



**Checklist for Desk Review of the Project Document “Strengthening Institutional Capacity for SDGs Achievement in Bangladesh (SC4SDG)” and Annual Work Plan Prior to a Project Appraisal Committee Meeting**


QUESTIONS	HIGH	MEDIUM	LOW	COMMENTS
<b>1. General</b>				
a. Alignment: Are the expected outcomes and outputs of the proposed project aligned with the outcomes and outputs of the CPAP?	√			
b. Clarity: Is all narrative text written clearly and logically?	√			
c. Completeness: Are all requirements for information and annexes met? Is any additional information required to make the project clearer?	√			Additional information not required
d. Correctness: Is all text editorially correct and budget figures arithmetically correct?	√			
e. Substance: Has UNDP guidance (practice areas, cross-cutting areas) relevant to the project substance been taken into account?	√			
<b>2. Situation Analysis and Strategy</b>				
a. Does the CPAP and/or any additional information in the project document present a clear rationale for the proposed project?	√			
b. If the proposed project is not included in the CPAP, is the rationale for the project and the Government’s support clearly described?		√		This project will be implemented following DIM modality with TRAC and UNPEA funds
c. Does the CPAP or project document clearly indicate who the project beneficiaries would be?	√			
d. Does the CPAP and/or any additional information in the project document present a clear strategy for the achievement of the project’s outputs and linkage to outcomes?	√			



QUESTIONS	HIGH	MEDIUM	LOW	COMMENTS
<b>3. Annual Work Plan</b>				
a. Are the outputs and related indicators, baselines, and targets clearly defined?	✓			
b. Are activities clearly and defined and logically related the respective output?	✓			
c. Have Atlas considerations been reviewed when defining the AWP? Is the AWP output/activity structure consistent with the Atlas project setup?				AWP for 2020 is under preparation
d. Have responsible parties been identified for all major activities?	✓			
e. Have terms of reference or draft agreements been prepared for responsible parties?	✓			
f. Is the budget logical, complete, and correct?	✓			
<b>4. Management Arrangements</b>				
a. Has implementation capacity of the proposed implementing partner been assessed?		✓		
b. If so, have the findings been incorporated in the proposed management arrangements?		✓		
c. Does the section on management arrangements explain the roles and responsibilities of the implementing partner?	✓			
d. Have the roles and responsibilities for project oversight been clearly specified?	✓			
e. If UNDP is to act as a responsible party, is the scope of work for UNDP clearly defined in the project document?	✓			
f. Are inputs from the government or other parties specified?	✓			
g. Are prior obligations and prerequisites, if any, clearly set out?	✓			
h. Are collaborative arrangements with related programmes or projects clearly set out?		✓		
i. Has the HACT micro-assessment been carried out? Is the method for cash transfers (i.e. advances, reimbursement, and direct payment) clearly specified?				It will be done during the implementation of the project
j. Are arrangements for audit clearly specified?	✓			
<b>5. Monitoring and Evaluation</b>				
a. Are requirements for periodic and annual reporting by the implementing partner clearly specified?	✓			



QUESTIONS	HIGH	MEDIUM	LOW	COMMENTS
b. Is a description of the required annual review included?	✓			
c. Is an initial monitoring schedule is included?	✓			
d. If required or desired, is a plan for evaluation included?	✓			
<b>6. Legal Context</b>				
a. Have the standard legal clauses been included in the project document?	✓			
<b>7: ANNEXES</b>				
a. Has the risk analysis been completed using the standard format?	✓			
b. Have any required additional agreements, such as, cost sharing agreements, project cooperation agreements signed with NGOs (where the NGO is designated as the implementing partner) been attached to the project document?				GED will provide in-kind contribution for project office as well as utilities
c. Have draft terms of reference for key project personnel been attached?	✓			

  
 04.12.2019  
 A. Z. M. Saleh

**PROJECT DOCUMENT****[Bangladesh]****Project Title:** Strengthening Institutional Capacity for SDGs Achievement in Bangladesh (SC4SDG)**Implementing Partner:** UNDP**Project Number:** 00094549**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 "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 formulation, implementation, localization, monitoring, evaluation, reporting and outreach of SDGs in Bangladesh. UNDP has been a long-standing partner of the GoB in achieving global goals since MDGs era. In previous interventions, UNDP worked largely with the public sector; but for SDGs, it cannot be achieved without support of the 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 private sector, NGOs, CSOs, think-tank, academia and media to ensure the 'whole of the society' approach to attained SDG goals and targets.

The project has four 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; and
4. Partnerships and outreach for enhancing society wide participation in SDGs ensured.

**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 analyze 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.

<b>Total resources required:</b>	<b>US \$ 5.0 m</b>	
Total resources allocated:	<b>UNDP:</b>	US \$ 1.6 m
	<b>UNEP-PEA:</b>	US \$ 1.2 m
<b>Unfunded:</b>	US \$ 2.2 m	

**Agreed by UNDP:**

  
Sudipto Mukerjee  
Resident Representative

## 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 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 age 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 is 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, 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 earners<sup>1</sup>. 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.

## 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 includes 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 voice and promoting gender equality in the medium-term national development plans (FYPs) of Bangladesh. In the upcoming 8<sup>th</sup> 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

<sup>1</sup> Begum, F S (2014), Gender Equality and Women's Empowerment: Suggested Strategies for the 7<sup>th</sup> Five Year Plan, General Economics Division (GED), Planning Commission, Government of Bangladesh

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.

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### 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 implementation of the 8<sup>th</sup> Five Year Plan will be robust and accessible data sets that allow for 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 8<sup>th</sup> 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, 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 is 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 8<sup>th</sup> and the 9<sup>th</sup> 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 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 evaluation of 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 government in planning, finance, key policy ministries

SPR



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 the Institutional Transformation for SDG Achievement programme 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.

