



Country: Bangladesh
K4DM Initiation Plan

Project Title: Knowledge for Development Management (K4DM) IP
Expected UNDAF/CP Outcome(s): Pillar 1: Efficient and evidence based public service delivery for better governance practices
Expected UNDAF/CPAP Output(s): 1.4 Civil service has greater institutional capacity and better business process
 1.6 Authorities from the Government and non-Government sectors make better use of technology to benefit underserved communities
Initiation Plan Start Date: August 2012
Initiation Plan End Date: June 2013
Executing Entity: UNDP
Implementing Partners: UNDP

Brief Description

Knowledge for Development Management (K4DM) is UNDP Bangladesh Country Office’s Initiation Plan to scope out the possibility of providing support to the Government of Bangladesh and non-government partners on various areas of operation and knowledge management to ensure greater impact in their development initiatives and policy advocacy. The overarching aim of K4DM IP is to assist government in its absorption capacity to better facilitate knowledge based public policy formulation and ensure greater result based development impacts.

As such, the IP provides for (1) High quality scoping studies on NHDR and business process simplification; (2) Establishment of Knowledge Networks in UNDP priority areas as well as for Government; (3) Enhance absorption capacity of Government officials so that they are better able to facilitate knowledge based public policy formulation and ensure greater result based development impacts; UNDP will consult with government and other relevant UNDP programmes to ensure stakeholder buy-in at all levels, via the initial LPAC and in presenting final project proposals.

Programme Period: August 2012 to June 2013

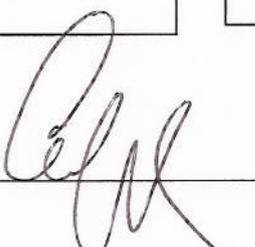
CPAP Programme Component N/A

Atlas Award ID: 00064036

PAC Meeting Date: 11 July 2012

Total resources required	\$ 900,000
Total allocated resources:	_____
• Regular	\$ 900,000
Unfunded budget:	_____
In-kind Contributions	_____

Agreed by UNDP:


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I. PURPOSE AND INTRODUCTION

Evidence based programming is increasingly becoming a priority for Government agencies in Bangladesh and their development partners. To ensure sound evidence based programs for national priorities, knowledge generation and its management are central to organizational enhancement. Learning from the private sector, who have taken the lead in knowledge-based operational management, knowledge-based planning and programming has been proven to be cost and time efficient. In addition, knowledge-based approaches prevent organizations from re-inventing the wheel and therefore increase both human resource and organizational efficiency.

UNDP Bangladesh, to enhance its on-going support to the Government of Bangladesh is proposing an Initiation Plan (IP) on Knowledge for Development Management (K4DM from this herein afterward). The IP aims to lay the groundwork for a larger program/project to improve the Bangladesh Government's capacity to design national projects based on evidence and best practices that will better assist in their management of international development funds. Work will be undertaken by UNDP with the ultimate aim of initiating a comprehensive integrated program. The IP has been divided into five sections. It begins by setting out the Bangladeshi context and series of analytical approaches to organizational capacity building and knowledge to policy interventions; second it sets out the IP's objectives and deliverables; it then describes the management and reporting arrangements; fourth, it outlines the monitoring tools; before finally specifying the work plan, which includes the estimated budget.

II. BACKGROUND AND CONTEXT

UNDP Bangladesh is moving towards a knowledge-based approach to programming and operational management with the introduction of dynamic, interactive and applicable knowledge platforms for both internal and external exchanges. The internal UNDP SharePoint has significantly increased operational efficiency and provides an online platform for UNDP colleagues to share and disseminate their information. UNDP has also successfully piloted national level knowledge networks such as Solution Exchange that creates Communities of Practitioners (CoPs) with all stakeholders, discussing and finding solutions to policy and programming challenges.

While UNDP has been successful in its internal and external knowledge networks, there has been an increasing challenge in retaining institutional memory for the various projects and programs in partnership with the Government of Bangladesh. A significant part of overseas development assistance (ODA) remains underutilized due to lack of organizational capacity in different line ministries and development stakeholders. Also, there are shortcomings in the capacity of Government counterparts in working on UNDP funded projects particularly in the areas of human resource management, financial management, procurement, and evaluation and monitoring of project achievements. Gaps in these management processes result to project inefficiencies, which in turn affect the beneficiaries. There is currently no method by which the quality of development initiatives can be measured.

