

# United Nations Development Programme



Country: Bangladesh  
Initiation Plan

**Project Title:** Future Nation: Economic Opportunities for All

**Expected NDAF/CP Outcome(s):** By 2026, more people in Bangladesh, particularly the most vulnerable and marginalized from all gender and social groups and those from lagging districts benefit from sustainable livelihood and decent work opportunities resulting from responsible, inclusive, sustainable, green, and equitable economic development.

**Expected CPD Output(s):** **Output 1.2:** Women and youth, especially those who own cottage, small and medium enterprises, benefit from market-driven skills development, access to financial and non-financial services to adopt appropriate technologies, innovative business models driving to improved productivity, competitiveness, resilience and sustainability of enterprises and jobs.

**Indicative Indicator 1.2.2.** Number of new full-time equivalent jobs created, and livelihoods strengthened for youth 15+ years old as a direct result of UNDP interventions. Baseline (2020): women: 41,160, men: 4,165, Target (2026): women: 81,356, men: 8,600;

**Output 2.1:** More people in Bangladesh, especially the most vulnerable and marginalized have increased capacities, knowledge, and skills to adopt sustainable consumption behaviours and lead in climate action.

**Indicative Indicator 2.1.4.** Number of people secured jobs and improved livelihoods in crisis or post-crisis settings. Baseline (2020): women: 36,335, men: 39,300, Target (2026): women: 75,000, men: 80,000,

**Initiation Plan Start/End Dates:** November 2021 to April 2023

**Implementing Partner:** UNDP

## Brief Description

FutureNation is a new coalition of the government, private and development sector leaders to accelerate the future national economic growth agenda by transforming the country's population dividend into the key driving force of the economy and enabling them to achieve economic independence beyond borders.

The program has emerged in the context of the post-COVID world as a collective effort to create decent work and entrepreneurship opportunities for the nation. The program envisions enabling Economic Opportunities for All in Bangladesh by 2041. The program also aspires to take a strategic position to become a leading economic enabler by building an agile eco-system connecting industry experts to accelerate economic opportunities through workforce capability development and relevant enablement supports.

The program not only aims to train the future workforce but also help them sustain themselves by connecting them to employment opportunities. The idea is that the youth workforce will be able to convert the set of skills learned from the training program into higher paid jobs both locally and globally which would yield a stream of income in years to come. The program will also focus on building the next generation of entrepreneurs across the nation.

The overall objective of the project is to achieve economic opportunity for all by transforming the country's population dividend into the key driving force of the economy and enabling them with relevant skillset, decent employment and entrepreneurship opportunities. Other specific objectives are: a) Awareness building and eco-system development, b) Workforce Development, c) Workforce Placement, d) Enterprise Development

Programme Period:	2021- 2023
Atlas Project Number:	00113161
Atlas Output ID:	00111456
Gender Marker:	GEN-2

Total resources required:	USD 1,855,063
Total allocated resources:	USD 1,855,063
• GrameenPhone Ltd.	USD 1,455,063
• UNDP (Parallel):	USD 400,000

Agreed by UNDP:

Sudipto Mukerjee

Resident Representative

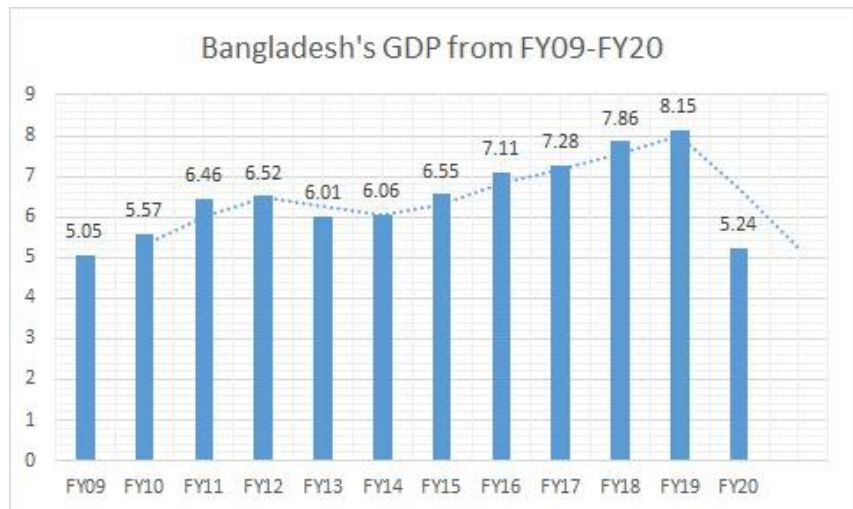
## I. SITUATION ANALYSIS

### Country context

Bangladesh has made rapid social and economic progress in recent decades, reaching lower-middle-income status by 2015. Gross domestic product (GDP) growth averaged close to 6 per cent annually since 2000 and, accelerated to over 8 per cent in FY19 but a decline has been observed in 2020 due to an impact of nCOVID19 pandemic. Strong labor market gains contributed to a sharp decline in poverty, with the national poverty rate falling from 48.9 to 24.3 per cent between 2000 and 2016, while extreme poverty declined from 34.3 to 12.9 per cent. However, the pace of poverty reduction slowed in recent years even as growth accelerated, particularly in urban areas and in the west of the country.

Bangladesh entered the COVID-19 crisis with a relatively strong macroeconomic position. Garment exports and remittances narrowed the external deficit in recent years and international reserves reached an all-time high in November 2020 at US\$41 billion<sup>1</sup>. While tax collections are amongst the lowest in the world, under-execution of the budget has contained the fiscal deficit, which has been below 5 percent of GDP since FY01. As a result, public debt is low and stood at 33.7 per cent of GDP at the end of FY19.

Growth declined sharply as the COVID-19 pandemic brought about major disruptions to economic activity. With declining ready-made garment (RMG) orders, exports declined by 5.8 per cent (y-o-y) during this period. A sharp contraction in capital goods imports (3.4 per cent, y-o-y) suggests private investment also declined. Growth during the first half of the year was primarily supported by remittance-fueled private consumption. The initial phase of the pandemic in early 2020 disrupted the supply of intermediate goods from China, reducing manufacturing output. As the pandemic intensified abroad, export orders from Europe and the United States declined precipitously, and an estimated US\$3.2 billion in RMG orders were cancelled or suspended. The government implemented a national shutdown from March 26 to May 30 to control an accelerating domestic outbreak of the virus. Control measures resulted in a sudden stop of many components of the service and industrial sectors.



