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Project Document

SHORT TITLE: **Strengthening Institutional Capacity for SDG's Achievement in Bangladesh (SC4SDG) Project**

PROJECT NUMBER: **Award ID: 00087607**

Project ID: 00094549 & 00127845

(I) SUBMITTING PROGRAMME MANAGER:

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
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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.

Mr. Fakrul Ahsan

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Date: 08/12/2021

(II) CLUSTER HEAD: **Ashekur Rahman, Assistant Resident Representative** **Democratic Governance Portfolio.**



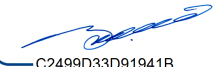
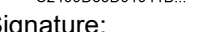
I have reviewed and hereby recommend approval of this Project Initiation Document/AWP/Budget revision

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(III) BUSINESS DEVELOPMENT AND PARTNERSHIP (BD&P):

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Revised Project Document

Project Title: Strengthening Institutional Capacity for SDGs Achievement in Bangladesh (SC4SDG)**Implementing Partner:** UNDP**Project Number:** 00087607**Start Date:** January 2020**End Date:** December 2023**LPAC Meeting date:** 25/11/2019

Brief Description

"Strengthening Institutional Capacity for SDGs Achievement in Bangladesh (SC4SDG)" is a multi-year initiative to support the Government of Bangladesh. This initiative is the successor of the "Support to Sustainable and Inclusive Planning (SSIP)" project and "Engaging with Institutions (EI)", IP project and aims at providing technical assistance in the formulation of evidence-based policy, implementation, localization, monitoring, evaluation, reporting and outreach of SDGs in Bangladesh. The project also aims to extend support in scoping innovative financing options and adopting apt financing strategies for SDGs implementation. Besides, the project, in partnership with the Aspire to Innovate (a2i) project, aspires to provide technical assistance to GoB for green and sustainable economic recovery from the COVID-19 pandemic. UNDP has been a long-standing partner of the GoB in achieving global goals since the MDGs era. In previous interventions, UNDP worked largely with the public sector; but for SDGs, it cannot be achieved without the support of non-state stakeholders given its wideness and depth of the 2030 Global Development Agenda. This project aims to go beyond the conventional partnership with the government to the private sector, NGOs, CSOs, think tanks, academia, and media to ensure the 'whole of the society' approach to attaining SDG goals and targets.

The project has five components:

1. Evidence-informed SDG policy and plans formulated;
2. Systems and capacities in place to localize the SDGs;
3. Financing for SDG Implementation secured and prioritized;
4. Partnerships and outreach for enhancing society wide participation in SDGs ensured; and
5. Green and sustainable economic recovery from COVID-19 pandemic supported.

Bangladesh UNDAF: Output 1.2: National and subnational capacity strengthened for generating, collecting and analysing disaggregated, quality data to monitor SDGs & 7FYP and for informed decision making.

UNDP Strategic Plan: SP Output 1.1.1: Capacities developed across the whole of government to integrate the 2030 Agenda, the Paris Agreement and other international agreements in development plans and budgets, and to analyse progress towards the SDGs, using innovative and data-driven solutions

Country Project Document: Output 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.

Indicative Outputs with Gender Marker¹: GEN2 – output 1.1; 1.3; 2.1; 2.2 and 4.1 significantly contribute to gender equality.

Summary of UNDP Inputs (as per attached budget)

Fund	Approved Budget (Version E)	Revised Budget (Version F)	Increase/Decrease
TRAC-1: SDG components 1-5	US\$ 1,600,000	US\$ 1,600,000	US\$ 0.00
TRAC-1: SFLP component-6	US\$ 235,885	US\$421,593	US\$ 185,708.27
PEA Global Funds (EU, UNEP, ADA)	US\$ 900,000	US\$ 900,000	US\$ 0.00
UNEP (PEA/SDG Project activities)	US\$ 40,000	US\$ 40,000	US\$ 0.00
FCDO for TEPP	US\$ 0.00	US\$ 1,788,171	US\$ 1,788,171
Unfunded	US\$ 2,224,115	US\$ 250,236	(US\$ 1,973,879)
Total	US\$ 5,000,000	US\$ 5,000,000	US\$ 0.00

The budget has been revised due to i) add the new resources of FCDO (GBP 1.3m equivalent to USD 1,788,171 using the rate of the month of September 2021) for TEPP activities which is incorporated into the AWP 2021 and subsequent years; and ii) increase of US\$185,708.27 TRAC allocation for the SFLP component as per cluster decision. However, the total project resource has not increased or decreased for this budget revision.

Agreed by (signatures)²:

DocuSigned by:

Sudipto Mukerjee

Resident Representative 14-Dec-2021

¹ The gender marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principal objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender equality)

² Note: Adjust signatures as needed

A. SITUATION ANALYSIS

1. Development Challenges

Bangladesh has made remarkable progress in reducing poverty, supported by sustained economic growth. Based on the international poverty line of \$1.90 per person per day, it reduced poverty from 44.2% in 1991 to 14.8% in 2016/17. In parallel, life expectancy, literacy rates and per capita food production have increased significantly. The country has made progress in providing access to health and basic social services. Progress was underpinned by 6.5% growth on average over the decade and reaching to 8.13% in FY2018-19—the highest rate of economic expansion in the country's history and fastest in the Asia Pacific region. Rapid growth enabled Bangladesh to reach the lower middle-income country status in 2015. In 2018, Bangladesh fulfilled all three eligibility criteria for graduation from the UN's Least Developed Countries (LDC) list for the first time and is on track for graduation in 2024.

Bangladesh is both an inspiration and a challenge for policymakers and practitioners of development. While the income growth, human development and vulnerability reduction efforts to date have been extraordinary, Bangladesh faces daunting challenges with about 24 million people still living below the poverty line. The country is at an important juncture, when with the right policies and timely action, it can move up within the middle-income bracket. Bangladesh needs to create more and better jobs to manage the problems related to rising youth unemployment and informal nature of the jobs.

In the last decade, Bangladesh has made important strides in many dimensions of gender equality, creating opportunities for women and girls from all walks of life. It reduced fertility rates, achieved gender parity in schooling, and paved the way for millions of women to work in the garments sector. According to the World Bank's recently released Human Capital Index, girls in Bangladesh today have a better chance than boys of completing school and surviving to the age of 60. The rate of child marriage (marrying before the legal age of 18) among girls declined from around 65% to 59% (as of 2014), which is still very high. The under-5-mortality rate ratio (the number of female deaths for every hundred male deaths among children aged zero to five years) dropped below 90, while the sex ratio at birth—which has been used as an indicator of sex discrimination—improved from 1.06 in 2001 to 1.04 in 2018, indicating minimal excess mortality of girls.

Labor force participation (LFP) rates among women aged 15 and above rose—from 26% in 2003 to 36% in 2016—in contrast to most other South Asian countries, where these rates fell. Additionally, the share of women in national parliament increased and remained slightly above the regional average (19.4% in 2016). Girls' and women's greater participation in the public spheres of school, labor markets, and political systems signals the increasing presence and power of their voices in these arenas.

Nevertheless, pronounced gender gaps remain. Despite a 10-percentage-point increase in women's labor force participation rate in the last decade, women in Bangladesh are half as likely as men to enter the labor force. More than one-third of women who do work are unpaid contributing family helpers. Although the rate of female entrepreneurship has been growing, women-led businesses continue to be small and concentrated in specific sectors.

Social and economic barriers prevent many women from accessing and deciding on the use of assets, including land, housing, and livestock. Lifting these barriers will help Bangladesh achieve its ambition of accelerated growth and development. Although women make up half of the

population of Bangladesh, they still account for only about a third of the labour market, often working at the lowest level of the jobs hierarchy with little employment security. Many are also engaged in the informal economy where the application of social protection and legislation is negligent. Large numbers of women (approximately 56,000 in 2013) migrate overseas for domestic work where they can find themselves vulnerable to exploitation while the trafficking of women from Bangladesh remains an issue.

Furthermore, violence against women makes women socially vulnerable and prevents them from fully participating in society. An estimated 30% of adult women in Bangladesh are malnourished. In 2016, female workers earned roughly three-fourths of what men did (a 24% gap), which was a substantial improvement over the 43% gap of 2013. Gender differences in endowments, such as level of schooling, explain only a small fraction of the remaining pay gap, however. Most are explained by the difference (bias) in how markets value men's and women's endowments, especially in the informal sector.

Bangladesh is one of the most vulnerable and disaster-prone countries in the world and impacts of climate change and global warming is compounding Bangladesh's vulnerability. Climate change continues to induce risks like cyclones, tidal surges, salinity intrusion and water logging in coastal areas due to sea-level rise, irregular rainfall, floods, river erosion, drought, landslides. These have adverse impacts on agricultural production and other economic activities, threatening to achieve the country's Sustainable Development Goals. Moreover, the impact of climate change on women is far more severe than men. Their lower social status makes them even more vulnerable to economic shocks. Women in affected areas experience violence, displacement and hunger while facing additional burdens to carry out their roles as food producers and providers, care-givers, and income earners³. It is therefore essential to monitor women and children's vulnerability as a consequence of climate change impact and help the GoB to adopt appropriate policy interventions for reducing their risks and vulnerabilities.

The major challenges facing Bangladesh now include: (i) accelerating the annual rate of growth to move closer to upper middle-income status, (ii) diversifying the economic base and creating new sources of growth, (iii) making growth more inclusive, gender responsive, climate sensitive by creating jobs opportunities for the large pool of unemployed youth and women for economic development and denting poverty, (iv) protecting vulnerable and mainstreaming marginalized population who are left behind, (v) increasing transparency and accountability by addressing institutional and policy weaknesses, through establishing rule of law, upholding human rights and boosting good governance, (vi) reducing vulnerabilities to environmental degradation and climate change, (vii) managing planned urbanization and create liveable urban environment, (viii) unleashing the youths' dynamism to reap the benefit of demographic dividend and (ix) reversing rising inequality trend and eliminate other forms of disparities, including gender discrimination.

The ongoing COVID-19 crisis has brought about a set of new challenges that Bangladesh will be having to face. The pandemic has resulted not only in the loss of thousands of lives, but also in the loss of innumerable numbers of livelihoods, with millions of the country's populations losing jobs and falling into poverty. Particularly affected have been low-skilled wage-earners and other vulnerable and marginalized groups who have been particularly adversely affected. The Government has taken positive steps to deal with the situation,

³ Begum, F S (2014), Gender Equality and Women's Empowerment: Suggested Strategies for the 7th Five Year Plan, General Economics Division (GED), Planning Commission, Government of Bangladesh

including various social protection and stimulus measures. In light of the dire socio-economic impacts in Bangladesh from the pandemic, steps need to be taken to ensure informed and evidence-based policy-making to accelerate recovery from the pandemic in a manner that is green and sustainable. Additional measures should include greater digitization and the use of digital means for better covid-related socio-economic data.

2. Current Policy Regimes

The Perspective Plan provides the road map for accelerated growth and lays down broad approaches for eradication of poverty, inequality, and human deprivation. The thematic approaches of the perspective plan are grounded on a few priorities that include ensuring broad-based growth and reducing poverty; ensuring effective governance and sound institutions; addressing globalization and regional cooperation; providing energy security for development and welfare; building strong infrastructure and managing the urban challenge; mitigating the impacts of climate change; and promoting innovation in a knowledge-based society. These thematic approaches form the foundation on which specific strategies are developed over the period of two five-year plans i.e. Sixth and Seventh Five Year Plans.

Poverty reduction strategies have progressively incorporated strategies and measures for reducing gender discrimination, increasing women's voices and promoting gender equality in the medium-term national development plans (FYPs) of Bangladesh. In the upcoming 8th FYP, gender equality and women empowerment will continue to receive a priority policy strategy for the government.

Vision 2021 places strong emphasis on establishing a legacy of good governance by focusing on three fundamental principles of governance; ensuring the rule of law, avoiding political partisanship, and building a society free from corruption. These fundamental principles also guide a host of frameworks for monitoring governance such as Annual Performance Appraisal (APA), National Governance Assessment Framework (NGAF), etc.

The thematic approaches of the perspective plan are grounded on a few priorities that form the foundation on which specific strategies are developed over the period of two five-year plans i.e. Sixth and Seventh Five Year Plans.

In light of the COVID-19 pandemic, the current policy regime will have to consider adding the need for sustainable growth and recovery from the pandemic and trying to reduce the economic and social burden to the greatest extent possible, make supply chains more sustainable and resilient, help poor people recover their livelihoods and income, and help increase government revenues.

3. Challenges in Institutionalizing the SDGs in Bangladesh

Achieving the 17 SDGs will require the government to work across government agencies even more than it has done in the past. The interconnectedness of each goal and target across sectors requires planning and budgeting, as well as monitoring and evaluation to be undertaken in a whole of government approach. Likewise, planning and budgeting processes will need to be enabled to identify and resource the achievement of 'accelerators' that promote the achievement of multiple SDG targets. Key goals such as *Leave no one behind* also require the bringing together of multiple agencies behind common objectives in new ways. In short,

the SDGs will require the government to continue to strengthen its way of doing business to be multi-sectoral and programmatic. In addition, the scale of the challenge of achieving the SDGs by 2030 will require institutionalization of stakeholder partnerships and particularly partnerships with the private sector that crowd in all society's resources behind the 2030 Agenda.

Some of the hardest to reach SDGs relate to climate change as Bangladesh remains one of the most vulnerable and disaster-prone countries in the world. Global warming continues to induce risks such as cyclones, tidal surges, saline intrusion and water logging in coastal areas because of sea-level rise, irregular rainfall, floods, river erosion, drought and landslides. The poorest segment of the country bears the highest burden because of the adverse effects of climate change. This makes the case for poverty-environment climate mainstreaming as strong as ever. While climate is receiving growing attention in Bangladesh, the more traditional environmental issues remain side-lined and these SDGs 14 and SDG 15 need greater attention in Bangladesh. These include the links between environment and health such as indoor and outdoor air pollution and access to clean water and sanitation, as well as the high dependence of poor Bangladeshis on natural resource-based livelihoods in fisheries and agriculture.

Key to the institutional arrangements for the achievement of the SDGs as part of the implementation of the 8th Five Year Plan will be robust and accessible data sets that allow for the government and its partners to establish baselines and systems for monitoring progress. The indispensable criteria for successfully monitoring the progress of SDG implementation is generating, availing, storing and managing required datasets. There exist enormous challenges in the collection, analyses, disaggregation, and dissemination of data. Hence, the Government requires building collaboration at bilateral, regional and global levels with other custodian organizations and the private sector for capacity building and sharing of best practices.

Likewise, once SDG targets and indicators are integrated into development planning including the 8th Five Year Plan the government will need to engage multiple actors to implement these priorities at the local level. A major area of challenge is the localization of the SDGs. Therefore, the Government is encouraging inclusive and enhanced stakeholders' participation for local level ownership of the SDGs. Technology appears to be another key constraint, especially in terms of transforming towards the low carbon and low natural resource intensive pathways towards development with an enhanced resource need for technical support and capacity development.

Implementation of SDGs also has a huge fiscal implication in a country like Bangladesh where tax-GDP ratio is one of the lowest in the South Asia. General Economics Division has conducted a study on the cost and financing strategy of SDGs. It estimated that an additional amount, over the current provision of investment related to SDGs by public and private sources, of about a trillion USD at 2015-16 constant prices will be required to implement all goals in the next 15 years. Therefore, the implementation of SDGs requires a comprehensive plan for resource mobilization and its efficient uses.

Since SDGs cover a wide range of issues, unlike MDGs, the implementation of SDGs is a daunting challenge for the government alone. Forging 'partnership' among the key actors such as government, NGOs, CSOs, the media, private sectors, development partners has been the key strategy to address the complex nature of the implementation of SDGs. The role of the parliament will also be key in creating a context in which dialogue and accountability for

progress towards the SDGs are maintained. It also requires a multi-partner and multi-sector approach where all development partners can chip in with their resources and expertise.

B. RATIONALE FOR INTERVENTION: WHY DO WE NEED THIS PROJECT?

The SSIP aimed at enhancing the capacity of government officials to make the growth process more inclusive and environmentally sustainable besides supporting the MDGs. The Project was also designed based on the lessons learned from the two UNDP supported interventions - Support to Monitoring the PRS (Poverty Reduction Strategies) and the MDGs; and the Poverty and Environment and Climate Mainstreaming (PECM). Support to Monitoring the PRS and MDGs in Bangladesh helped the government to accelerate its efforts towards MDG achievement through better aligning development priorities. The Planning Commission was able to improve its capacity to monitor MDG progress. For example, it was able to publish annual MDG progress reports on a regular basis for several years. On the other hand, the PECM project helped the Planning Commission to integrate poverty, environment and climate issues in various plan documents. Thus, the SSIP has already contributed towards capacity development of the Planning Commission and has also changed the focus of government plans towards greater emphasis on environmental sustainability and inclusive development. This positive change has to be carried forward.

The SSIP was implemented during the MDG implementation period but it did make early attempts to contribute to the preparation for the post-2015 framework. The SSIP project has contributed to the implementation of the SDGs in several ways. First, the process of integration of SDG into the 7FYP has already been done and will be continued for the 8th and the 9th FYPs. Second, the GED has prepared a national action plan for implementing the SDG in a phased manner, following the three cycles of 5-year development planning in Bangladesh. Third, the SSIP has estimated the financial needs of SDG implementation in Bangladesh. Fourth, the SSIP has prepared an inventory of the data needs and identified the roles of each Ministry for the implementation of the SDGs. Fifth, the BBS has identified the availability of data from various sources and identified the data gaps for implementing the SDGs. This was done with the support of SSIP. This trend of UNDP's support to GoB in SDGs implementation has been continued through 'Engaging with Institutions (EI),' IP Project.

Progress has been observed outside the SSIP and EI, IP project. The leadership of the institutional mechanism for implementing the SDGs has already been taken up by the Prime Minister's Office. The Government has also formed an inter-ministerial SDG monitoring and implementation committee. An SDG implementation cell has been formed at the PM Secretariat as well as an SDG data support cell in the BBS. Bangladesh, through different parts of the Ministries, has already laid down the foundation for implementing the SDGs. The key issue here is to take it to the next step of monitoring, implementing, and evaluating the SDGs in Bangladesh. The terminal period of implementation of SDG is coming closer and closer (2030), it is important to roll forward and build upon the foundation for monitoring and evaluating the SDGs gained in SSIP. With additional support, access to cutting edge thinking and capacity development the government will continue to strengthen its business model in ways that enable policy and partnerships to deliver on the SDGs.

The UN is well positioned to support this process. It has established a UN Framework for the SDGs and UNDP is prepared to facilitate and integrate UN efforts to support the achievement of the SDGs. In its own programming, UNDP is supporting the government in planning,

finance, key policy ministries related to social and environmental dimensions of the 2030 Agenda as well as local authorities and non-government partners in implementing the Agenda at the sub-national level. UNDP will bring this all to bear in its support to GED in the institutional transformation that it is spear-heading towards the achievement of the SDGs. UNDP will help government 'join up the dots across its own programming as well as that of the broader UNCT in ways that ensure UN support for the SDGs is greater than the sum of its different parts. Building from SSIP and EI, the Strengthening Institutional Capacity for SDGs Achievement in Bangladesh (SC4SDG) project will focus on building capacities and partnerships across government and other stakeholders to develop SDG oriented policy and planning; financing; localization; and advocacy and outreach.

The COVID-19 pandemic has shown the need for countries to be more agile and innovative in terms of finding solutions to the problems - both social and economic - brought about by the pandemic. The project, therefore, will work on addressing these to work towards green and sustainable recovery and help Bangladesh towards achieving the SDGs by 2030 through bringing in better data governance, potential revenue streams, greater domestic resource and revenue mobilization for financing the SDGs. The project will also aim, through its partnership with a2i, to bring about better digitization services. This will include unique business identification, access to digital credit schemes, physical one-stop centers for skill training and development as well as digitized government services.