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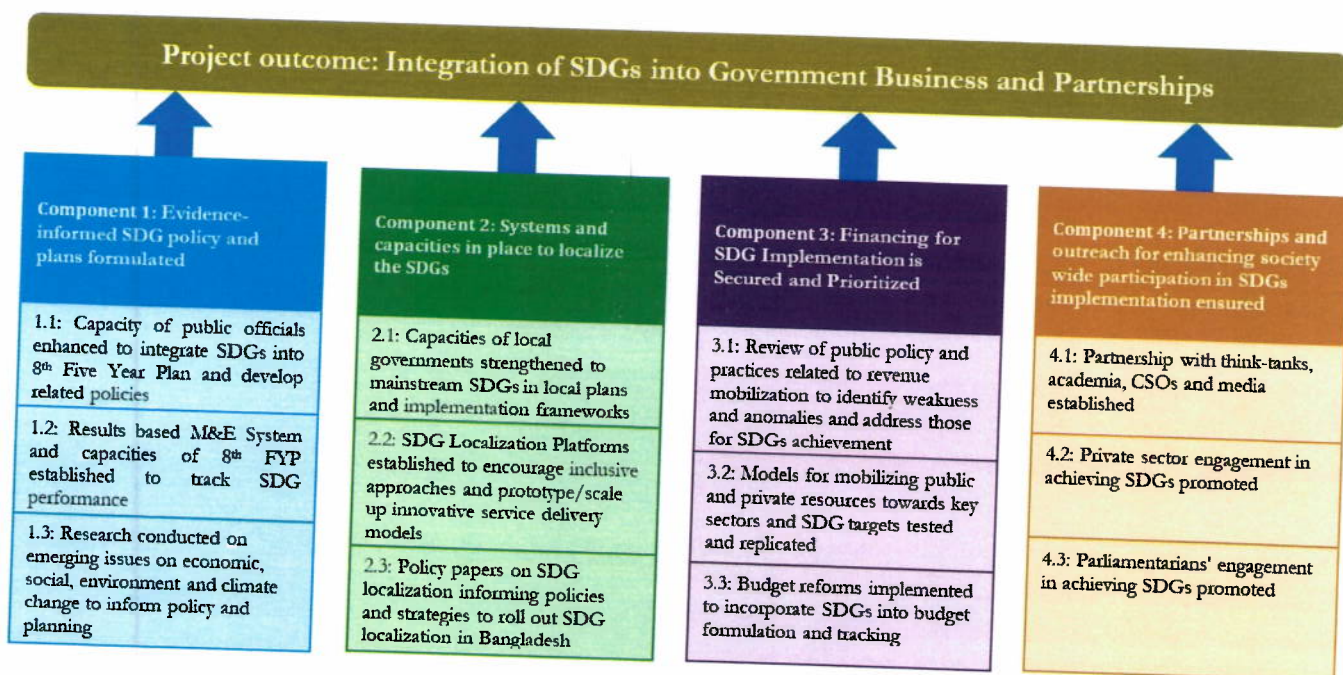
## **C. THE PROJECT**

### **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 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 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 private sector, National Board of Revenues and others to promote the alignment of capital with the SDGs. Finally, 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. 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 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 development of the necessary capacity, systems and institutions in place may be inadequately equipped to handle both the implementation and tracking the progress of SDG indicators. Therefore, 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 of the 7<sup>th</sup> Five Year Plan (FY16-FY20) which was prepared by the GED. The start of the 7<sup>th</sup> 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 8<sup>th</sup> FYP, which will cover the FY21-FY25 period, the GoB wants to ensure that the SDGs is fully integrated in the national planning document. As the 8<sup>th</sup> Plan will also be prepared by GED and given its importance, 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 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 for the 8<sup>th</sup> 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 8<sup>th</sup> 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 guardian of the five year plan, it is also responsible for all the government's capital project 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 recommendation 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 8<sup>th</sup> 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 minority covering both of hill and plain land, and people with disability. 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 8<sup>th</sup> 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 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 United Nations Poverty-Environment Action for the SDGs (PEA-S) global project. The PEA-S 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, pilot<sup>2</sup> 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 7<sup>th</sup> and up-coming 8<sup>th</sup> 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 Platforms established to encourage inclusive approaches and prototype/scale up innovative service delivery models**

The project work with GED and LGD to operationalize the Office Order on 'SDG Financing and Localization Platform' (SFLP) dated 30/09/2018 and help establish Bangladesh first platform to Localize the SDGs. The platform<sup>3</sup> will act as integrator for public institutions, the United Nations, Development partners, NGOs, CSOs, the private sector and 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'.

<sup>2</sup> 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.

<sup>3</sup> *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.

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 modifying 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**

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.

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.

**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 System<sup>4</sup>. 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

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.

<sup>4</sup>[http://unepinquiry.org/wp-content/uploads/2017/11/Roadmap\\_for\\_a\\_Sustainable\\_Financial\\_System.pdf](http://unepinquiry.org/wp-content/uploads/2017/11/Roadmap_for_a_Sustainable_Financial_System.pdf)



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

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. 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

#### **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 at 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.

## **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);
- 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);
- 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. It is aligned with the Government's 7<sup>th</sup> national development plan 2016-2020 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 of 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. The Project Board will oversee the implementation of the project. UNEP-PEA will be represented by the UNDP RR. 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. The PEA team in Bangkok and Nairobi will provide co-financing<sup>5</sup> as well as technical support and guidance as needed. The UNEP UNDA project will provide additional funding (TBD) to support work related to monitoring the SDGs in line with the GED request to channel UNDA funding through the SC4SDG.

## 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. A SDGs and M&E Analyst (50% cost shared by UNEP-PEA)
- iii. An Economist (mid-level) (50% cost shared by UNEP-PEA)
- iv. A Communication and Advocacy Officer (50% cost shared by UNEP-PEA)
- v. A Finance and Procurement Expert
- vi. A Project Associate (50% cost shared by UNEP-PEA)
- vii. A Research Associate (50% cost shared by UNEP-PEA)
- viii. An Admin Assistant
- ix. An Office Assistant

## 12. Project Assurance

A Programme Officer from UNDP Country Office will serve this role and be responsible for: carrying out programme oversight and monitoring functions; supporting Project Board meetings and