However, with the easing of the initial strict restrictions both nationally and globally, Bangladesh is on the road to recovery with some figures each showing growth. Remittance inflows, which had declined by 23.6 per cent year-over-year in April 2020, has turned around sharply with November's receipts taking the inflows up 8.2 per cent year-on-year. As per the World Bank, Bangladesh's inflows are expected to reach 20 billion US dollar in 2020 making it the 8th highest remittance-receiving country in the world.<sup>3</sup> Exports declined by 82.9 per cent till April 2020 but after a continuous fall since the beginning of the current calendar year, exports started showing recovery from June and entered positive territory from July. The overall export earnings stood at \$15.92 billion, marking a 0.93 per cent growth during the July-November period of the current fiscal year 2020-21 over that of the same period last fiscal year. In FY19, inflation remained modest at an average of 5.5 per cent, primarily driven by a rise in non-food prices. Demand for food surged with precautionary purchases ahead of the national lockdown but has eased more recently as government food distribution programs were implemented. Overall inflation reached 6.44 per cent in October, the highest in seven years, amid the COVID-19 pandemic.

COVID-19 has darkened the economic outlook through domestic economic disruptions, declining exports and remittances, and rising stress in the financial sector. But with economy almost fully reopened, the government has kept the annual GDP growth target for 2020-21 fiscal year unchanged at 8.2 %. The recovery is expected to be very gradual, with ongoing economic disruptions and increasing fragilities in the banking system. In the medium term, a gradual recovery in growth is expected, with some increase in export demand and higher public spending.

To build an economy back with resilience, Bangladesh needs to adapt to accelerated technology changes more than ever. Bangladesh is increasingly integrated with the global economy, and new technologies are making inroads into the country. The COVID-19 pandemic may well be accelerating the pace of technology adoption. Technological changes have been impacting businesses, job creation, and skills requirements. Bangladesh Jobs Diagnostic (2017) identifies the labor market and skills as one of the three policy domains to achieve faster job creation, better quality jobs, and equitable access to jobs. Manufacturing industries such as ready-made garment (RMG) place more importance on the adoption of

new technologies to cope with higher quality standards and competitive global market. Information technologies have been leading the charge in innovation and technology transformation in Bangladesh.

Bangladesh achieved remarkable success in accelerating growth, lowering poverty and improving human development during the Sixth and Seventh Five Year Plans. The associated education and training sector strategies and policies played a major role in securing these achievements. These strategies and policies were guided by the Perspective Plan 2021 (PP2021) and the National Education Policy 2010 (NEP). The Plans emphasized on providing appropriate education and training to a large group of the population; expanding coverage in both urban and rural areas, to both males and females; improving quality of education; increasing availability of technical and vocational education and ICT education; and addressing the dropout rates. Evidence shows that in recent years Bangladesh has made remarkable progress in providing education to its citizens; the literacy rate has risen substantially and the share of the workforce with secondary, higher secondary and tertiary education has also risen.

Building on the success of PP2021, Bangladesh has now embarked on the implementation of Perspective Plan 2041 (PP2041). The human capital development challenges underlying PP2041 are enormous. While a semi-skilled workforce with basic education has served Bangladesh well in its structural transformation from agriculture to industry, as the country looks to accelerate growth and develop further to secure Upper Middle-Income Country (UMIC) status by FY2031, the focus beyond literacy rates and universal primary enrolment will become necessary. It is critically important that Bangladesh avoids the so-called “middle-income trap”. International examples indicate that countries that were able to rapidly escape the middle-income trap are almost exclusively those that invested heavily in education and skill development. Currently, Bangladesh is experiencing the demographic dividend in addition to the fact that more than 30 per cent of the population is less than 15 years old.<sup>7</sup> If this age group is not converted into a workforce equipped with the required skills, the potential demographic-dividend may become a wasted opportunity. This highlights the importance of having a robust and holistic education strategy with a regulatory framework. In addition to continuing the successful policies of the previous plans, the 8FYP will articulate the strategies and policies to address the challenges in the education and skill development sector.

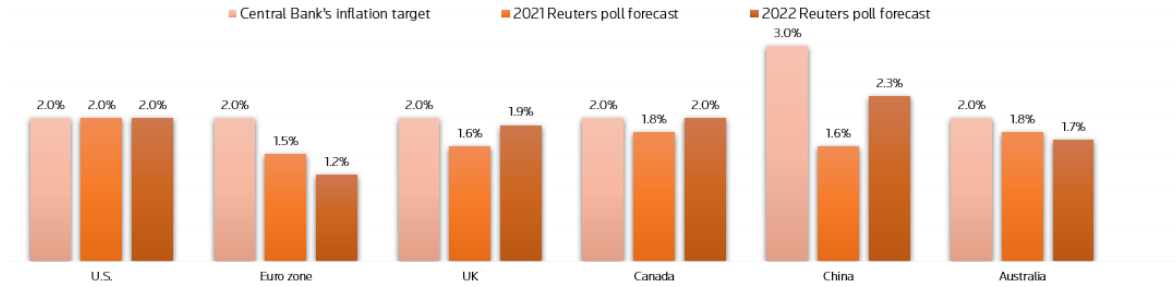
Employment is a major source of income and livelihood for most of the people of Bangladesh. According to PRB (2016) Bangladesh is a country of 163 million people in which 12.9 % of the total population live in extreme poverty (World Bank 2016). This poverty & employment are highly associated with each other. Poverty reduces with betterment in employment. On the other hand, employment creates opportunity & capability to purchase better goods and services. That’s why employment issue has been included in MDGs, SDGs & also in government policies of Bangladesh for the development of the country. One of the main development challenges for Bangladesh is providing enough jobs both in number and quality for the new entrants into the labor force and who are experiencing underemployments. The labor force is growing in Bangladesh at higher rate than the rate of growth in population. This is likely to persist over the next two decades or longer because the country is going through of its first demographic dividend. Bangladesh is experiencing the third stage of demographic dividend with its huge youth bulge as a result of declining population growth & transition from high stationary to late expanding. According to Bangladesh Bureau of Statistics (2015), the labor force participation rate is only 57.1% with 4.3% unemployment rate which is about 2.6 million in number where female is more vulnerable 7.3% than male 3%. Still, 54.9 % of the economically active population is related to non-agricultural job sector. Data also shows Bangladesh is experiencing 20.3% underemployment rate. Providing quality jobs for this huge population is a challenging issue.