C. THE PROJECT

4. Implementation Strategies

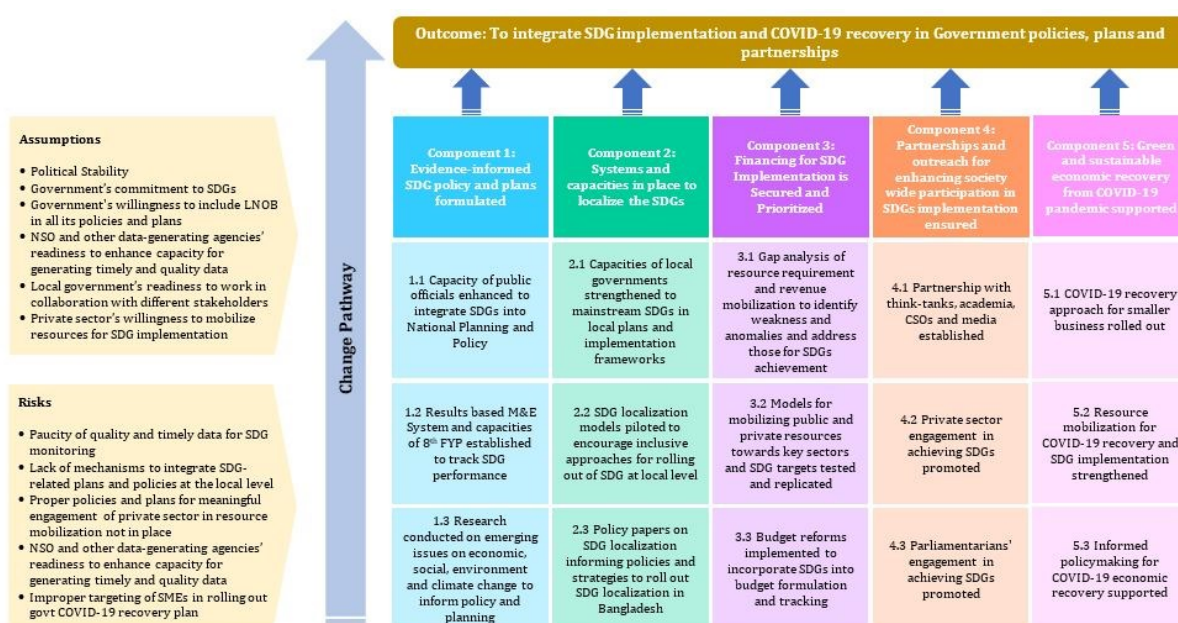
The Government of Bangladesh demonstrated commendable readiness for achieving the SDGs. To support its efforts the proposed programme outlined here will focus on developing and sharing cutting edge policy thinking and innovative models for delivery across government and in partnership with other non-governmental actors – particularly the private sector. GED will work with other government institutions including finance, local governance as well key sector ministries to develop integrated policy and financing frameworks for implementation.

Drawing from the UN and UNDP's extensive portfolio UNDP will work with the government to implement a 'platform approach' where new GED acts as a thought leader bringing new thinking from the country, region and the global spheres to different government institutions to strengthen ways of working across government agencies and with different actors. Data and research will be the basis for this thinking and GED will also work with other partners to test out different models for delivery and then advocate and support their replication and scaling up where successful.

As a nodal government agency, GED will lead the project and do so in ways that actively promote the engagement and capacity development of other key government agencies and the private sector. For example, in establishing the essential data for monitoring and evaluating progress against the SDGs the Bangladesh Bureau of Statistics will be supported in reaching out to other actors to develop more comprehensive data sets including with the private sector. As the localization of the SDGs is taken forward Local Government Division and other partners will be supported in taking forward collaborative approaches to implementing key SDGs and associated targets which may have the potential to other sectors and issues. To ensure that

the financing of SDG achievement is mobilized, the GED will work with Finance Division around budget reforms that promote SDG integration in formulation and tracking as well as with the private sector, National Board of Revenues and others to promote the alignment of capital with the SDGs. The GED will actively reach out and engage with CSOs, media, parliament and the private sector to build awareness and promote a whole of society push for the achievement of the SDGs. The component five will focus on COVID-19 recovery strategies (green and sustainable recovery, better data governance for better COVID-19 recovery decision-making, etc.) as well as an Economic Policy Unit (EPU) embedded within government. As part of the implementation strategy, the project will work to bring together different government bodies and agencies to get their ideas on which areas to focus on with respect to the work which will be done as part of this component (particularly the economic policy unit). NGOs, CSOs, and other stakeholders will also be heavily involved to make this a truly holistic process with everyone's opinions considered.

Finally, to support the GoB's COVID-19 recovery strategies, the project will work with the Ministry of Finance to contribute to green and sustainable COVID-19 recovery and help establish an Economic Policy Unit (EPU) embedded within the government to support evidence-informed policy planning. As a programme built around innovation and new thinking, the government will be supported in accessing thinking from outside Bangladesh as well as sharing its innovations with the international community. As such the programme will be a knowledge platform promoting access to new approaches and the adoption of new capacities for achieving the SDGs both inside and outside Bangladesh.



5. Project Components and Outputs

5.1 Component 1: Evidence-informed SDG policy and plans formulated

Given the wide reach of the SDGs and the proactive initiatives taken so far, the Government of Bangladesh requires technical assistance to enhance evidence-based policy analysis for both the implementation and monitoring of SDGs. This component will be built on:

1. Lessons learnt from successful MDG implementation
2. SDGs Data Gap Analysis
3. SDGs M&E Framework
4. SDGs Action Plan

Capacity building of the public officials is one of the mainstays of any intervention program targeted towards supporting the Government with matters related to SDGs. Developing human capital and building institutional capacity can go a long way towards improving the quality of service delivery systems and enhancing the effectiveness of monitoring and evaluation (M&E) processes. Without the development of the necessary capacity, systems and institutions in place may be inadequately equipped to handle both the implementation and tracking of the progress of SDG indicators. Therefore, the capacity building of the public officials is indispensable for the successful attainment of SDGs in Bangladesh.

Intended Outputs

Output 1.1: Capacity of public officials enhanced to integrate SDGs into National Planning and Policy.

The Government of Bangladesh is currently implementing the 7th Five Year Plan (FY16-FY20) which was prepared by the GED. The start of the 7th FYP coincided with the final year of the MDGs and the launch of the SDGs and the development approach adopted in the plan is consistent with the 2030 global development agenda for sustainable development. With the 8th FYP, which will cover the FY21-FY25 period, the GoB wants to ensure that the SDGs is fully integrated into the national planning document. As the 8th Plan will also be prepared by GED and given its importance, the capacity of the GED officials to prepare medium-term plans augmented. The plan must be developed in a manner that accommodates and integrates the SDGs in a comprehensive manner. It is worth repeating here that the meaningful implementation of SDGs in the country translates to the proper execution of national development plans like the FYPs. Different UN agencies can also contribute to the host of themes they have comparative advantage in.

The 17 Sustainable Development Goals (SDGs) constitute the 2030 Agenda for Sustainable Development. Therefore, over the next 12 years, countries will strive to achieve the goals and targets set by this global development agenda. In Bangladesh, the Five-Year Plans (FYPs) form the basis for medium and long-term macroeconomic planning. And so, attaining the SDG goals and targets must go hand in hand with the execution of the national FYPs. Therefore, the indicators of all the relevant SDG targets must be set for the coming five years so that they may be integrated and executed through the national development plans. Instead of setting goals for the next 12 years, the government can split this horizon into three equal terms. This will not only help to assimilate the SDGs into the national development plans but also align the national priorities with those envisioned by the SDGs. At the same time, it will also provide the opportunity to revise the national plans as necessary to better reflect the implementation of the SDGs.

With PEA financial support will focus on the 8th Five Year Plan with a separate chapter on climate and the environment, as well as integration of climate and environment into all relevant sections of the Plan. It will be imperative to integrate into the 8th Plan the key actions and goals of the Paris Climate Agreement Nationally Determined Contributions, the Delta Plan 2100 and the updated Bangladesh Climate Strategy and Action Plan.

Capacity building of public officials in all matters related to SDGs including poverty, gender, environment and climate is a crucial component for the successful execution of SDGs in Bangladesh. With PEA funding, this will include a review of the many examples of poverty, gender, environment and climate mainstreaming underway in Bangladesh and then the development of tailored training course. As much as possible these training courses will be delivered through the National Academy for Planning and Development (<http://www.napd.gov.bd/>) or similar other public/private institutions which focuses on training for Planning Ministry staff.

The Planning Ministry is not only the guardian of the five year plan, it is also responsible for all the government's capital projects through the Annual Development Plan (ADP) also known as the Public Investment Plan in other countries. While the earlier Poverty Environment Initiative (PEI) project on Poverty Environment Climate Mainstreaming (PECM) made some recommendations to integrate poverty, gender, environment and climate into the ADP and Support to Sustainable and Inclusive Planning (SSIP) project was successful in persuading the Ministry of Planning to include specific clause in the DPP Guidelines for Preparation, Processing, Approval and Revision of Development Projects, these have not been reviewed and evaluated. It would be beneficial for project preparation authority, if a model guideline is developed. This current PEA intervention should build on these earlier efforts and complement them with poverty, gender, environment and climate issues integrated into APD selection of capital projects and assessment of projects.

Output 1.2 Results based M&E System and capacities of 8th FYP established to track SDG performance.

Given that GED is the Secretariat of the inter-ministerial SDG Implementation and Review Committee, it will oversee monitoring and evaluating the SDGs scenario in the country and hence its officials must be equipped with the necessary tools and knowledge to better perform their duties and improve the overall efficiency and effectiveness of the M&E process. There must be efficient M&E procedures in place to provide feedback to the appropriate govt. bodies and policy makers on the progress and quality of SDG implementation in the country. A major means of achieving this objective is to build the capacity of the public officials involved in the M&E process.

As part of developing the necessary capacity of the public officials, it is vital that SDG Focal points in each ministry/division are very much familiar with the methods and techniques of generating relevant data/administrative data. This is a crucial requirement for the overall integrity and efficiency of the SDGs M&E mechanism as the Focal points will oversee the process of data/indicator generation (administrative), reporting to GED and dissemination. Consequently, the Focal point of all relevant ministries/divisions must be well equipped with the tools and techniques of proper data management.

Timely availability and improved data quality are both of paramount importance for ensuring the efficiency and effectiveness of the SDG monitoring and reporting system. Supply of data that accurately reflects the scenario of the implementation progress of the different SDG goals and targets on a timely basis will help to make the monitoring process more accurate and at the same time, the feedback from the evaluating authorities to the implementing agencies will be more effective in providing the proper guidance. For this reason, a framework should be developed to guide the process of data generation by the BBS and other administrative data from the implementing agencies to ensure timely delivery of quality data to the GED. SDG

Monitoring also calls for generation of disaggregated data not only on age and sex disaggregation but also on different segment of population i.e. women, ultra-poor, youth, ethnic minorities covering both hill and plain land, and people with disabilities. The framework should specify which data and statistics should be reported to the GED along with the frequency of reporting.

Bangladesh Bureau of Statistics (BBS) has set up an environmental cell and has prepared a compendium of environmental data with previous UNDP and UNEP support and this will be developed and expanded. The household surveys should in future be designed so it is possible to identify how much households are spending (in terms of household expenditure) on ex-ante and ex-post climate and disaster response. Disaggregated data are not yet been produced for effective monitoring of SDGs. UNEP is developing technical support for a methodology for 26 environmental indicators which are not yet clearly defined, and this support can be provided to Bangladesh through PEA. It will then be important to make sure this data is used for the 8th five year plan, SDG monitoring and other policy decisions.

Output 1.3: Research conducted on emerging issues on economic, social, environment and climate change to inform policy and planning.

To give impetus to SDG implementation and monitoring in the country, research studies should be undertaken on contemporary economic, social, environment and climate change issues. Necessary policy research papers need to be prepared and the results and findings from the studies disseminated and used for appropriate policy formulation.

Several research studies will be conducted with the aim of creating and disseminating knowledge on how to address cross-cutting interventions to achieve specific SDG targets. This is because many of the SDGs targets will require a concerted effort from different implementing agencies to employ a cluster of interventions for the purpose of achieving them effectively. Therefore, knowledge must be developed on how different interventions can be amalgamated, based on their interlinkages, so that their combined effect can be used to achieve specific SDG targets. Findings from the studies will directly benefit the SDGs implementation process, making the mechanism more robust and effective, while also improving the extent and quality of benefits provided through the different programs and interventions.

The programme will strengthen data sets, promote cutting edge tools and link the monitoring of policy and its financing around the poverty-environment-climate nexus. Strengthening data sets across poverty, environment and climate change statistics will enable the analysis of how interventions can address climate and environment whilst also positively addressing poverty. Likewise, by linking data sets across BBS as well as the budget tracking of the Finance Division, GED will work to develop approaches for assessing the impact of public finance on climate, environment and poverty related goals. The work under this component of the programme will be undertaken in close collaboration with the work under the financing and localization pillars to ensure that synergy of different partners is brought together behind a common approach. For example, using data and analysis around poverty, environment and climate change to support the proposed SDG strategy to be developed with the National Board of Revenues. These elements of the programme will be supported by the UNDP and UNEP's Poverty-Environment Action for Sustainable Development Goals (PEA4SDGs) global project. The PEA4SDGs will bring in cutting edge tools from around the work on data, policy and financing relates to these key environment and social dimensions of the SDGs. Some emerging

issues identified include the impact of Least Developed Country (LDC) Graduation expected by the year 2024 on environmental and climate financing, Blue Economy (which although coordinated by the Foreign Ministry with World Bank) support could gain from closer links to the SDG Planning Ministry led process and the growing problem of environmental health both indoor air pollution and water pollution with a particular focus on the gender impacts on women and girls.

5.2 Component 2: Systems and capacities in place to localize the SDGs

The project will support GED and LGD develop, pilot⁴ and roll out an integrated programmatic framework to 'Localize the SDGs' consisting of five key enablers: policy and institutional framework, data ecosystems, multi-stakeholder engagement, financing, and innovation (which cuts across all four core enablers).

Intended Outputs

Output 2.1: Capacities of local governments strengthened to mainstream SDGs in local plans and implementation frameworks

Under Output 2.1, the project will support GED and LGD formulate 'SDG localization' policies and strengthen their capacities to drive the 'SDG localization' process considering the on-going 7th and up-coming 8th Five Year Plan as well as specific (and diverse) local development contexts and opportunities.

The training programme will be developed to be user friendly and cover key topics related to Agenda 2030 and its five Principles (the '5 P'), the SDGs and the importance of innovation and multi-stakeholder partnership, including the private sector. Attention will be given to women leadership (local civil servants and local councilors) to take an active role in planning and delivering the SDGs at the local level.

Output 2.2: SDG localization models piloted to encourage inclusive approaches for rolling out of SDG at local level

The project work with GED and LGD to operationalize a model of SDG localization at the local level that will help establish Bangladesh a platform to localize the SDGs. A platform will be formed comprising all local-level stakeholders. The platform⁵ will act as an integrator for public institutions, the United Nations, Development partners, NGOs, CSOs, the private sector and

⁴ Piloting the SDGs will provide the implementing agencies with a testing ground to try out and evaluate the effectiveness of different interventions and service delivery systems targeted towards achieving the SDG goals and targets at the local level. At the same time, it will provide a very good opportunity to learn from the problems and challenges faced in implementation and monitoring during the pilot phase so that they may be addressed before rolling out SDG implementation efforts in full swing. Piloting will also make it easier for the adoption of global best practices in SDG localization and modifying them as necessary to better address local needs and requirements. Once the SDGs have been piloted at the local level, they have to be carefully evaluated and the results have to be disseminated. This is a crucial step as the lessons learnt and experiences gained from the pilot phase will guide the improvements in the SDG implementation and monitoring mechanism, making the overall process more effective and efficient.

⁵ *Note:* The platform will be piloted by LGD and rolled out in other Ministries/sectors during the project's lifespan. The project will support selected Upazilas develop 'Area-based SDG plans' using 'system thinking', data and innovative people centric approaches to identify most critical needs, target most vulnerable populations/geographical areas and prioritise investments. The 'Area-based SDG plans' will inform the 'SDG platform' select investment projects.

academia to co-design, finance and prototype new municipal service delivery models and propose innovative regulatory frameworks and fiscal incentives, in key areas such as 'poverty, climate change and gender'.

Piloting the SDGs will provide the implementing agencies with a testing ground to try out and evaluate the effectiveness of different interventions and service delivery systems targeted towards achieving the SDG goals and targets at the local level. At the same time, it will provide a very good opportunity to learn from the problems and challenges faced in implementation and monitoring during the pilot phase so that they may be addressed before rolling out SDG implementation efforts horizontally. Piloting will also make it easier for the adoption of global best practices in SDG localization and modify them as necessary to better address local needs and requirements. Once the SDGs have been piloted at the local level, they must be carefully evaluated, and the results have to be disseminated. This is a crucial step as the lessons learnt and experiences gained from the pilot phase will guide localization process is fit for purpose.

The lessons learnt, and experiences gained from piloting the SDGs must be shared countrywide at the local level, particularly with the youth. To disseminate issues of SDG implementation and monitoring at the sub-district level, several workshops must be organized. Such workshops will work to efficiently convey the relevant information on SDGs piloting to the grass-root level. The project should provide the logistic and financial support required to organize and conduct the dissemination workshops.

Output 2.3: Policy papers on SDG localization informing policies and strategies to roll out SDG localization in Bangladesh

GED and LGD co-lead 'SDG localization' activities will be complemented and reinforced by in-depth research studies on the results achieved under this project and on some of the pertinent issues of local governance and SDG localization in Bangladesh. The project will create a space for central, local authorities, parliamentarians, NGOs, CSOs, academia and private sector actors to debate on issues related to the localization of the SDGs, including the importance of public-private cooperation, innovation for service delivery and new financing solutions. With PEA support, this will include, review of poverty-environment localization issues and policies and policy papers prepared and disseminated in Bangla e.g. gender and local level natural resource management.

Before implementation of the SDGs can take place, it is imperative that the integration of global, regional best practices into the SDG implementation mechanism is fully achieved. This will not only help to improve the effectiveness of the SDG interventions but also provide with a testing ground to try out and assess the effectiveness of new procedures and service delivery systems. As a result, new practices can be tried out on an experimental scale before they can be implemented on a larger scale and a trial and error mechanism will allow the fine tuning of interventions to achieve desired results.

Innovation: As in many countries in the region, policies in Bangladesh are not usually developed through a structured process and are seldom tested prior to large-scale implementation. Foresight and innovation tools will be used to assess and prototype policies and solutions through citizen-centric engagement and design, prior to roll-out at a national/sub-national scale. The portfolio will adopt a holistic approach, and use data-analytics, behavioral insights and design thinking to construct comprehensive, testable solutions to tackle complex social issues.

5.3 Component 3: Financing for SDG Implementation is Secured and Prioritized

Bangladesh has developed a number of policies that support the alignment of planning and financing systems. The concept of an 'integrated financing framework' recognises the need for an integrated vision of fiscal planning and management that transcends traditional public financial management planning and considers opportunities to harness private sources of finance. Bangladesh is also one of the first countries in the world to have estimated the costs of achieving the SDGs.

The conceptual issues, methodologies and targets of this component will be built on SDGs Needs Assessment and Financing Strategy. A methodological approach will also be required for SDG responsive financial governance system through embedding the SDGs in planning and budgeting systems.

Intended Outputs

Output 3.1 Gap analysis of resource requirement and revenue mobilization to identify weakness and anomalies and address those for SDGs achievement

Mobilising finance from actors beyond the government for the SDGs will require a policy and enabling environment that is conducive to sustainable, inclusive development of the private sector and civil society. It will require effective collaboration between government and private stakeholders including dialogue on policy issues and active partnerships on specific projects. This entails going beyond just stimulating growth in private investment, for example, to creating incentives that promote positive contributions to environmental sustainability and social progress.

Effective monitoring and review frameworks are a critical component of an integrated approach to financing. For public and private finance flows to contribute to SDG outcomes according to their specific characteristics requires planning and policies that promote and incentivise these contributions. A monitoring system can provide valuable information for decision makers about how to design and adapt policy to enhance the positive contributions and mitigate the risks associated with particular forms of finance, extending to all aspects of public and private finance.

The role of Quality Control indicator for monitoring quality of investments (through monitoring of the ADPs) is paramount not only for SDGs progress evaluation but also for developing meaningful feedbacks from the monitoring and evaluating authority to the SDG implementing agencies. It has already been stressed that the SDGs need to be kept in mind while choosing and designing projects for implementation through the ADP. Therefore, a general guideline must be developed for identifying and preparing projects of the Annual Development Program considering the SDG Action Plan for successful monitoring of the SDGs investment quality on a regular basis.

Output 3.2: Models for mobilizing public and private resources towards key sectors and SDG targets tested and replicated

An integrated financing framework for managing and mobilising resources should be commensurate in scale to allow the economic feasibility of the development results proposed,

and to apply the resources in a manner that is consistent with the results they are used for. This framework should provide clarity on the roles that all actors—public and private, domestic and international—are best placed to play in contributing to that vision and for mobilising and fostering investments.

