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## United Nations Development Programme

Country: Bangladesh

### PROJECT DOCUMENT

**Project Title: National capacity development for implementing Rio Conventions through environmental governance**

**UNDAF Outcome(s):** 5.2: By 2016, vulnerable populations benefit from natural resource management; environmental governance and low- emission green development.

**UNDP Strategic Plan Environment and Sustainable Development Primary Outcome:** Mainstreaming sustainable and equitable trends of environment and energy.

**UNDP Strategic Plan Secondary Outcome:** Mechanisms for sustainable management of natural resources are created

**Expected CP Outcome(s):** Analytical frameworks and mechanisms adopted to ensure reversal of environmental degradation, climate change mitigation and adaptation, and prevention and response to natural and man-made disasters.

**Expected CPAP Output(s):** 5.2.2: Relevant institutions have greater capacity to implement existing environment policies, plans and budgets for better environmental governance integrating considerations of poverty-environment-climate change interfaces

**Executing Entity/Implementing Partner:** Department of Environment, Ministry of Environment and Forests

**Implementing Entity/Responsible Partners:** Ministry of Environment and Forest Resources

#### Brief Description:

The goal of this project is to strengthen Bangladesh's capacities to implement and manage Rio Convention obligations. The project's strategy emphasizes a long-term approach to institutionalizing capacities to meet Rio Convention obligations through a set of learn-by-doing activities to integrate Rio Convention and other key related MEA obligations into the country's national development framework. Specifically, this project will strengthen institutional and technical capacities and skills for improved implementation of the Rio Conventions. Additionally, this project will enhance Bangladesh's human resource development by working the leading national training institutions. The active participation of stakeholder representatives in the full project life cycle serves to facilitate the strategic adaptation of project activities in keeping with project objectives. The critical role of non-state stakeholders will contribute to the adaptive collaborative management of project implementation.

Programme Period:	<u>2015 - 2018</u>	Total resources required	US\$ 1,320,000
Atlas Award ID:	00079684	Total allocated resources	US\$ 1,320,000
Atlas Project ID:	00089619	• UNDP (Grant)	US\$ 200,000
PIMS #	4884	• MoEF (In-kind)	US\$ 460,000
Start date:	May 2015	• GEF (Grant)	US\$ 660,000
End Date:	April 2018		
Management Arrangements:	NIM		
PAC Meeting Date:	02 October 2014		

**Agreed by Government :**

**Economic Relations  
Division**



27/5/2015  
Date/Month/Year

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27.5.2015  
Date/Month/Year

**Agreed by:**

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## **Acronyms and Abbreviations**

ACM	Adaptive Collaborative Management
ADB	Asian Development Bank
APR	Annual Progress Report
BARC	Bangladesh Agricultural Research Council
BARI	Bangladesh Agricultural Research Institute
BCCSAP	Bangladesh Climate Change Strategy and Action Plan
BFRI	Bangladesh Forest Research Institute
BNH	Bangladesh National Herbarium
BPATC	Bangladesh Public Administration Training Centre
BRRI	Bangladesh Rice Research Institute
CBD	Convention on Biological Diversity
CCCD	Cross-Cutting Capacity Development
CCD	Convention to Combat Desertification and Drought
CCU	Climate Change Unit
CDAP	Capacity Development Action Plan
CREL	Climate Resilient Ecosystems and Livelihoods
DDM	Department of Disaster Management
DoAE	Department of Agricultural Extension
DoE	Department of Environment
EIA	Environmental Impact Assessment
FCCC	Framework Convention on Climate Change
FD	Forest Department
GDP	Gross Domestic Product
GEF	Global Environment Facility
GEF Sec	Secretariat of the Global Environment Facility
GIZ	German Society for International Cooperation
IP	Implementing partner
IWM	Institute of Water Modelling
M&E	Monitoring and Evaluation
MoA	Ministry of Agriculture
MDG	Millennium Development Goal
MEA	Multilateral Environmental Agreement
MoEF	Ministry of Environment and Forests
MoDMR	Ministry of Disaster Management and Relief
MoFL	Ministry of Fisheries and Livestock
MoWR	Ministry of Water Resources
NAP	National Action Plan
NAPA	National Adaptation Programme of Action
NBSAP	National Biodiversity Strategy and Action Plan
NCSA	National Capacity Self-Assessment
NGO	Non-Governmental Organization
NSDS	National Sustainable Development Strategy
PIR	Project Implementation Review
PSC	Project Steering Committee
SPARRSO	Space Research and Remote Sensing Organization
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
WARPO	Water Resources Planning Organization
WDB	Water Development Board