### **Global Context: Economic recovery and Job growth lag**

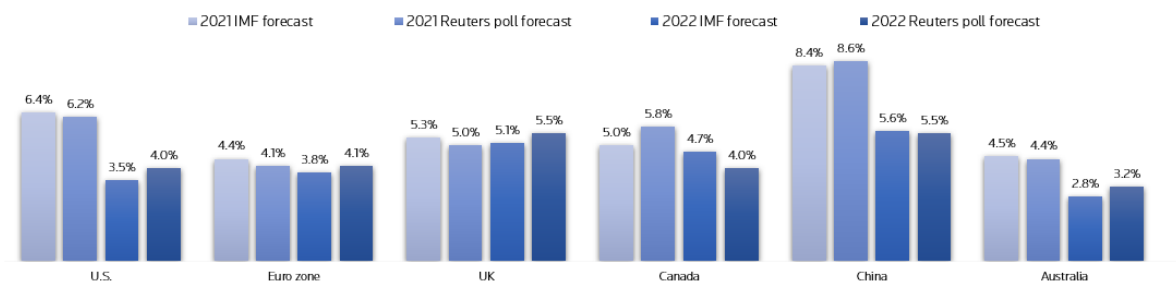
The global economy will recover this year from its coronavirus slump at a pace not seen since the 1970s as strong momentum builds in most major economies, according to Reuters polls of over 500 economists. That optimism was largely led by the widely expected vaccine-driven recovery, massive liquidity injections, unprecedented fiscal support - primarily by the United States, with more in the pipeline - and continued adaptation of economic activity to overcome subdued mobility.

### Reuters Poll: Major economies growth and inflation outlook

Central bank inflation target vs. Reuters poll median inflation forecasts for 2021 and 2022



IMF economic growth projections vs. Reuters poll forecasts for 2021 and 2022



Note: The European Central Bank targets inflation at close to, but below 2%, 2% is the lower bound of the Reserve Bank of Australia's inflation target range and the People's Bank of China has an inflation target of around 3%. Polls conducted March 26- April 21, 2021. Over 500 economists responded. Source: Reuters Polls, IMF projections and central bank data. Richa Rebello and Md. Manzer Hussain | REUTERS GRAPHICS

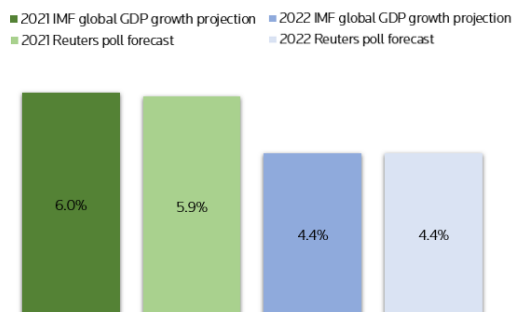
With many countries still facing challenges from the pandemic, when asked on the likelihood of a renewed spike in coronavirus cases derailing the global economic recovery this year, economists were split in the Reuters polls taken over the past month. But 2021 growth views for 55% of 44 economies polled on were upgraded from three months ago, led by the U.S. economy - which was predicted to mark the fastest annual expansion since 1984 - and China, set to return to pre-crisis levels this year.

The devastating pandemic pushed the world economy into its deepest-ever recession last year, but the poll showed a sharp rebound with the global economy predicted to grow on average 5.9% this year, the fastest since the 1970s. That compared to 5.3% expected in January and a sharp upgrade compared to expectations from a year ago, when the pandemic took hold.

While the latest consensus is just a touch below the International Monetary Fund's 6% projection, nearly 30% of 74 economists predicted world GDP growth in excess of the IMF's forecast. Over 85% of economists, or 152 of 178, in response to an additional question said the recovery would be faster than previously expected or about the same pace versus the remaining 26 predicting a slower pace of rebound.

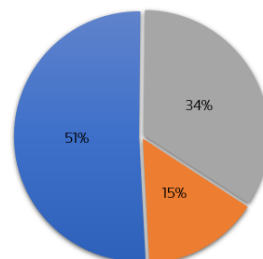
### Reuters Poll: Global economic growth outlook

IMF global GDP growth projections vs. Reuters polls forecasts



Which is more likely for the global economy this year?

■ A faster than previously expected recovery  
■ About the same  
■ A slower than previously expected recovery



What is the likelihood a renewed spike in coronavirus cases derails the global economic recovery this year?



Poll conducted: March 26- April 21, 2021. Nearly 180 economists responded to extra questions. Source: Reuters Polls, IMF projections. Richa Rebello | REUTERS GRAPHICS

Despite those upgrades to economic growth, the job market recovery was expected to lag, with unemployment rates not forecast to return to pre-crisis levels this year or next for most advanced economies polled on. While the latest jobs outlook has improved slightly compared to April last year on trillions of dollars worth of stimulus, it still suggests the COVID-19 pandemic would leave many million workers jobless, with several economic sectors disrupted by mobility restrictions not expected to recover anytime soon.

Also, projected quarterly growth forecasts showed uneven momentum for economies from developed to emerging in the latest polls, reflecting worries that public health gains against the coronavirus have stalled in some parts of Asia, Latin America, and Europe. Following massive stimulus and the pandemic-led supply constraints, the 2021 inflation outlook for over 70% of 44 economies polled on was upgraded from previous surveys, with over 80% of 207 economists answering a question saying risks to their already elevated forecasts skewed more to the upside. Inflation has ticked up in some advanced nations on pent-up demand, spurred by the re-opening of economies and a global increase in commodity prices. But base-case expectations were not for a sustained rise in prices, with inflation forecast to moderate next year for most economies. Monetary policy has drawn renewed attention after the Bank of Canada cut the pace of its bond purchases, making it the first Group of Seven central banks to move towards withdrawing extraordinary stimulus.

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## II. PURPOSE AND EXPECTED OUTPUT

### Project Objectives

The overall objective of the project is to achieve economic opportunity for all by transforming the country's population dividend into the key driving force of the economy and enabling them with relevant skillset, decent employment and entrepreneurship opportunities.

### Geographic Coverage

The Future Nation will co-design the Geographic coverage along with partner UNDP projects/organization, the beneficiary selection mechanism and grievance mechanism will also design in partnership with UNDP existing project. However, the project will cover the entire nation directly and indirectly.

### Target Group (Demography)

The Future Nation will cover a wide spread of demography primarily women and youth; including madrasa students, Dalit, person with disability, unemployed, peripheral and transgender population which will represent the entire nation geographically. This project will work with existing UNDP projects and create different models for skilling of targeted beneficiaries in collaboration with external private and public institutions.

