline (Year)	Target (Year)	Progress Against Target (M/Y)	Data Collection Methods (M&E Activities)	Means of Verification (data sources)	Frequency	Responsibilities	Resources (Cost)	Assumptions and Risks
7.5.1.A.1.2 Number of national SS&TC partnerships delivering measurable and sustainable development benefits for participants	0 [2013]	2 [2020]	0 [June-2020]	Desk review of ERD SS&TC initiatives and review of project reports	International and national document/ agreements/ MoU/ reports and websites	Half-yearly	ERD	Project staff	A: ERD is very much positive in promoting South-South and Triangular Cooperation R: Lack of interests among partner countries to promote partnership


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 ERD, Ministry of Finance

5 Scale [0-3]; 0= no areas of diaspora engagement identified, 1= hiring consultant for exploring potential areas, 2= preparation of report on the exploration, 3= Concurrence of different Ministries/Divisions/ Organizations and diaspora communities towards the areas identified by the study

6 Scale [1-3]; 1=no institutional arrangement for diaspora engagement, 2= exercise on institutional arrangement for NRB engagement, 3= SOP for engagement developed, 4 = establishing institutional set-up for NRB engagement

PROJECT MONITORING AND EVALUATION PLAN

CPD Output 2.1: Civil society, interest groups, relevant government agencies and political parties have tools and knowledge to set agendas and to develop platforms for building consensus on national issues									
CPD Output Indicators	Baseline (Year)	Target (Year)	Progress Against Target (M/Y)	Data Collection Methods (M&E Activities)	Means of Verification (data sources)	Frequency	Responsibilities	Resources (Cost)	Assumptions and Risks
[CPD Indicator 2.1.1] Extent to which there is a strengthened environment for civic engagement, including legal/regulatory framework for civil society organizations to function in the public sphere and contribute to development, and effective mechanism/platforms to engage civil society (with focus on women, youth or excluded groups)	3 (2014)	2 (2020)	0 (June-2020)	Government memos and report, review of project reports, newspaper reports.	Written concurrence of eminent persons	Bi-Annual	Project staff	N/A	A: Interests of ERD in collaboration with the eminent persons R: Lack of interests of eminent persons




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PROJECT MONITORING AND EVALUATION PLAN

Key Result 1 (2017): Developing Policy Recommendations through Knowledge Partnership with Civil Society

Indicators	Baseline (Year)	Target (M/Y year)	Progress Against Target (M/Y)*	Full Title	Date of Publication	Author	Evidence (Data sources/Name of Document/Website, etc)	Link (if available)
Number of eminent persons given consent to join the EPG ⁷	0 [2015]	40 [2020]	0 [June-2020]	Report on the inaugural meeting of the Eminent Persons' Group	July 2017	Economic Relations Division		http://www.erd.gov.bd http://print.thefinancialexpress-bd.com/2017/06/05/174477
Number of consultative session organized by GoB with eminent persons	0 [2015]	03 [2020]	0 [June-2020]	Report on the inaugural meeting of the Eminent Persons' Group	July 2017	Economic Relations Division		http://www.erd.gov.bd
Number of policy recommendations prepared and published through dialogue with civil society consultative group	0 [2015]	0 [2020]	0 [June-2020]					N/A

Key Result 2 (2017): South-South and Triangular Cooperation Promoted

Development of institutional mechanism for promotion of South-South and Triangular cooperation ⁸	0 [2015]	03 [2018]	0 [June-2018]					www.erd.gov.bd
Organizing events with South-South focal points	0[2015]	02 [2018]	1 [June-2018]					

Key Result 3 (2017): Diaspora engagement in national development Facilitated

Identification of potential areas of diaspora engagement in national development ⁹	0 [2015]	05 [2020]	0 [June-201]					
Number of event of engagement of diaspora facilitated by the project	0 [2015]	4 [2020]	0 [June-2020]					
Developing institutional arrangement for NRB engagement ¹⁰	0 [2015]	4 [2020]	0 [June-2020]	Government formed a high-profile Task-force to facilitate NRB engagement				

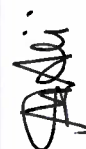
Signature

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National Resilient Director
K-SPM Project
ERD, Ministry of Finance