Incentives for inclusive environmental sustainability will include a green financing strategy and roadmap for the National Integrated financing framework: This work will draw on the experiences of other countries in developing sustainable finance roadmaps and frameworks as identified by UNDP and UNEP Inquiry into the Design of a Sustainable financial System⁶. It will include a

- feasibility assessment for a green or blue bond (building on the successful experience of Viet Nam and Indonesia),
- integrating of the Principles of Responsible Banking for private banks; green finance action plans developed by Dhaka Stock Exchange (DSEBD), Chittagong Stock Exchange (CSE) through Sustainable Stock Exchange Initiative of which UNEP is partner as are CSE, DSEBD
- Social protection strategy which is adaptive to climate change and
- Green incentives for wastewater effluent treatment Plants etc. and Insurance and micro-insurance action to respond to climate change

Financing for development requires innovative strategies for resource mobilization and unlocking financial opportunities. Public sector financing might include revenue enhancement through restructuring of the tax system (increasing tax base and streamlining tax requirements), reducing public expenditure through price control mechanism, government borrowing and so on. The acceleration of Public-Private Partnership (PPP) and initiation of 'Blended Finance' and 'Crowd funding' could be potential track of moving along through the implementation process. The public sector could enact due policies to unlock investment opportunities and provide the major infrastructural support to improve the supply-side constraints and development of a strong supply chain and improved market access; whereas the private sector and the Multilateral Development Banks (MDBs) could facilitate to invest in energy-efficient, pro-poor and sustainable infrastructure projects benefitting the mass rural poor community (i.e. inclusive growth).

The private sector could, however, leverage the financial resources by attracting another six or seven (multiplier effect) private equity groups for every dollar spent by the MDBs. To encourage investment in SMEs the government could initiate 'inclusive business' models by increasing the returns through engagement in development partnerships, providing financial support, using preferential public procurement, and creating a legal form for business with a social mission as a pathway to encourage companies to invest in low-income markets. It is expected that there could be trade-offs between economic returns and social/environmental returns. However, it is challenging to articulate strategies prioritizing social impact that would replace or simply complement other industrial strategies. Therefore, governments could adopt strategic programming options to meet both social/environmental and economic objectives in a scalable way. However, there could be trade-offs among different sources of financing. These tradeoffs depend on their short- and long-term liabilities and diversification of risks associated. Financial risk could be mitigated by looking at diversification and investing in something which are not highly correlated with other investments like on different asset class.

⁶http://unepinquiry.org/wp-content/uploads/2017/11/Roadmap_for_a_Sustainable_Financial_System.pdf

Moreover, strategies could be different in various segments of investment value chains in the context of a developing economy as Bangladesh.

While development of the necessary capacity of the government is essential for the successful implementation of the SDGs, it must also be kept in mind that a set of common guidelines/framework has to be adopted in designing innovative strategies for resource mobilization particularly from the private sector. The alignment of the stakeholder incentives in this context could be ensured by working through the key constraints and providing solutions through public-private dialogue. For meaningful engagement of the private sector in achieving the SDGs, a framework must be developed that clearly delineates the roles and responsibilities of specific private sector agents. Such a framework will act as a guideline for properly steering all interactions related to SDG issues between public and private entities. The resources mobilization framework must clearly specify the mechanism of engaging the private sector (inclusive business models) in the SDG implementation process as well as the interventions, incentives and actions that are required from the private sector agents.

Output 3.3: Budget reforms implemented to incorporate SDGs into budget formulation and tracking

Planning and budgeting process needs to be responsive to macro level policy direction to achieve the SDGs. For ensuring a system-based response to address SDGs the planning process including the project submission and approval templates will need some criteria for assessment and approval of the projects in a manner that looks at conformance or otherwise of the project to the SDGs. For example, the projects could be screened for any positive impact of project on poverty reduction or/and for a negative impact for example an extractive project having a bearing on people's health or on climate change.

Inclusion of SDGs in national plans should be followed by mainstreaming of SDGs in the Medium-Term Budgetary Framework so that the stipulated objectives and targets are supported by a predictable course and output based budgetary allocations. MTBF is instrumental in better allocation of resources, provides a medium-term outlook based on policy priorities of the government and has specific Key Performance Indicators (KPIs). The MTBF will align the SDG targets to specific outputs and outcome in the budget. This will start with system and process reforms which will have to be led by the Ministry of Finance, followed by implementation of these reforms at the sectoral/ line ministries because most of the SDG targets relate to the line ministries. Output based budgeting will provide substantive information to the GED and MoF which will help them in looking at budgeting trends for different SDG targets and the need to realign if necessary. SDG inclusion in the MTBF and annual budget will provide a basis for an effective monitoring and evaluation system through establishing tracking system for expenditure monitoring and subsequently the analysis of budgetary allocations vis a vis the budgetary need and actual expenditure versus the budgetary allocations. The analytical expenditure reports will help policy makers to make informed decisions on SDGs.

5.4 Component 4: Partnerships and outreach for enhancing society wide participation in SDGs implementation ensured

Bangladesh is well positioned to emerge as a global intellectual leader with regards to achieving the Sustainable Development Goals (SDGs). There is a definite need to formulate appropriate policy framework and develop specific action plan accordingly to ensure the

inclusion of marginalized and vulnerable groups of the society in the development process in a move to attain the core aspiration of the Sustainable Development Goals (SDGs) – ‘Leave No One Behind (LNOB)’. At the same time, strengthened partnership and coordination among government, private sector, Non-government Organizations (NGOs) and civil society should be ensured in achieving the SDGs in Bangladesh. This component will be built on

- Public (especially youth) outreach programme.
- Citizen’s Platform for SDGs

Intended Outputs

Output 4.1: Partnership with think-tanks, academia, CSOs and media established

As an early starter, the country has integrated SDGs in national planning and participated in the Voluntary National Review 2017, highlighting sound preparation. Within the new paradigm of the SDG there is a shift from quantity of results to quality and inclusiveness i.e. the whole of society approach. With cross-cutting issues across 17 goals, the SDGs require multi partner and multi-sector approach. The SDGs are universal, human rights based and focused on equality. This project will therefore establish an UN-GOB SDG Framework of collaboration to ensure a coherent and harmonized approach.

To establish the whole of society approach in implementation and monitoring of SDGs, the government must develop a framework to engage with the think-tanks, CSO and NGOs. This framework could build upon public (especially youth) outreach programme and will support partnership and participation efforts within the think-tanks, academia, CSOs and NGOs. The framework has to be acceptable to a wide range of stakeholders, both national and international, and strengthening partnerships with different think tanks can help.

The government should create an enabling environment (e.g. Citizen’s Platform for SDGs) to ensure the inclusion of marginalised and vulnerable groups of the society in the development process to establish the core aspiration of the SDGs i.e. Leave No One Behind. For this purpose, besides the government and political parties, members of the civil society must also be engaged in the process of developing the framework so that their comprehensive ownership of the framework is ensured.

The whole of society approach must be developed in a truly inclusive manner with participation of all relevant stakeholders from different fields like public planners, development practitioners, universities (national and international), civil society organizations and non-governmental organizations among others. For this purpose, several workshops and consultation sessions must be organized at the national and sub-national level. The project should provide the logistic and financial support needed to arrange the workshops and consultation sessions.

To foster partnership with think-tanks, academia, CSOs and NGOs; communication and advocacy for SDGs at national and sub-national levels is inevitable. Therefore, to facilitate communication across various spectrums of the society, the government should utilize wider use of print and electronic media, organize workshops and symposiums (e.g. workshops on awareness building of SDGs) on a regular basis and advocate for awareness building at national and sub-national levels for successful implementation and monitoring of SDGs at the grass root level.

The project should provide the logistic and financial support required to organize and conduct the dissemination workshops and symposiums and engage the print and electronic media. Building proper awareness among the general public and relevant stakeholders can go a long way in developing an environment conducive to achieving the SDG goals and targets in the country. Therefore, several awareness raising workshops planned to be conducted at the national and sub-national levels with participation of local level public officials, local elites, private sector, CSO, NGOs and other representatives of the society. The project should provide the logistic and financial support required to organize such workshops. PEA funds will support national poverty-environment media, think-tanks, NGOs and CSO workshops for a) journalists, b) CSOs, c) NGOs, d) youth, e) university faculty and f) communications staff from key Ministries and Parliament; journalist and university faculty grants issued via call for proposals on poverty-environment dimension of development; long term poverty-environment fellowships.

Output 4.2: Private sector engagement in achieving SDGs promoted

SDGs promote 'the whole of the society' approach where private sector has a major role to play. Private sector is a profit maximizing entity and therefore, the goal of the government is to design fiscal and non-fiscal incentive mechanism so that the actions of the private sector are aligned with SDGs (e.g., less emission, etc.).

Before the private sector can be involved in the process of SDG implementation, there must be a mechanism developed to identify the roles and responsibilities specific private sector entities can play in the implementation of SDGs. Next, a plan must be developed on how the chosen private entities can be engaged in the implementation process. This will also require developing proper and adequate incentive mechanisms to meaningfully involve the private sector in SDG implementation activities.

For meaningful engagement of the private sector in achieving the SDGs, a guideline must be developed that clearly delineates the roles and responsibilities of specific private sector agents. Such a guideline will act as a guideline for properly steering all interactions related to SDG issues between public and private entities. The guideline must clearly specify the mechanism of engaging the private sector in the SDG implementation process as well as the interventions, incentives and actions that are required from the private sector agents.

PEA funds will support firstly national assessment of Environment Social Governance (ESG) disclosure and supply chain management to identify and share best practices including raise awareness of best ESG disclosure practice elsewhere in region. PEA funds will secondly develop partnership with Federation of Bangladesh Chamber and Commerce and Industry (FBCCI), Bangladesh Garment Manufacturers and Exporters Association (MCCI) Bangladesh Garment Manufacturers and Exporters Association (BGMEA) and leather and environmental NGOs on environmental sustainability and certification.

Output 4.3: Parliamentarians' engagement in achieving SDGs promoted

Parliamentarians' (including Cabinet Division) active participation and supervision of SDGs implementation at constituencies ensured. Project will support a) Trainings/workshops for active participation of parliamentarians to implement SDGs conducted and b) Engagement of different Parliamentary Standing Committees and All-party Parliamentary Group in SDGs implementation and monitoring process strengthened. The role of the parliament will also be key in creating a context in which dialogue and accountability for progress towards the SDGs

is maintained. PEA funds will support capacity building on poverty, gender, environment and climate with parliamentarians including the Speakers Office, Parliamentary Standing Committee on Environment, Forest and Climate Change Ministry and other parliamentary Committees.

5.5 Component 5: Green and sustainable economic recovery from COVID-19 pandemic supported

The unprecedented COVID-19 pandemic and follow up containment measures have put immense pressure on Bangladesh, upending livelihoods of its population and eroding hard-won achievements in poverty reduction and shared prosperity over the last few decades. The pandemic has also renewed focus on underlying vulnerabilities regarding inclusive recovery and attainment of SDGs.

To this end, the project in addition to existing implementing partners will also collaborate with a2i project of UNDP Bangladesh to undertake a series of activities to ensure green and sustainable recovery from COVID-19 pandemic. This will include a mix of technical and policy activities. On the technical side, activities will include unification of fragmented business IDs into a universal business ID, digital transformation of G2B services, and a one-stop physical and virtual gateway for small businesses. On the policy side, diagnostic studies will be undertaken on issues such as blended finance and public-private partnerships. Furthermore, improvements to data governance will also be made, and an economic intelligence unit embedded within government will be set up, which will work with GoB to find mutually agreed upon areas to undertake evidence-based research to help towards more effective policymaking.

Intended Outputs

Output 5.1: COVID-19 recovery approach for smaller business rolled out

Bangladesh has taken positive steps in recent years towards digitizing services for its citizens. This includes e-passport, e-TIN, Mutation, e-Porcha etc. a2i has also developed a single platform for all digital services called 'myGov' to ensure access to government services for citizens. Digital financial services like BKash have also enabled various small businesses to handle payments online and opened up new markets which were previously not accessible for them. However, access to digital credit and access to finance still remains very limited for small businesses. Also, more needs to be done to solve the issue of Bangladesh's currently fragmented business identification systems. For example, there are separate IDs required for Registrar of Joint Stock Companies and Firms (RJSC), VAT, etc., creating additional burdens for both the government and citizens. Furthermore, Bangladesh's current One-Stop Service online portal for licenses and registrations focus on government services and is mainly designed for large investors, rather than small businesses.

Under this output, the project aims to turn the aforementioned fragmented identification systems into a single unique business ID that users can use across all agencies in Bangladesh as required. a2i will undertake an analysis of best practices and design options for Bangladesh for this unique business ID and also look at the existing gaps in the ID system for small entrepreneurs in Bangladesh. It will also work to identify potential stakeholders, as well as organize policy advocacy workshops and dialogue sessions in this regard. A2i will aim to integrate the system with external systems like TIN, VAT, RJSC, etc. Finally, this output also

aims to develop the capacity of small businesses to make them better understand the intricacies of the new platform and will enhance the DigiLocker system for small businesses in Bangladesh.

a2i also aims to develop a 'myGov for business' platform similar to the existing myGov for government services. A firm will be hired for the technical enhancement of the existing MyGov online system for business digitization. iAt the first stage, 2 separate batches of workshops will be held across government agencies to select 50 G2B services for rapid digitization. Testing and user training will also be done, as well as sensitization workshops. After successful implementation of the first batch,⁵ the second batch will be initiated for digitizing another 50 services.

a2i also aims to improve access to finance for small businesses through digital credit. There will be a study to analyse existing gaps, challenges, and opportunities in the digital lending space in Bangladesh. Based on this study, different digital lending model for MSMEs will be designed to be piloted to see whether the model works effectively. Partnerships will be developed with relevant organizations and stakeholders to conduct these pilots, and workshops will be conducted to encourage MSMEs to take part in these pilots. The pilot experience and recommendations will be shared with policy makers and relevant stakeholders through dissemination workshops, and A2i will continue the policy advocacy work to mainstream the digital lending model.

a2i will also aim to enhance the capacity of the existing Union Digital Centres and transform them into a physical hub for one-stop services for small businesses in 4 broad areas- i. government services ii. Access to finance iii. Access to market (e-commerce, etc.) and iv. Access to skills (digital literacy, new tools & technology, etc.). After finalizing the design of the hub, a2i will select the businesses and entrepreneurs to test and pilot the new one-stop service. Partnerships will be built with both public and private sector agencies and organization to ensure service and content availability. The physical one-stop centres will also have training and capacity development facilities for small entrepreneurs. Once the one-stop service is in full operation, the number of such one-stop centres will continue to be expanded throughout the country for MSMEs and small entrepreneurs.

Output 5.2: Resource mobilization for COVID-19 recovery and SDG implementation strengthened

According to the 'SDG Financing Strategy: Bangladesh Perspective' report published under the General Economics Division of the GoB in June 2017, Bangladesh has an SDG financing gap of around USD 928 billion in terms of achieving the SDGs targets by 2030. It is estimated that if presently untapped resources, such as formal savings (projected to rise to USD 100 billion by 2030) and underemployed domestic resources can be partially aggregated and deployed through a digital financial value chain, a yearly flow of USD 45 billion incremental can be generated to finance SDGs. Furthermore, Bangladesh's economic growth (which has been remarkable in recent decades) also needs to be coupled with growth that is sustainable and green. Moving to more energy-efficient sources will help Bangladesh towards more green and sustainable growth

Under this output, a diagnostic study on the possibilities and strengths of blended finance towards minimizing the SDG financing gap and contributing to Bangladesh's recovery from

COVID-19 in a green and resilient manner will be carried out. The diagnostic study will help to underscore which additional areas and sectors the concept of blended finance can be used in Bangladesh, and this will be done in consultation with GoB and wider stakeholders (CSO, private sector, etc.). A study will also be carried out to map the potential areas where such public-private partnerships can be most effectively carried out in Bangladesh, and also identify existing bottlenecks and what policy actions need to be implemented to accelerate PPP towards achieving the SDGs. There will also be a 'South-South Knowledge Exchange' workshop held under this output with relevant local wider stakeholders and international experts to gain a better understanding of how other developing and emerging economies are leveraging PPP to achieve the SDGs in a sustainable manner.

Financial instruments and mechanisms like securitization, impact bonds, and micro-insurance, can be leveraged through digital means to create a digital financial value chain that can be used to aggregate microsavings at scale for SDG investment. Under this output, a2i aims to prepare a policy brief/policy note (based on secondary research) regarding the possibility of using micro-savings for public sector investment (e.g., bonds, citizens' small savings, etc.) for policy advocacy purposes. Support will be provided to conduct a pilot on domestic micro-savings and knowledge exchanges and exposure visits will be organized to understand best practices with regard to micro-savings. a2i will also support policymakers with data and research to formulate necessary policies and guidelines.

The project intends to undertake a study on green financing to understand current environmental externalities and find avenues for green financing to boost sustainable development in Bangladesh. The study will identify institutions and existing policies on green financing in Bangladesh, along with existing challenges. The study will recommend policies and frameworks to boost environmentally sustainable growth in Bangladesh through implementation of projects focusing on green growth. This output will also include stakeholders' consultations to garner ideas that can help to create new green-focussed policies at the policy level.

Output 5.3: Informed policymaking for COVID-19 economic recovery supported

To ensure Bangladesh's long-term economic success, proper evidence-based policy planning is paramount. Tracking economic activity effectively has also become more important than ever. Efforts also need to be accelerated on getting more and better quality data for SDG indicators in Bangladesh.

To this end, UNDP proposes setting up an Economic Policy Unit (EPU) embedded in a government agency to institutionalize evidence-informed policy making for inclusive, sustainable, and greener COVID-19 economic recovery. The proposed Unit will adapt current practices to collect and analyze data from a wide range of sectors to support the government to assess short-term changes in economic activities, identify policies to mitigate impacts of COVID-19, and fast-track longer-term economic progress. It will work collaboratively with the International Growth Centre (IGC), which will be an important source of data, analysis, and research.

The unit will work on particular areas selected in consultation with the government and wider stakeholders. Potential areas will include poverty and inequality, skills and employment, and green recovery (with gender coming in as a cross-cutting issue across all areas). The EPU will aim to provide critical mass and inputs to prudent economic governance. This can generate empirical evidence that can be analysed to support and inform policy choices that link policies to rapid impacts and longer-term economic progress.

a2i already has an SDG tracker with internationally recognized indicators for SDG achievement tracking. In addition, a2i also has a COVID-19 tracker with localized indicators (number of cases, etc. in Bangladesh). Under this output, a2i will aim to enhance the existing COVID-19 tracker with added socio-economic indicators to give a more holistic view of the COVID-19 situation in Bangladesh. Under this output, a2i will conduct a requirement analysis of the data dashboard for the socio-economic tracker (data requirements, etc.) and develop a data management framework. Subsequently, they will conduct a survey to collect COVID-19 related data on socio-economic indicators and impacts at the local and community levels (from health centres, GOs and NGOs, mobile operators, etc.), and develop partnerships with relevant organizations to ensure proper data integration. a2i will also work with data agencies such as DGHS and BBS to ensure proper data availability. The tracker will have continuous improvements even after it goes live to make the data and information more relevant and current.

The 'Sustainable Development Goal Progress Report- 2020' states that there is still significant data scarcity in Bangladesh. Because of the non-availability of data, Bangladesh has not been able to select a common base year for all 231 indicators. As per the Statistics Act, it falls under the mandate of the BBS to compile all data in Bangladesh. Hence, strengthening the capacity of the National Statistics Office (NSO) will be crucial for generating SDG-related data. Up-to-date and timely data will be used to measure progress and help policy makers to make fair and balanced policy decisions to improve people's lives and livelihoods. Under this output, the project intends to implement a comprehensive set of activities to enhance the capacity of Ministries/Divisions/Agencies to produce administrative data. The National Statistics Office will require special support for dealing with new types of data collection/mining. The methodology and data collection will be disaggregated under various dimensions, e.g., by age, sex, regional locations, etc. Thus, initiatives will be taken to generate high-quality data in a timely fashion by strengthening the capacity and scope of BBS. Activities will be undertaken to sensitize the SDG Focal Points across 58 ministries/divisions about all the changes made in the revised M&E Framework as per the Global Indicators Framework suggested by the Inter-Agency Expert Group on SDGs. In this regard, if the scoring of some global reporting indicators can be made available, the number of baselines will increase significantly. Consequently, the Focal points of all relevant ministries/divisions must be well equipped with the tools and techniques of proper data management. This will enable them to cascade and harmonize data reporting progress with relevant stakeholders at both the national and international level.

6. Partnerships and Stakeholder Engagement

A wide range of partners and stakeholders, UN agencies, other development partners, civil society organizations and the private sector will be engaged throughout the project.