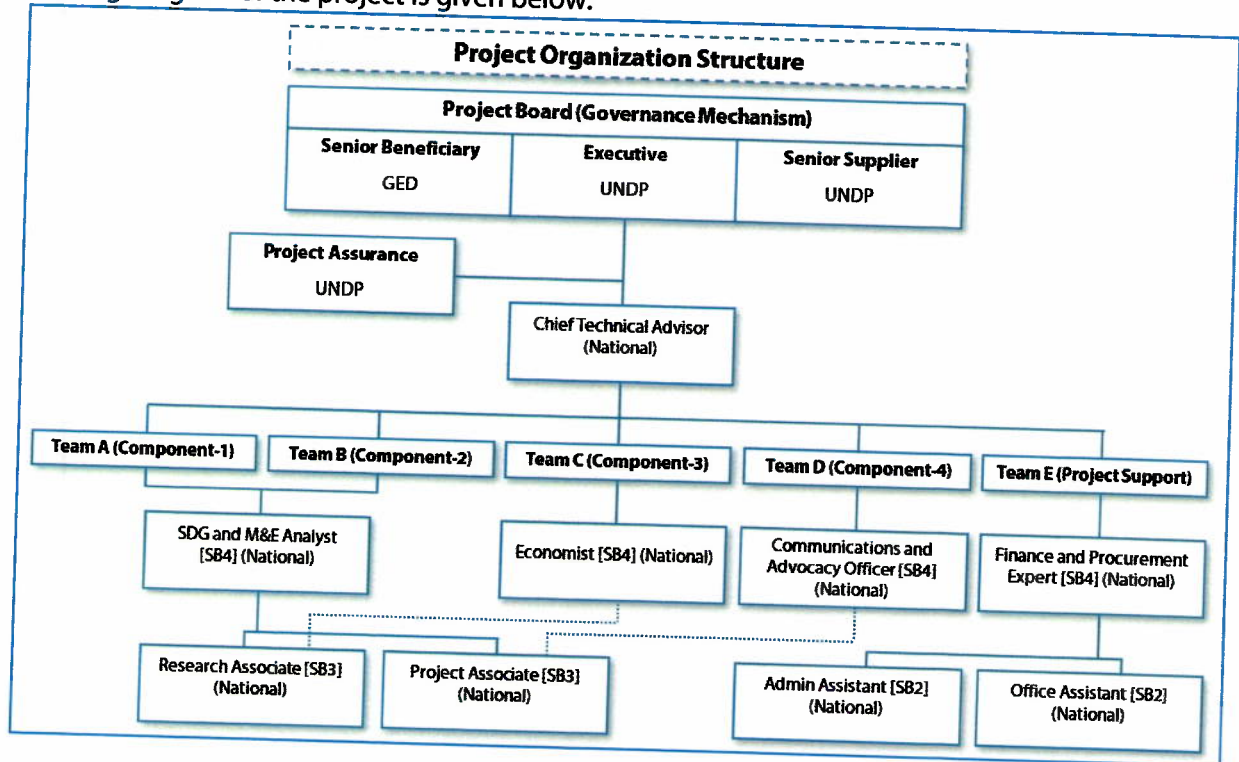
<sup>5</sup> PEA will provide 900,000 USD and will support fund raising efforts to mobilise additional 300,000 USD for a total of 1.2 million.



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:



## 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	00094549							
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 <sup>th</sup> Five Year Plan and develop related policies	1.1.1: # of GoB officials trained on contextualization and prioritization of SDGs including poverty-environment	0	Sep 2019	0	20	25	20
		1.1.2: Progress towards operationalization of Core SDGs Team (CST) to support in activities relating to the global goals	2	Sep 2019	3	4	4	4
		1.1.3: The extend of engagement in the preparation of 8 <sup>th</sup> Five Year Plan	0	Sep 2019	0	3	2	0
		1.1.4: # of public planners coached and trained on integration of SDGs into national policy plans	0	Sep 2019	0	20	20	20
		1.2.1: Progress towards establishment and operationalization of National SDGs M&E Platform, including poverty-environment	0	Sep 2019	0	5	4	4
Output 1.2: Results based M&E System and capacities of 8 <sup>th</sup> FYP established to track SDG performance		1.2.2: # of public planners coached and trained on SDGs monitoring and evaluation	0	Sep 2019	0	25	25	25
		1.2.3: # of Progress Report (or VNR) on SDG implementation, UNGA prepared regularly	7	Sep 2019	7	4	4	4
		1.2.4: # of stakeholder consultation workshops organized to receive feedback on SDG and 8 <sup>th</sup> FYP progress reporting	0	Sep 2019	2	5	4	3
		1.2.5: Development of and an agreement on DRF for the 8 <sup>th</sup> FYP through an inclusive process	0	Sep 2019	0	3	2	0



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	3	3	3	
	1.3.2: # of consultations organized to receive feedback from wider stakeholders on knowledge products	UNDP	0	Sep 2019	1	3	2	2	
<b>Component 2: Systems and capacities in place to localize the SDGs</b>									
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	UNDP	0	Sep 2019	0	3	4	2	
	2.1.2: # of training workshops organized for developing capacity of local government officials for SDGs implementation	UNDP	0	Sep 2019	0	8	6	5	
	2.2.1: Progress towards operationalization of SDG Localization Platform to oversee, support and monitor localization of SDGs	UNDP	0	Sep 2019	0	5	5	5	
	2.2.2: The extend of piloting of SDGs Upazila Action Plan to localize SDGs in eight Upazilas	UNDP	0	Sep 2019	2	5	5	5	
Output 2.2: SDG localization Platforms established to encourage inclusive approaches and prototype/scale up innovative service delivery models	2.2.3: Progress of piloting of SDGs implementation monitored, reported and disseminated	UNDP	0	Sep 2019	0	5	5	5	
	2.3.1: # of research papers and case-studies on 'SDG Localization' produced, including poverty-environment	UNDP	0	Sep 2019	0	2	4	4	
	2.3.2: # of consultation workshops organized to showcase the implementation status of SDGs localization	UNDP	0	Sep 2019	0	2	2	2	
	2.3.3: 'Annual High-Level Forum on 'SDG Localization' organized in collaboration with GED and LGD regularly	UNDP	0	Sep 2019	0	1	1	1	
<b>Component 3: Financing for SDG Implementation is Secured and Prioritized</b>									
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: Integrated financing framework for aligning public and private resources developed	UNDP	0	Sep 2019	0	2	2	1	
	3.1.2: Structured dialogue between public and private sector on regular basis organized	UNDP	0	Sep 2019	0	2	2	2	
	3.1.3: Analysis of resource gap conducted on regular basis (biannually) in light of SDGs Action Plan	UNDP	0	Sep 2019	0	2	2	2	
Output 3.2: Models for mobilizing public and private resources towards key sectors and SDG targets tested and replicated	3.2.1: # of consultations organized involving private sector and other relevant stakeholders for exploring innovative strategies of resource mobilization	UNDP	0	Sep 2019	0	1	1	1	
	3.2.2: # of studies conducted on SDGs financing mechanism	UNDP	0	Sep 2019	0	2	2	1	



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	15	10	
	3.3.2: # of GoB trained on SDG sensitive budget formulation, KPI development and SDG budget coding	UNDP	0	Sep 2019	0	20	20	20	
<b>Component 4: Partnerships and outreach for enhancing society wide participation in SDGs implementation ensured</b>									
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	4	5	5	
	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	1	1	
	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	5	5	
	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	2	2	
	4.3.1: # of trainings organized for active participation of parliamentarians in SDGs implementation, including poverty environment	UNDP	0	Sep 2019	0	2	2	2	
Output 4.2: Private sector engagement in achieving SDGs promoted	4.3.2: # of engagement established with different Parliamentary Standing Committees and All-party Parliamentary Group in SDGs implementation and monitoring including poverty-environment	UNDP	0	Sep 2019	0	5	5	5	
Output 4.3: Parliamentarians' engagement in achieving SDGs promoted									