7 [Scale 0-3]; 0= no concurrence, 1= convey of concurrence of Eminent Persons to join group, 2= concurrence of eminent persons to the terms of reference of the group, 3= participation of eminent persons to the cooperation cell at ERD.
8 [Scale 0-3]; 0= no institutional mechanism, 1= nomination of focal South-South focal points by ministries/divisions, 2= inter-ministerial communication on promotion of South-South cooperation, 3= formation of South-South Project
9 [Scale 0-3]; 0= no identification of areas, 1= hiring consultant for exploring potential areas, 2= preparation of report on exploration, 3= Concurrence of different Ministries/Divisions/Organizations and diaspora communities on the areas identified by the study.
10 Scale [1-3], 1= no institutional arrangement for diaspora engagement, 2= exercise on institutional arrangement for NRB engagement, 3= SOP for engagement developed, 4 = establishing institutional set-up for NRB engagement

PROJECT MONITORING AND EVALUATION PLAN

SDG Target 1.2: By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions									
SDG Indicators	Baseline (Year)	Target (Year)	Progress Against Target (M/Y)	Data Collection Methods (M&E Activities)	Means of Verification (data sources)	Frequency	Responsibilities	Resources (Cost)	Assumptions and Risks
[SDG Indicator 17.6.1] Number of science and/or technology cooperation agreements and programmes between countries, by type of cooperation	0 (2014)	1 (2020)	0 (June-2020)	Desk review of ERD SS&TC initiatives and review of project reports.	International and national document/agreements, MOU/ reports and websites	Half-yearly	ERD	Project staff	A: ERD is very much positive in promoting South-South and Triangular Cooperation R: Lack of interests among partner countries to promote partnership



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OFFLINE RISK LOG

#	Project Title: K4DM project	Date Identified	Type	Award ID: 00091143	Countermeasures / Mngt response	Owner	Date:	Last Update	Status
1	Enter a brief description of the risk (In Alias, use the Description field. Note: This field cannot be modified after first data entry)	When was the risk first identified (In Alias, select date. Note: date cannot be modified after initial entry)	Environmental Financial Operational Organizational Political Regulatory Strategic Other Subcategories for each risk type should be consulted to understand each risk type (see Deliverable Description for more information) (In Alias, select from list)	Describe the potential effect on the project if this risk were to occur Enter probability on a scale from 1 (low) to 5 (high) P = Enter impact on a scale from 1 (low) to 5 (high) I = (In Alias, use the Management Response box. This field can be modified at any time. Create separate boxes as necessary using "+", for instance to record updates at different times)	What actions have been taken/will be taken to counter this risk (In Alias, use the Management Response box)	Who has been appointed to keep an eye on this risk (In Alias, use the Management Response box)	Who submitted the risk (In Alias, automatically recorded)	When was the status of the risk last checked (In Alias, automatically recorded)	e.g. dead, reducing, increasing, no change (In Alias, use the Management Response box)
2			Environmental Financial Operational Organizational Political Regulatory Strategic Other	Text P = I =					
3			Environmental Financial Operational Organizational Political Regulatory Strategic Other	Text P = I =					

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Knowledge for Development Management (K4DM) Project

Lessons Learned and Self-Assessment

Based on the preceding discussions the current chapter identifies the lessons that can be learnt from the implementation experience of the K4DM project. At this attempt, the chapter in the subsequent sections discusses what worked and what did not, what were the value additions by the project, what was UNDP's contribution to the achievements of the project, for attaining better results what could be done and what other results that the project could produce.

What Worked and what did not Work?

What worked?

Overall, the K4DM Project could achieve a lot with a small budget and time. To name a few, establishing an information repository at ERD- a long felt need of the ERD could see the light through the Project. Another great achievement included formalizing the concepts of NRB and SSC, details of which has been provided in chapter 3. In addition to that, beyond the Project's M&E Framework capacity building initiative of the Project can be considered as one of the best practices of the Project activity which could produce significant impacts on the officials of ERD and other ministries. From these best practices of the Project following lessons can be learnt:

1. Government support and ownership was found to be one of the key determining factors leading to the Project success. Without the ownership of the government, no good initiative can succeed.
2. It is important to understand the right time for selling a project. In other words, in the wider national context, projects have to be timely. This is an important lesson that can be learnt from the K4DM experience. Some of the initiatives of the Project gained government support and ownership since it was a timely initiative. "It was launched at a time when Bangladesh had an appetite for many new things and K4DM brought in those ideas", commented an official during interview. In recent years Bangladesh has been trying very hard to make a place in the globe and it has now become a global player. For its survival, the country needs innovative ideas and initiatives and the Project rightly responded to these demands.
3. Strong ownership of the implementing agency (ERD) is the central determining factor for achieving the success of a Project. Strong ownership of the ERD made itself committed to make the K4DM project as effective as possible. Core objective of the K4DM project (exploring the innovative alternatives for external resource mobilization) was closely aligned with the central focus of the ERD, which helped the Project ideas get buy in from the senior bureaucrats of the ERD. In many events ERD provided its facilities to the project free of cost, which helped save Project money. In addition to this, each of the Project Steering Committee meetings was chaired by the Secretary of the ERD, which demonstrates high level of commitment of the ERD for the Project. "Compared with other projects investing billion dollars, K4DM gained a huge attention from the ERD", commented an official during interview.
4. Flexibility in determining project strategies and its implementation depending on the emerging needs has a positive influence on project performance. The K4DM preserved a certain degree of flexibility in setting its strategies and funding since UNDP was the lone external funder of the Project. Since UNDP was the only custodian of funds the project enjoyed a huge flexibility of adopting different strategies for achieving its objectives depending on the emerging needs from time to time. During interview, a respondent noted, "The Project could lend an opportunity for

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the ERD to look at the wider Civil service system and see how their capacity could be improved in a changing development context of Bangladesh and its changing profile. It was the value of the project that it was kept flexible to respond to the emerging issues since development is not a static issue".

5. Spontaneous participation of stakeholders in different project initiatives was another facilitating factor for the Project. The Project could easily attract, appeal to and engage the stakeholders from other ministries, which greatly facilitated the project to sell its ideas and to move forward. FGDS informed that the prestigious status of the ERD and the unique ideas of the Project itself helped achieving this.

6. A congenial relationship between ERD and the UNDP facilitated the Project achieving its objectives. This Project facilitated better relationship and cooperation between the Government and the UNDP. Through the project UNDP could meet many government policy makers in different meetings where many problems/issues could be solved informally, which greatly facilitated the project implementation.

7. A well-designed M&E Framework of the Project was one of its significant strengths. The expected targets/indicators across the Project initiatives were found to be rightly set, which immensely helped the Project to measure its quarterly progress. More importantly, the M&E Framework provided a useful guideline to make the final evaluation as scientific as possible.

What didn't work?

1. In some cases the Project could not play the expected role. For instance, initiatives like forming EPG to contribute to the effective policy making, preparation of NHDR and Government-UNDP collaboration for resource mobilization could not achieve the expected outputs because they were not in the priority list of the ERD and also lacked the required support from the national level policy makers.

2. ERD Pedia was established but could not function well. Frequent transfer of government officials affected the use of ERDPedia. Trained officials were transferred, new officials without relevant training were posted there, which affected the efficacy of the ERDPedia.

3. Gender responsiveness was not clearly identified in the Prodoc. The Project did not have gender strategy although it was considered as a cross cutting issue. While the Project was in its operation, gender issue received attention in some of its activities only (i.e. capacity building initiative, formation of EPG).

4. Despite the fact that the K4DM as a strategic project drew a lot of attention from senior management of UNDP but it failed to draw the same from the Cluster (governance) management of UNDP where it belonged to. "The reason behind this was that the Project was very small in monetary terms compared to other UNDP projects and the Cluster has a general tendency to focus more on bigger projects" commented a UNDP official during interview. Moreover, the project was placed under Governance Cluster at its intermediate stage. As a result, the project failed to get due priority from the cluster management of UNDP.

Top Five Results in 2020

- **New phase of K4DM designed;**
- **Development solution for promotion of South- South Cooperation is enhanced ;**
- **Platform for fund channeling for NRB's established ;**
- **Developing NHDR process will be further enhanced to be printed in 2021;**
- **AI based collaborative online platform for e-learning along with a documentary repository will be enhanced;**

Update on Risk and Assumption Management:

Risk	Update on controls/ mitigation strategy
Due to lack of understanding on some concepts, implementation of activities has been affected.	Sharing sessions had been organized to eliminate confusions.
All of the activities of the pro-doc may not be implemented.	The issues have been discussed in the Project Executive Board meetings and priorities have been decided based on the decisions of the meetings.
Due to sensitivity of some issues, implementation of project activities are affected	Prior approval from senior management was taken before going for implementation of any activity sensitive in nature.