The primary Target group of the project:

- Graduate unemployed
- Women
- Non-graduate
- Tertiary student
- Migrant workers
- Professionals

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## III. EXPECTED OUTPUTS

This IP will focus on five Outputs as follows:

### Output 1: STRENGTHEN ECONOMIC OPPORTUNITY ECOSYSTEM

- 1.1: Economic Enablement Center institutionalized to promote investment and economic opportunities for all
- 1.2: Center of National IT business enablement established to support future IT entrepreneurs and startups
- 1.3: Center of Excellence on Skills and Training enablement created to address all skills related knowledge, technology and actors
- 1.4: Center of National employment enablement established to support future employers and job seekers

## **Key Results**

- 50,000 People especially women and youth to be benefitted directly.
- 4 Major Economic Opportunity Eco-System are equipped with enhanced capacity Enablement centers in BIDA, NSDA, BEZA, BHTPA

## **Planned Activities:**

- 1.1. Entrepreneurship and Investment Eco-system in BIDA
- 1.2. BIDA-UNDP Covid recovery Private sector Platform Secretariat setup in BIDA
- 1.3. Setup a National Skills and professional training enablement center in NSDA
- 1.4. IT Business and Statup Eco-system in BHTPA
- 1.5. Setup a National employment enablement center in BEZA
- 1.6. A state of art national learning platform will be established to provide required skills to pursue employment and entrepreneurship
- 1.7. An AI enabled National Job and Workforce Development, Recommendation and Management Engine is developed for the entire Workforce of the country
- 1.8. An AI enabled test platform created to assess current skillset and future employability of individual workforce
- 1.9. Training of Government Institutions, Project HR, Volunteers

## **Output 2: BUILDING SELF AWARENESS AND PEACE IN THE MINDS OF YOUTH**

- 2.1: Capacity of participants on self-assessment enhanced to assess own knowledgebase
- 2.2: Young women and men equipped with the knowledge, values, attitudes and behaviours

## **Key Results**

- 50,000 workforce are self-assessed
  - National Workforce Database /Engine:
  - AI enabled national job portal and skills recommendation engine

## **Planned Activities:**

- 2.1. National Awareness on Self-Assessment of future employability and Skills requirement
- 2.2. Functional Skills Training Program
- 2.3. Cognitive Skills training Program
- 2.4. Socio Emotional Skills Training Program
- 2.5. Behavioral Skills Training Program

## **Output 3: HUMAN CAPITAL DEVELOPMENT**

- 3.1. Graduate youth converted into human capital having improved knowledge-base and enhanced skills
- 3.2. Women, specially unemployed, homemakers, peripheral able to pursue hybrid livelihood with improved skills and knowledge-base and market linkages
- 3.3. Non-Grad youth better prepared to pursue employment/ hybrid livelihood with enhanced technical and functional skills.
- 3.4. Tertiary Students prepared with frontier knowledge and skills to pursue livelihood at post 4IR era
- 3.5. Migrant workers ready to pursue career as skilled workforce in abroad or pursue better livelihood in the country
- 3.6. Bangladeshi Young Professionals up skilled with functional and leadership skills to pursue leadership journey

## **Key Results**

- 35,000 Human Capital is been developed:
  - 10,000 Graduate Youth
  - 15,000 Women ,
  - 10,000 Tertiary Students

**Planned Activities:**

- 3.1. Graduate Workforce Development Program
- 3.2. Women Workforce Development Program
- 3.3. Non-Grad Workforce Development Program
- 3.4. Tertiary Students Development Program
- 3.5. Migrant Workers Development Program
- 3.6. Professional Workforce Development Program
- 3.7. Program Research and Development \

**Output 4: EMPLOYMENT GENERATION FOR MEN AND WOMEN**

- 4.1. Participants/beneficiaries placed to decent jobs according to skillset in the local and global market

**Key Results**

- 7,000 Workforce placed to decent jobs/ enterprise
  - 2,000 Graduate Youth
  - 3,000 women
  - 2,000 Tertiary Student

**Planned Activities:**

- 4.1. Workforce Placement Program
- 4.2. Employment/Labour Market Assessment

**Output 5: INVESTMENT PROMOTION AND ENTREPRENEURSHIP DEVELOPMENT**

- 5.1. Participants/ beneficiaries better equipped with knowledge, information and skillset for starting enterprise along with seed funding and equity investment

**Key Results**

- Program and partnership design and developed for Digital and CMSMEs (Women enterprises, Startups, Techno commercial transformation, market linkage )
- Program and partnership design and developed for Capital Investment and Equity enhancement (Venture capital investor, Startup accelerator, financial institution )

**Planned Activities:**

- 5.1. Investment and Enterprise Development Program
- 5.2. Custom Research





	<b>Indicator 1.3.2:</b> Number of institutions aggregated with National Learning Platform		N/A									
<i>1.4: Center of National employment enablement established to support future employers and job seekers</i>	<b>Indicator 1.4.1:</b> Number of SEZ on boarded to the job Placement and Recommendation Engine		N/A									
	<b>Indicator 1.4.2:</b> Number of Industries on boarded to the job Placement and Recommendation Engine		N/A									
<b>Output 2</b> <b>BUILDING SELF AWARENESS AND PEACE IN THE MINDS OF YOUTH</b>												
<i>2.1: Capacity of participants on self-assessment enhanced to assess own knowledgebase</i>	<b>Indicator 2.1.1:</b> Number of beneficiaries (Male/Female) performed Self-Assessment of future employability and skills requirement		N/A				10,000	20,000	20,000	50,000		
<i>2.2: Young women and men equipped with the knowledge, values, attitudes and behaviors</i>	<b>Indicator 2.2.1:</b> Number of beneficiary received Foundational Skills Training		N/A									
<b>Output 3</b> <b>HUMAN CAPITAL DEVELOPMENT</b>												
<i>3.1. Graduate youth converted into human capital having improved knowledge-base and enhanced skills</i>	<b>Indicator 3.1.1:</b> Number of graduate youth received job/skill-based trainings		N/A				2,000	3,000	5,000	10,000		
<i>3.2. Women, specially unemployed, homemakers, peripheral able to pursue hybrid livelihood with improved skills and knowledge-base and market linkages</i>	<b>Indicator 3.2.1:</b> Number of Women received Customized Livelihood training program for Women (Unemployed/Homemakers/Peripheral)		N/A				2,000	5,000	8,000	15,000		