## Annex 2: Multi- Year Work Plan

Component	Output	Proposed Budget												Total
		2020			2021			2022			2023			
		PEA	UNDP	Unfunded	PEA	UNDP	Unfunded	PEA	UNDP	Unfunded	PEA	UNDP	Unfunded	
Component 1: Evidence-informed SDG policy and plans formulated	Output 1.1 Capacity of public officials enhanced to integrate SDGs into 8th Five Year Plan and develop related policies	35640	21300	64800	32400	21833	62640	30240	21300	62640	0	48990	56160	457943
	Output 1.2 Results based M&E System and capacities of 8th FYP established to track SDG performance	23760	10650	56160	22500	9585	51840	17280	10650	48600	0	21300	54000	326325
	Output 1.3 Research conducted on emerging issues on economic, social, environment and climate change to inform policy and planning	28080	19170	34560	28080	17040	32400	28080	14910	32400	0	25560	41040	301320
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	0	30885	66960	0	27690	65880	0	14910	64800	0	14910	72360	358395
	Output 2.2: SDG localization Platforms established to encourage inclusive approaches and prototype/scale up innovative service delivery models	0	37275	84240	0	21300	83160	0	23430	83160	0	21300	77760	431625
	Output 2.3: Policy papers on SDG localization informing policies and strategies to roll out SDG localization in Bangladesh	38880	13845	23760	38880	8520	23760	35640	13845	21600	0	22365	52920	294015
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	0	22365	47520	0	22365	45360	0	10487	43200	0	6390	41040	238727



Component	Output	Proposed Budget												Total
		2020			2021			2022			2023			
		PEA	UNDP	Unfunded	PEA	UNDP	Unfunded	PEA	UNDP	Unfunded	PEA	UNDP	Unfunded	
Component 4: Partnerships and outreach for enhancing society wide participation in SDGs implementation ensured	Output 3.2 Models for mobilizing public and private resources towards key sectors and SDG targets tested and replicated	89640	19170	13841	86400	19170	10800	78840	19170	10800	0	38340	64800	450971
	Output 3.3 Budget reforms implemented to incorporate SDGs into budget formulation and tracking	0	5325	45360	0	20235	43200	0	5325	37800	0	5325	32400	194970
	Output 4.1 Partnership with think-tanks, academia, CSOs and media established	61560	8520	58320	34560	9585	56160	32400	11715	55080	0	19170	64800	411870
	Output 4.2 Private sector engagement in achieving SDGs promoted	21600	0	48600	34560	4260	45360	20520	0	43200	0	10650	51840	280590
Management and Operations Cost	Output 4.3 Parliamentarians' engagement in achieving SDGs promoted	21600	0	45360	21600	0	43200	21060	5325	45360	0	10650	54000	268155
	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.	0	201285	35100	16200	211935	35100	0	198090	32400	0	222585	32400	985095
Grand Total														5000000

### 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)
<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 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.		
<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 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 Plan<sup>6</sup>

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation				December 2021	GED, UNDP	US\$ 15,000
Final Evaluation				December 2022	GED, UNDP	US\$ 25,000

<sup>6</sup> Optional, if needed



## Annex 5: Risk Log<sup>7</sup>

**Project Title:** Strengthening Institutional Capacity for SDGs Achievement in Bangladesh (SC4SDG)

**Award ID:** 00094549 **Date:** June 2019

#	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		

<sup>7</sup> 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.

## 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"> <li><b>APPROVE</b> – the project is of sufficient quality to continue as planned. Any management actions must be addressed in a timely manner.</li> <li><b>APPROVE WITH QUALIFICATIONS</b> – 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.</li> <li><b>DISAPPROVE</b> – the project has significant issues that should prevent the project from being approved as drafted.</li> </ul>				
RATING CRITERIA				
STRATEGIC				
<b>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):</b> <ul style="list-style-type: none"> <li><b>3:</b> 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.</li> <li><b>2:</b> 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.</li> <li><b>1:</b> 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.</li> </ul>				<div>3 ✓ 2</div> <div>1</div> <div>Evidence</div>
<b>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):</b> <ul style="list-style-type: none"> <li><b>3:</b> The project responds to one of the three areas of development work<sup>8</sup> as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging areas<sup>9</sup>; an 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>)</li> <li><b>2:</b> The project responds to one of the three areas of development work<sup>1</sup> 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>)</li> <li><b>1:</b> While the project may respond to one of the three areas of development work<sup>1</sup> 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.</li> </ul>				<div>3 2 ✓</div> <div>1</div> <div>Evidence</div>
<p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>				
RELEVANT				
<b>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):</b> <ul style="list-style-type: none"> <li><b>3:</b> 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>)</li> </ul>				<div>3 2 ✓</div> <div>1</div> <div>Evidence</div>

<sup>8</sup> 1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building

<sup>9</sup> 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



<ul style="list-style-type: none"> <li>• <b>2:</b> 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></li> <li>• <b>1:</b> 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.</li> </ul> <p><i>*Note: Management Action must be taken for a score of 1</i></p>													
<p><b>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):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> 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.</li> <li>• <b>2:</b> 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.</li> <li>• <b>1:</b> 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.</li> </ul> <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>✓</td> <td>2</td> </tr> <tr> <td colspan="3">1</td> </tr> <tr> <td colspan="3">Evidence</td> </tr> </table>	3	✓	2	1			Evidence					
3	✓	2											
1													
Evidence													
<p><b>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):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> 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></li> <li>• <b>2:</b> 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></li> <li>• <b>1:</b> 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.</li> </ul> <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></td> <td>2</td> <td>✓</td> </tr> <tr> <td colspan="4">1</td> </tr> <tr> <td colspan="4">Evidence</td> </tr> </table>	3		2	✓	1				Evidence			
3		2	✓										
1													
Evidence													
<p><b>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):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> 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></li> <li>• <b>2:</b> 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.</li> <li>• <b>1:</b> 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.</li> </ul> <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></td> <td>2</td> <td>✓</td> </tr> <tr> <td colspan="4">1</td> </tr> <tr> <td colspan="4">Evidence</td> </tr> </table>	3		2	✓	1				Evidence			
3		2	✓										
1													
Evidence													
<p><b>SOCIAL &amp; ENVIRONMENTAL STANDARDS</b></p>													
<p><b>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):</b></p> <ul style="list-style-type: none"> <li>• <b>3:</b> 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></li> </ul>	<table border="1"> <tr> <td>3</td> <td></td> <td>2</td> <td>✓</td> </tr> <tr> <td colspan="4">1</td> </tr> <tr> <td colspan="4">Evidence</td> </tr> </table>	3		2	✓	1				Evidence			
3		2	✓										
1													
Evidence													