Government of the People's Republic of Bangladesh
Economic Relations Division (ERD)
Ministry of Finance



FINAL EVALUATION REPORT

Knowledge for Development Management (K4DM) for ERD UN Wing

Professor Dr. Ferdous Arfina Osman

University of Dhaka

Dr. Nizamuddin Al- Hussainy

Bangladesh Center for Advanced Studies

December 8, 2019

Recommendations

A. Considering the Progress Made Thus Far, What Could be the Future Steps?

1. With a view to accomplish the unfinished agenda of the Project, **the current Project should be continued in its erstwhile form under Phase II.**

Phase II of the Project may be started with the activities which produced notable and good outcomes (NRB engagement and South-South and Triangular Cooperation)

This should also be noted that the Project should be allowed to continue to run its activities between the termination of the current phase and the initiation of the new one so that the momentum that the Project has already attained does not get lost.

2. **Phase II of the Project should deal with NRB issue in a much wider scale through:**

making NRB Task Force more functionally effective, strengthening NRB Cell at ERD, creating an NRB Pool fund, linking the NRB website at the ERD to the field administration in order for them to be informed about the needs of the NRBs. Overall, the key focus of ERD should be to capture technical knowledge of NRBs.

3. Attempts should be undertaken to **institutionalize the concept of SSTC further** through: establishing a South-South knowledge Centre, creating a SSC Pool Fund, strengthening the SSC Cell at ERD by creating a permanent position for the desk officer at the Cell.

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4. **A permanent Centre for Capacity Development of International Negotiation Skills of Civil Servants can be created during phase II of the Project.** This will help bridging the capacity gaps that currently exist among the Civil Servants on international negotiation skill particularly considering the emerging development dynamics of the country.
5. **Eminent Persons' Group (EPG) should be made operational** with a view to establish a formal knowledge partnership between the government and the civil society.
6. The Project has tested many new concepts and **a number of new initiatives which can also become stand-alone projects.** The Project initiatives including **NRB, SSTC, preparation of NHDR are worth mentioning in this regard.**
7. ERD should take necessary steps to make the **ERD Pedia sustainable** through deploying an official-in-charge at the ERD to monitor the functioning of the Pedia, making it accessible to the officials of other ministries alongside ERD and to the academics/researchers.

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8. Emphasis should be given on the **preparation of NHDR** in order to benefit the national policies through its outcome and for the attainment of SDGs.
9. With a view to bridge the skill gap among the Civil Servants, **the capacity building initiative** should be continued in a much wider scale and with more investments
10. The Evaluation Team did not manage to collect sufficient evidence with regard to gender-specific targets of project components. In phase II of the project, it is imperative to integrate **gender consideration in all components of the Project.**
11. Government should go for **self-financing/cost sharing mechanisms** to sustain the Project initiatives. For such self-financing projects government may seek technical support from UNDP and other donors.

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B. What could be further improved to implement similar project by UNDP or other agencies?

- 1. ProDoc should be written candidly and reviewed carefully** in order to avoid the confusions and uncertainties while project is in operation.
- 2. Serious attempts should be taken to avoid the delayed start of the project** through simplifying the lengthy bureaucratic procedure involved in the project approval process as much as possible and making the project management, particularly the PDs, proactive in this regard.
- 3. Project should have the required number of full-time employees.** Projects must have an M&E official and a communication official.

Contd.

4. To improve project performance, it is important to ensure that the expertise, willingness, and interest of the NPDs match with the nature and objectives of a project. **Formation of a Project Director's Pool (like the DC Pool) might be helpful for getting a suitable NPD for a project.**
5. **Adequate care should be taken while selecting the participants of exposure visits** and these visits should produce reports on their experiences and the outcome.
6. **Projects can be thought of in terms of results chains (Logframe)**, whereby certain activities produce a set of outputs to influence the final outcomes sought.
7. For future projects, **GOB cost sharing should be given serious consideration** so that projects do not suffer from uncertainties of funding and the risk of sustainability.

Government of the People's Republic of Bangladesh
Ministry of Finance
Economic Relations Division
UN-3 Branch
www.erd.gov.bd

No. 09.00.00.00.103.02.001.19-99

Date: 19 December 2019

Sub: No cost extension of the project "Knowledge for Development Management (K4DM) for ERD UN Wing"

The undersigned is directed to inform that "Knowledge for Development Management (K4DM) for ERD UN Wing" project being implemented by the Economic Relations Division with the assistance of UNDP, is scheduled to be completed by December 2019. ERD request to extend the period of project implementation without cost till June 2020.

In view of the above, this division would like to request necessary concurrence from UNDP on the proposed no-cost extension up to June 2020 (Six months).