## **PART I - PROJECT**

### **A Project Summary**

#### **A.1 Project Rationale, Objectives, Outcomes/Outputs, and Activities**

1. In 2007, Bangladesh completed its National Capacity Self-Assessment (NCSA) in which limited technical and managerial capacity of human resources in the relevant multilateral environmental agreements (MEAs) areas was identified as the most critical constraint to MEA implementation (MoEF 2007:181). This project was developed in direct response to this need.
2. Bangladesh has made great efforts to strengthen its environmental policy and programming since completion of its NCSA. It has completed and revised numerous programmes, policies, and plans that address the country's different MEA obligations. Such plans include the *National Adaptation Programme of Action* (NAPA); the *National Biodiversity Strategy and Action Plan* (NBSAP); the *National Action Plan* (NAP); the *Sixth Five Year Plan* (SFP) of the Government of Bangladesh (FY 2011-FY 2015); the *Bangladesh Climate Change Strategy Action Plan* (BCCSAP); and the *National Sustainable Development Strategy 2011-2021* (NSDS). Additionally, the country has just recently reviewed and updated its National Environmental Policy, though it remains to be implemented.
3. Each of the above mentioned plans highlight capacity development as a priority for meeting national obligations to the Rio Convention as well as other MEAs. This project responds to this specific cross-cutting capacity development priority. In doing so, this project seeks to catalyze more effective participation in environmentally sound and sustainable development in a way that produces co-benefits for the global environment.
4. The project is strategic in that it responds to a targeted set of underlying barriers to environmental management towards the goal of meeting and sustaining global environmental outcomes. Specifically, the project will facilitate the proactive and constructive engagement of decision-makers across environmental focal areas and socio-economic sectors. This project is innovative and transformative in that environmental and resource management at the sub-national level lacks institutional authority in the baseline.
5. The Ministry of Environment and Forests (MoEF) is the executing entity for this project, and the project will be developed in accordance with agreed policies and procedures between the Government of Bangladesh and UNDP. With the support of UNDP, MoEF will establish the necessary planning and management mechanisms and facilitate government decision-making to catalyze implementation of project activities and timely delivery of project outputs. The project was designed to be complementary to other related projects under implementation in Bangladesh, including those supported by the Global Environment Facility (GEF). Given these, careful attention will be given to coordinating project activities in such a way that activities are mutually supportive and opportunities capitalized to realize synergies and cost-effectiveness.
6. This project conforms to Programme Framework 4 of the GEF-5 Cross-Cutting Capacity Development Strategy, which calls for the strengthening of capacities to implement the Rio Conventions through improved national environmental management. More precisely, this CCCD framework provides the vision for CCCD projects to integrate and mainstream Rio Convention obligations into Bangladesh's national environmental management framework by strengthening capacities to manage the global environment through the pursuit of sustainable development.
7. Specifically, the project will strengthen institutional and technical capacities and skills for improved implementation of the Rio Conventions. A co-benefit of the project will be the improvement of technical capacities for reporting on Rio Convention implementation. The project will also define and develop new and improved environmental management performance criteria, indicators, and standards. Through partnerships with key stakeholder organizations, the project will also help strengthen the capacities civil societies and community-based organizations, and has a high potential to contribute significantly towards improving the performance of national and local institutions.

8. The project is consistent with the programmatic objectives of the three GEF thematic focal areas of biodiversity, climate change and land degradation, the achievement and sustainability of which is dependent on the critical development of capacities (individual, organizational and systemic). Through the successful implementation of this project, Bangladesh's institutional and human resources will be strengthened in order to help implement MEAs and national policy instruments in a manner that fully reflects Rio Convention principles and obligations. Furthermore this project will be developed in a way that is consistent with other GEF-funded activities such as the UNDAF and MDG.