<ul style="list-style-type: none"> <li>• <b>2:</b> 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.</li> <li>• <b>1:</b> 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.</li> </ul> <p><i>*Note: Management action or strong management justification must be given for a score of 1</i></p>		
<b>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):</b> <ul style="list-style-type: none"> <li>• <b>3:</b> 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>.</li> <li>• <b>2:</b> 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.</li> <li>• <b>1:</b> 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.</li> </ul> <p><i>*Note: Management action or strong management justification must be given for a score of 1</i></p>	3	2 ✓
	1	
	Evidence	
<b>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]</b>	Yes ✓	No
	N/A	
<b>MANAGEMENT &amp; MONITORING</b>		
<b>10. Does the project have a strong results framework? (select from options 1-3 that best reflects this project):</b> <ul style="list-style-type: none"> <li>• <b>3:</b> 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></li> <li>• <b>2:</b> 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></li> <li>• <b>1:</b> 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.</li> </ul> <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	3 ✓	2
	1	
	Evidence	
<b>11. Is there a comprehensive and costed M&amp;E plan with specified data collection sources and methods to support evidence-based management, monitoring and evaluation of the project?</b>	Yes (3) ✓	No (1)
<b>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):</b> <ul style="list-style-type: none"> <li>• <b>3:</b> 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>.</li> <li>• <b>2:</b> 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></li> <li>• <b>1:</b> 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.</li> </ul> <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	3 ✓	2
	1	
	Evidence	
<b>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):</b> <ul style="list-style-type: none"> <li>• <b>3:</b> 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></li> <li>• <b>2:</b> Project risks identified in the initial project risk log with mitigation measures identified for each risk.</li> </ul>	3 ✓	2
	1	
	Evidence	

- **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.

\*Note: Management Action must be taken for a score of 1

#### 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):	3 ✓	2
<ul style="list-style-type: none"> <li>• <b>3:</b> 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></li> <li>• <b>2:</b> 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.</li> <li>• <b>1:</b> The required assessments have not been conducted, but there may be evidence that options for implementation modalities have been considered.</li> </ul>	Evidence	

\*Note: Management Action or strong management justification must be given for a score of 1

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?	3 ✓	2
<ul style="list-style-type: none"> <li>• <b>3:</b> 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.</li> <li>• <b>2:</b> 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.</li> <li>• <b>1:</b> 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.</li> </ul>	Evidence	

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)
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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.	Yes (3) ✓	No (1)
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\*Note: Management Action or strong management justification must be given for a score of "no"

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"> <li>• <b>3:</b> The project has a realistic work plan &amp; 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.</li> <li>• <b>2:</b> The project has a work plan &amp; budget covering the duration of the project <u>at the output level</u>.</li> <li>• <b>1:</b> The project does not yet have a work plan &amp; budget covering the duration of the project.</li> </ul>	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"> <li>• <b>3:</b> National partners have full ownership of the project and led the process of the development of the project jointly with UNDP.</li> <li>• <b>2:</b> The project has been developed by UNDP in close consultation with national partners.</li> <li>• <b>1:</b> The project has been developed by UNDP with limited or no engagement with national partners.</li> </ul>	Evidence	
	4 ✓	3
	2	1



<p><b>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):</b></p> <ul style="list-style-type: none"> <li>• <b>4:</b> 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.</li> <li>• <b>3:</b> 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.</li> <li>• <b>2:</b> 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.</li> <li>• <b>1:</b> 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.</li> <li>• <b>0:</b> Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions.</li> </ul>	<p><b>0</b></p> <p><b>Evidence</b></p>	
<p><b>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?</b></p>	<p>Yes (3) ✓</p>	<p>No (1)</p>
<p><b>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)?</b></p>	<p>Yes (3) ✓</p>	<p>No (1)</p>



## Annex 7: Environmental Screening

<b>Project Information</b>	
1. Project Title	Strengthening Institutional Capacity for SDGs Achievement in Bangladesh (SC4SDG)
2. Project Number	00094549
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

<b>QUESTION 2: What are the Potential Social and Environmental Risks?</b> <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>	<b>QUESTION 3: What is the level of significance of the potential social and environmental risks?</b> <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i>			<b>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)?</b>
<b>Risk Description</b>	<b>Impact and Probability (1-5)</b>	<b>Significance (Low, Moderate, High)</b>	<b>Comments</b>	<b>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.</b>
No risk identified	I = P =			Not applicable.
	I = P =			
	I = P =			
	I = P =			
	<b>QUESTION 4: What is the overall Project risk categorization?</b>			
	Select one (see <a href="#">SESP</a> for guidance)			<b>Comments</b>
	<b>Low Risk</b> <input checked="" type="checkbox"/>			
	<b>Moderate Risk</b> <input type="checkbox"/>			
	<b>High Risk</b> <input type="checkbox"/>			
	<b>QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?</b>			
	Check all that apply			<b>Comments</b>
	<b>Principle 1: Human Rights</b> <input type="checkbox"/>			
	<b>Principle 2: Gender Equality and Women’s Empowerment</b> <input type="checkbox"/>			
	<b>1. Biodiversity Conservation and Natural Resource Management</b> <input type="checkbox"/>			
	<b>2. Climate Change Mitigation and Adaptation</b> <input type="checkbox"/>			
	<b>3. Community Health, Safety and Working Conditions</b> <input type="checkbox"/>			
	<b>4. Cultural Heritage</b> <input type="checkbox"/>			
	<b>5. Displacement and Resettlement</b> <input type="checkbox"/>			
	<b>6. Indigenous Peoples</b> <input type="checkbox"/>			
	<b>7. Pollution Prevention and Resource Efficiency</b> <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? <sup>10</sup>	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
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	No

<sup>10</sup> 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.



protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	
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
<b>Standard 2: Climate Change Mitigation and Adaptation</b>	
2.1 Will the proposed Project result in significant <sup>11</sup> 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
<b>Standard 3: Community Health, Safety and Working Conditions</b>	
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
<b>Standard 4: Cultural Heritage</b>	
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
<b>Standard 5: Displacement and Resettlement</b>	
5.1 Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No

<sup>11</sup> In regards to CO<sub>2</sub>, '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.]

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? <sup>12</sup>	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
<b>Standard 6: Indigenous Peoples</b>	
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
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
<b>Standard 7: Pollution Prevention and Resource Efficiency</b>	
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

<sup>12</sup> 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.