Overarching Government Partnerships:

- General Economics Division (GED) of Bangladesh Planning Commission;
- Prime Minister's Office (PMO);
- Bangladesh Bureau of Statistics (BBS);
- Local Government Division (LGD);
- Ministry of Finance (MoF);
- SDGs Implementation and Review Committee;
- National Board of Revenues (NBR);
- ICT Division;
- Bangladesh Bank;
- Ministry of Commerce/SME Foundation;

- Ministry of Labour and Employment
- Ministry of Environment, Forest and Climate Change
- Parliament;
- Key Upazilas;
- Other local level subnational agencies.

7. Sustainability

It is envisaged that the capacities built in governments, coupled with long term advisory support beyond the project duration from the UNDP Country Office, will ensure that the processes mechanisms and tools developed through this project will be maintained and strengthened over time. This longer-term advisory support will be captured in a second phase UNDP SDG project to cover the period beyond 2022 (up to a maximum of 2030).

From the outset, this project directly aims to generate ownership and therefore long-term sustainability by responding to the needs identified by the GED. The revised project document is aligned with the Government's 8th national development plans July 2020-June 2025 and the *Vision 2021* strategy that places strong emphasis on establishing a legacy of good governance by focusing on three fundamental principles of governance; ensuring the rule of law, avoiding political partisanship, and building a society free from corruption.

D. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

8. Management Agreement

The SC4SDG project will operate following UNDP's rules and procedures under a Direct Implementation Modality (DIM). Resident Representative (RR) and Deputy Resident Representative (DRR) of UNDP will administer this project. The project will be led by Chief Technical Adviser (CTA) supported by a project team consisting of national experts and staffs.

9. Project Board

During project initiation, UNDP will form a Project Board consisting of relevant government agencies, development partners and UN agencies to ensure continued support and active cooperation towards achieving the anticipated objectives of the project. The PB will be chaired by the UNDP Resident Representative/Deputy Resident Representative. The PB will be consisting of the responsible parties i.e., GED (the project will be anchored in GED), PMO, ERD, BBS, LGD, MoF, NBR, the Parliament, ICT Division, Ministry of Commerce, and representatives of the development partners that include FCDO. The Project Board will oversee the implementation of the project. UNEP-PEA will be represented by the UNDP RR/DRR. The Project Board will meet at least once in every six months. It will be a high-level policy formation body that will:

- Review delivery of project results and objectives;
- Recommend corrective action (when required) to reflect new policy directions in national planning documents;
- Provide proper policy guidelines to overcome the problems of the project and assist UNDP to implement development solutions, priorities and emerging challenges related to SDGs implementation in Bangladesh;

- Advice regarding opportunities for inter-ministerial/inter-agency cooperation and coordination;
- Ensure high-level coordination with development partners and national institutions

10. Fundraising Arrangements

The UNDP in collaboration with GED and ERD will pitch potential donors to raise funds for the unfunded portion of the project (US\$ 0.66 m).

11. Project Management Unit

The Chief Technical Adviser will be responsible for the day-to-day operational management of the project, including developing and overseeing work & procurement plans, financial management, and preparation of project progress reports. The day-to-day administrative and logistic support will be provided by a full-time Finance and Procurement Expert, Admin and Finance Associate and a team of project support staff. The project will benefit from the technical expertise and experience of the following full-time experts, namely:

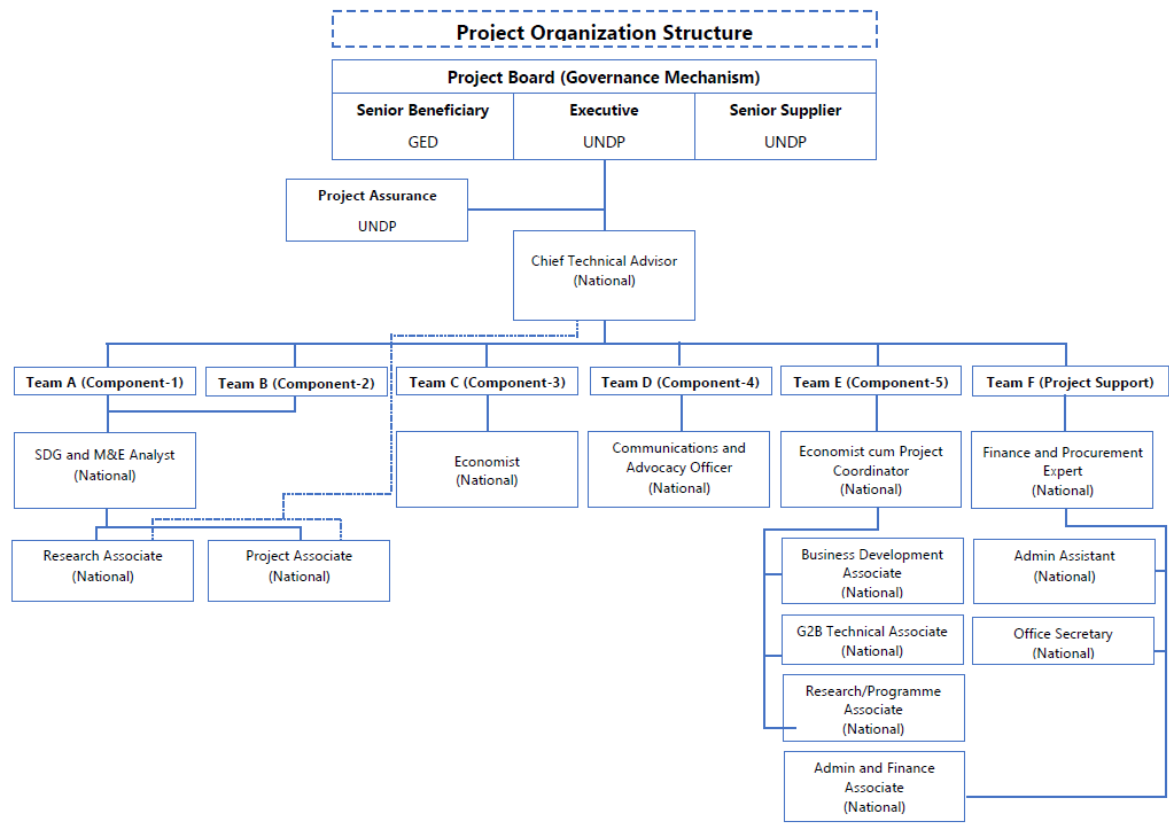
- i. A Chief Technical Adviser
- ii. An SDG and M&E Analyst
- iii. An Economist
- iv. A Finance and Procurement Expert
- v. A Communication and Advocacy Officer
- vi. A Project Associate
- vii. A Research Associate
- viii. An Economist cum Project Coordinator
- ix. A Research /Programme Associate
- x. A Business Development Associate
- xi. A G2B Technical Associate
- xii. An Admin-Finance Associate
- xiii. An Admin Assistant
- xiv. An Office Secretary

12. Project Assurance

A Programme Officer/Analyst from UNDP Country Office will serve this role and be responsible for: carrying out programme oversight and monitoring functions; supporting Project Board meetings and reviews; offering supplier assurance through spot-checks/audit of deliverables and outputs; and exercising approval authority for transactions up to his/her level of authority.

13. Project Organogram

The organogram of the project is given below:



Revised Project Document: Strengthening Institutional Capacity for SDGs Achievement in Bangladesh (SC4SDG)

E. ANNEXES**Annex 1: Results and Resources Framework**

CPD Outcome:	CPD Outcome 1: Increase opportunities, especially for women and disadvantaged groups to contribute to and benefit from economic progress								
CPD Outputs:	CPD Output 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								
Strategic Plan Outcome:	SP Outcome 1: Advance Poverty Eradication in all its forms and dimensions								
Strategic Plan Output:	SP Output 1.1.1: Capacities developed across the whole of government to integrate the 2030 Agenda, the Paris Agreement and other international agreements in development plans and budgets, and to analyze progress towards the SDGs, using innovative and data-driven solutions								
Project Title	Strengthening Institutional Capacity for SDGs Achievement in Bangladesh (SC4SDG)								
Project Number	00087607								
Outputs	Output Indicators	Data Source	Baseline		Targets				Data collection Methods & Risks
			Value	Year	2020	2021	2022	2023	
Component 1: Evidence-informed SDG policy and plans formulated									
Output 1.1: Capacity of public officials enhanced to integrate SDGs into 8 th Five Year Plan and develop related policies	1.1.1: # of GoB officials trained on contextualization and prioritization of SDGs including poverty-environment	UNDP	0	Sep 2019	100	200	300	400	<ul style="list-style-type: none">• Verified training record and report• Lack of timely accomplishment of planned training may impact to measure results on time
	1.1.2: Progress towards operationalization of Core SDGs Team (CST) to support in activities relating to the global goals ⁷	UNDP	2	Sep 2019	2	4	6	8	<ul style="list-style-type: none">• Workshop/meeting records• The proposed team may not conduct regular meetings as higher officials or high-level experts have a busy schedule

⁷ Formation of CST was completed in 2019. Operationalization refers to # of CST meeting organized to help the GoB in resolving issues relating to SDGs implementation, localization, monitoring, evaluation and reporting

Revised Project Document: Strengthening Institutional Capacity for SDGs Achievement in Bangladesh (SC4SDG)

	1.1.3: The extend of engagement in the preparation of 8 th Five Year Plan ⁸	UNDP	0	Sep 2019	3	5	5	5	<ul style="list-style-type: none"> Government office order/record; consultation workshop/meeting records Shift in government priorities might delay in achieving the intended result
	1.1.4: # of public planners coached and trained on integration of SDGs into national policy plans	UNDP	0	Sep 2019	50	100	150	200	<ul style="list-style-type: none"> Verified training record and report Lack of timely accomplishment of planned training may impact to measure results on time
Output 1.2: Results based M&E System and capacities of 8 th FYP established to track SDG performance	1.2.1 # of public planners coached and trained on SDGs monitoring and evaluation	UNDP	0	Sep 2019	50	100	150	200	<ul style="list-style-type: none"> Verified training record and report Lack of timely accomplishment of planned training may impact to measure results on time
	1.2.2: # of Progress Report (or VNR) on SDG implementation, UNGA prepared regularly	UNDP	7	Sep 2019	10	11	13	15	<ul style="list-style-type: none"> Government office order/record; consultation workshop/meeting records Change of Planning Commission's leadership, specially GED's may impact adversely on the achievement of the intended result
	1.2.3: # of stakeholder consultation workshops organized to receive	UNDP	0	Sep 2019	0	1	2	3	<ul style="list-style-type: none"> Verified training record and report

⁸ Scale from 0 to 5: Inputs provided to the development of the Concept Note of the 8FYP – 1, 2 Background Studies conducted – 2, Involvement in the 8FYP Review Committee as member – 1, Reviewed Sector Documents and provide recommendations on the draft 8FYP - 1

Revised Project Document: Strengthening Institutional Capacity for SDGs Achievement in Bangladesh (SC4SDG)

	feedback on SDG and related publication								<ul style="list-style-type: none"> Shift in government priorities might delay in holding the consultations
	1.2.4: Development of and an agreement on DRF for the 8 th FYP through an inclusive process ⁹	UNDP	0	Sep 2019	5	5	5	5	<ul style="list-style-type: none"> Government office order/record; consultation workshop/meeting records Shift in government priorities might delay in achieving the intended result
Output 1.3: Research conducted on emerging issues of economy, social, environment and climate change and inclusion or analysis of gender dimension in all these areas to inform policy and planning	1.3.1: # of knowledge products produced to enhance knowledge and capacity of the government policy makers to tackle emerging and challenging issues in SDGs achievement, including poverty-environment	UNDP	1	Sep 2019	1	2	4	5	<ul style="list-style-type: none"> Government office order/record; consultation workshop/meeting records Change of Planning Commission's leadership, specially GED's may impact adversely on the achievement of the intended result
	1.3.2: # of consultations organized to receive feedback from wider stakeholders on knowledge products	UNDP	0	Sep 2019	0	1	3	4	<ul style="list-style-type: none"> Verified training record and report Shift in government priorities might delay in holding the consultations
Component 2: Systems and capacities in place to localize the SDGs									
Output 2.1: Capacities of local governments strengthened to mainstream SDGs in local plans and implementation frameworks	2.1.1: # of training modules developed for enhancing capacity of local government officials on SDG localization ¹⁰	UNDP	0	Sep 2019	1	1	1	1	<ul style="list-style-type: none"> Government office order/record; consultation workshop/meeting records The lack of inter-ministerial cooperation, ownership,

⁹ Scale from 0 to 5: Sectors identified to be included in the DRF of the 8FYP – 1, Indicators developed – 1, Indicators Matrix developed (including data sources, baselines, milestones and targets) – 1, Chapter on Development Results Framework drafted – 1, Chapter accepted and included in the 8FYP – 1.

¹⁰ Modification may be required as per Upazila need

Revised Project Document: Strengthening Institutional Capacity for SDGs Achievement in Bangladesh (SC4SDG)

									and participation may delay the process
	2.1.2: # of local government officials and wider stakeholders trained on SDG localization implementation	UNDP	0	Sep 2019	0	15	30	45	<ul style="list-style-type: none"> • Verified training record and report • Lack of timely accomplishment of planned training may impact to measure results on time
Output 2.2: SDG localization models piloted to encourage inclusive approaches for rolling out of SDG at local level	2.2.1: # of all stakeholder Platform established for implementation of SDG localization	UNDP	0	Sep 2019	0	2	5	5	<ul style="list-style-type: none"> • Government office order/record; consultation workshop/meeting records • Frequent transfer of government officials results in the loss of trained officials in the relevant areas
	2.2.2 # of Upazila Action Plan developed to localize SDGs in five Upazilas ¹¹	UNDP	0	Sep 2019	1	1	1	1	<ul style="list-style-type: none"> • Government office order/record; consultation workshop/meeting records • The lack of inter-ministerial cooperation, ownership, and participation may delay the process
	2.2.3: # of Upazilas where SDG localization model rolled out	UNDP	0	Sep 2019	0	1	3	5	<ul style="list-style-type: none"> • Government office order/record; consultation workshop/meeting records • Lack of understanding of UP officials on the localization of SDGs may delay the process of piloting

¹¹ Modification may be required as per Upazila need

Revised Project Document: Strengthening Institutional Capacity for SDGs Achievement in Bangladesh (SC4SDG)

	2.2.4: # of progress report on SDG localization developed and disseminated	UNDP	0	Sep 2019	0	0	1	2	<ul style="list-style-type: none"> Government office order/record; consultation workshop/meeting records Lack of understanding of UP officials on the localization of SDGs may delay the process of piloting
Output 2.3: Policy papers on SDG localization informing policies and strategies to roll out SDG localization in Bangladesh	2.3.1: # of research papers and case-studies on 'SDG Localization' produced, including poverty-environment	UNDP	0	Sep 2019	0	1	2	3	<ul style="list-style-type: none"> Government office order/record; consultation workshop/meeting records Change of Planning Commission's leadership, specially GED's may impact adversely on the achievement of the intended result
	2.3.2: # of consultation workshops organized to showcase the implementation status of SDGs localization	UNDP	0	Sep 2019	0	0	1	2	<ul style="list-style-type: none"> Verified workshop record and report Lack of timely consultation workshops of planned training may impact to measure results on time
	2.3.3: 'Annual High-Level Forum on 'SDG Localization' organized in collaboration with GED and LGD regularly ¹²	UNDP	0	Sep 2019	0	1	2	3	<ul style="list-style-type: none"> Government office order/record; consultation workshop/meeting records Change of Planning Commission's leadership, specially GED's may impact adversely on the achievement of the intended result

¹² 'Annual High-Level Forum on 'SDG Localization' organized

Revised Project Document: Strengthening Institutional Capacity for SDGs Achievement in Bangladesh (SC4SDG)

Component 3: Financing for SDG Implementation is Secured and Prioritized									
Output 3.1: Gap analysis of resource requirement and revenue mobilization to identify weakness and anomalies and address those for SDGs achievement	3.1.1: # of structured dialogue between public and private sector on regular basis organized	UNDP	0	Sep 2019	0	2	4	6	<ul style="list-style-type: none"> Government office order/record; consultation workshop/meeting records The lack of inter-ministerial cooperation, ownership, and participation may delay the process
	3.1.2: Analysis of resource gap conducted on regular basis (biannually) in light of SDGs Action Plan ¹³	UNDP	0	Sep 2019	0	2	4	6	<ul style="list-style-type: none"> Government office order/record; consultation workshop/meeting records Delayed approval/ government office order may hamper to achieve the planned targeted results
Output 3.2: Models for mobilizing public and private resources towards key sectors and SDG targets tested and replicated	3.2.1: # of studies conducted on integrated financing framework for aligning public and private resources	UNDP	0	Sep 2019	0	2	4	5	<ul style="list-style-type: none"> Government office order/record; consultation workshop/meeting records Delayed approval/ government office order may hamper to achieve the planned targeted results
	3.2.2: # of consultations organized involving private sector and other relevant stakeholders for exploring innovative strategies of resource mobilization	UNDP	0	Sep 2019	0	1	2	3	<ul style="list-style-type: none"> Verified training record and report Lack of timely accomplishment of planned consultations may impact to measure results on time
	3.2.3: # of studies conducted on SDGs financing mechanism	UNDP	0	Sep 2019	0	2	4	5	<ul style="list-style-type: none"> Government office order/record; consultation

¹³ 2 analyses (biannually) of resource gaps through consultations organized each year

Revised Project Document: Strengthening Institutional Capacity for SDGs Achievement in Bangladesh (SC4SDG)

									workshop/meeting records
									<ul style="list-style-type: none"> The lack of inter-ministerial cooperation, ownership, and participation may delay the process
Output 3.3: Budget reforms implemented to incorporate SDGs into budget formulation and tracking	3.3.1: # of KPI developed for preparation of SDGs sensitive budgetary framework	UNDP	0	Sep 2019	0	15	30	40	<ul style="list-style-type: none"> Government office order/record; consultation workshop/meeting records The lack of inter-ministerial cooperation, ownership, and participation may delay the process
	3.3.2: # of GoB trained on SDG sensitive budget formulation, KPI development and SDG budget coding	UNDP	0	Sep 2019	0	20	40	60	<ul style="list-style-type: none"> Record of nomination; training record and report Lack of timely accomplishment of planned training may impact to measure results on time
Component 4: Partnerships and outreach for enhancing society wide participation in SDGs implementation ensured									
Output 4.1: Partnership with think-tanks, academia, CSOs and media established	4.1.1: # of consultations organized involving think-tanks, academia, CSO, NGOs, youth, as well as differently abled groups on SDGs implementation and review process including poverty-environment	UNDP	1	Sep 2019	1	2	5	8	<ul style="list-style-type: none"> Verified training record and report Lack of timely accomplishment of planned consultation may impact to measure results on time
	4.1.2: Annual conference/workshop organized involving students and youth engagement from different universities/institutions including poverty-environment	UNDP	0	Sep 2019	0	1	2	3	<ul style="list-style-type: none"> Record of nomination; training record and report Lack of timely accomplishment of planned consultation may impact to measure results on time

Revised Project Document: Strengthening Institutional Capacity for SDGs Achievement in Bangladesh (SC4SDG)

	4.1.3: # of innovative campaign supported to youth-lead organization to raise awareness on SDGs including poverty-environment	UNDP	0	Sep 2019	0	3	8	13	<ul style="list-style-type: none"> Government office order/record; consultation workshop/meeting records Awareness-raising activities, new working methods, and procedures may take more time than envisages and may face more difficulties than expected
Output 4.2: Private sector engagement in achieving SDGs promoted	4.2.1: # of regular consultation organized with all private sector actor for promoting SDGs implementation, including poverty-environment	UNDP	0	Sep 2019	1	2	4	5	<ul style="list-style-type: none"> Record of nomination; training record and report Awareness-raising activities, new working methods, and procedures may take more time than envisages and may face more difficulties than expected
Output 4.3: Parliamentarians' engagement in achieving SDGs promoted	4.3.1: # of parliamentarians trained to participate actively in SDGs implementation, including poverty environment	UNDP	0	Sep 2019	0	20	50	70	<ul style="list-style-type: none"> Verified training record and report Lack of timely accomplishment of planned training may impact to measure results on time
	4.3.2: # of engagement established with different Parliamentarian Standing Committees and All-party Parliamentary Group in SDGs implementation and monitoring including poverty-environment	UNDP	0	Sep 2019	0	5	10	15	<ul style="list-style-type: none"> Record of nomination; training record and report Bringing parliamentarians in a single platform might be challenging.
Component 5: Green and sustainable economic recovery from COVID-19 pandemic supported									
	5.1.1 Unified Business ID system developed	a2i, ICT Division	0	June 2021	-	0	1	1	<ul style="list-style-type: none"> Online platform Risk:

Revised Project Document: Strengthening Institutional Capacity for SDGs Achievement in Bangladesh (SC4SDG)

Output 5.1: COVID-19 recovery approach for smaller business rolled out									<p>1. Diverse requirements from multi-stakeholders may boost development challenges and further the implementation barrier.</p> <p>Shortage of appropriate policy might hamper implementing the Universal Unique business ID.</p>
	5.1.2 # of small business received Unique ID	a2i, ICT Division	0	June 2021	-	0	5000	20000	<p>- Unique ID Platform</p> <p>Support from relevant organization to onboard small business in unique ID system</p>
	5.1.3 # of digital Government-to-Business Services (G2B) developed for small businesses	a2i, ICT Division	0	June 2021	-	20	100	100	<p>• Online platform</p> <p>Risk:</p> <p>1. Getting administrative support from concerned ministries might be delayed for the digitization of G2B services.</p> <p>Concern ministries might be reluctant to implement digital services due to the capacity gap to use digital services.</p>
	5.1.4 Digital credit models for small businesses to improve access to finance piloted	a2i, ICT Division	0	June 2021	-	0	1	1	<p>• Report</p> <p>Participation by MSME in the digital credit piloting</p>
	5.1.5 # of policy advocacy and consultation workshop organized	a2i, ICT Division	0	June 2021	-	2	5	7	<p>• Verified workshop record & report</p> <p>• Support from Bangladesh Bank for new guideline</p>

Revised Project Document: Strengthening Institutional Capacity for SDGs Achievement in Bangladesh (SC4SDG)

	5.1.6 # of One-stop physical service point/hub established for small business services	a2i, ICT Division	0	June 2021	-	50	250	400	<ul style="list-style-type: none"> Digital Centre Management System Delay to implement due to Covid19 lockdown situation
5.2 Resource mobilization for COVID-19 recovery and SDG implementation strengthened	5.2.1 # of studies conducted on innovative financing solutions for post-pandemic green growth and sustainable development	UNDP	0	June 2021	-	0	2	3	<ul style="list-style-type: none"> Verified event report Onboard consultant in right time Support from relevant stakeholders
	5.2.2 # of consultation meetings/workshops organized with public, private and other stakeholders	UNDP/a2i, ICT Division	0	June 2021	-	3	8	9	<ul style="list-style-type: none"> Event record & report Lockdown situation during covid19 Positive response from partners
	5.2.3 Pilot conducted to provide policy support to channel micro-savings for public sector investment	a2i, ICT Division	0	June 2021	-	0	1	1	<ul style="list-style-type: none"> Pilot report Support from policy maker and relevant organizations Effective participation of citizens in the pilot process
5.3 Informed policymaking for COVID-19 economic recovery supported	5.3.1 Progress of operationalization of Economic Policy Unit ¹⁴	UNDP	0	Jun 2021	-	0	5	5	<ul style="list-style-type: none"> Government office order/record; consultation workshop/meeting records Delayed approval/government office order may hamper to achieve the planned targeted results
	5.3.2 # of indicators with availability of updated data	a2i, ICT Division	8	June 2021	-	15	30	30	<ul style="list-style-type: none"> Administrative record/consultation/survey

¹⁴ Scale from 0 to 5: Concept note along with activities developed =1, Meetings/consultations with government agencies=1, GO issued with official approval =1, Economic Policy Unit embedded in a government agency 2

Revised Project Document: Strengthening Institutional Capacity for SDGs Achievement in Bangladesh (SC4SDG)

									<ul style="list-style-type: none"> Unavailability of administrative data may hamper to achieve the planned targeted results
	5.3.3 # of agencies providing updated data	a2i, ICT Division	3	June 2021	-	5	10	10	<ul style="list-style-type: none"> Government office order/letter Delayed approval/ government office order may hamper to achieve the planned targeted results
	5.3.4 # of consultations organized with relevant stakeholders	a2i, ICT Division	3	June 2021	-	7	17	17	<ul style="list-style-type: none"> Government office order/meeting record Delayed approval/ government office order may hamper to achieve the planned targeted results

Annex 2: Multi- Year Work Plan

Component	Output	2020			2021			2022				2023			Total
		PEA	UNEP	UNDP	PEA	UNDP	FCDO	PEA	UNDP	FCDO	Unfunded	UNDP	FCDO	Unfunded	
Component 1: Evidence-informed SDG policy and plans formulated	1.1 Capacity of public officials enhanced to integrate SDGs into National Planning and Policy	14,632	17,763	52,663	45,000	32,100	0	43,301	75,000	0	11300	15,000	0	70000	376,759
	1.2 Results based M&E System and capacities of 8th FYP established to track SDG performance.	5	4,276	3,369	16,000	31,000	0	10,000	7,000	0	6,000	8,000	0	46490	132,140
	1.3 Research conducted on emerging issues on economic, social, environment and climate change to inform policy and planning.	39,696	15,000	46,632	19,950	15,000	0	27,300	22,000	0	4,000	11,000	0	39,000	239,578
Component 2: Systems and capacities in place to localize the SDGs	2.1 Capacities of local governments strengthened to mainstream SDGs in local plans and implementation frameworks	0	0	8,332	0	0	0	0	14,187	0	5,000	2,000	0	33,000	62,519
	2.2 SDG localization models piloted to encourage inclusive approaches for rolling out of SDG at local level	0	0	6,472	0	47,000	0	0	69,500	0	14209	34500	0	68175	239,856
	2.3 Policy papers on SDG localization informing policies and strategies to roll out SDG localization in Bangladesh	30,789	0	0	12,000	14,920	0	30,000	17,000	0	0	32,000	0	0	136,709
Component 3: Financing for SDG Implementation is Secured and Prioritized	3.1 Gap analysis of resource requirement and revenue mobilization to identify weakness and anomalies and address those for SDGs achievement.	0	0	0	0	26,710	0		17,000	0	15,000	5,000	0	25,000	88,710

Revised Project Document: Strengthening Institutional Capacity for SDGs Achievement in Bangladesh (SC4SDG)

	3.2 Models for mobilizing public and private resources towards key sectors and SDG targets tested and replicated	19,417	0	17,445	73,667	42,000	0	35,000	41,000	0	20000	43000	0	40000	331,529
	3.3 Budget reforms implemented to incorporate SDGs into budget formulation and tracking	0	0	0	0	10,000	0		8,000	0	36355	4000	0	35110	93,465
Component	Output	2020			2021			2022				2023			Total
		PEA	UNEP	UNDP	PEA	UNDP	FCDO	PEA	UNDP	FCDO	Unfunded	UNDP	FCDO	Unfunded	
Component 4: Partnerships and outreach for enhancing society wide participation in SDGs implementation ensured	4.1 Partnership with think-tanks, academia, CSOs and media established	30,361	0	0	37,000	19,000	0	25,000	27,000	0	10,000	24,000	0	23,000	195,361
	4.2 Private sector engagement in achieving SDGs promoted	16,567	0	0	0	8,000	0	5,000	12,204	0	12925	0	0	17633	72,329
	4.3 Parliamentarians' engagement in achieving SDGs promoted	2,842	0	0	30,000	0	0	10,000	5,000	0	25000	8000	0	15421.14	96,263
Component 5: Transformative Economic Policy Programme (TEPP) Atlas Output: 00127845	5.1. COVID-19 recovery approach for smaller business rolled out	0					143,200			527,400			141,400		812,000
	5.2. Resource mobilization for COVID-19 recovery and SDG implementation strengthened	0					33,084			195,492			123,049		351,625
	5.3. Informed policymaking for COVID-19 economic recovery supported	0					63,084			322,992			90,823		476,899

Revised Project Document: Strengthening Institutional Capacity for SDGs Achievement in Bangladesh (SC4SDG)

Management and Operations Cost	Including: Admin and Operations staffs, Transportation, UNDP Security, Communications and Audio-Visual (internet, mobile, etc), Equipment, Supplies, Office Meetings, Project Audit., Project Evaluation, General Management Service.	74,598		107,190	104,500	158,296		85,167	139,656		45,983	215,940		53,228	984,557
Total Programme Cost		228,907	28,907	37,039	242,103	38,117	404,026	39,368	270,768	54,547	1,045,884	205,772	402,440	355,271	4,690,299
GMS (General Management Cost), DPC (Direct Project Cost) and 1% Levy (applicable only for FCDO)		17,324	2,961	15,543	24,880	26,262	1,543.12	20,004	29,546	94,129.56		25,533	31,974.43	-	309,700
Grand Total															500,000

Annex 3: Monitoring and Evaluation

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		

Revised Project Document: Strengthening Institutional Capacity for SDGs Achievement in Bangladesh (SC4SDG)

Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project. This will be activated and updated regularly to ensure on going learning are adapted to the next cycle of project delivery.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		

Evaluation Plan¹⁵

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
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¹⁵ Optional, if needed

Revised Project Document: Strengthening Institutional Capacity for SDGs Achievement in Bangladesh (SC4SDG)

Mid-Term Evaluation				March 2022	GED, UNDP	US\$ 25,000
Final Evaluation				December 2023	GED, UNDP	US\$ 20,000

Revised Project Document: Strengthening Institutional Capacity for SDGs Achievement in Bangladesh (SC4SDG)

Annex 5: Risk Log¹⁶**Project Title:** Strengthening Institutional Capacity for SDGs Achievement in Bangladesh (SC4SDG)
June 2019**Award ID:** 00087607 **Date:**

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1	Staff trained leave office or high turnover	Jun 2019	Organizational	The project outcomes are not sustainable Probability = 2 Impact = 3	Incentive systems need to be introduced	CTA, GED	Project design team		
2	Weak interactions / coordination among the agencies and poor relations with GoB	Jun 2019	Political, Organizational	Effectiveness of the planning process depends on adequate coordination of government agencies notably with PMO and BBS Probability = 2 Impact = 3	Regular interaction with governmental agencies and UNDP. Secure better political commitment from the agencies especially Ministry of Planning and PMO.	CTA, UNDP	Project design team		
3	Shortcomings in bringing all related institutions to agree on the ownership	Jun 2019	Organizational	May lead to different institutions working on the same area. Probability= 4 Impact = 4	Political agreement from the higher level to designate GED/PC as the Government's entity to forecast.	CTA, UNDP	Project design team		
4	Lack of proper qualitative evidence base data may not translate into improve SDG policy into practice	July 2021	Strategic	Involving researchers, policymaker, other stakeholder and community people will be	Capturing SDG implementation results, gap and challenges and immediate action by government	CTA, GED	Project Review/ Revised Team		

¹⁶ Probability and impact are expressed on a scale ranging from low (1) to high (5), whereby 'probability' refers to the likelihood of the potential risk to actually occur and 'impact' to the expected negative consequences of the risk on the project implementation and/or sustainability of its expected results.

Revised Project Document: Strengthening Institutional Capacity for SDGs Achievement in Bangladesh (SC4SDG)

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
				challenging to bring on same platform Probability = 2 Impact = 3					
5	Difficulties to reaching out Private Sector for SDG green financing	July 2021	Strategic	Collaborate with GO and confidence building of PS could be the trigger point Probability = 2 Impact = 3	Political and Government willingness could bring PS in financing, UNDP could work as missing middle link	CTA, GED, UNDP	Project Review/ Revised Team		
6	COVID 19 related health pandemic may hamper implementation which could have last longer impact both implementation (SDG localization) and produce results on time	July 2021	Environmental	Results will come slightly later than it was projected before Probability= 4 Impact = 4	There should be some plan B particularly for field implementation	CTA, GED, UNDP	Project Review/ Revised Team		

Annex 6: Project QA Assessment

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL				
OVERALL PROJECT				
EXEMPLARY (5) ●●●●●	HIGHLY SATISFACTORY (4) ●●●●○	SATISFACTORY (3) ●●●○○	NEEDS IMPROVEMENT (2) ●●○○○	INADEQUATE (1) ●○○○○
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The SES criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.
DECISION				
<ul style="list-style-type: none"> • APPROVE – the project is of sufficient quality to continue as planned. Any management actions must be addressed in a timely manner. • APPROVE WITH QUALIFICATIONS – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner. • DISAPPROVE – the project has significant issues that should prevent the project from being approved as drafted. 				
RATING CRITERIA				
STRATEGIC				
1. Does the project's Theory of Change specify how it will contribute to higher level change? (Select the option from 1-3 that best reflects the project): <ul style="list-style-type: none"> • 3: The project has a theory of change with explicit assumptions on how the project will contribute to higher level change as specified in the programme's theory of change, backed by credible evidence of what works effectively in this context. The project document clearly describes why the project's strategy is the best approach at this point in time. • 2: The project has a theory of change related to the programme's theory of change. It has explicit assumptions that explain how the project intends to contribute to higher level change and why the project strategy is the best approach at this point in time, but is backed by limited evidence. • 1: The project does not have a theory of change, but the project document may describe in generic terms how the project will contribute to development results, without specifying the key assumptions. It does not make an explicit link to the programme's theory of change. The project document does not clearly specify why the project's strategy is the best approach at this point in time. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>			3 ✓	2
			1	
			Evidence	
2. Is the project aligned with the thematic focus of the UNDP Strategic Plan? (select the option from 1-3 that best reflects the project): <ul style="list-style-type: none"> • 3: The project responds to one of the three areas of development work¹⁷ as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging areas¹⁸; an 			3	2 ✓
			1	

¹⁷ 1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building

¹⁸ sustainable production technologies, access to modern energy services and energy efficiency, natural resources management, extractive industries, urbanization, citizen security, social protection, and risk management for resilience

Revised Project Document: Strengthening Institutional Capacity for SDGs Achievement in Bangladesh (SC4SDG)

issues-based analysis has been incorporated into the project design; and the project's RRF includes all the relevant SP output indicators. <i>(all must be true to select this option)</i>			Evidence	
<ul style="list-style-type: none">• 2: The project responds to one of the three areas of development work¹ as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. <i>(both must be true to select this option)</i>• 1: While the project may respond to one of the three areas of development work¹ as specified in the Strategic Plan, it is based on a sectoral approach without addressing the complexity of the development issue. None of the relevant SP indicators are included in the RRF. This answer is also selected if the project does not respond to any of the three areas of development work in the Strategic Plan.				
RELEVANT				
3. Does the project have strategies to effectively identify, engage and ensure the meaningful participation of targeted groups/geographic areas with a priority focus on the excluded and marginalized? (select the option from 1-3 that best reflects this project): <ul style="list-style-type: none">• 3: The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. The project has an explicit strategy to identify, engage and ensure the meaningful participation of specified target groups/geographic areas throughout the project. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.) The project plans to solicit feedback from targeted groups regularly through project monitoring. Representatives of the targeted group/geographic areas will contribute to project decision-making, such as being included in the project's governance mechanism (i.e., project board.) <i>(all must be true to select this option)</i>• 2: The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised, and are engaged in project design. The project document states clearly how beneficiaries will be identified, engaged and how meaningful participation will be ensured throughout the project. Collecting feedback from targeted groups has been incorporated into the project's RRF/monitoring system, but representatives of the target group(s) may not be directly involved in the project's decision making. <i>(all must be true to select this option)</i>• 1: The target groups/geographic areas do not prioritize excluded and/or marginalised populations, or they may not be specified. The project does not have a written strategy to identify or engage or ensure the meaningful participation of the target groups/geographic areas throughout the project. <p><i>*Note: Management Action must be taken for a score of 1</i></p>	3	2	Evidence	
				√
		1		
4. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? (select the option from 1-3 that best reflects this project): <ul style="list-style-type: none">• 3: Knowledge and lessons learned backed by credible evidence from evaluation, analysis and monitoring have been explicitly used, with appropriate referencing, to develop the project's theory of change and justify the approach used by the project over alternatives.• 2: The project design mentions knowledge and lessons learned backed by evidence/sources, which inform the project's theory of change but have not been used/are not sufficient to justify the approach selected over alternatives.• 1: There is only scant or no mention of knowledge and lessons learned informing the project design. Any references that are made are not backed by evidence. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	3	2	Evidence	
		√		
		1		
5. Does the project use gender analysis in the project design and does the project respond to this gender analysis with concrete measures to address gender inequities and empower women? (select the option from 1-3 that best reflects this project): <ul style="list-style-type: none">• 3: A <u>participatory</u> gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men, and it is fully integrated into the project document. The project establishes concrete priorities to address gender inequalities in its strategy. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. <i>(all must be true to select this option)</i>	3	2	Evidence	
				√
		1		

Revised Project Document: Strengthening Institutional Capacity for SDGs Achievement in Bangladesh (SC4SDG)

<ul style="list-style-type: none"> • 2: A gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men. Gender concerns are integrated in the development challenge and strategy sections of the project document. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. (<i>all must be true to select this option</i>) • 1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the constraints have not been clearly identified and interventions have not been considered. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>							
<p>6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national partners, other development partners, and other actors? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project. It is clear how results achieved by relevant partners will contribute to outcome level change complementing the project's intended results. If relevant, options for south-south and triangular cooperation have been considered, as appropriate. (<i>all must be true to select this option</i>) • 2: Some analysis has been conducted on the role of other partners where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project. Options for south-south and triangular cooperation may not have not been fully developed during project design, even if relevant opportunities have been identified. • 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	<table border="1"> <tr> <td>3</td><td>2 √</td></tr> <tr> <td colspan="2">1</td></tr> <tr> <td colspan="2">Evidence</td></tr> </table>	3	2 √	1		Evidence	
3	2 √						
1							
Evidence							
SOCIAL & ENVIRONMENTAL STANDARDS							
<p>7. Does the project seek to further the realization of human rights using a human rights based approach? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: Credible evidence that the project aims to further the realization of human rights, specifically upholding the relevant international and national laws and standards in the area of the project. Any potential adverse impacts on enjoyment of human rights were rigorously assessed and identified with appropriate mitigation and management measures incorporated into project design and budget. (<i>all must be true to select this option</i>) • 2: Some evidence that the project aims to further the realization of human rights. Potential adverse impacts on enjoyment of human rights were assessed and identified and appropriate mitigation and management measures incorporated into the project design and budget. • 1: No evidence that the project aims to further the realization of human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered. <p><i>*Note: Management action or strong management justification must be given for a score of 1</i></p>	<table border="1"> <tr> <td>3</td><td>2 √</td></tr> <tr> <td colspan="2">1</td></tr> <tr> <td colspan="2">Evidence</td></tr> </table>	3	2 √	1		Evidence	
3	2 √						
1							
Evidence							
<p>8. Did the project consider potential environmental opportunities and adverse impacts, applying a precautionary approach? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: Credible evidence that opportunities to enhance environmental sustainability and integrate poverty-environment linkages were fully considered and integrated in project strategy and design. Credible evidence that potential adverse environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. (<i>all must be true to select this option</i>). 	<table border="1"> <tr> <td>3</td><td>2 √</td></tr> <tr> <td colspan="2">1</td></tr> <tr> <td colspan="2">Evidence</td></tr> </table>	3	2 √	1		Evidence	
3	2 √						
1							
Evidence							

Revised Project Document: Strengthening Institutional Capacity for SDGs Achievement in Bangladesh (SC4SDG)

<ul style="list-style-type: none"> • 2: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts have been assessed, if relevant, and appropriate management and mitigation measures incorporated into project design and budget. • 1: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Limited or no evidence that potential adverse environmental impacts were adequately considered. <p><i>*Note: Management action or strong management justification must be given for a score of 1</i></p>		
9. If the project is worth \$500,000 or more, has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? Select N/A only if the project is worth less than \$500,000. [if yes, upload the completed checklist]	Yes √	No
	N/A	
MANAGEMENT & MONITORING		
10. Does the project have a strong results framework? (select from options 1-3 that best reflects this project): <ul style="list-style-type: none"> • 3: The project's selection of outputs and activities are at an appropriate level and relate in a clear way to the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators that measure all of the key expected changes identified in the theory of change, each with credible data sources, and populated baselines and targets, including gender sensitive, sex-disaggregated indicators where appropriate. (<i>all must be true to select this option</i>) • 2: The project's selection of outputs and activities are at an appropriate level, but may not cover all aspects of the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of gender sensitive, sex-disaggregated indicators, as appropriate. (<i>all must be true to select this option</i>) • 1: The results framework does not meet all of the conditions specified in selection "2" above. This includes: the project's selection of outputs and activities are not at an appropriate level and do not relate in a clear way to the project's theory of change; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change, and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	3 √	2
	1 Evidence	
11. Is there a comprehensive and costed M&E plan with specified data collection sources and methods to support evidence-based management, monitoring and evaluation of the project?	Yes (3) √	No (1)
12. Is the project's governance mechanism clearly defined in the project document, including planned composition of the project board? (select from options 1-3 that best reflects this project): <ul style="list-style-type: none"> • 3: The project's governance mechanism is fully defined in the project composition. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. (<i>all must be true to select this option</i>). • 2: The project's governance mechanism is defined in the project document; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The prodoc lists the most important responsibilities of the project board, project director/manager and quality assurance roles. (<i>all must be true to select this option</i>) • 1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	3 √	2
	1 Evidence	
13. Have the project risks been identified with clear plans stated to manage and mitigate each risks? (select from options 1-3 that best reflects this project):	3 √	2
	1	