(Nusrat Noman)
Deputy Secretary
Phone: 9119408
E-mail: ds-un3@erd.gov.bd

Resident Representative
UNDP Bangladesh
EDB Bhaban, Agargaon, Dhaka.

Copy for kind information:

- 01. PS to Secretary, Economic Relations Division, Dhaka.
- 02. PO to Additional Secretary (UN), Economic Relations Division, Dhaka.
- 03. PO to Joint Secretary (UN-1), Economic Relations Division, Dhaka.

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National Project Director
K4DM Project
ERD, Ministry of Finance

United Nations Development Programme

জাতিসংঘ উন্নয়ন কর্মসূচী



Empowered lives.
Resilient nations.

Ref: UNDP- Partnerships/K4DM/2019

31 December 2019

Dear Sir, *Monowar Sahab*

No-cost extension- Knowledge for Development Management (K4DM) project.

With reference to ERD's Letter No. 09.00.0000.103.02.001.19-99 dated 19 December 2019, we are pleased to convey UNDP's concurrence in favour of the extension of the Knowledge for Development Management (K4DM) project up to June 2020. In addition, we took note of the PSC's decision on the no-cost extension as well.

During the extension period, we expect that the "Knowledge for Development (K4DM) project will implement its activities as per the agreed Strategic Action Plan.

I take this opportunity to thank you for your continued support and excellent cooperation in implementing the project activities. We would expect, the extension of the project will enable meeting the targets and bring about tangible results that will contribute in creating a solid base towards evidence-based policy making.

Thank you.

with my warm wishes of the season & Happy New Year

Yours sincerely,

[Signature] 31/12/19.

Sudipto Mukerjee
Resident Representative

Mr. Monowar Ahmed
Secretary
Economic Relations Division
Sher-e-Bangla Nagar
Dhaka-1207

CC: Ms. Sultana Afroz, Additional Secretary, Wing Chief (UN Wing) and NPD, K4DM.

Knowledge for Development Management (K4DM) for ERD Project

Minutes of the Project Executive Board -8th Meeting

Chairperson : Dr Gauranga Chandra Mohanta ndc, Additional Secretary and wing chief (Europe), Economic Relations Division

Meeting date: 08 December 2019

Time : 12.30 pm

Venue : UN Conference Room, ERD

The 8th meeting of the Project Executive Board of Knowledge for Development Management (K4DM) for ERD UN Wing Project was held on 08 December 2019 at UN Conference Room, ERD where Dr Gauranga Chandra Mohanta ndc, Additional Secretary, and Wing Chief ERD chaired the meeting with the instruction of Secretary, ERD due to his other important engagement.

List of the Board members attended the meeting is attached in Annex- 1.

The Chair welcomed the members in the meeting and requested Ms. Sultana Afroz, Additional Secretary, Wing Chief (UN) and National Project Director of K4DM Project to make a presentation as per agenda of the meeting which were as follows.

Item 1: Confirmation of the minutes of 7th meeting;

Item 2: Implementation status of the decision taken in 7th Board Meeting;

Item 3: Review of progress of project implementation till date;

Item 4: Project evaluation;

Item 5: Future of the K4DM;

Item 6: Miscellaneous;

Item 1: Confirmation of the minutes of 7th meeting;

The 7th meeting of the Project Executive Board was held on 28th of April 2019. The minutes of the meeting was distributed among all concerned. No comments/views were received till date. The minutes of the 7th meeting was confirmed by the Board members in this meeting.

Item 2: Review of the progress of project implementation

The board was updated with the implementation status of decisions of the 7th meeting of Project Executive Board which were as follows:

Decisions	Implementation Status
(i) The board endorsed the minutes of the 7th Executive board meeting;	The signed meeting minutes was duly distributed among participants;
(ii) The board endorsed the achievements so far of the Project activities;	The project has accomplished most of the planned activities for the extended period (July-December 2019) and Some activities are ongoing.
(iii) The responds from GED on NHDR issue to be placed to Honorable Finance Minister;	<ul style="list-style-type: none"> • UN Wing of ERD has been working on developing the NHDR with the technical support from K4DM Project; • A joint meeting of Advisory committee and writers' pool held, where decisions were made to develop small email group for the writers' pool have been formed; • Meanwhile, a letter was issued in favor of each writers' pool member with a request to inform their area of interest for writing on the selected thematic areas. A meeting will be organized with a view to finalizing the writer for each thematic area. This will expedite one step forward towards the development of the NHDR. • The NHDR will be published during the celebration of country's golden jubilee of the independence in 2021.
(iv) The report of the final evaluation of K4DM will be shared with Honorable secretary and therefore based on the recommendation a new phase should be designed.	<ul style="list-style-type: none"> • The consultants submitted final draft of the final evaluation and feedbacks were provided by both UNDP and ERD (NPD, DPD and the team members of K4DM); • The consultants presented the outcomes and shared their recommendations at both UNDP and ERD. Finally the consultants submitted the Final Report incorporating relevant feedbacks.
(v) The board agreed in principal that the Project can extend till December 2019	<ul style="list-style-type: none"> • The Annual Work Plan (AWP) of K4DM project was revised based on the