9. The expected outcome of this project is that best practices and innovative approaches for meeting and sustaining Rio Conventions are available and accessible for implementation through national development policies and programmes. This outcome is disaggregated into three components:

**Component 1: Developing institutional capacities for management of global environment**

**Component 2: Mainstreaming of global environmental conventions into human resource development**

**Component 3: Raising awareness of the linkages between the Rio Conventions and sustainable development**

10. The project's objective is to **enhance the capacity of relevant policy and institutional stakeholders to enable compliance with the three Rio Conventions and other MEAs**. Specifically, this will be carried out by targeting and training government staff at the local, regional and national levels on the specific interpretation of Rio Convention provisions as they apply to their respective roles and responsibilities to implement associated development policies.

11. The project will take an adaptive collaborative management (ACM) approach to implementation, which calls for stakeholders to take an early and proactive role in the mainstreaming exercises, as well as to help identify and solve unexpected implementation barriers and challenges. By taking an ACM approach, project activities and outputs can be more legitimately modified and adapted to maintain timely and cost-effective project performance and delivery.

## **A.2 Key Indicators, Assumptions, and Risks**

12. Project outcomes will be measured through a set of output, process, and performance indicators. Constructed using SMART<sup>1</sup> design criteria, these indicators were developed to coincide with each major project activity. Output indicators include the preparation an in-depth institutional analysis of environmental decision-making and agreed guidelines for the coordinated oversight and enforcement environmental legal instruments per Rio Conventions. Process indicators include the convening of an inter-ministerial training consortium that will facilitate better inter-agency communication, coordination, and collaboration with regard to the development of environmental training programmes for government and non-government stakeholders. Performance indicators include the set of learn-by-doing review of training needs and curricula to identify opportunities to integrate the Rio Conventions.

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<sup>1</sup> Further details of the project's indicators are provided in the project document narrative and the logical framework. For further information please see [http://www.thegef.org/gef/Policies\\_and\\_Guidelines](http://www.thegef.org/gef/Policies_and_Guidelines)

## **B Country ownership**

### **B.1 Country Eligibility**

13. Bangladesh is eligible to receive technical assistance from UNDP, and is thus eligible for support under the Global Environment Facility. Bangladesh ratified the Convention on Biological Diversity (CBD) on 3 May 1994; the Convention to Combat Desertification and Drought (CCD) on 26 January 1996; and the Framework Convention on Climate Change (FCCC) on 16 February 1994. Bangladesh ratified important protocols under the Rio Conventions in later years, namely:

- The Kyoto Protocol on commitments to stabilize greenhouse gas emissions for the period 2008-2012 at the 1990 level (15 April 1994).
- The Cartagena Protocol on Biological Safety to protect biodiversity from the potential risks posed by genetically modified organisms that are the product of biotechnology (5 May 2004).

14. In addition to the three Rio Conventions above, Bangladesh has also acceded to or ratified several other international treaties and protocols that call for the protection and sustainable use of natural resources. These MEAs include:

- Convention on International Trade in Endangered Species of Wild Flora and Fauna, accession on 18 February 1982.
- Vienna Convention on the Substances that Deplete the Ozone Layer (Ratified on 2 August 1990)<sup>2</sup>
- Ramsar Convention on Wetlands of International Importance, especially Waterfowl Habitats, accepted on 21 May 1992.
- Basel Convention on the Control of Transboundary Movements of Hazardous Waste and their Disposal (Ratified on 1 April 1993)
- Convention on the Conservation of Migratory Species of Wild Animals, ratified on 1 December 2005.
- Stockholm Convention on Persistent Organic Pollutants (Ratified on 3 December 2007)

15. The GEF strategy for Cross-Cutting Capacity Development (CCCD) projects serves to provide resources for reducing, if not eliminating, the institutional bottlenecks and barriers to the synergistic implementation of the Rio Conventions. This particular project is in line with CCCD Programme Framework 4, which calls for countries to “*strengthen capacities for management and implementation on convention guidelines*”. Through a learning-by-doing process, this project will: (i) enhance institutional capacities to manage environmental issues and implement global conventions and (ii) help define and develop environment management standards. Institutional capacities for management of environment will be strengthened, work towards standards for good environmental management will be undertaken, and management capacities for implementation of convention guidelines and reporting will be enhanced. The project strategy will also lead to strengthened capacities of civil societies and community-based organizations (CBOs), and has a high potential to contribute significantly towards improving the performance of national and local institutions.