## Annex 8: List of Knowledge Products Produced under SSIP and EI, IP Project

Sl.	Title	Type
<b>SDG Related Publications</b>		
1	Prospects and Opportunities of International Cooperation in Attaining SDG Targets in Bangladesh	Report
2	টেকসই উন্নয়ন অভীষ্ট অর্জনে এগিয়ে যাচ্ছে বাংলাদেশ (জাতিসংঘ সাধারণ পরিষদের ৭৪ তম অধিবেশনের জন্য প্রণীত)	Booklet
3	Bangladesh Moving Ahead with SDGs [Prepared for Bangladesh Delegation to 74 <sup>th</sup> UNGA Session 2019]	Booklet
4	Empowering People: Ensuring Inclusiveness and Equality [For Bangladesh Delegation to High-Level Political Forum 2019]	Booklet
5	Compendium of Bangladesh Environment Statistics of Bangladesh 2017	Report
6	টেকসই উন্নয়ন অভীষ্টঃ বাংলাদেশ অগ্রগতি প্রতিবেদন ২০১৮ (ইংরেজি থেকে অনূদিত)	Report
7	Sustainable Development Goals: Bangladesh First Progress Report 2018	Report
8	এসডিজি অভিযাত্রা: এগিয়ে যাচ্ছে বাংলাদেশ (জাতিসংঘ সাধারণ পরিষদের ৭৩তম অধিবেশনের জন্য প্রণীত)	Booklet
9	Journey with SDGs Bangladesh is Marching Forward [Prepared for Bangladesh Delegation to 73 <sup>rd</sup> UNGA Session 2018]	Booklet
10	Bangladesh Environmental Statistics Framework (BESF) 2016-2030	Report
11	Education Sector Strategy and Actions for Implementation of the 7 <sup>th</sup> Five Year Plan (FY 2016-20)	Report
12	National Action Plan of Ministries/Divisions by Targets for the Implementation of SDGs	Report
13	Monitoring and Evaluation Framework of Sustainable Development Goals (SDGs): Bangladesh Perspective	Report
14	Bangladesh Development Journey with SDGs [Prepared for Bangladesh Delegation to 72 <sup>nd</sup> UNGA Session 2017]	Booklet
15	SDGs Financing Strategy: Bangladesh Perspective	Report
16	Bangladesh Voluntary National Review (VNR) 2017: Eradicating poverty and promoting prosperity in a changing world	Report
17	টেকসই উন্নয়ন অভীষ্ট, লক্ষ্যমাত্রা ও সূচকসমূহ (মূল ইংরেজী থেকে বাংলায় অনূদিত)	Booklet
18	Data Gap Analysis for Sustainable Development Goals (SDGs): Bangladesh Perspective	Report
19	A Handbook on Mapping of Ministries by Targets in the Implementation of SDGs aligning with 7 <sup>th</sup> Five Year Plan (2016-20)	Report
20	Integration of Sustainable Development Goals into the 7 <sup>th</sup> Five Year Plan	Report
21	Pocketbook of SDG Targets	Pocketbook
22	Pocketbook of SDG Indicators	Pocketbook
<b>MDG Related Publications</b>		
23	Millennium Development Goals (MDGs): End-Period Stocktaking and Final Evaluation (2000-2015)	Report
24	Millennium Development Goals: Bangladesh Progress Report 2015	Report
25	MDGs to Sustainable Development Transforming our World: SDG agenda for Global Action (2015-2030) [Prepared for Bangladesh Delegation to 70 <sup>th</sup> UNGA Session 2015]	Booklet
26	Progress of MDGs in Bangladesh and the Process towards formulating Post 2015 Development Agenda [Prepared for Bangladesh Delegation to 69 <sup>th</sup> UNGA Session 2014]	Booklet
27	Millennium Development Goals: Bangladesh Progress Report 2013	Report
<b>Other Notable Publications</b>		
28	Banking Atlas	Map
29	The Impact of Formal Banking Services on Poverty Reduction: Evidence from Sub-district Level Data of Bangladesh	Report
30	Dynamics of Regional Poverty and Real Wages: Policy Implications for Development Interventions	Report
31	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**

### **1. 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.

## **2. SDGs and M&E Analyst (National, full term)**

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:**

The incumbent shall carry out the duties given below to achieve the mission:

- Work closely with the technical and established GED staffs and serve a facilitation role to ensure linkages with policy circles and the sharing of information and project facilities is achieved across GoB partners and agencies;
- Set performance targets (e.g.: key performance indicators) of project activities and assist the activity lead persons and government officials to systematically assess progress towards achieving them;
- Build capacity of policy-makers to utilize monitoring data in policy decisions;
- Input 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;
- Commission survey, assessment and workshops in order to ensure proper monitoring and evaluation (mid-term and final evaluation) of the project;
- Develop institutional design and regulatory guidelines for the national level system operationalization;
- Maintain liaison with Core SDGs Team, National SDGs M&E Platform 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 Assistant) 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, public administration, environment, or a related field; knowledge of SDGs and other development issues is preferred;
- A minimum of 5 years of work experience in knowledge management, M&E and research experience of M&E related to environment and climate an advantage;
- Knowledge about the tools of M&E of UNDP;



- Awareness of GoB government machinery;
- Knowledge about SDGs and government's initiatives for monitoring and implementing SDGs;
- Experience of working with Planning Commission, specifically GED will be preferable;
- Knowledge of Bangla and excellent English writing and editing skills;

### **3. Economist with a focus on environment [Mid-level] (National, full time)**

#### **Major tasks**

The economist will be responsible for conceptualizing the economic issues of the SDGs. The role of the mid-level economist will be critical in designing the plan for piloting SDG localization and devising strategies for financing SDGs implementation. S/he will be responsible for out-sourcing SDG related research works. The economist will ensure that knowledge is properly transferred to Government Officials throughout the project.

#### **Required qualifications and experience:**

- Advanced university degree (Master's degree or higher) in economics ideally with an environmental, climate and or natural resource focus
- A minimum of 5 years work experience in economic and environmental research and analysis, policy formulation, and application of economic principles in national strategic planning.
- Sound knowledge of the SDGs related data
- Some knowledge of national planning programmes and SDG related interventions;
- Strong knowledge of environment, climate change and natural resources issues about national economic policies;
- Strong knowledge of poverty analysis, specific awareness of pro-poor growth dynamics and analytical tools;
- Understanding of economic theories, principles and their applications to current national economic and development issues; proven capacity to deal with complex policy analyses and undertake economic research.
- Proven ability to produce reports and research papers with a good command of econometrics and macroeconomic modelling techniques.
- Demonstrated experience in designing and transferring know-how.

#### **4. Communications and Advocacy Officer (National, full term)**

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:**

- Ensure advocacy and communications needs of GED, UNDP and other stakeholders;
- Design and implement advocacy strategies aligned to the Sustainable Development Goals;
- Develop communications products including policy papers, reports, brochures, bulletins and other;
- Partner with the GED and UNDP teams to support their advocacy function to develop and implement advocacy strategies;
- 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.
- Lead the organization of external relations activities and policy advocacy events, including debates and consultations;
- Drive forward the process of capacity-building of relevant stakeholders, particularly civil society institutions regarding policy debates and media communications;
- Perform research and draft reports as required, including writing of speeches, opinion pieces, scripts and briefing memos;
- Ensure that the work of the consultants is effectively monitored and complies with agreed standards.