which is also subject to half a day brain storming session to add few more additional different activities to be implemented by K4DM.	<p>outcomes of a half day planning workshop.</p> <ul style="list-style-type: none"> • K4DM Project received 247,400 USD in total from Jan- December 2019. From July – December K4DM received 1, 23,990 USD. • The utilization of funds in the extended period is given below.
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Activity-wise Progress

Item 3: Review of progress of project implementation till date;

Deputy Project Director (DPD) of K4DM updated the board members on the progress of K4DM including budgetary utilization.

- **Utilization of Project Fund**

ADP allocation for the Project in 2019-20 was BDT 80.00 lakh and the Project spent BDT 53.24 lakh which is 66.55% of the allocation. UNDP allocation for 2019 (January– December) was \$263,000 and the delivery till date is \$217,078.00 and the progress is around 83.22%. But out of total allocation of the TPP which BDT 24.00 crore (\$3 million), total utilization of fund is BDT 8.11 crore (\$.96 Million) and the progress is 32.25%. Of course, physical progress of the project is much higher than the financial progress.

The table below shows the financial status of 2019:

Year	Total Budget	Expenditure as of 30 ,November 2019	Forecast expenditure December 2019	Total Exp. (Actual + Forecast)	Balance
GoB (2019-20)	05.00 (BDT LAKH)	1.5 (Lakh)	3.00 (Lakh)	4.5 (Lakh)	.5 (Lakh)
UNDP 2019	\$263,000	\$217,078	\$ 37,000.	\$254,000	\$9,000

- **Activity-wise progress**

- *Revision and Implementation of Programming Manuals-NEX and other Manuals (under Component -1)*

Within this reporting period (June-December 2019), no activity has been done under this component.

○ ***Operationalization of Information Repository in ERD (under Component -1)***

K4DM project initiated updating the system of the ERDPEDIA, identified challenges officials were facing in using it and based on the findings a refresher course for the current focal points and alternative focal points was organized on 23 June 2019. Also the user manual has been revised and shared with the participants, so that they can use the system effectively.

○ ***Strengthening collaboration on resource mobilization (under Component -1)***

A study was conducted to identify the scopes and areas of resource mobilization for ERD and as follow up of the study a training on economic diplomacy organized for the ERD and other ministry officials on 1st October 2019.

○ ***Supporting strategic research /collaboration with Eminent Persons***

Strategic partnership has been developed with the eminent persons of the country and the Eminent Persons Group (EPG) conducted four thematic dialogues those helped the policy makers in making new policy decisions. But within the reporting period no activity was initiated.

○ ***Promotion of South-South and Triangular Cooperation (under Component -2)***

A South-south cooperation cell has been established within the UN Wing. A high level task force has been formed and the first meeting of the task force held on 24 November. A workshop for building capacity of ERD officials will be held by the 1st week of December 2019.

○ ***NRB Engagement for National Development (under Component -2)***

- A workshop held on "Engagement of Non-Resident Bangladesh in National Development-The Way Forward" at Grand Ball Room, La Guardia Marriot Hotel, New York, USA on 14 July 2019. The outcome of the workshop provided the way forward for the NRBs living in USA to be engaged in National Development.
- A divisional workshop on "Engaging Non-Resident Bangladesh in National Development" held on 22 October in Sylhet. This workshop has opened a new window for engaging NRB in National Development from the divisional level.
- 19 Project proposals were received from the NRBs and processed through the web portal.
- The NRB Taskforce meeting was held at PMO on 24 November 2019

○ ***Support to Preparation of National Human Development Report (NHDR) (Component 3)***

- Accelerating coordination activities of publishing National Human Development Report (NHDR) and making the report more time worthy, a meeting was held on 17 September 2019 at NEC-2 Conference Room of Planning Commission in Dhaka.