<i>3.3. Non-Grad youth better prepared to pursue employment/ hybrid livelihood with enhanced technical and functional skills.</i>	<b>Indicator 3.3.1:</b> Number of Non-grad youth developed with technical and functional skillset		N/A									
<i>3.4. Tertiary Students prepared with frontier knowledge and skills to pursue livelihood at post 4IR era</i>	<b>Indicator 3.4.1:</b> Number of Tertiary students prepared with frontier knowledge and skillset		N/A				2,000	3,000	5,000	10,000		
<i>3.5. Migrant workers ready to pursue career as skilled workforce in abroad or pursue better livelihood in the country</i>	<b>Indicator 3.5.1:</b> Number of Migrant workers received Customized Up skilling/ Re skilling training		N/A									
<i>3.6. Bangladeshi Young Professionals up skilled with functional and leadership skills to pursue leadership journey</i>	<b>Indicator 3.6.1:</b> Number of Young professional received functional and leadership skills		N/A									
<b>Output 4 EMPLOYMENT GENERATION FOR MEN AND WOMEN</b>												
<i>4.1. Participants/beneficiaries placed to decent jobs according to skillset in the local and global market</i>	<b>Indicator 4.1.1:</b> Number of Graduate workforce placed to decent job (As per ILO standard)		N/A				500	500	1000	2,000		
	<b>Indicator 4.1.2:</b> Number of Women workforce placed to decent job		N/A					500	2500	3,000		
	<b>Indicator 4.1.3:</b> Number of Non Graduate workforce placed to decent job		N/A									
	<b>Indicator 4.1.4:</b> Number of Tertiary students placed to decent job		N/A					1000	1000	2,000		
	<b>Indicator 4.1.5:</b> Number of Migrant workers placed to decent job (domestic/ international)		N/A									

<b>Output 5</b> <b>INVESTMENT PROMOTION</b> <b>AND ENTREPRENEURSHIP</b> <b>DEVELOPMENT</b>											
<i>5.1. Participants/ beneficiaries better equipped with knowledge, information and skillset for starting enterprise along with seed funding and equity investment</i>	<b>Indicator 5.1.1:</b> Number of existing or future entrepreneurs received customised training on business management		N/A								
	<b>Indicator 5.1.2:</b> Amount of Bangladeshi Taka (BDT) in Million unlocked as capital investment to the enterprises		N/A								
	<b>Indicator 5.1.3:</b> Amount of Bangladeshi Taka (BDT) in Million increased as equity of the enterprises		N/A								

## United Nations Development Programme

### Partnerships

FutureNation skills and employment program strategies, policies and initiatives build on partnerships that cut across Government institutes, international organization, development partners, private sector partners, civil society, think tanks and academia.

UNDP in close partnership with different ministries is committed to working with the Government and other UN agencies to complement efforts to support economic empowerment to graduate sustainably out of extreme poverty. The proposed interventions relate to areas where it already has significant experience and expertise nationally and globally. UNDP and Government will emphasize on public-private sector partnerships to improve the project's model and contribute to economic, social sustainability.

### Risks and Assumptions

Some of the risks have been mentioned below and the entire risk log has been described in the annexure:

Risk: Political instability/ social unrest can stall project implementation

Consequence: Project implementation will not be completed within the stipulated time thus time extension may be required

Mitigation plan: The project will closely monitor the political situation and develop a contingency plan articulating response to the political and social dynamics.

Risk: Insufficient capacity and motivation of supporting private sector participation, in particular, Small and Medium enterprises

Consequence: Job placement of the trained human resources will hamper

Mitigation plan: Strong advocacy with private sector, liaison and involvement of the private sector will be required.

Carefully assess market demand for job placement need to be undertaken. It is also important to identify the progressive enterprises to lead private sector engagement could create a bandwagon effect for others to follow suit

Risk: Host Organization is constrained with limited resources and complex business procedures

Consequence: Delivery of planned activities may suffer time lag

Mitigation plan: Capacity development of the host organization will be required including inspirational examples set by best practices and role models, would give impetus to the project implementation. Also need to develop activity delivery plan considering complex business procedures of the host organization

### Stakeholder Engagement

Stakeholder engagement supports the development of strong, constructive, and responsive relationships that are critical for sound project design and implementation. Effective stakeholder engagement enhances project acceptance and ownership and strengthens the social and environmental sustainability and benefits of supported interventions. It is both a goal in itself – upholding the rights of citizens and others to participate in decisions that may affect them – as well as an effective means for achieving project outcomes, including those related to democratic governance, protecting the environment, promoting respect for human rights, and preventing and resolving conflict.

The primary stakeholders are the segmented beneficiaries of FutureNation project:

- Graduate unemployed, Women, Non-graduate, Tertiary student, Migrant workers, Professionals

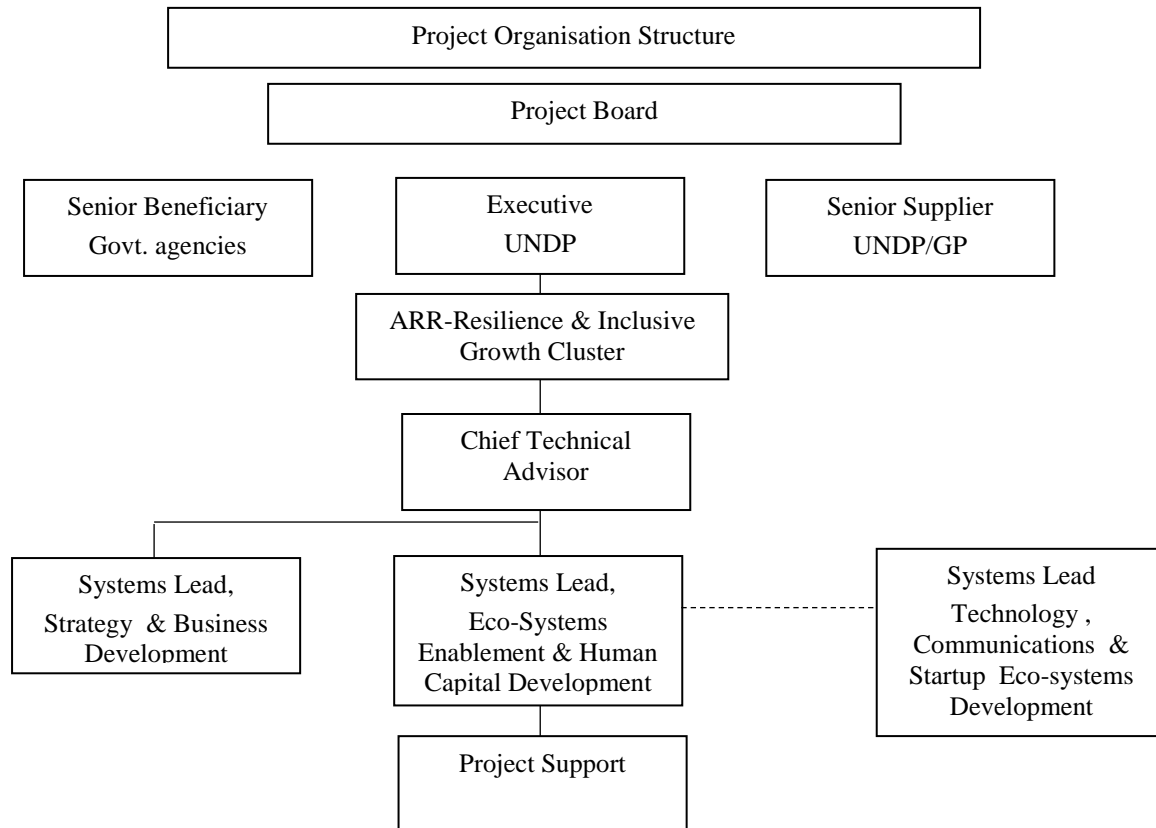
The engagement plan with the targeted stakeholder groups:

FutureNation project will have strategic partnerships with different projects of UNDP. The project will identify the beneficiaries of UNDP's existing projects and connect with them since these beneficiary groups have the requirement of economic empowerment. The project will identify them, develop them with the right set of skills and finally place them with productive employment or entrepreneurship opportunity.

### III. MANAGEMENT ARRANGEMENTS

The Initiation Plan title “Future Nations: Economic Opportunities for All project will be undertaken using UNDP’s Direct execution modality. All the activities of the IP directly implemented by the IP in accordance with UNDP’s relevant rules, regulations and procedures. The Project Board shall be consisting of UNDP senior management, Programme Cluster and Partnership unit. The Project Board shall be chaired by the UNDP Resident Representative/Deputy Resident Representative well as responsible for taking management decisions for this project. The Project Board shall monitor the overall progress and provide necessary guidance in project implementation. The targeted key stakeholders of the project shall be BIDA, NSDA, Hi-Tech park authority, BEZA and Private sectors apart from program’s primary beneficiaries. The Programme staff of this project shall be comprised of an advisor, Head of Strategy and Business Enablement, Head of Economic Enablement and support staff..

This Initiation Plan will be implemented in accordance with the UNDP rules and regulations.



#### Project Board:

The board serves as a vital element of the project’s strategic advisory mechanism and responsible for taking management decisions for the project. The board will provide high-level policy direction and oversight to the Project. The overarching responsibility of the Project Board is to assist the Programme cluster to carry-out their oversight responsibilities, especially with regards to annual plans, strategic planning, overall quality assurance and risk management requirements as related to project outcomes. The PB will be chaired by the UNDP RR/DRR, and participants will include representatives of Ministries, government institutions, development partners, private sector and relevant agencies.

#### Project Assurance:

The Project Board delegates the project assurance role to Assistant Resident Representative (Resilience and Inclusive Growth), to carry out objective and independent project oversight and monitoring functions.

### IV. MONITORING

The ARR of the R&IG cluster is responsible for ensuring the results of the IP. Each quarter the progress report will be submitted by the respective Programme Officer/Analyst to ARR for further review to ensure the quality of the results. During the implementation of the IP the donor reporting template will be established in consultation with Grameen Phone. The financial audit and others assurance activities of IP are carried out according to UNDP rules and regulations.

**Monitoring Plan**

<b>Monitoring Activity</b>	<b>Purpose</b>	<b>Frequency</b>	<b>Expected Action</b>	<b>Partners (if joint)</b>	<b>Cost (if any)</b>
<b>Track results progress</b>	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.		
<b>Monitor and Manage Risk</b>	Identify specific risks that may threaten the achievements 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.		
<b>Learn</b>	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.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
<b>Annual Project Quality Assurance</b>	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.		
<b>Review and Make Course Corrections</b>	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.		
<b>Project Report</b>	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 log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			
<b>Project Review (Project Board)</b>	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	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.		

	project results and lessons learned with relevant audiences.				
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## V. ANNUAL WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	PLANNED BUDGET (in USD)		RESPONSIBLE PARTY	PLANNED BUDGET (in USD)			
		Nov '21-April '22	May '22-April'23		Funding Source	Atlas Activity	Budget Description	Amount
<b>Output 1 : STRENGTHEN ECONOMIC OPPORTUNITY ECOSYSTEM</b>	1.1. Entrepreneurship and Investment Eco-system in BIDA			UNDP	UNDP	75700	Training, Workshops and Conference	-
	1.2. BIDA-UNDP Covid recovery Private sector Platform Secretariat setup in BIDA			UNDP	UNDP	72200	Equipment and Furniture	-
	1.3. Economic Opportunity Outlook			UNDP		72100	Contractual Service Companies	-
	1.4. Setup a National IT Business enablement center in BHTPA			UNDP	UNDP	75700	Training, Workshops and Conference	-
	1.5. National repository on knowledge and data to support skills and employment and entrepreneurships for economic opportunity			UNDP	UNDP	72100	Contractual Service Companies	-
	1.6. Setup a National Skills and professional training enablement center in NSDA			UNDP	UNDP	71300	Local Consultant	
				UNDP		75700	Training, Workshops and Conference	
	1.7. A state of art national learning platform will be established to provide required skills to pursue employment and entrepreneurship	50,000		UNDP	GP	72100	Contractual Service Companies	50,000
				UNDP	UNDP	71300	Local Consultant	