##### **Required qualifications and experience:**

- Minimum of 3 years' experience, relevant to the assignment as defined in the terms of reference;
- Proven track-record of communications and media management skills, and a solid 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;
- Flexibility, autonomy and reliability are essential;
- Excellent team work, communication, writing and organizational skills;
- Government or International NGO experience will be an added advantage.



## **5. Finance and Procurement Expert (National, full term)**

### **Major responsibility**

The incumbent shall carry out the duties given below to achieve the mission. S/he will:

- Assume direct responsibility for managing the programme budget and supervise the administration staff of the project on behalf of the Chief Technical Advisor, ensuring that:
  - Programme 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 maintained;
  - Required financial reports are prepared;
  - Financial operations of the programme are transparent and stands up to audit at any time;
  - Manage petty cash of the project;
  - Implementation of operational strategies;
  - Efficient administrative support;
  - Efficient HR support
  - Support to Procurement and asset management;
- Supervise the project finance and administration staff;
- 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 draft budget revisions, shadow budgets, budget reprisal based on programme delivery reports (PDRs) and other financial and accounting reports;
- Prepare and submit the Annual Work Plan and Revised Annual Work Plan with change log to UNDP and complete total uploaded work in ATLAS;
- Prepare and submit the Multi Year Budget to UNDP and complete total uploaded work in ATLAS with notification to UNDP country office;
- Coordinate and ensure preparation of monthly reconciliation and analysis report for project internal use based on Detailed expenditure report, project budget balance report, combined delivery report and cost sharing apportionment report downloaded from ATLAS and information recorded in the project office to ensuring that only SSIP expenses charged to the project and report on anomalies;
- Based on the reconciliation, supervise the preparation of the information based on ATLAS and supervise processing required GLJEs through UNDP country office ensuring accuracy of information in ATLAS;
- Ensure GMS charged to the project reviewed at the end of each quarter after CDR is finalized;
- Analyzed and reconcile the data following the information recorded in the project office before the CDR is signed on quarterly and annual basis;
- Maintain overall and comprehensive financial information of the project to support reporting and implementation;
- Ensure implementation of operational strategies;
- Coordinates travel arrangements including DSA and other administrative related tasks;
- Support with protocol matters, resignation of staff, coordination with local authorities on space and other administrative matters
- Administrative support to the management programme including administration of budgets/AWPs;
- Support to the project team in Atlas, Accounting, Administrative and Financial Matters;
- Preparation of requisitions in Atlas and register of goods receipts in Atlas and make budget checks for requisitions, POs and vouchers;
- Active support to resource mobilization, partnerships and networking issues;
- Facilitation of information flow, coordination of schedule and other logistic arrangements;

- Lead the preparation and organization of meetings, workshops, seminars, outreach activities etc;
- 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;
- Advise and assist international 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 the project vehicles, drivers and messengers as per UNDP rules and regulations;
- Perform any other duties assigned by the Chief Technical Advisor

**Required qualifications and experience:**

- Master's in Business Administration, Finance, Accounting, Management or Public Administration from a recognized university.
- Minimum of 5 years of accounting 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 ERP system is desirable;
- Preferably experience of working in UN bi-lateral project with multi donor approach and familiar to work with GoB;
- Experience for implementation the development projects under GoB /NEX will be an added value;
- Experience of working in UNDP projects would be considered as strength;
- Demonstrable proficiency with Microsoft Word, Excel, PowerPoint, Access and other accounting tools;
- Excellent communication skills, both verbal and written, in English and Bangla.
- Experience of working with Planning Commission, specifically GED/ MDG/SSIP project will be preferable.

## **6. Project Associate (National, full term)**

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:**

- **Research, Reporting and Studies:**
  - Assist the SDGs and M&E Analyst and Economist in commissioning research and conducting studies.
  - 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 from a recognized university in International Relations, Economics, Business Administration, or a related field.
- A minimum of 3 years work experience;
- Knowledge of GoB national planning programmes and SDGs related interventions;
- Introductory knowledge of macroeconomics/development economics
- Awareness of GoB government machinery;
- Excellent communication skills, both verbal and written, in English and Bangla



## **7. Poverty Environment Research Associate (National, full term)**

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:**

- **Research, Reporting and Studies:**
  - Assist the SDGs and M&E Analyst in commissioning research and conducting studies including on PE issues.
  - 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 SDGs M&E Network and SDGs Core Team (CST).
- **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 other leading project staff.

### **Required qualifications and experience:**

- The candidate must have a Bachelor's degree from a recognized university from a recognized university in environment or related field.
- A minimum of 2 years work experience;
- Knowledge of GoB national planning programmes and SDGs related interventions;
- Awareness of GoB government machinery;
- Excellent communication skills, both verbal and written, in English and Bangla



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Ref: UNDP/ SC4SAB/003

25 November 2019

Subject: Meeting Minutes of Local Project Appraisal Committee (LPAC)

Dear Madam, *Hfroz*

We are pleased to share the meeting minutes of the Local Project Appraisal Committee (LPAC) for the project titled 'Strengthening Institutional Capacity for SDGs Achievement in Bangladesh (SC4SDG)' held on Monday, 25 November 2019 at 01.00 pm at the NEC-2 Conference Room, Economic Relations Division (ERD).

Thank you.

*With my best wishes.*

Yours Sincerely

*[Signature]*  
26/11/19  
Sudipto Mukerjee  
Resident Representative

Ms. Sultana Afroz  
Additional Secretary and Wing Chief of UN  
Economic Relations Division (ERD)  
Ministry of Finance  
Sher-e-Bangla Nagar  
Dhaka 1207

Attachment: as stated above.



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-Page 2-

Distribution (not according to seniority):

1. Member (Senior Secretary), General Economics Division, Sher-e-Bangla Nagar, Dhaka.
2. Chairman, National Board of Revenue (NBR), Rajashaw Bhaban, Segunbagicha, Dhaka.
3. Secretary, Finance Division, Ministry of Finance, Building # 7, Bangladesh Secretariat, Dhaka.
4. Secretary, Local Government Division (LGD), Ministry of Local Government, Rural Development and Cooperatives, Bangladesh Secretariat, Dhaka.
5. Member (Secretary), Socio Economic Infrastructure Division, Bangladesh Planning Commission, Dhaka.
6. Secretary, Planning Division, Bangladesh Planning Commission, Dhaka
7. Director General, Governance Innovation Unit, Prime Minister's Office, Dhaka.
8. Director General, Bangladesh Bureau of Statistics (BBS), E, 27/A Statistics Road, Dhaka.
9. Chief, General Economics Division, Sher-e-Bangla Nagar, Dhaka.
10. Additional Secretary, UN Wing, Economic Relations Division (ERD), Sher-e-Bangla Nagar, Dhaka.