16. Bangladesh is fully committed to meet its obligations under the MEAs and the proposed project is intended to facilitate an important step towards developing the capacities for an effective national environmental management framework. Table 1 below illustrates how the project components will contribute to specific articles under the three Rio Conventions.

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<sup>2</sup> The subsequent Montreal, London, and Copenhagen Protocols and Montreal Protocol amendment were also ratified in 1990, 1994, 2000, and 2001 respectively.

Table 1: Project Components and Rio Conventions

<b>Project Components</b>	<b>CBD</b>	<b>CCD</b>	<b>FCCC</b>
1: Global environmental conventions mainstreamed into vocation training and re-training structures for public institutions in Bangladesh.	Articles 6(b), 8, & 10(a)	Articles 4 & 9	Articles 4(1)e, 4(1)f, & 4(1)i
2. Global environmental conventions mainstreamed into human resources development systems for sustainable development practitioners.	Articles 8, 10(a), 10(e), & 13.	Articles 4 & 9	Articles 4(1)e, 4(1)f, & 4(1)i
3. Improved multi-sectoral environmental policies and programmes, and associated governance structures.		Articles 4, 5, 9, 13, &14	Articles 4(1)e, 4(1)f, & 4(1)i

## B.2 Country Driven-ness

### B.2.a Sustainable Development Context

17. Bangladesh is a deltaic country bounded on the west, north, and east by India. The country shares a common border with Myanmar to the south-east. In the south, Bangladesh has a 700 km-long coastline along the Bay of Bengal. The total area of the country is 147,570 sq. km. With a population of 154.7 million and over 1,000 people per sq. km., the country has the 8<sup>th</sup> largest population and one of the highest population densities in the world (World Bank 2013). Furthermore, the current population growth rate of 1.34% per year is projected to bring the total population to 220 million by 2040 with a majority of the additional population living in urban areas (IMF 2013).

18. Bangladesh has a wide variety of land-based and aquatic ecosystems which host a rich biodiversity. Land-based ecosystems include forest and hill ecosystems, agro-ecosystems, and homestead forests. The aquatic ecosystems are, seasonal and perennial wetlands, rivers, coastal mangroves, mudflats and chars, and marine ecosystems (DoE 2010). Although there is great species diversity in the country in general, this is especially true of the angiosperms<sup>3</sup> and avi-fauna<sup>4</sup>; additionally Bangladesh is home to 121 mammals<sup>5</sup>, 19 amphibians, 124 reptiles, and 653 fish species. Additionally, the country also contains the largest tract of mangrove forest in the world – the Sundarbans (also a World Heritage Site and Ramsar site). The Sundarbans has a total area of 6,01,700ha, which is about 4% of the total land area of the country and provides habitat over 730 species of plants and animals including 20 globally threatened species (DoE 2010).

19. To protect the country's vast biodiversity, the Government has designated 19 protected areas totaling about 2,458 km<sup>2</sup> or 1.66% of the country's land area. The DoE also has designated nine sites as Ecologically Critical Areas; these sites are particularly fragile yet significant because of the biodiversity they host (DoE 2010). Nonetheless, the country's biodiversity is threatened by many changing conditions resulting from human encroachment and natural events including fragmentation and habitat loss, land use changes, changes in the hydrological regime, salinity intrusion, over-exploitation of resources, uncontrolled pollution and tourism, intensive agricultural practices, invasive alien species and climate change.

20. Bangladesh has been divided into 30 broad agro-ecological zones and 88 subzones, on the basis of its physiography, soil properties, salinity, depth and duration of flooding relevant for land use and agricultural practices (DoE 2010). Except for patches of the hilly areas in the south-east and north-east and high lands in the northern and north-western regions, the country essentially consists of low, flat and fertile

<sup>3</sup> One study found 3,611 species and the 4<sup>th</sup> National Report to the Convention on Biological Diversity states there could be as many as 5,000 (DoE 2010).