Revised Project Document: Strengthening Institutional Capacity for SDGs Achievement in Bangladesh (SC4SDG)

<ul style="list-style-type: none">• 3: Project risks fully described in the project risk log, based on comprehensive analysis which references key assumptions made in the project's theory of change. Clear and complete plan in place to manage and mitigate each risk. <i>(both must be true to select this option)</i>• 2: Project risks identified in the initial project risk log with mitigation measures identified for each risk.• 1: Some risks may be identified in the initial project risk log, but no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and no initial risk log is included with the project document. <p><i>*Note: Management Action must be taken for a score of 1</i></p>	Evidence	
EFFICIENT		
14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners.	Yes (3) ✓	No (1)
15. Are explicit plans in place to ensure the project links up with other relevant on-going projects and initiatives, whether led by UNDP, national or other partners, to achieve more efficient results (including, for example, through sharing resources or coordinating delivery?)	Yes (3) ✓	No (1)
16. Is the budget justified and supported with valid estimates?	Yes (3) ✓	No (1)
17. Is the Country Office fully recovering its costs involved with project implementation?	Yes (3) ✓	No (1)
EFFECTIVE		
18. Is the chosen implementation modality most appropriate? (select from options 1-3 that best reflects this project): <ul style="list-style-type: none">• 3: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been thoroughly considered. There is a strong justification for choosing the selected modality, based on the development context. <i>(both must be true to select this option)</i>• 2: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted and the implementation modality chosen is consistent with the results of the assessments.• 1: The required assessments have not been conducted, but there may be evidence that options for implementation modalities have been considered. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	3 ✓	2
	1	
	Evidence	
19. Have targeted groups, prioritizing marginalized and excluded populations that will be affected by the project, been engaged in the design of the project in a way that addresses any underlying causes of exclusion and discrimination? <ul style="list-style-type: none">• 3: Credible evidence that all targeted groups, prioritising marginalized and excluded populations that will be involved in or affected by the project, have been actively engaged in the design of the project. Their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change which seeks to address any underlying causes of exclusion and discrimination and the selection of project interventions.• 2: Some evidence that key targeted groups, prioritising marginalized and excluded populations that will be involved in the project, have been engaged in the design of the project. Some evidence that their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change and the selection of project interventions.	3 ✓	2
	1	
	Evidence	

Revised Project Document: Strengthening Institutional Capacity for SDGs Achievement in Bangladesh (SC4SDG)

<ul style="list-style-type: none"> • <u>1</u>: No evidence of engagement with marginalized and excluded populations that will be involved in the project during project design. No evidence that the views, rights and constraints of populations have been incorporated into the project. 		
20. Does the project have explicit plans for evaluation or other lesson learning, timed to inform course corrections if needed during project implementation?	Yes (3) √	No (1)
21. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum. *Note: Management Action or strong management justification must be given for a score of "no"	Yes (3) √	No (1)
	Evidence	
22. Is there a realistic multi-year work plan and budget to ensure outputs are delivered on time and within allotted resources? (select from options 1-3 that best reflects this project):	3 √	2
<ul style="list-style-type: none"> • 3: The project has a realistic work plan & budget covering the duration of the project <u>at the activity level</u> to ensure outputs are delivered on time and within the allotted resources. • 2: The project has a work plan & budget covering the duration of the project <u>at the output level</u>. • 1: The project does not yet have a work plan & budget covering the duration of the project. 	1	
	Evidence	
SUSTAINABILITY & NATIONAL OWNERSHIP		
23. Have national partners led, or proactively engaged in, the design of the project? (select from options 1-3 that best reflects this project):	3 √	2
<ul style="list-style-type: none"> • 3: National partners have full ownership of the project and led the process of the development of the project jointly with UNDP. • 2: The project has been developed by UNDP in close consultation with national partners. • 1: The project has been developed by UNDP with limited or no engagement with national partners. 	1	
	Evidence	
24. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted? (select from options 0-4 that best reflects this project):	4 √	3
<ul style="list-style-type: none"> • 4: The project has a comprehensive strategy for strengthening specific capacities of national institutions based on a systematic and detailed capacity assessment that has been completed. • 3: A capacity assessment has been completed. The project document has identified activities that will be undertaken to strengthen capacity of national institutions, but these activities are not part of a comprehensive strategy. • 2: A capacity assessment is planned after the start of the project. There are plans to develop a strategy to strengthen specific capacities of national institutions based on the results of the capacity assessment. • 1: There is mention in the project document of capacities of national institutions to be strengthened through the project, but no capacity assessments or specific strategy development are planned. • 0: Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions. 	2	1
	0	
	Evidence	
25. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?	Yes (3) √	No (1)
26. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation strategy)?	Yes (3) √	No (1)

Annex 7: Environmental Screening

Project Information	
1. Project Title	Strengthening Institutional Capacity for SDGs Achievement in Bangladesh (SC4SDG)
2. Project Number	00087607
3. Location (Global/Region/Country)	Bangladesh

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability**QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?*****Briefly describe in the space below how the Project mainstreams the human-rights based approach***

The project has been designed to support the General Economics Division (GED) of the Bangladesh Planning commission in implementing SDGs in the country. The project will also work with SDGs Implementation and Review Committee, Local Government Division (LGD), Ministry of Finance (MoF), National Board of Revenues (NBR), the Parliament, key Upazilas, local level subnational agencies, Private Sector, Civil Society Organizations (CSOs), Non-Government Organizations (NGOs), academia and media. The project will uphold the 'whole-of-society' approach in engaging all relevant stakeholders and will advocate to incorporate the feedback received from the stakeholders into policy planning. Through its activities, the project will make sure that issues relating to women, youth, people with disability and marginalized populations are addressed while formulating plans/policies/strategies in order to ensure the aspiration of SDGs, 'Leave No One Behind'.

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

The project will work intensively with the Government towards embedding the issue of gender equality and women's empowerment in the national plan documents. In addition, more emphasis will be given to gender mainstreaming as well as inclusion of women from disadvantage and vulnerable groups while commissioning knowledge products and localization of SDGs. The project will work in implementing 'SDG 5: Gender Equality' with greater importance. In progress monitoring of SDGs, the project will advocate to generate gender disaggregated data and to analyse from the lens of gender statistics in order to illustrate the development made by the country in ensuring gender equality.

Briefly describe in the space below how the Project mainstreams environmental sustainability

The project will continue its legacy of SSIP and EI, IP project and will work on mainstreaming environmental sustainability including generation of data on environmental statistics, which is very weak in Bangladesh. In doing so, the project will give due importance in implementing SDG 13: Climate Action, SDG 14: Life Below Water and SDG 15: Life on Land. The project will advocate to address environmental sustainability issue in the policy plan documents.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i>	QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i>			QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?
Risk Description	Impact and Probability (1-5)	Significance (Low, Moderate, High)	Comments	Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.
No risk identified	I = P =			Not applicable.
	I = P =			
	I = P =			
	I = P =			
	QUESTION 4: What is the overall Project risk categorization?			
	Select one (see SESP for guidance)			Comments
	Low Risk <input checked="" type="checkbox"/>			
	Moderate Risk <input type="checkbox"/>			
	High Risk <input type="checkbox"/>			
	QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?			
	Check all that apply			Comments
	Principle 1: Human Rights	<input type="checkbox"/>		
	Principle 2: Gender Equality and Women’s Empowerment	<input type="checkbox"/>		
	1. Biodiversity Conservation and Natural Resource Management	<input type="checkbox"/>		
	2. Climate Change Mitigation and Adaptation	<input type="checkbox"/>		

Revised Project Document: Strengthening Institutional Capacity for SDGs Achievement in Bangladesh (SC4SDG)

	3. Community Health, Safety and Working Conditions	<input type="checkbox"/>	
	4. Cultural Heritage	<input type="checkbox"/>	
	5. Displacement and Resettlement	<input type="checkbox"/>	
	6. Indigenous Peoples	<input type="checkbox"/>	
	7. Pollution Prevention and Resource Efficiency	<input type="checkbox"/>	

Final Sign Off

Signature	Date	Description
QA Assessor		UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have “checked” to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have “cleared” the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases, PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks	
Principles 1: Human Rights	Answer (Yes/No)
1. Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2. Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ¹⁹	No
3. Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4. Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	Yes
5. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6. Is there a risk that rights-holders do not have the capacity to claim their rights?	Yes
7. Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8. Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No

¹⁹ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to “women and men” or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

Revised Project Document: Strengthening Institutional Capacity for SDGs Achievement in Bangladesh (SC4SDG)

Principle 2: Gender Equality and Women's Empowerment	
1. Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2. Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3. Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4. Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below	
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management	
1.1 Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
1.2 Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3 Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4 Would Project activities pose risks to endangered species?	No
1.5 Would the Project pose a risk of introducing invasive alien species?	No
1.6 Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7 Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8 Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9 Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10 Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11 Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	No
Standard 2: Climate Change Mitigation and Adaptation	

Revised Project Document: Strengthening Institutional Capacity for SDGs Achievement in Bangladesh (SC4SDG)

2.1 Will the proposed Project result in significant ²⁰ greenhouse gas emissions or may exacerbate climate change?	No
2.2 Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3 Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
Standard 3: Community Health, Safety and Working Conditions	
3.1 Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2 Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3 Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4 Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5 Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6 Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7 Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8 Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9 Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage	
4.1 Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2 Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement	
5.1 Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2 Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3 Is there a risk that the Project would lead to forced evictions? ²¹	No
5.4 Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples	
6.1 Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2 Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No

²⁰ In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

²¹ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

Revised Project Document: Strengthening Institutional Capacity for SDGs Achievement in Bangladesh (SC4SDG)

6.3 Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	No
6.4 Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5 Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6 Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7 Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8 Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9 Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency	
7.1 Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2 Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3 Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	No
7.4 Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5 Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

Annex 8: List of Knowledge Products Produced under SSIP, EI, IP and SC4SDG Projects

Sl.	Title	Type
SDG Related Publications		
1	Bangladesh Moving Ahead with the Sustainable Development Goals [Prepared for Bangladesh Delegation to 76th UNGA Session 2021]	Report
2	Promoting Sustainable Blue Economy in Bangladesh through Sustainable Blue Bond: Assessing the Feasibility of Instituting Blue Bond in Bangladesh	Report
3	Leaving No One Behind (LNOB) in Bangladesh; Recommendations for the 8th Five Year Plan for implementing Sustainable Development Goals (SDGs)	Report
4	Bangladesh Voluntary National Review 2020: Accelerated action and transformative pathways: Realizing the decade of action and delivery for sustainable development	Report
5	টেকসই উন্নয়ন অভীষ্ট: বাংলাদেশ অগ্রগতি প্রতিবেদন ২০২০ (ইংরেজি থেকে বাংলায় অনূদিত)	Report
6	Sustainable Development Goals: Bangladesh Progress Report 2020	Report
7	Revised Monitoring and Evaluation Framework of the Sustainable Development Goals (SDGs): Bangladesh Perspective	Report
8	Prospects and Opportunities of International Cooperation in Attaining SDG Targets in Bangladesh	Report
9	টেকসই উন্নয়ন অভীষ্ট অর্জনে এগিয়ে যাচ্ছে বাংলাদেশ (জাতিসংঘ সাধারণ পরিষদের ৭৪ তম অধিবেশনের জন্য প্রণীত)	Booklet
10	Bangladesh Moving Ahead with SDGs [Prepared for Bangladesh Delegation to 74th UNGA Session 2019]	Booklet
11	Empowering People: Ensuring Inclusiveness and Equality [For Bangladesh Delegation to High-Level Political Forum 2019]	Booklet
12	Compendium of Bangladesh Environment Statistics of Bangladesh 2017	Report
13	†UKmB Dbœqb Afxót evsjv†`k AMÖMwZ cÖwZ†e`b 2018 (Bs†iwR †_†K Ab~w`Z)	Report
14	Sustainable Development Goals: Bangladesh First Progress Report 2018	Report
15	GmwWwR Awfhv†v: GwM†q hv†`Q evsjv†`k (RvwZmsN mvaviY cwil†`i 73Zg Awa†ek†bi Rb` cÖYxZ)	Booklet
16	Journey with SDGs Bangladesh is Marching Forward [Prepared for Bangladesh Delegation to 73rd UNGA Session 2018]	Booklet
17	Bangladesh Environmental Statistics Framework (BESF) 2016-2030	Report
18	Education Sector Strategy and Actions for Implementation of the 7th Five Year Plan (FY 2016-20)	Report
19	National Action Plan of Ministries/Divisions by Targets for the Implementation of SDGs	Report
20	Monitoring and Evaluation Framework of Sustainable Development Goals (SDGs): Bangladesh Perspective	Report
21	Bangladesh Development Journey with SDGs [Prepared for Bangladesh Delegation to 72nd UNGA Session 2017]	Booklet
22	SDGs Financing Strategy: Bangladesh Perspective	Report
23	Bangladesh Voluntary National Review (VNR) 2017: Eradicating poverty and promoting prosperity in a changing world	Report
24	টেকসই উন্নয়ন অভীষ্ট, লক্ষ্যমাত্রা ও সূচকসমূহ (মূল ইংরেজী থেকে বাংলায় অনূদিত)	Booklet
25	Data Gap Analysis for Sustainable Development Goals (SDGs): Bangladesh Perspective	Report
26	A Handbook on Mapping of Ministries by Targets in the Implementation of SDGs aligning with 7th Five Year Plan (2016-20)	Report
27	Integration of Sustainable Development Goals into the 7th Five Year Plan	Report
28	Pocketbook of SDG Targets	Pocketbook
29	Pocketbook of SDG Indicators	Pocketbook

Revised Project Document: Strengthening Institutional Capacity for SDGs Achievement in Bangladesh (SC4SDG)

MDG Related Publications		
30	Millennium Development Goals (MDGs): End-Period Stocktaking and Final Evaluation (2000-2015)	Report
31	Millennium Development Goals: Bangladesh Progress Report 2015	Report
32	MDGs to Sustainable Development Transforming our World: SDG agenda for Global Action (2015-2030) [Prepared for Bangladesh Delegation to 70 th UNGA Session 2015]	Booklet
33	Progress of MDGs in Bangladesh and the Process towards formulating Post 2015 Development Agenda [Prepared for Bangladesh Delegation to 69 th UNGA Session 2014]	Booklet
34	Millennium Development Goals: Bangladesh Progress Report 2013	Report
Other Notable Publications		
35	Sector Strategy on Economic Governance in the Financial Sector in Bangladesh	Report
36	Banking Atlas	Map
37	The Impact of Formal Banking Services on Poverty Reduction: Evidence from Sub-district Level Data of Bangladesh	Report
38	Dynamics of Regional Poverty and Real Wages: Policy Implications for Development Interventions	Report
39	Importance of Linking MTBF and ADP (PIP): Use of MTBF as an Instrument for Achieving country's Long and Medium Term Economic and Social Development objectives	Report

Annex 9: Terms of Reference (ToRs) of Leading Project staffs

i. Chief Technical Adviser (National, full time)

The Chief Technical Adviser (CTA) will work under the guidance of the Governance Cluster of UNDP. The Chief Technical Adviser will be responsible for the provision of strategic policy advice as well as overall responsibility for leading the project team through planning, implementing and managing the delivery of project activities to achieve the project outcome. He/she will also work in coordination with the Governance Cluster as well as with UNDP operations, General Economics Division, Planning Commission, Bangladesh Bureau of Statistics, Governance Innovation Unit of PMO and other key stakeholders. The CTA will maintain an effective network with colleagues from the UNDP and other UN Agencies, Government officials, multi-lateral and bi-lateral donors, private sector, CSOs and NGOs.

Summary of Key Functions:

- Project Management and Implementation
- Project Planning
- Policy and Programme Service
- Project Monitoring and Evaluation

Project Management and Implementation

- Provide technical advice to the project in the design, organization and implementation of agreed activities, including preparing and/or reviewing Terms of Reference for specific activities and assisting in the identification of short-term experts. In coordination with the National Project Director provide direct guidance to national and international technical staff working with the project.
- Ensure technical soundness of project activities and achievement of project outputs that are transformative and achieve the desired and agreed outcome;
- Advise Project Steering Committee on policy related issues;
- Effectively manage the project's human resources according to the project's annual work plan and strategic plan to achieve quality and on time results;
- Lead the preparation and implementation of the annual results-based work plans, strategic planning and result frameworks as endorsed by the UNDP management and project board/high level government authority;
- Ensure technical soundness of programme activities in terms of quality and cost effectiveness;
- Manage and coordinate the substantive work of all international and national experts including monitoring and evaluating performance against desired outcomes in relation to the strategic planning
- Oversee delivery of quarterly and annual reports on the project strategic planning and change management process to UNDP and represent the project in Steering Committee and UNDP Project Review Meeting when required;
- Ensure information sharing and bridging between UNDP programme management, project management and national counterpart in the process of implementation of the corporate strategic planning;

Project Planning

- Provide technical advice to the project in identifying priorities and capacity development needs and design interventions to address those needs;
- Effectively manage the planning process to achieve results;
- Provide advice to the project to perform according to the designed work plan to achieve a high level of performance and results,
- Establish, develop and maintain mutually beneficial strategic partnerships with key stakeholders including the General Economics Division, Bangladesh Bureau of Statistics, Governance Innovation Unit of PMO.

Policy and Programme Service

- Supervise the project's capacity building efforts with the GED and relevant government counterparts, and other stakeholders;
- Bring best practices on SDGs implementation, localization, monitoring and evaluation to the project and to leverage the best available expertise in the global market to support the project when appropriate. Maintain excellent working relationships with executing agency and the funding agencies.
- Provide intellectual or substantive leadership in managing issues related to SDGs implementation, localization, monitoring and evaluation.
- Coordinate with various government and non-governmental agencies regarding requests for advisory and support services;
- Stimulate strategic thinking in the subject practice area, taking into account the needs of the country as well as the opportunities to interact with other countries in the region;
- Design, introduce and continuously develop feedback mechanisms and open communication channels to ensure that the changing needs and expectations, including public need and expectation, are fully taken into account;
- Ensure, in cooperation with UNDP that Development Partners are kept informed about the programme progress;
- Map on a consistent basis, the development issues, covering the situation and strategic opportunities;
- Ensure highest UNDP standards in the provision of technical and advisory inputs, organization of workshops, seminars, training and delivery of outputs;

Project Monitoring and Evaluation

- Advise the team in preparing project reports focused on capturing results, lessons learned and good practices for possible wider application;
- Oversee the activities of the project to ensure the effective implementation of the corporate strategic planning;
- Effectively manage the monitoring, evaluation and communication framework in relation to delivering the project outputs and outcome;

Required Skills and Experience:

- Master's degree or Advance University Degree in Statistics, Economics, Business Administration, Public Administration, or related fields.
- A minimum of 10 years of experience in field of development planning, business administration or public administration, at national and/or international level;

- Excellent project management skills and knowledge of donor policies and funding modalities. Knowledge of UNDP programming practices is an asset;
- Strong inter-personal skills; results driven, ability to work under pressure and to meet strict deadlines.
- Ability to deal with politically sensitive and complex issues;
- Strong communication, networking and team-building skills.
- Excellent spoken, report writing and presentation skills in the English language.

ii. **SDG and M&E Analyst (National, full time)**

This SDGs and M&E Analyst will provide technical assistance to the national counterparts to carry out activities relating to monitoring and evaluation of SDGs implementation in the country. This lead project post will also ensure full operationalization of the SDGs monitoring and evaluation system. The SDGs and M&E Analyst will also ensure that knowledge is properly transferred to Government Officials throughout the project.