- It was decided that the report will contain information on present human development scenario, possible challenges and potential future opportunities for human development in Bangladesh. The NHDR is expected to be published in 2021 as a part of the celebration of 50 years independence of Bangladesh.
- In the meeting, participants discussed on five thematic areas of NHDR which include Climate Change, Employment for Youth Groups, Teenager's Dream for Future Bangladesh, Inequality and Human Development and Peace & Prosperities. They also discussed to select specific themes, chapters and the size of the report.
- Another consultation meeting of the Advisors' committee and the Writers' pool will be organized with an aim to distribute the works among the writers' pool, so that they can start development of the NHDR contents.

○ **Capacity Development Programmes**

The project in this reporting period organized number of trainings and one workshop where more than hundred officials of ERD, line ministries and UN agencies participated. The training programmes were as follows:

- Training on Negotiation Skills;
- Training Leadership and Change Management Skills;
- Training Economic Diplomacy skills;
- Half day brain storming workshop on sharing the achievements and the future of K4DM project was held on 17 June 2019 at BICC in Dhaka.
- Refresher course on ERDPEDIA for the ERD Officials;
- A seminar was held in partnership with the government's Economic Relations Division (ERD), a2i and Bridge to Bangladesh (B2B), organized a daylong seminar on Engagement of Non-Resident Bangladeshis (NRB) in National Development- The Way Forward on 14 July 2019, at La Guardia Marriott Hotel in New York. The seminar was chaired by Sultana Afroz, while Planning Minister M A Mannan was present as chief guest.

Plan for November and December 2019

The following planned activities have been designed for November and December:

1. NRB booth in Dhaka and Sylhet airport;
2. Follow up divisional level workshop with NRBs;
3. Workshop on SSC with the focal persons of relevant ministries;
4. NHDR Writers Pool meeting;
5. Workshop with UN Wing officials to design the second phase of K4DM;
6. Publication of Newsletter (for Q2 quarters).

Item 4: Project evaluation;

The final evaluation of K4DM project has been completed and the consultants submitted the final draft incorporating the feedback from the K4DM project and UNDP. Now the consultants will present the final outcomes of the study in UNDP and ERD accordingly. Findings of the study reveal that the project management has been able to spend 81% of the fund released by the UNDP and 72% of the funds released by the GOB. However, majority of the survey respondents (63%) termed the pattern of expenditure against the allocated money as "moderately satisfactory- satisfactory". "Value for money" that the Project achieved was found to be moderately high. Project activities were also found to be relevant to the Project objectives which evince that the funds were judiciously spent. As to effectiveness the project has been able to produce a set of significantly tangible and non-tangible results within a short span of time. With regard to relevance, the Project objectives were found to be relevant to national, international development goals. The Project has a great potentiality to be sustainable since the Government has already owned many of the Project ideas and results. Some of the Project initiatives namely NRB and SSC have already been considered by the policy makers as the national development priorities. On the other hand, delayed start and lower disbursement of fund than committed, weaknesses in project design, repeated extension of the project period acute workforce shortage and lack of government support influenced the non-accomplishment of a good number of initiatives.

One of the major outcomes of the final evaluation was shared with the board that there should be no break between project end date (December 2019) and the new phase of K4DM project.

(Recommendations from the Final Evaluation are attached as Annex-II)

Item 5: Future of K4DM:

National Project Director explained that even the Project period has already been extended 3 times (1st: From January to June 2018; 2nd: July 2018 to June 2019; and 3rd: July to December 2019) and will be completed in December 2019. But discontinuation of some of the good practices of K4DM such as SSC and NRB platforms, development of NHDR may lose the momentum already created. Specially, the NHDR development work requires continued support in order to be completed by 2021. Further innovative ideas can be incorporated to have wider impact of the Project to enhance the affiliation between ERD and UNDP.

Taking the momentums created by the project and in order to keep the partnership between ERD and UNDP it was agreed in principal to extend the project (K4DM) period for another six months starting from January till June 2020. In addition, it was agreed, ERD will prepare strategic action plan for the extended period. During the extended period, the project will mainly implement some strategic activities especially focusing on hiring a mission for developing the Project Document for the next phase of the project.

Item 6: Miscellaneous:

- A video documentary on K4DM project displayed which was appreciated by the Board Members.

Decisions:

1. The board confirmed the minutes of the 7th Executive board meeting;
2. The board endorsed the project achievements so far;
3. The board agreed in principal that the Project will be extended for 6 months from January till June 2020. -

Having no further item for discussion, the chair concluded the meeting by thanking all.