<sup>4</sup> 650 species of birds have been documented, 143 of which are vagrant (occurring very rarely) and 176 are seasonal visitors or migratory species

<sup>5</sup> 39 of which are globally threatened species



lands. The topography of Bangladesh is extremely flat, with local relief ranging between 1-2m. At least 20% of the country consists of low lying tidal plains, with elevations of less than 3m above sea level (DoE 2001). Floodplains constitute 80% of the lands, hills about 12% and terraces or uplifted blocks, about 8% of the total area (MoEF 2007). Moreover, nearly 22% of the population lives in the 710km coastal belt along the Bay of Bengal which makes them highly vulnerable to natural disasters such as cyclones and flooding which occur disproportionately in Bangladesh. Between 1970 and 2011, approximately 2 million people were killed by natural disasters, representing almost 75% of the global total (MoEF 2013). This high vulnerability is due in part to Bangladesh's geography as well as its extremely high population density, and since 2000, more than 1.2 billion people have been exposed to hydro-meteorological events alone through almost 1,200 natural disasters of varying magnitudes (MoEF 2013).

21. Climate change only compounds the accumulation of social and economic risks to disasters. Recurrent natural disasters, such as cyclone SIDR and AILA, push the country further into the downward spiral of poverty, landlessness, migration, loss of livelihoods and income, and as a result of climate change, Bangladeshis will likely face increasing risks to their security in terms of food, energy, water, livelihood, health, and habitat (Planning Commission 2012). Natural disasters are becoming more frequent and devastating in terms of economic losses, infrastructural damages and health hazards (outbreak vector- and water-borne diseases), and the direct cost to the national economy of Bangladesh incurred through disasters over the past decade is estimated to be almost 1% of the country's gross domestic product (GDP) (MoEF 2013). Bangladesh loses about 82,000 hectares of cultivable land every year and these frequent weather events have left a vast area of the country inundated, and agricultural practices have become impossible in highly salinity-prone areas of south-west like Dakop in Khulna (DoE 2011). In addition to flooding, cyclones, and salinity intrusion, coastal residents are also particularly vulnerable to longer term issues such as sea level rise and coastal erosion.

22. According to the *Sixth Five Year Plan*, climate change is predicted to raise average sea levels by around 30cm by 2050 and could make an additional 14% of the country extremely vulnerable to floods by 2030 (IMF 2013). This trend of sea level rise is increasingly alarming given that recent research suggests that the consequences of such a rise may be even more deleterious than previously expected (Pethick and Orford 2013). While past research has discussed sea level rise as an average increase per year, it is important to remember that floods are, by nature, extreme weather events and thus measurements of sea level rise should consider the rate of increase in high water levels. Some areas of Bangladesh have experienced high water levels increasing at an average rate of 15.9mm/year with a maximum of 17.2 mm/year which contrast starkly with rates of 4mm/year - 7.8mm/year listed in the original NCSA (Pethick and Orford 2013, MoEF 2007).

23. Bangladesh has around 700 rivers with a total length of 22,155 km. Among them, 54 rivers originate in India, which all eventually flow into the Bay of Bengal. Included among these are the Ganges, the Brahmaputra (Jamuna) and the Meghna which together constitute the largest river network in the world. These rivers carry approximately 1,174 billion cubic meters of water per year, 90% of which flows into Bangladesh from upper catchments area (Islam 2003). The rivers also carry about 2 billion tons of sediment annually to the Bay of Bengal. Wetlands and marshes belonging to topographically depressed areas known as haors<sup>6</sup>, baors<sup>7</sup> and beels<sup>8</sup> are mostly located in the north-eastern region (MoEF 2007).

24. Bangladesh generally enjoys a sub-tropical monsoon climate. Temperatures vary between 18-29°C annually, and can reach as high as 41°C in the summers. The annual rainfall varies from 1,400 mm to 4,500 mm, though the Intergovernmental Panel on Climate Change has highlighted the frequency of heavy precipitation events is likely to increase for many areas as a result of climate change (IPCC 2007). Currently about 80% of the annual total rainfall of the country occurs during the monsoon and flooding affects between 30-50% of the country each year. The highest rainfall is recorded in Chittagong (southeast) and north-eastern part of Sylhet while the lowest occurs in the northern and western parts of the country.