	1.8. Setup a National employment enablement center in BEZA	-		UNDP		75700	Training, Workshops and Conference	
	1.9. An AI enabled National Job and Workforce Development, Recommendation and Management Engine is developed for entire Workforce of the country	50,000	50,000	UNDP	GP	72100	Contractual Service Companies	100,000
	1.10. An AI enabled test platform created to assess current skillset and future employability of individual workforce		50,000	UNDP	GP	75700	Contractual Service Companies	50,000
	1.11. Training of Government Institutions, Project HR, Volunteers	20,000		UNDP	GP	75700	Training, Workshops and Conference	20,000
<b>TOTAL</b>	<b>Sub-Total for Output 1</b>	<b>120,000</b>	<b>100,000</b>					<b>220,000</b>
<b>Output 2 : BUILDING SELF AWARENESS AND PEACE IN THE MINDS OF YOUTH</b>	2.1. National Awareness on GCE and Self-Assessment of future employability and Skills requirement	-		UNDP	UNDP	72100	Contractual Service Companies	-
				UNDP		71300	Local Consultant	
				UNDP		75700	Training, Workshops and Conference	
	2.2. Foundational Skills Training Program	-		UNDP	UNDP	72100	Contractual Service Companies	-
	2.3. Cognitive Skills training Program	-	-	UNDP		72100	Contractual Service Companies	-
	2.4. Socio Emotional Skills Training Program	-	-	UNDP		72100	Contractual Service Companies	-
2.5. Behavioral Skills Training Program	-	-	UNDP		72100	Contractual Service Companies	-	
<b>TOTAL</b>	<b>Sub-Total for Output 2</b>	<b>-</b>	<b>-</b>					<b>-</b>
<b>Output 3: HUMAN CAPITAL DEVELOPMENT</b>	3.1. Graduate Workforce Development Program	30,000	70,000	UNDP	GP	72100	Contractual Service Companies	100,000
	3.2. Women Workforce Development Program	100,000	200,000	UNDP	GP	72100	Contractual Service Companies	300,000

	3.3.Non-Grad Workforce Development Program			UNDP	GP	72100	Training, Workshops and Conference	-
	3.4. Tertiary Students Development Program	-	100,000	UNDP	GP	75700	Training, Workshops and Conference	100,000
	3.5. Migrant Workers Development Program	-	-	UNDP		75700	Training, Workshops and Conference	-
	3.6. Professional Workforce Development Program	-	-	UNDP		75700	Training, Workshops and Conference	-
	3.7. Program Research and Development		-	UNDP		72100	Contractual Service Companies	-
<b>TOTAL</b>	<b>Sub-Total for Output 3</b>	<b>130,000</b>	<b>370,000</b>					<b>500,000</b>
<b>Output 4: EMPLOYMENT GENERATION FOR MEN AND WOMEN</b>	4.1. Workforce Placement Program	-	50,000	UNDP	GP	75700	Training, Workshops and Conference	30,000
				UNDP		71300	Local Consultant	20,000
	4.2. Employment/Labour Market Assessment		-	UNDP	GP	72100	Contractual Service Companies	-
<b>TOTAL</b>	<b>Sub-Total for Output 4</b>	<b>-</b>	<b>50,000</b>					<b>50,000</b>
<b>Output 5: INVESTMENT PROMOTION AND ENTERPRONEURESHIP DEVELOPMENT</b>	5.1. Investment and Enterprise Development Program	-	100,000	UNDP	GP	75700	Training, Workshops and Conference	100,000
	5.2. Custom Research		20,000	UNDP	GP	72100	Contractual Service Companies	20,000
<b>TOTAL</b>	<b>Sub-Total for Output 5</b>	<b>-</b>	<b>120,000</b>					<b>120,000</b>
<b>PROJECT MANAGEMENT</b>	Chief Technical Adviser (IC)	29,412	58,824	UNDP	GP	71400	Contractual Services - Individual	88,235
	Systems Lead, Eco-Systems Enablement & Human Capital Development (SB-5)	31,629	63,258	UNDP	GP	71400	Contractual Services - Individual	94,887
	Systems Lead Strategy and Business Development (SB-5)	31,629	63,258	UNDP	GP	71400	Contractual Services - Individual	94,887
	Finance & Accounts Associates (SB-3)	7,470	14,940	UNDP	GP	71400	Contractual Services - Individual	22,410
	IT Hardware, Software & Services	10,000	5,000	UNDP	GP	72200	Equipment and Furniture	15,000
	Rent of Office	-	-	UNDP	GP	73105	Rent	-

	Travel	5,000	10,000	UNDP	GP	71600	Travel	15,000
	Evaluation & Monitoring	-	5,000	UNDP	GP	74210	Printing and Publications	5,000
		-	20,000	UNDP	GP	74500	M&E and others	20,000
		-	2,000	UNDP	GP	74230	Audio & Visual Equipment	2,000
	UN Clinic	1,500	3,000	UNDP	GP	74300	UN Clinic and Security	4,500
	DPC and others	20,000	40,000	UNDP	GP	64300	DPC and others	60,000
	Rental & Maint of Other Equip	5,000	10,000	UNDP	GP	73410	Maint, Oper of Transport Equip	15,000
	Stationary and supplies	3,000	5,000	UNDP	GP	72500	Stationary and supplies	8,000
<b>TOTAL</b>	<b>Sub-Total for Project Management Cost</b>	<b>144,640</b>	<b>300,280</b>					<b>444,920</b>
	GMS (8%), Levy (1% subject to CSA amount)	35,518	84,625	UNDP	GP	75105	Facilities & Admin - Implement	120,143
<b>TOTAL</b>		<b>430,158</b>	<b>1,024,905</b>					<b>1,455,063</b>

### **Terms of Reference of Key Persons:**

#### **Systems Lead, Eco-Systems Enablement & Human Capital Development**

Systems Lead, Eco-Systems Enablement & Human Capital Development will be responsible for the following activities:

- Overall Coordination and management, ensure a high level of technical quality of deliverables and overall supervision of the project,
- Work closely with relevant project stakeholders and ensure the project deliveries as per project document and work plan
- Ensure technical coordination of the project and the work related to legal and institutional aspects,
- Mobilize all project inputs in accordance with best practices on technical content and UNDP/GoB procedures
- Finalize the ToR for all the consultants and subcontractors and coordinate with UNDP/GoB Procurement for recruitment, procurement and contracting,
- Support in procurement of all goods and services of the project,
- Supervise and coordinate the work of all PMU staff, consultants, firm and sub-contractors,
- Ensure proper management of funds consistent with UNDP requirements, and budget planning and control,
- Prepare and ensure timely submission of all progress and financial reports, annual, mid-term and terminal reports, and other reports as may be required by UNDP,
- Organize National advisory committee meeting and submit the progress reports
- Prepare quarterly and annual work plan,
- Provide regular input to UNDP corporate system ATLAS for financial and program management on project progress, financial status and various risk and issue logs,
- Arrange for audit of all project accounts for each fiscal year
- Undertake field visit to ensure quality of work,
- Undertake any activities that may be assigned by UNDP and National advisory committee
- Workforce Onboarding: Workforce aptitude assessment, Foundation program (Learning)
- Workforce Development: Workforce development program for non-graduate, Workforce development program for mid-female
- Workforce Placement: Workforce placement program for industry workers, WF placement program for independent Professional, WF Placement for Pvt sector, WF Placement for Overseas.
- CMSME Enterprise Development Program, Equity Enhancement Program
- Operations (Finance & Accounts, Admin, IT)