In addition, inadequate policy frameworks and limited channels for sharing information and knowledge lead to a mismatch between knowledge supply and demand, and an underutilization of knowledge for public policy purposes. This disconnect results in problems related to the supply side including a lack of relevance to current issues, insufficient tailoring to policymakers' needs, and inconsistent quality; and the demand side including weak organizational culture for commissioning or using research, limited funding to commission research, inhibited opportunities for policy advocacy, and inadequate national policy frameworks for R&D, science, innovation.

The dearth of clear channels of communication and knowledge sharing also results in unnecessary duplications of efforts and to the formulation of misaligned development interventions, which often fail to address local development, needs and lack grassroots ownership and effectiveness. Establishing strong communication links and sharing knowledge and experience with beneficiaries are also vital to capturing and utilizing local knowledge to address local challenges.

On the other hand, the Government of Bangladesh is dedicated to bring about faster and better services to the people through various digital means. Digitizing Bangladesh is also a national priority as stated in the Sixth Five Year Plan. This commitment to e-governance and services pushes towards a knowledge-based approach (both IT and non-IT) to service provision and development practices. In addition, many of the on-going projects with various line ministries, have expressed the greater need for comprehensive knowledge-based planning that will increase project efficiency by identifying operational gaps and challenges.

The K4DM IP will therefore carry out two studies on knowledge management and operational challenges within the state planning and implementation processes. The IP will also pilot knowledge networks for Government officials to participate with other national stakeholders in policy design and implementation. Specific initiatives of the IP will focus on absorption capacity of Government officials in adopting a knowledge-based operational framework. The IP will provide a clear pathway for both the Government of Bangladesh and UNDP for a stronger evidence-based national programming mechanism.

III. EXPECTED OUTPUTS

The objective of this IP is to support the Government of Bangladesh to improve its operational and evidence based approach to effective utilization of development funds and policy response. In line with the discussion above, the IP examines operational capacity building and knowledge management separately but recognizes the interconnectedness of these two components. An underpinning principle is to recognize the value of the two components of this IP towards efficient public service delivery and evidence and knowledge based approach to policy formulation.

Specifically this IP will concentrate on the following outputs:

Output 1: Key scoping studies: Primary studies and research will be undertaken to directly contribute in the formulation of the full project as well as to address priority areas as identified by the Government.

One set of studies/research will be undertaken to initiate the formulation of 'National Human Development Report' (NHDR). It may be noted that Bangladesh has prepared world's first NHDR. The NHDR functions as a way of showcasing national achievements and remaining challenges. This is the periodic congregation of all information in accordance to the MDGs that helps development partners to assess how to better provide better assistance. One of the most important characteristics of NHDR is that these reports act as a platform to attract different national stakeholders and builds consensus on key issues and strategies.

Since then many countries around the world has published national and often sub-national HDRs. Given the important contribution that NHDRs can make in national development discourse, the IP will undertake assessment to identify the primary methodology, partnership strategy, and develop the framework for the next NHDR for Bangladesh.

The IP will also undertake a study to identify gaps and scope for business process simplification with an ultimate objective to facilitate ODA and other external capital inflows that the ERD is particularly interested in. The study topic will be identified by ERD and the study will be conducted in partnership and consultation with ERD as well.

Output 2: Knowledge Management for Development Effectiveness promoted: The need for Knowledge Management (KM) as a tools and means to ensure development effectiveness is well recognised globally. However, the current KM practices within the ERD and UNDP is clearly insufficient. The IP will be undertaking a study to identify current state of knowledge in the development field, mainly looking at GoB-UNDP projects and to identify remedy for any insufficiencies. The study should identify and strategize establishment of online platforms for both UNDP and ERD. The objective of such KM platform, among

others, will be to establish an efficient monitoring and feedback mechanism as well as establishment of an online consultative platform for ERD and UNDP. The study will look into the country context and evaluate the knowledge needs that can be practically translated into project management. In addition, it will identify the operational challenges/processes that may require restructuring and rethinking.

The IP will also support proliferation and up scaling of the present 'Solution Exchange' platform that are established to promote external engagement with national and international communities of development practitioners. There are two communities of practice (CoP), as they are popularly known, exists in Bangladesh in the area of Urban Poverty and Climate Change. More than 800 members ranging from Honourable Members of Parliament, Secretaries of the Government, senior government officials, representatives from development partners community to representatives from grass-roots level NGOs are actively engaged in the two communities.

Specifically, the IP will identify need for such CoP in other areas in consultation with various national implementation partners of UNDP as well as the respective 'local consultative groups' and support establishment of such groups once such consensus is reached among the partners. It may be noted that the 'Aid Effectiveness' project of the ERD is already working with the LCGs to identify latent demand for such CoPs.