Major tasks:

Under the direct supervision of Chief Technology Adviser; The incumbent shall carry out the duties given below to achieve the mission:

- Work closely with all technical committees and facilitate to ensure linkages with policy issues to achieve those across GoB partners and agencies;
- Develop a comprehensive M&E system for strengthened results monitoring and reporting of the project;
- Set performance targets (e.g.: key performance indicators) of project activities to systematically assess progress towards achieving them;
- Monitor performance data against indicators and analyze data/information for producing periodic monitoring reports and status updates in line with targets in the M&E framework;
- Assure quality of monitoring data;
- Build capacity of policymakers to utilize monitoring data in policy decisions;
- Input monitoring, results monitoring, preparation and following up of the M&E Plan, preparation of quarterly, half-yearly and yearly progress reports as well as Results Oriented Analysis Report (ROAR), donor report (if any) based on the inputs provided by the project colleagues;
- Introduce participatory tools, toolkits, templates and guidelines in the overall SDGs monitoring system and ensure a link between national and local levels;
- Develop evaluation design and draft a ToR for hiring evaluation firm/consultants;
- Monitor process of evaluation and provide technical supervision to firm and consultants for quality assurance;
- Commission survey and assessment to ensure proper monitoring and evaluation and to identify lessons learned;
- Support UNDP corporate reporting in coordination with the UNDP Country Office M&E focal point, including Results-oriented Analysis Report (ROAR), Integrated Results and Resources Framework (IRRF) of the UNDP Strategic Plan, International Aid Transparency Initiative (IATI), and Project Quality Assurance;
- Develop institutional design and regulatory guidelines for the national level system operationalization;

- Maintain liaison with Core SDGs Team and SDGs M&E Working Group;
- Commission of research (along with the Economist and Research Associate), managing its development and the dissemination/ sharing of key findings;
- With the assistance of the Project Associate, organize trainings, workshops, consultations on different aspects of monitoring and evaluation;
- Develop and maintain standardized templates and processes (with the assistance from Research Associate) in order to capture and store lessons learnt and other key areas of knowledge from the project;
- With the assistance of the Project Associate, undertake outreach within the project team to assist them with the use of knowledge management strategies and systems;
- Liaise with the Communications and Advocacy Officer in securing media exposure (with the assistance from Project Associate);
- Design and conduct a series of SDGs related events at the national and local levels;
- Maintain liaison with all relevant stakeholders involved in localization of SDGs in Bangladesh;
- Supervise Research Associate and Project Associate in order to carry out activities relating to research, knowledge management, and monitoring and evaluation;
- Conduct other duties as required by the Chief Technical Adviser or other project management staff.

Required qualifications and experience:

- Master's degree in economics, international relations, environment, or a related field
- A minimum of 3 years of relevant work experience in knowledge management, M&E and research preferably related to environment and climate an advantage;
- Knowledge of government initiatives for monitoring and implementing SDGs and other development issues is desired;
- Awareness of GoB government machinery.
- Knowledge about the monitoring and evaluation tools;
- Excellent communication skills in English and Bangla.

iii. Economist [Mid-level] (National, full time)

Major tasks

Under the direct supervision of the Chief Technology Advisor; The Economist will perform the following duties:

Provide technical assistance on economic issues, providing inputs to strategic documents and processes

- Compilation, analysis and interpretation of economic and statistical data, thorough monitoring of trends and thorough research of the economic and development issues in the country;
- Production of relevant reports aimed at promoting pro-poor economic and ensure coherence of environment as well as climate related policy making in GED as well as broader GoB actors;

- Selection of strategic research topics, surveys and/or case studies relevant to upgrading inclusive planning and policymaking;
- Assist in implementing the SDG Financing component of the SC4SDG project;
- Manage and guide the Research Associate in carrying out his/her activities relating to SDG Financing component of the SC4SDG project.

Manage capacity-building efforts on macro-economic analysis, modelling and strategy development

- Provide advice to and support the development of thematic knowledge on topics including labour markets, green economy, industrial policies, vulnerabilities and climate-related shocks;
- Sound contributions to knowledge networks and communities of practice through identification of best practices and lessons learned;

Information, knowledge and data management

- Ensure that knowledge and recommendations from working groups are reflected in knowledge products;
- Design and conduct surveys to determine the level of knowledge gained through capacity-building events, missions and trainings;
- Foster a community of practice (CoP) to ensure knowledge sharing and retention;

Undertake research, analysis and support to environment and climate change issues in the context of the country's development transformation and attaining the SDGs.

Perform other duties as assigned by the Chief Technical Adviser.

Required qualifications and experience:

- Master's degree in Economics, Development Economics or Environmental Economics
- A minimum of 3 years of relevant work experience in economics and environmental research and analysis, policy formulation, and application of economic principles in national strategic planning.
- Knowledge of environment, climate change and natural resources issues about national economic policies is desired;
- Knowledge of poverty analysis, specific awareness of pro-poor growth dynamics and analytical tools is also desired;
- Proven ability to produce reports and research papers with a good command of econometrics and macroeconomic modelling techniques.
- Excellent communication skills, both verbal and written, in English and Bangla

iv. Economist cum Project Coordinator (National, full time)

The Economist will be placed under Component 5 (TEPP) of the project. Therefore, a majority of time will go towards providing overall guidance to the TEPP component of the project. He will work with the Research/Programme Associate and G2B and Business Development Associates to oversee the successful implementation of TEPP activities, including completion of studies on issues such as green growth and PPP. S/He will also oversee the activation and work of the Economic Policy Unit, and all other research, policy, and activity related work related to TEPP. S/He will ensure quality control of knowledge products and will have to

effective liaison with government and external stakeholders, while also acting as the focal point for presenting and disseminating knowledge from the project to the wider development community. The Economist will provide expert policy guidance on all the activities of the project, particularly in Component 5.

Provide technical assistance on economic issues, providing inputs to strategic documents and processes

- Providing substantive inputs, analysis, and guidance on the production of thematic knowledge products under TEPP- this will include studies, surveys, policy briefs, concepts notes, and all other documentation.
- Leading the setting up and activities related to the Economic Policy Unit
- Compilation, analysis and interpretation of economic and statistical data, thorough monitoring of trends and thorough research of the economic and development issues in the country.
- Working with the Research/Programme Associate, as well as the G2B and Business Development Associates and providing high level guidance on TEPP activities.
- Production of relevant reports and policy documents aimed at promoting socio-economic recovery from the COVID-19 pandemic.
- Selection of strategic research topics, surveys and/or case studies relevant to upgrading inclusive planning and policymaking related to the SDGs and other project areas.
- Providing high level support to project reporting and documentation as and when required.
- Provision of analysis and substantive inputs to GoB policy and planning instrument

Manage capacity-building efforts on economic analysis and strategy development

- Provide expert support and training to GED and other government agencies, specifically in building analytical capacities in data governance, G2B services, modelling (SAM, RMSM, Solow, EGT); poverty measurements, blended finance, PPP, sustainable growth, etc.
- Provide advice to and support the development of thematic knowledge on topics including blended finance, PPP, data governance, and other key areas
- Work with relevant government agencies and external think tanks to build a strong Economic Policy Unit which will work on selected areas in consultation with GoB, CSO, think-tanks, etc.
- Provide advice to and support the development of a 'Challenge Fund' to enable leading think tanks and institutions in Bangladesh and abroad to undertake need-based analytical studies on pro-poor macroeconomic management, poverty and vulnerability, and questions of green economy.
- Sound contributions to knowledge networks and communities of practice through identification of best practices and lessons learned.

Represent the project at GoB, DP and other forums

- Direct participation in inter-ministerial, inter-agency and cross-sector consultations related to macroeconomic policymaking, COVID-19 recovery and other activities related to the project, with a particular focus on TEPP component
- Facilitate policy advocacy for TEPP related areas such as green growth, data governance, digitization (UBID, Covid tracker, micro-savings, etc.)

Information, knowledge and data management

- Ensure that knowledge and recommendations from working groups including: the Core Economic Policy Team (CEPT); Advisory Committee (Panel of Experts on Economic and Social Development issues); and the joint working party on resource planning and management, are translated into planning processes and mechanisms within GoB.
- Design and conduct surveys to determine the level of knowledge gained through capacity-building events, missions and trainings.
- Produce high quality research outputs for policy advocacy purposes
- Foster a community of practice (CoP) to ensure knowledge sharing and retention.

Other tasks as and when required.

Required Qualifications and Experience

- Advanced university degree (Master's degree or higher) in economics or a related field. A specialization in macro-economics, national economics, and/or development economics
 - A minimum of 5 years' work experience in economic research and analysis, policy formulation, and application of economic principles in national strategic planning.
 - Advanced knowledge of Macroeconomic Modelling, including data specification, data, estimation, simulations and analysis.
 - Knowledge of national planning programmes and SDG related interventions;
 - Advanced understanding of economic theories, policies, principles, and their applications to current national economic and development issues; proven capacity to deal with complex policy analyses and undertake economic research.
 - Knowledge of pro-poor growth policies, blended finance, sustainable growth;
 - Proven ability to produce reports and research papers with a good command of economic analysis modelling techniques.
 - Demonstrated experience in transferring knowledge.
- Excellent communication skills, both verbal and written, in English and Bangla.

v. Finance and Procurement Expert (National, full time)**Major responsibility**

Under the direct supervision of Chief Technical Adviser, the incumbent shall carry out the duties given below to achieve the mission. S/he will:

- Prepare the Project budget and supervise the administration staff of the project on behalf of the Chief Technical Adviser, ensuring that:
 - Project funds are made available when needed and disbursed in accordance with the work plan and financial rules and regulations;
 - Accounting records and supporting documents are properly maintained;
 - Required financial reports are prepared;
 - Financial operations of the programme are transparent and ready for audit at any time;

- Manage petty cash of the project;
- Implementation of operational strategies;
- Efficient administrative support;
- Support to Procurement and asset management;
- Full compliance of procurement activities with UNDP rules, regulations, policies and strategies; implementation of the effective internal control; proper functioning of a client-oriented procurement management system;
- Apply Procurement business processes by mapping and application of the content of internal Standard Operating Procedures (SOPs) in Procurement, control of the workflows in the Procurement Unit;
- Preparation of proposals and implementation of cost saving and reduction strategies in consultation with office management;
- Ensure the office full compliance in asset management processes in coordination with the asset management focal points;
- Provision of researched information for formulation and implementation of contract strategy and strategic procurement in the SC4SDG including tendering processes and evaluation, managing the contract and contractor, legal considerations and payment conditions, sourcing strategy, supplier selection and evaluation, quality management, e-procurement introduction;
- Ensures timely delivery of procurement processes for the project;
- Preparation of procurement plans for the office and projects and their implementation monitoring.
- Organization of procurement processes including preparation and conduct of RFQs, ITBs or RFPs, receipt of quotations, bids or proposals, their evaluation, negotiation of certain conditions of contracts in full compliance with UNDP rules and regulations;
- Review of procurement processes conducted by SC4SDG project; submissions to the Contract, Asset and Procurement Committee (CAP);
- Liaison with UNDP Procurement Unit to ensure that Purchase orders (POs) are duly prepared and dispatched. Timely corrective actions on POs with budget check errors and other problems;
- Development and management of the rosters of suppliers, elaboration of supplier selection and evaluation, quality and performance measurement mechanisms;
- Follow up with UNDP Procurement unit for hiring consultants on IC contract (national as well as International);
- Follow-up on the timely payment of IC contract holders;
- Managing micro- procurement for the project;
- Organize procurement processes within the Delegation of Authority of micro-procurement for items below USD 10,000 for the project;
- Review of procurement processes conducted by the project; submissions to the Procurement Committee
- Prepare Work Order and dispatched on time;
- Proper control of the supporting documents for payments of National counterparts;
- Design CoA of the project to meet govt and donor reporting requirements, align financial data with M&E tools & techniques;
- Full compliance with UNDP POPP/NIM (National implementation modality) manual, rules and regulations of financial processes, financial records and reports and proper

planning, supporting follow up of audit; implementation of the effective internal control framework.

- Full compliance with UN/UNDP financial rules, regulations, and policies of financial activities, financial recording/reporting system and follow up on audit recommendations; implementation of effective internal controls, proper functioning of a client-oriented financial resources management system;
- Analyze and elaborate of proposals on cost saving and reduction strategies;
- Coordinate and prepare budget;
- Prepare and submit the Annual Work Plan and Revised Annual Work Plan with change log to UNDP and complete budget entry in ERP;
- Prepare and submit the Multi Year Budget to UNDP and complete and enter the same in ERP;
- Ensure General Management Support (GMS) charged to the project reviewed at the end of each quarter after corporate accounts is finalized;
- Analyze and reconcile the data following the information recorded in the project office with data in UNDP ERP on quarterly and annual basis;
- Maintain overall and comprehensive financial information of the project to support reporting and implementation;
- Coordinates travel arrangements including Daily Subsistence Allowance (DSA) and other administrative related tasks;
- Support with protocol matters, resignation of staff, coordination with local authorities on space and other administrative matters
- Assess degree of compliance with donor agreements and keep update project management on currency exchange loss/gains
- Review of Letter of Agreements (LoA) including associated documentation;
- Reconcile the FACE/FR with Combined Delivery Report (CDR);
- Ensure all ERP/Atlas related transaction entry i.e. budget analysis, upload budget, monitor project budget, and enter necessary General Ledger Journal Entry (GLJE) in Atlas etc.
- Facilitation of information flow, coordination of schedule and other logistic arrangements;
- Ensure daily administrative and secretarial support to the team, including daily correspondences, maintenance of filing system, printing and photocopying, updating official travel and leave plan, visitor's list and event list;
- Select and enter data from a wide variety of documents, verifying accuracy by checking sources, making necessary calculations and assuring inclusion of all relevant data;
- Prepare recurring reports as scheduled and special reports as required for budget preparation, audits or other reasons;
- Presentation of information for the audit of NIM/DIM projects, supports implementation/compliance of audit recommendations.
- Performing spot check of the responsible/implementing parties of the project, assess and report on the compliance and existence of the Partner's programme, financial and operations management policies, procedures, systems and internal controls as assessed in Micro Assessment report of the responsible/ implementing parties
- Advise and assist staff, experts and consultants on all issues of allowances, salary advances, travel claims and other financial matters; authorize payments due for claims and services;

- Prepare detailed cost estimates and participate in budget analysis and projections as required;
- Supervise and guide Admin Assistant and Office Secretary in carrying out their duties;
- Perform any other duties assigned by the Chief Technical Advisor

Required qualifications and experience:

- Master's in Finance, Accounting or Management from a recognized university.
- Minimum of 3 years of relevant working experience, preferably with government funded development projects;
- Experience managing finance, procurement, operations and reporting functions;
- Experience in handling of web-based management systems;
- Knowledge of Enterprise Resource Planning (ERP) system is desirable;
- Preferably experience of working in UN bi-lateral project with multi donor approach and familiar to work with GoB;
- Demonstrable proficiency with Microsoft Word, Excel, PowerPoint, Access and other accounting tools.

Excellent communication skills, both verbal and written, in English and Bangla.

vi. Communications and Advocacy Officer (National, full time)

The Communications and Advocacy Expert will be responsible for the development and implementation of communications initiatives and activities to promote policies that strengthen pro-poor orientation, as well as expand involvement of different actors in the policy making processes. The Communications and Advocacy Expert will work closely with the officials of GED, UNDP and CSOs to design and execute activities mapped out in the advocacy and communications strategy and will ensure that knowledge is properly transferred to Government Officials throughout the project. A particular area of work will be supporting cross GoB relations and linkages activities.

Major Tasks:

Under the direct supervision of Chief Technical Adviser; the incumbent shall carry out the duties given below to achieve the mission:

- Develop a Communication and Advocacy Strategy with Action plan for a year to promote Strengthening Institutional Capacity for SDGs Achievement in Bangladesh
- Implement the action plan with measurable results
- Be the focal of the project in generating knowledge products, archiving and disseminating
- Write stories and articles for the project
- Develop content for print and social media following UNDP's corporate guidelines
- Create and maintain the photo archive for the project
- Work with vendor in managing event and other activities Management of project promotional materials, development/production of communication and advocacy materials, such as drafting articles, content management, norms for publishing and design

- Maintain photo library of project related activities
- Maintain close collaboration with UNDP's larger communications team and exchange information regularly
- Draft and provide input to UNDP Bulletin, global newsroom and communication network
- Ensure advocacy and communications needs of GED, UNDP and CSOs;
- Design and implement advocacy strategies aligned to the Sustainable Development Goals;
- Develop communications products including policy papers, reports, brochures, speech, bulletins etc.
- Design development and implementation programme communications and media work plans and budget;
- Edit materials prepared by GED for press and serve as in-house sub-editor and proof-reader.
- Perform any other duties assigned by the Chief Technical Adviser

Required qualifications and experience:

- Bachelor degree in Mass Communication, Journalism, English, Development Studies, and or any other relevant subject
- A minimum of 3 years of progressively responsible experience in communication activities within Development Projects is required at the national or international level.
- Proven track-record of managing complex and challenging partnerships with governments and international partners within a multilateral setup;
- Excellent ability to deliver strategic insight and analysis on communications and media strategies relevant to security sector institutions;
- Experience with print and/or electronic and broadcast media, as well as developing communication initiatives
- Excellent communication skills, both verbal and written, in English and Bangla.

vii. Project Associate (National, full time)

The applicants will be expected to be conversant on economic policymaking issues (especially macroeconomics), Sustainable Development Goals and have broader research skills. A key contribution will be assisting SDGs and M&E Analyst in the development of a working paper and policy briefing series.

Major Tasks:

Under the direct supervision of SDGs and M&E Analyst and overall guidance by the Chief Technical Adviser, the Officer shall carry out the duties given below to achieve the mission:

- Research, Reporting and Studies:
 - Assist the SDGs and M&E Analyst and Economist in commissioning research and conducting studies.

Revised Project Document: Strengthening Institutional Capacity for SDGs Achievement in Bangladesh (SC4SDG)

- Assist in preparation of documents relating to SDGs Localization and SDGs Financing in order to capture and store lessons learnt and other key areas of knowledge from the project;
- Training and Workshops:
 - Support in organizing trainings, workshops, consultations etc.
 - Liaison with project personnel in organizing events at the local level in the process of SDGs localization
- Reporting and Preparation of Programme Document(s):
 - Assist in preparing report specially on the outcome of SDGs localization and SDGs Financing;
 - Extend support in preparing working papers for advocating local level public planners and relevant stakeholders
- Knowledge Management:
 - Replicate good practices and proven solutions captured from local level to across different team workspaces;
 - Undertake outreach within the project team to assist them with the use of knowledge management strategies and systems;
- Communication:
 - Work with the communications officer on communicating and disseminating key results;
 - Support in securing media exposure of results and project activities;
- Other Task(s):
 - Perform various tasks as required by the SDGs and M&E Analyst and other leading project staff.

Required qualifications and experience:

- The candidate must have a Bachelor's degree from a recognized university in International Relations, Economics, Business Administration, Environmental Science or a related field.
- A minimum of 5 years' work experience;
- Knowledge of GoB national planning programmes and SDGs related interventions;
- Conversant with MS word, Excel and Power Point applications.

viii. Research Associate (National, full time)

The incumbent will assist in promoting linkages between the major actors in environmental and economic policymaking and ensuring effective policy synergies. This requires both technical awareness and a set of diplomatic and coordination skills. This post will also require a focus on the transfer of knowledge to Government Officials throughout the project. A key contribution will be assisting SDGs and M&E Analyst in carrying out activities relating to knowledge management.

Major Tasks:

Under the direct supervision of SDGs and M&E Analyst and overall guidance by the Chief Technical Adviser, the Officer shall carry out the duties given below to achieve the mission:

- Research, Reporting and Studies:
 - Assist the SDGs and M&E Analyst in commissioning research and conducting studies including on UNEP-PEA issues;
 - Assist in preparation of documents relating to SDGs Localization and SDGs Financing in order to capture and store lessons learnt and other key areas of knowledge from the project;
 - Maintain standardized templates and processes in order to capture and store lessons learnt and other key areas of knowledge from the project;
- Training and Workshops:
 - Support in organizing trainings, workshops, consultations etc.
 - Liaison with project personnel in organizing events at the local level in the process of SDGs localization;
- Reporting and Preparation of Programme Document(s):
 - Assist in preparing quarterly, half-yearly and yearly progress reports;
 - Prepare working papers for National Data Coordination Committee (NDCC) and SDGs Core Team (CST);
 - Assist in preparing report specially on the outcome of SDGs localization and SDGs Financing;
 - Extend support in preparing working papers for advocating local level public planners and relevant stakeholders;
- Knowledge Management:
 - Replicate good practice and proven solutions across different team workspaces;
 - Ensure that PEA knowledge, tools and good practices developed through the project are documented and disseminated;
 - Undertake outreach within the project team to assist them with the use of knowledge management strategies and systems;
- Communication:
 - Work with the communications officer on communicating and disseminating key results;
 - Support in securing media exposure of results and project activities;
- Other Task(s):
 - Perform various tasks as required by the SDGs and M&E Analyst and Chief Technical Adviser.