#### **Systems Lead, Strategy & Business Development**

Systems Lead, Strategy & Business Development will be responsible for the following activities:

- Strategy and planning for all the major components of the project,
- Work closely with other stream leaders and ensure the project deliveries as per project document and work plan
- Support other stream leaders with research findings and insights,
- Develop partnership with the private sector, foundations and donor community for mobilizing funds for the project
- Mobilize all project inputs in accordance with best practices on technical content and UNDP/GoB procedures
- Acts as technical Secretariat of the Private Sector Platform for nCovid Recovery
- Co-designs specific strategies and action plans with the private and development sector
- Convene meetings, discussions and workshops with the private and development sector
- Facilitate matchmaking with the appropriate Government stakeholders across areas of intervention
- Pursue relevant Government authorities to fast-track decision making for rapid implementation
- Promotes policy advocacy for the necessary reforms
- Supports drafting technical presentations to support meetings and advocacy, proposal writing and other required documents
- Provides communication support as and when required, including recording meeting outcomes and follow
- Knowledge and Data Hub: Research, Publishing & Data science management
- International collaboration/ technical support to FutureNation of other countries
- Monitoring, Result & KPI management

#### **Admin and Finance Associate:**

Admin and Finance Associate will be responsible for the following activities:

- Manage the day-to-day financial and administrative functions of the office
- Ensure compliance with financial internal controls, and ensure that transactions are processed and assets managed in accordance with UN Financial Rules and Regulations
- Prepare monthly/annual accounts closure, including bank reconciliations and submission of timely and accurate reports to headquarters
- Develop and monitor office budgets
- Accurately recording all financial transactions, usually on computer systems
- Preparing balance sheets, Processing invoices and Reconciling bank statements
- Recording accounts payable and accounts receivable
- Producing financial forecasts
- Assisting in the preparation of budgets
- Preparing monthly, quarterly and annual financial reports
- Dealing with payroll, expenses and VAT
- Participating in financial audits

Assisting with the implementation of financial policies

**Annex: Risk Log**

FutureNation project will manage key risks to achieve the intended outcomes through partnerships outlined below:

Project Title: FutureNation

Project No.

Date

#	Description	Risk category	Impact & Likelihood= Risk level	Risk Treatment/ Management measure	Risk owner
1	Political instability/ social unrest can stall project implementation	Political	Effect: Project implementation will not be completed within stipulated time.  Time extension may be required  Likelihood (1-5): 1 Impact (1-5): 1 Risk level (1-5): 1	The project will closely monitor the political situation and develop a contingency plan articulating response to the political and social dynamics.	System Leader
2	Insufficient capacity and motivation of supporting private sector participation, in particular Small and Medium enterprises	Operational	Job placement of the trained human resources will hamper  Likelihood (1-5): 2 Impact (1-5): 1 Risk level (1-5): 1	Strong advocacy with private sector, liaison and involvement of the private sector. Carefully assess market demand for job placement. Identifying progressive enterprises to lead private sector engagement could create a bandwagon effect for others to follow suit	System leader
3	Host Organization is constrained with limited resources and complex business procedures	Operational	Delivery of planned activities may suffer time lag;  Likelihood (1-5): 1 Impact (1-5): 1 Risk level (1-5): 1	Capacity development, including inspirational examples set by best practices and role models, would give impetus to the project implementation. Develop activity delivery plan considering complex business procedures of the host organization	System Leader
4	Market distortion by procuring goods and services	Fiduciary	Credibility of UNDP in use of financial resources will suffer. Project procurement may distort market and induce corruption;  Likelihood (1-5): 1 Impact (1-5): 1 Risk level (1-5): 1	Project will strictly adhere to UNDP procurement policy. All procurements will be done through UNDP procurement unit.	System Leader
5	Implication of GPDP model (private entity inclusion into govt system), early exit consequences	Operational	Government stakeholders might take it negatively  Likelihood (1-5): 2 Impact (1-5): 2	Private sector has discretion to leave after designing, launching and implementing the program for 2-3 years.	System Leader

			Risk level (1-5): 2	This the exit will not create any negative consequences	
6	Project outcome and consequences Governances/fund mgt/internal process transparency	Operational	Reputational Challenge for the project  Likelihood (1-5): 1 Impact (1-5): 1 Risk level (1-5): 1	This project has many components – some will be successful while other may not be No major reputational challenges/risks related to specific outcomes	System Leader
7	Governances/fund mgt/internal process transparency	Operational	Credibility of UNDP in use of financial resources will suffer  Likelihood (1-5): 1 Impact (1-5): 1 Risk level (1-5): 1	Project will be governed under very stringent and thorough governance mechanism of UNDP UNDP has a very high ethical standard in financial or non-financial transactions related to project delivery	System Leader
8	Consequences due to uncertain tenure of critical champions/resources	Operational	Project implementation might get slowed down  Likelihood (1-5): 1 Impact (1-5): 1 Risk level (1-5): 1	Once it is agreed and signed, the project will have its own management and governance structure and thus it will not be dependent on any individual.	System Leader
9	Unwanted attention from many quarters due to project appeal	Operational	Different stakeholder might want to join in the project  Likelihood (1-5): 1 Impact (1-5): 1 Risk level (1-5): 1	Pre-empt and engage interested stakeholder groups in the favor of this project	System Leader
10	Overlap with similar project components from other projects	Operational	Similar projects might see the project activities as the overlap with their initiative.  Likelihood (1-5): 1 Impact (1-5): 1 Risk level (1-5): 1	This project will evaluate and incorporate similar relevant initiatives that provide complimentary support	System Leader
11	Tight timeline	Operational	Some of the target may fail to meet the deadline  Likelihood (1-5): 1 Impact (1-5): 1 Risk level (1-5): 1	Timeline kept tight since the project is COVID-relevant and has an urgency of action	System Leader