Finally, the IP will also look at the SharePoint based KM system that UNDP, Bangladesh is currently using and identify ways to promote external access to national partners such as ERD to relevant project information to ensure easy and transparent flow of information.

Output 3: Absorption Capacity Increased: One of the overarching aims of the K4DM IP is to assess the needs and gaps of government agencies in its absorption capacity to better facilitate knowledge based public policy formulation and ensure greater result based development impacts. According to the Sixth Five Year Plan, the government has planned to widen its focus towards better service delivery, which would require public service reengineering to some extent. Public service reengineering will allow the government to absorb systematic mechanisms of simpler operational systems. Through this component, UNDP will provide research and advisory services to the Government of Bangladesh in areas of operational efficiency, identify bottlenecks and assess the capacity of government officials in undertaking evidence based approach to policy formulation and measuring results based development impacts.

This will be done in two ways. The IP will identify need for common set of skills such as in the area of Economic analysis, Gender, Climate Change, etc. and recruit in-house experts who can then support multiple projects who are in need of such support. The IP will also identify mechanisms to support ad-hoc needs of various project interventions of UNDP as well as UNDP's national partners such as ERD by engaging short-term consultants, etc.

Output 4: Project Formulation: By the end of the IP, a project formulation team will be commissioned to design the follow up project based on the findings and successes of the K4DM IP. The mission will evaluate the success, challenges and assess the needs of the project and the Government counterparts to formulate a long-term project on operational and knowledge management.

IV. MANAGEMENT ARRANGEMENTS

The project, as per the IP guideline, will be directly executed by UNDP in consultation with the UN wing of ERD. ERD will identify a focal person for this project. The Programme Analyst of 'Policy and Communication Team' of UNDP country office will act as the project manager while the Assistant Country Director of the same unit will carry out quality assurance.

A project board will be constituted with the Deputy Country Director (Programme) and Additional Secretary (UN) as members. The board will direct the project implementation team and provide strategic guidance. The board will meet at twice during the duration of the IP.

V. MONITORING

The project initiation plan will be monitored on a regular basis and a quality assessment shall record progress towards the achievement of key results. In addition to stated deliverables, progress status report using standard UNDP format will be submitted by the Programme Analyst of Policy Support and Communications Team to UNDP as and when needed basis. Risks, issues and lessons learned will also be captured and updated in ATLAS to facilitate tracking and resolution of potential problems or requests for change. Lessons learned shall also include as part of the reporting to ensure learning and adaptation at the project implementation state.

VI. ANNUAL WORK PLAN

Outputs (Activities in ATLAS)	Activities (Detailed results to be produced for achievement of each output not to be inc. in ATLAS)	Timeframe				Responsible Party	Source of Funds	Planned Budget			
		Q3 (2012)	Q4 (2012)	Q1 (2013)	Q2 (2013)			Account Code	Short Desc	Description	Budget (USD)
Output 1: Key Scoping Studies conducted Baseline: Not Applicable Targets: Two Research Reports Published Indicators: Field research carried out, 2 reports completed	1. Appoint consultant to carry out background study on NHDR	X				UNDP	TRAC	71200		International Consultants	35,500
	- Consultancy fees and support to research study		X	X		UNDP	TRAC	71300		National Consultant	25,000
	- Field Research (including literature review)		X	X		UNDP	TRAC	71600		Travel	4,000
	- Publication and Printing			X		UNDP	TRAC	74200		Publication and Printing	7,500
	2. Appoint Consultants to carry out research on business process simplification & other CO priorities	X				UNDP	TRAC	71200		International Advisor	75,000
	- Consultancy fees		X		X						
- Field Research (including literature review)		X		X							
- Printing and Publication					X						
Sub Total: Output-1											147,000
Output 2: Knowledge Management for Development Effectiveness promoted Baseline: Not	1. Establish TWO CoPs in UNDP Priority Area	X	X			UNDP	TRAC	71400		Contractual Services	100,000
	- Appoint Community	X				UNDP	TRAC	71600		Travel	33,000

Target: One Finalized Project Document Indicators: Final draft of Formulation Mission Report; Draft project document prepared	UNDP	TRAC	75700	Consultation Meetings	5,000
	Sub Total: Output-4				
Output 5: Technical Assistance Target: One Completed IP	UNDP	TRAC	71400	Project Coordinator	22,000
	UNDP	TRAC	71400	Admin and Finance Assistant	7,500
	UNDP	TRAC	71400	Research Associate	13,200
	UNDP	TRAC	72200	Equipment	20,000
Sub Total: Output-5					62,700
Grand Total (Output 1-5)					\$ 900,000.00