Required qualifications and experience:

- The candidate must have Master's degree with 2 years of experience and/or Bachelor's degree with 5 years of experience from a recognized university in International Relations, Economics, Business Administration, Environmental Science or a related field.
- A minimum of 2 years' work experience with Master's degree and/or 5 years' work experience with Bachelor's degree;
- Knowledge of GoB national planning programmes
- Knowledge on SDGs related interventions;
- Working experience on poverty-environment-climate change nexus;
- Introductory knowledge of macroeconomics/development economics.
- Excellent communication skills in Bangla with a strong working knowledge of English.
- Conversant with MS word, Excel and Power Point applications.

ix. Research/Programme Associate (National, full time)

The incumbent will support the project research and policy support related to the different components of the project, including policy briefs, policy notes, ToRs, and the different studies carried out under the purview of this project under the supervision of the Economist and Chief Technical Advisor. This will require technical knowledge and strong writing and analytical skills on a broad range of development issues related to the SDGs. This post will also require a focus on the transfer of knowledge to Government Officials throughout the project. A key role will be to support the project on research activities under the TEPP.

- **Research and Policy Support/Preparation of Documents:**
 - Assist the Economist and Chief Technical Advisor in commissioning research and conducting studies based on the Component 5 (TEPP) activities. This will include studies on various SDG related issues connected to Covid recovery e.g., blended finance.
 - Assist in the preparation and editing of policy briefs, policy notes, reports, and other project documents related to the TEPP component as required.
 - Assist Economist in the work related to the Economic Policy Unit
 - Support project activities related to business development and G2B (Government to Business) under the TEPP component (e.g., government support to CMSMEs, building of UBID, etc.)
 - Assist in preparing periodic reports for the project and GoB and external stakeholders
 - Production of relevant reports aimed at promoting pro-poor economic growth. e.g. Green growth, and PPP.
 - Selection of strategic research topics, surveys and/or case studies relevant to upgrading inclusive planning and policymaking.
 - Sound contributions to knowledge networks and communities of practice through identification of best practices and lessons learned.
- **Training and Workshops:**
 - Support in organizing trainings, workshops, consultations etc.
 - Liaison with project personnel in organizing events at the local level in the process of SDGs localization;

- **Knowledge Management:**

- Replicate good practice and proven solutions across different team workspaces;
- Ensure that knowledge, tools and good practices developed through the project are documented and disseminated;
- Undertake outreach within the project team to assist them with the use of knowledge management strategies and systems

- **Communications**

- Work with the communications officer on communicating and disseminating key results

- **Other Tasks:**

- Perform various tasks as required by the Senior Economist Analyst and Chief Technical Adviser.

Required qualifications and experience:

- The candidate must have Master's degree with minimum 3 years of experience and/or Bachelor's degree with 5 years of experience from a recognized university in Development Studies, International Relations, Economics, Business Administration or related field.
- Knowledge on SDGs related interventions
- Working experience with COVID-19 related socio-economic recovery strategy and policy work
- Strong knowledge of broad economic and development policy e.g., Poverty, Covid recovery, Public-Private Partnerships.
- Working knowledge of Government to Business (G2B) and Business Development related issues
- Strong report writing and analytical skills
- Excellent communication skills in English and Bangla.
- Past experience of working with government counterparts will be an advantage.
- Past UNDP experience will be an advantage.

x. Business Development Associate (National, full time)

The Aspire to Innovate (a2i) Programme builds on the Government of Bangladesh's efforts to introduce a citizen-centric culture of innovation in civil service to improve service delivery and make services more inclusive, affordable, reliable and easier to access. This project will provide support to establish institutional mechanisms and improve accountability to accelerate SDG achievements in Bangladesh.

This project will have three components:

1. Institutionalizing Public Service Innovation and Improving Accountability
2. Catalysing Digital Financial Services and Fintech Innovations
3. Incubating Private Sector-enabled Public Service Innovation

The project is funded by the Government of Bangladesh, UNDP and other development partners, and is implemented by ICT Division and Cabinet Division.

Aspire to Innovate (a2i) Programme project is looking to recruit a Business Development Associate who will work closely with Programme Manager (DFS) to coordinate and implement different digital initiatives for small business and digital payment platforms.

Business Development and Establishing Strategic partnerships

- Identify & prepare the potential list of key stakeholders for incorporating them in the digital platform like Banks, MFI, Financial Institutions & e-commerce.
- Arrange & facilitate discussion with the identified/key stakeholders for onboarding the Financial Organizations the digital platform.
- Develop & identify partnership collaborations between the Financial Organizations & the digital platform.
- Identify the potential business opportunities for the Financial Organizations & the digital platform for a sustainability growth.
- Constantly generating new lead for the digital platform & also maintaining liaison with the existing stakeholder for the potential new business opportunities for the Financial Organizations & the digital platform for a sustainability growth.
- Building & maintaining both Internal & External Stakeholders both at C-Level & lower staffs.

Business Model Optimization and Process Documentation

- Prepare a road map for the incorporating of the Financial Organizations in the digital Platform.
- Finalize negotiation with the Financial Institutions/e-commerce & others for a win- win situation for both the parties.
- Proper documentation with the Financial Institutions is completed by signing MOU before the launch.
- Resolving & Coordinating between the internal & external relevant stakeholders for onboarding the New Financial Institutions/e-commerce & others after signing MOU before the launch.
- Proper Service Level Agreement (SLA) are maintained after the launch of the service.

Marketing and Communication for the enhancement of the Digital Platform

- Manage relations with prospective clients, sector experts, business partners
- Identify the various business growth opportunities for the digital platform all over Bangladesh.
- Identify the improvement areas in the customer journey & resolving the citizens grievance
- Conduct joint promotional activities with different stakeholders for attracting more users to the digital platform.

Ensure proper knowledge management and take necessary actions for reporting to project management

- Ensure proper documentation of the project activities and lessons learned from the implementation.

- Prepare monthly, quarterly, half yearly & final report on the performance of the digital platform but is not limited to.
- Identify best practices around the world and arrange knowledge/exposure sharing with project key stakeholders and partners.
- Organize knowledge sharing events like meeting, webiner, virtual discussion, peer exchange with partners & key stakeholders.
- Ensure proper dissemination of the learnings at national & international level.

Required qualifications and experience:

- Master's degree preferably in Business Administration/Banking/Finance/economics or any other Social Science related subject.
- Minimum 5 years professional experience in Bank/private commercial sector in Bangladesh.
- Experience in working on business model development and merchant acquisition/agent network management.
- Experience in research/case study/report writing in English.
- Flexibility to work in a team and temperament to work under pressure.
- Fluency in written and spoken English and Bangla.

xi. G2B Technical Associate (National, full time)

The incumbent will assist in promoting linkages between the major actors in environmental and economic policymaking and ensuring effective policy synergies. This requires both technical awareness and a set of diplomatic and coordination skills. This post will also require a focus on the transfer of knowledge to Government Officials throughout the project. The Programme is planning to recruit a G2B Technical Associate who will support the initiatives for developing, maintaining and implementing the UBID Platform.

The overall objective of the assignment will be the following:

1. Guide smooth Operation of UBID Platform.
2. Partnership management with industry, government, private stakeholders and evaluation for performance.
3. Identify potential features of the UBID Platform and develop a sustainable operation monitoring mechanism for the UBID Platform.
4. Assist to ensure necessary capacity development training/workshops for the implementation of the UBID Platform.
5. Provide expertise to ensure end-user support during and after the implementation of the UBID Platform.
6. Provide extended support on capacity building of stakeholders including local industry, government stakeholders and private stakeholders.
7. Plan for connectivity and integration with internal building blocks

The assignment will focus on the following areas and activities:

1. Providing advice to ensuring strategic direction focusing on achievement of the following results:

- Provide expert advice to the team on all issues related to services, including identifying new Services, initiating negotiations with service providers, formulating draft agreement, monitoring performance of services;
- Facilitate the development of a strategy that will enhance services among the organizations as well as helping with the simplification and harmonization of operational procedures/ activities. Ensure ad hoc reviews are conducted to identify new areas of opportunities where interventions could be further developed;
- Identifying/analyzing the various possible scopes, security, service building maintenance, ICT and IT support.
- Monitor the progress of eService arrangements and identify constraints and delays to bring to the attention of the team, identify new areas of opportunities where Service interventions could further be developed. Develop new and improved Services, Ensure timely development of Common Services' annual work plans and budgets, as required.

2. Ensures proper common services organization and management focusing on achievement of the following results:

- Oversee and coordinate the preparation and implementation of an annual work program to ensure compatibility with work priorities and objectives, taking into account the most effective use of resources;
- Undertake general administrative functions related to common services project. Initiate and conduct studies to improve reporting system and cost-effective utilization of service integration;
- Conduct cost-benefit analysis of the various possible common services and develop a priority implementation plan;
- Establish and maintain a set of sound policies, procedures, standards and tools which are consistent with stakeholders to ensure proper management and reporting of the product.

3. Ensures facilitation of knowledge building and knowledge sharing in focusing on the development of UBID platform:

- Ensure that implementation barriers or problems are fed back to the appropriate stakeholders.
- Document the development of services, as well as lessons, learned so that these can be shared with other pilots.
- Monitor overall platform's development.

Required qualifications and experience:

- Minimum BSc in Computer Science & Eng, EEE, ICT Or relevant subject from reputed University
- Minimum 5 years working experience in ICT (Software domain).

- At least 3 years practical exposure in Solution Design/Development/Requirement Analysis
- Experience of working with Business Institutions in software development/Management/Implementation or working with private sector industries in software development projects is required.
- Specific practical experience in Database technologies (MySQL/ORACLE preferred) is needed.
- Working experience in API management, payment gateway integration and relevant requirement analysis will be added qualifications.
- Fluency in written and spoken in English and Bangla.

xii. Admin-Finance Associate (National, full time)

- Under the direct supervision of Finance and Procurement Expert and overall supervision of Chief Technical Adviser, the incumbent shall carry out the duties given below to achieve the mission. S/he will ensuring that:
 - Accounting records and supporting documents are properly maintained;
 - Manage petty cash of the project;
 - Efficient administrative support;
 - Support to Procurement and asset management;
 - Support to organize Training/Workshop/Conference;
 - Efficient filling management;
 - Proper Inventory control and records.
- Full compliance with UNDP rules and regulations of financial processes, financial records and reports and audit follow up; implementation of the internal control framework.
- Assist to prepare budget revisions of the projects; assist in the preparation of the AWP
- Ensure uploading of Atlas Project Budget and Multiyear budget
- Provide Atlas Budgetary inputs in line with project approved AWP and ready for KK'ed of Atlas Project Budget
- Prepare quarterly Fund Authorization and Certification of Expenditures (FACE) and ensure timely submission to UNDP
- Assist the Project Team for preparation of monthly, quarterly and annual progress reports to UNDP, UN-PEA and FCDO
- Provide assistance to prepare periodic accounting records, maintain delivery records, make program transactions in UNDP format, prepare draft budget revisions, shadow budgets, cost sharing and other financial and accounting reports;
- Assist in the timely issuance of contracts and assurance of other eligible entitlements of the projects personnel, experts, and consultants by preparing annual recruitment plans
- Preparation of detailed cost estimates and participation in budget analysis and projections as required.
- Management of cash receipts and petty cash.
- Assist Project Management in settlements of DSA and other claims of staff as per UNDP rules;
- Managing micro- procurement for the project;

- Organize procurement processes within the Delegation of Authority of micro-procurement for items below USD 10,000 for the project;
- Prepare Work Order and dispatched on time;
- Ensure daily administrative and secretarial support to the team, including daily correspondences, maintenance of filing system, printing and photocopying, updating official travel and leave plan, visitor's list and event list;
- Provide logistic support to meeting/training/workshop/seminar;
- Documentation of Finance, Procurement, Admin and HR files;
- Maintain asset and equipment register and initiate periodical assets verification exercise;
- Logistic support to Project Staff (UN ID card, GoB ID card, Business Card, Stationary etc.);
- Maintain stock of stationary, supplies, printing materials etc.;
- Maintain leave record of Project staff;
- Efficient vehicle management
- Arrange on time repair and maintenance of office vehicle and equipment's;
- Supervise and monitor the activities of support staff and Drivers
- Ensure the office full compliance in asset management processes in coordination with the asset management focal point of UNDP-CO;
- Proper inventory record and control; supervision of proper issuance of inventory items and supplies;
- Timely preparation and submission of periodic inventory reports, physical verification of inventory items.
- Full compliance of administrative activities with UN/UNDP rules, regulations, policies and strategies.
- Supervise and guide support staff and Drivers in carrying out their duties;
- Perform any other duties assigned by the Finance and Procurement Expert and Chief Technical Advisor.

Required qualifications and experience:

- Master's in Finance, Accounting, Management or Business from a recognized university.
- Minimum of 3 years of relevant working experience, preferably with government funded development projects;
- Experience managing finance, procurement, operations and reporting functions;
- Experience in handling of web-based management systems;
- Knowledge of Enterprise Resource Planning (ERP) system is desirable;
- Preferably experience of working in UN bi-lateral project with multi donor approach and familiar to work with GoB;
- Demonstrable proficiency with Microsoft Word, Excel, PowerPoint, Access and other accounting tools.
- Excellent communication skills, both verbal and written, in English and Bangla.

xiii. Admin Assistant (National, full time)

Under the direct supervision of Finance and Procurement Expert and overall guidance by the Chief Technical Adviser, the Assistant shall carry out the duties given below to achieve the mission:

1. Provides effective support to the Finance and Procurement Expert and Chief Technical Adviser on day to day operational issues and administrative management of the project
 - Draft official correspondence and notes
 - Support the project team in planning and providing logistic support to learning events / workshops and taking minutes and report writing
 - Maintain an appropriate filing system documenting the implementation of approved work-plan activities
 - Assist Finance and Procurement Expert in managing project assets and inventory.
2. Provide support in procurement related issue
 - Prepare Supply Order (SO) and perform all activities regarding issuance of Purchase Order (PO)
 - Prepare Micro-Purchase Canvas
 - Update project management regularly on ATLAS
 - Monitor project expenditure and track donor budgets
 - Provide support to the Finance and Procurement Expert on formulating and revising work plans
3. Performs monitoring and evaluation related tasks, ensuring timely and efficient delivery of the project
 - Assist with quality control functions of project activities, including assessing impact and effectiveness, tracking outputs and results, and ensuring timely and efficient delivery of the project.
4. Supports all project-related external and internal communications
 - Communicate with and support local and international missions/consultants to ensure all necessary logistic arrangements.
 - Support the Communications and Advocacy Officer in drafting, printing and disseminating publications.
5. Performs any other duties assigned by the Chief Technical Adviser and other project colleagues.

Required qualifications and experience:

- Minimum Bachelor's degree from a university in Bangladesh.
- Minimum of 2 years of relevant working experience
- Demonstrable computer literacy including proficiency with Microsoft Word, Excel, PowerPoint
- Experience of working with the Government, especially within Planning Commission will be of added advantage.
- Excellent communication skills in Bangla with a strong working knowledge of English.
- Conversant with MS word, excel and Power Point applications.

xiv. Office Secretary

Under the direct supervision of Finance and Procurement Expert and overall guidance by the Chief Technical Adviser, the Assistant shall carry out the duties given below to achieve the mission:

Summary of Key Functions:

- Daily cleaning of office including all office furniture and equipment;
- Collect, deliver and distribute mail, pouch and other documents and communication from and to the post office, government offices and other institutions;
- Sort, deliver and pick up mail and other documents, files and records from various offices on the premise at regular intervals; keeps records as usual;
- Occasionally respond and attend to telephone calls and take messages;
- Pack materials received for dispatch, affixes labels, postage, etc. inserts materials in envelopes and takes outgoing mail;
- Proper storing of materials;
- Provide hospitality to visitors and official guests;
- Operates photocopying, duplicating and other office machines as necessary and acquire necessary skills for such purposes;

Any other task for effective implementation of the project that may be assigned by project staff.

Required qualifications and experience:

- Bachelor's Degree with 2 years' or Secondary School Certificate with 11 years 'relevant experience
- Experience of working in government premises is desired.
- Experience of working in a foreign aided project will be of added advantage.
- Proficiency in Bangla and ability to communicate in English.

Annex-10: Project Document Revision Summary

Comparative statement of Change's on Original ProDoc vs Revised ProDoc

Page No. (Revised Project Document)	Approved original Project Document	Revised Project Document
01	<ul style="list-style-type: none"> ❑ Four components were mentioned in the cover page. ❑ Unfunded portion was US\$ 2.2 million. ❑ No indicative output on gender marker was specified. 	<ul style="list-style-type: none"> ❑ One more component has been added on green and sustainable economic recovery from COVID-19. ❑ The budget has been revised where SFLP fund US\$ 185,708.27 has been added and FCDO's fund of US\$ 1.788 million has also been added. The FCDO fund will be adjusted with the unfunded portion. Therefore, the total budget for the project remains the same. However, the revised unfunded portion is US\$ 250,236. ❑ Cover page mentions the indicators that significantly contribute to gender equality.
02-06	<ul style="list-style-type: none"> ❑ The sections on situation analysis, rationale for intervention and implementation strategies for project did not discuss COVID-19 since it was finalized in the pre-COVID-19 period. 	<ul style="list-style-type: none"> ❑ The revised ProDoc added paragraphs to elucidate the COVID-19 related development challenges and policy strategies.
07-08	<ul style="list-style-type: none"> ❑ The Theory of Change (ToC) explained the four components and the outputs. ❑ There was no mention of potential risks in the ToC. 	<ul style="list-style-type: none"> ❑ A new component – component 5 and three outputs have been added to the ToC. ❑ The possible risks have been identified.
12	<ul style="list-style-type: none"> ❑ Output 2.2 emphasized on SDG localization Platforms established to encourage inclusive approaches and prototype/scale up innovative service delivery models. 	<ul style="list-style-type: none"> ❑ The title of output 2.2 has slightly been changed to reflect the achievement of the intended results more preciously.
13-14	<ul style="list-style-type: none"> ❑ INFF was mentioned under output 3.1. 	<ul style="list-style-type: none"> ❑ The narrative for outputs 3.1 and 3.2 has been slightly modified to make it consistent with the revised RRF. ❑ INFF is mentioned under output 3.2.
18-22	<ul style="list-style-type: none"> ❑ There was no narrative for component 5 since this has recently been included. 	<ul style="list-style-type: none"> ❑ The narrative for the outputs under component 5 has been added.
22	<ul style="list-style-type: none"> ❑ The project identified GED, PMO, BBS, LGD, MoF, SIR, NBR, and Parliament as the major government partners. 	<ul style="list-style-type: none"> ❑ ICT Division, Bangladesh Bank, and Ministry of Commerce/SME Foundation have been added to the list.

23	<input type="checkbox"/> The project board (PB) was consisted of the responsible parties i.e., GED (the project will be anchored in GED), PMO, ERD, BBS, LGD, MoF, NBR, and the Parliament.	<input type="checkbox"/> The revised PB includes ICT Division, Ministry of Commerce, and representatives of the development partners that include FCDO.
24	<input type="checkbox"/> The current project staffs are: <ul style="list-style-type: none"> • a Chief Technical Adviser (CTA) • SDG and M&E Analyst, • an Economist (mid-level) • Finance and Procurement Expert, • Communication and Advocacy Officer • Project Associate • Research Associate • Admin Assistant and • Office Secretary. 	<input type="checkbox"/> Few new positions have been added. They are : <ul style="list-style-type: none"> • an Economist cum Project Coordinator, • Research /Programme Associate, • Business Development Associate, • G2B Technical Associate, and • Admin-Finance Associate. <input type="checkbox"/> Organogram has been updated accordingly.
25-35	<input type="checkbox"/> The RRF explains the outputs and indicators for four components.	<input type="checkbox"/> The targets for the indicators under components 1, 2 and 4 have been revised. <input type="checkbox"/> Indicator 1.2.1 has been dropped and the serials of the subsequent indicators for output 1.2 have been revised accordingly. <input type="checkbox"/> The indicator on INFF has been shifted from output 3.1 to output 3.2 and the serial numbers have been updated accordingly. <input type="checkbox"/> The targets have been counted cumulatively. <input type="checkbox"/> Indicators and targets have been added for component 5.
36-56	<input type="checkbox"/> The ProDoc adds the multi-year work plan, monitoring and evaluation, risk log, and list of knowledge products	<input type="checkbox"/> These have been revised accordingly.
57-78	<input type="checkbox"/> The Terms of References (ToRs) for the staff have been added.	<input type="checkbox"/> The ToRs for the new positions (mentioned above) have been included.



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 Chief Technical Advisor (CTA),
 SC4SDG Project

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