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**Meeting Minutes of Local Project Appraisal Committee (LPAC)**

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

Date : 25 November 2019

Venue : NEC-2 Conference Room, ERD

1. Attendance

List of participants is attached.

2. Opening

The LPAC meeting was co-chaired by Ms. Sultana Afroz, Additional Secretary and chief of UN Wing, Economic Relations Division (ERD) and Mr. Sudipto Mukerjee, Resident Representative (RR), UNDP. The meeting started with welcoming all the members specially thanked Dr. Shamsul Alam, Member (Senior Secretary) General Economics Division (GED) to attend the meeting. Ms. Sultana Afroz, Additional Secretary mentioned that this project will strengthen the capacity of govt. institution to achieve SDGs targets and it is well-versed document built on the four pillars of the SDGs collaboration framework. Mr. Sudipto Mukerjee, Resident Representative (RR) UNDP remarked that this project is a piece of the modular development programme of Bangladesh for the next century 2100. He also mentioned that UNDP and UNEP-PEA have already secured USD 2.8 million of total requirements USD 05 million that leaves USD 2.2 million unfunded, he briefed. The GED Member (Senior Secretary) set the content of the project and also recognized the important role of SSIP and EI Project in mainstreaming the MDGs, especially SDGs in Bangladesh.

Ms. Sultana Afroz, Additional Secretary (UN) requested the UNDP for making a presentation on the project under appraisal titled 'Strengthening Institutional Capacity for SDGs Achievement in Bangladesh (SC4SDG).

3. Presentation

Mr. Fakrul Ahsan, Chief Technical Advisor, EI IP project, UNDP made a brief presentation on the needs, objectives, alignments with SDG framework, components, outputs, outcomes,



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resource mobilization, associated risks and countermeasures and organization structure of the project.

#### 4. Summary of Key Issues Discussed

Mr. Sudipto Mukerjee explained that as 16 agencies will be involved in implementing 12 outputs of the project, it seems more appropriate to take this project under direct implementation by UNDP. Therefore, this project does not require to have a position for National Project Director (NPD). The Chief Technical Advisor (National) will be responsible for day to day project activities including technical advisory support of this project. While GED will be the focal point of this project. The project office will be at the GED.

Ms. Sultana Afroz, Additional Secretary inquired about the implementation arrangement of the project especially the role of ERD and PMO. In response, Ms. Shaila Khan, Assistant Resident Representative and Advisor, Business Development, clarified that Project Board is usually Chaired by the Resident Representative UNDP given the Direct Implementation Modality (DIM). However, the PB can also be co-chaired by UNDP and GED being the focal ministry. In addition, the members of the PB is not finite and can also co-opt members from relevant ministries/departments as required. The government agencies such as ERD, PMO can also be responsible party. Mr. Mukerjee also suggested to prepare the Terms of Reference of all responsible parties as necessary during the implementation period.

Mr. Md. Mokammel Hossain, Additional Secretary, Prime Minister's Office urged that the capacity building should reach the group is left behind at the grassroot level. He also suggested the project to give emphasis on the 39+1 indicators during implementation. He also noted on the unfunded share of the project and suggested that ERD, GED and UNDP jointly should look for the innovative financing from non-traditional sources.

Ms. Md. Alamgir Hossen, Deputy Director, Bangladesh Bureau of Statistics (BBS) also queried about the possible role of BBS as the project succeeds on results-based M&E system and capacities to track SDG performance. Mr. Ahsan responded that BBS is the key partner of component-1 of the project assuming the systems and capacities of the agency can be utilized for implementing the three outputs of the component.

#### 5. LPAC Recommendations:

- a. The UNDP requested ERD to organize a 'Donor Consultation' for presenting the unfunded resources of the project. ERD and PMO should be included as the responsible parties alongside LGD, MoF, BBS, NBR and the Parliament.




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- b. Prompt endorsement of Strengthening Institutional Capacity for SDGs Achievement in Bangladesh (SC4SDG) project so that the project can be launched at the margins of the Bangladesh Development Forum (BDF) 2020.
- c. The ERD, GED and UNDP are requested to take a leading role for resource mobilization particularly for the unfunded activities.

6. Decisions

**The meeting unanimously endorsed and approved the project.**

The Co-Chairs thanked all esteemed colleagues from the Government and UNDP for their kind attendance and inputs.

  
26/11/19  
**Sudipto Mukerjee**  
Resident Representative  
UNDP Bangladesh

  
26.11.19  
**Ms. Sultana Afroz**  
Additional Secretary and Wing Chief of UN,  
Economic Relations Division (ERD)  
Government of Bangladesh

Attachment:

- I. Presentation on project under appraisal 'Strengthening Institutional Capacity for SDGs Achievement in Bangladesh (SC4SDG)' made in the LPAC meeting.
- II. List of participants., and





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List of Participants

1. Dr. Shamsul Alam, Member (Senior Secretary), General Economics Division.
2. Mr. Sudipto Mukerjee, Resident Representative, UNDP Bangladesh.
3. Ms. Sultana Afroz, Additional Secretary, UN Wing, Economic Relations Division (ERD, Dhaka).
4. Mr. Mokammel Hossain, Additional Secretary, Prime Minister's Office, Dhaka.
5. Mr. Md. Mafidul Islam, Chief, General Economics Division, Sher-e-Bangla Nagar, Dhaka.
6. Mr. Amal Krishna Mondal, Joint Secretary, Economic Relations Division (ERD), Dhaka.
7. Dr. Uttam Kumar Dey, Deputy Secretary, Planning Division, Dhaka.
8. Ms. Nusrat Noman, Deputy Secretary, Economic Relations Division (ERD, Dhaka).
9. Mr. Muhammad Kamrul Hasan, Deputy Secretary, National Board of Revenue, Dhaka.
10. Mr. Md. Alamgir Hossen, Deputy Director, Bangladesh Bureau of Statistics, Dhaka.
11. Mr. Md. Mahbubul Alam Siddique, Senior Assistant Chief, GED, Dhaka.
12. Mr. Md. Shamim Miah, Assistant Chief and PS to Member, GED, Dhaka.
13. Ms. Shaila Khan, Assistant Resident Representative and Advisor, Business Development and Partnerships, UNDP Bangladesh.
14. Mr. Fakrul Ahsan, Chief Technical Advisor, EI, IP project, UNDP Bangladesh.
15. Mr. A. Z. M. Saleh, Knowledge Management and Research Coordinator, EI, IP Project, UNDP.
16. Mr. Md. Shahadut Hossain Mazumder, Finance and Admin Manager, EI, IP Project, UNDP.
17. Ms. Suriya Ferdous, Research Officer, EI, IP Project, UNDP.