18.12.19

(Dr Gauranga Chandra Mohanta ndc)
Additional Secretary and Wing Chief, Europe
Economic Relations Division

Md Ashraful Islam

From: Marina Shawkat Ali
Sent: Tuesday, January 21, 2020 11:54 AM
To: Sonia Mehzabeen
Cc: Fatematul Jannat; Mahmuda Afroz; Md. Monzurul Islam Kamal; Md Ashraful Islam
Subject: RE: TRAC Allocation 2020

Sure apa.

Marina.

From: Sonia Mehzabeen <sonia.mehzabeen@undp.org>
Sent: Tuesday, January 21, 2020 11:03 AM
To: Marina Shawkat Ali <marina.ali@undp.org>
Cc: Fatematul Jannat <fatematul.jannat@undp.org>; Mahmuda Afroz <mahmuda.afroz@undp.org>; Md. Monzurul Islam Kamal <monzurul.kamal@undp.org>; Md Ashraful Islam <ashraful.islam@undp.org>
Subject: RE: TRAC Allocation 2020

Dear Marina apa,
Thank you for your email. This should be fine as long as it is within the TRAC envelope of governance portfolio. Hence, good to notify Mahmuda apa for her information.
Best regards,
Sonia

From: Marina Shawkat Ali <marina.ali@undp.org>
Sent: Monday, January 20, 2020 2:27 PM
To: Sonia Mehzabeen <sonia.mehzabeen@undp.org>
Cc: Fatematul Jannat <fatematul.jannat@undp.org>; Mahmuda Afroz <mahmuda.afroz@undp.org>; Md. Monzurul Islam Kamal <monzurul.kamal@undp.org>; Md Ashraful Islam <ashraful.islam@undp.org>
Subject: RE: TRAC Allocation 2020

Dear Sonia apa,

Please be informed that we initially developed our AWP 2020 within 140,000 USD for K4DM. Recent development is we are willing to have an international consultant on board as per the discussion with senior management for designing the second phase of K4DM. As per our discussion with you this morning we tried to readjust our planned activities for this year with limited budget to incorporate the budget for Int. consultant thus our budget slightly goes up to 145,500.00 USD.

Seeking your kind approval in this regard.

Thank you.

Md Ashraful Islam

From: Marina Shawkat Ali
Sent: Monday, January 20, 2020 2:27 PM
To: Sonia Mehzabeen
Cc: Fatematul Jannat; Mahmuda Afroz; Md. Monzurul Islam Kamal; Md Ashraful Islam
Subject: RE: TRAC Allocation 2020

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Seeking your kind approval in this regard.

Thank you.



*Empowered lives.
Resilient nations.*

Marina Shawkat Ali
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From: Sonia Mehzabeen <sonia.mehzabeen@undp.org>
Sent: Tuesday, January 7, 2020 8:53 AM
To: Marina Shawkat Ali <marina.ali@undp.org>
Cc: Mahmuda Afroz <mahmuda.afroz@undp.org>; Sudipto Mukerjee <sudipto.mukerjee@undp.org>; Van Nguyen <nguyen.thi.ngoc.van@undp.org>; Fatematul Jannat <fatematul.jannat@undp.org>
Subject: TRAC Allocation 2020

Dear Marina apa,

Ahead of the planning workshop 2020, I am pleased to inform you that senior management has approved an initial allocation of USD 140,000 for K4DM work plan 2020. You may incorporate this in the AWP.



Marina Shawkat Ali
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Resilient nations.*

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Sent: Tuesday, January 7, 2020 8:53 AM
To: Marina Shawkat Ali <marina.ali@undp.org>
Cc: Mahmuda Afroz <mahmuda.afroz@undp.org>; Sudipto Mukerjee <sudipto.mukerjee@undp.org>; Van Nguyen <nguyen.thi.ngoc.van@undp.org>; Fatematul Jannat <fatematul.jannat@undp.org>
Subject: TRAC Allocation 2020

Dear Marina apa,

Ahead of the planning workshop 2020, I am pleased to inform you that senior management has approved an initial allocation of USD 140,000 for K4DM work plan 2020. You may incorporate this in the AWP. Please note that the allocation is subject to revision based on the outcome of planning exercise. The portfolio manager will be consulted before the final allocation.

Best regards,
Sonia

Please note that the allocation is subject to revision based on the outcome of planning exercise. The portfolio manager will be consulted before the final allocation.

Best regards,
Sonia