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<sup>6</sup> Deeply-flooded depressions in the north-east

<sup>7</sup> Oxbow lakes

<sup>8</sup> Permanent and shallow lakes in floodplain depressions

25. Despite the immense amount of water flowing through the country, low rainfall will continue to cause drought, desertification in Barindra areas and inadequate groundwater replenishment in drier parts of the country. Desertification, land degradation, and drought are particularly important issues for Bangladesh because they are closely linked to two of the country's major economic sectors: agriculture and fisheries. To combat these issues, the government prepared the NAP, but has not yet received or aligned with UNCCD's 10-Year Strategic Plan (DoE 2011). Nonetheless, several non-government and semi-autonomous institutions play active roles in this area. The Government of Bangladesh and development partners have invested in flood management and protection, embankments, disaster preparedness and emergency projects, agricultural input and extension, afforestation with indigenous species, and co-management practices to name a few noteworthy ones.

26. Agriculture, forestry, and fishing are the primary sectors of the Bangladeshi economy although in recent years manufacturing has taken on an important role. Manufacturing already contributes more to the national economy than agriculture and is continually increasing its percentage of GDP. Nonetheless, agriculture still accounts for 12% of the GDP, and it supports a significant portion of the population (about 47%) (IMF 2013). Furthermore, many other sectors depend on it either for processing its products or for servicing it. Overall, climate change is expected to decrease agricultural GDP by 3.1% each year for a cumulative \$36 billion in lost value-added for the period 2005-2050 (World Bank 2013).

27. Bangladesh has made steady progress on many fronts since its independence in 1971. The country had gradually climbed to the rank of 140 (out of 177 countries) in terms of Human Development Index from 147 (out of 173 countries) from 1990 to 2006, only to fall in the ranking more recently to 146 (Finance Division 2006, UNDP 2006, UNDP 1993). Bangladesh has already met, or is on track to meet, many of its MDG targets for health, education and poverty reduction. For example, the country has expanded the Programme of Immunization (98%), access to safe drinking water (81% after taking into account arsenic contamination in some of the supply, primary school enrollment (86%), and reduced the population growth rate from 3.00% to the present 1.34% (MoEF 2007, World Bank 2013, GED 2013). Additionally, per capita income has increased by 130% over the past 40 years, though this growth has not been equitably distributed and the country still lies falls below the poverty line with high rates of mortality and morbidity.

28. Just as growth has been distributed unequally, so too are many negative impacts. The poor are disproportionately threatened by many of the problems facing the country, and although disasters affect all segments of the society, women are most adversely impacted due to their social position, especially in rural areas. During the 1991 cyclone, 90,000 of the total 140,000 victims who died were women (MoEF 2013).

29. The considerable progress Bangladesh has made is largely driven by industrial gains and has not been balanced with the environmental costs that result from it, and pressures from population growth only serve to compound the threats posed by the natural environment. Rapid growth and industrialization have created numerous negative externalities that ultimately hinder development such as pollution that directly contaminates the air, water, and soil. Other examples include the overfishing, conversion of wetlands for agriculture and construction, or the unbalanced use of chemical fertilizers that lead to land degradation (Planning Commission 2012). Moreover, this anthropogenic degradation of the environment will only exacerbate the negative impacts of climate change, and as of this writing, Bangladesh is unlikely to meet any of the MDG7 targets for environmental sustainability (UN 2013).

30. Although Bangladesh is not a big emitter of CO<sub>2</sub> and the country has no obligation to reduce greenhouse gas emissions given its Least Developed Country status, the Government has identified mitigation and low carbon development as one of the priority areas in its *Climate Change Strategy and Action Plan 2009*. Bangladesh's total carbon emissions were 33.23 metric tons in 2001 and 37.17 metric tons in 2005. The per capita carbon emissions were 0.26 metric tons and 0.25 metric tons in 2001 and 2005 respectively. It showed an increase of 0.35 percent per year. In 2007, the emissions were 0.30 metric tons per capita and are expected to go up to 0.38 metric tons in 2015. Understandably, the per capita CO<sub>2</sub> emissions in Bangladesh are very low in the global context. However, there are some major areas of intervention to reduce emissions such as, power generation, transportation and industrial production. In 2005, the total greenhouse gas emissions were approximately 41,720 kton of CO<sub>2</sub> equivalent. Estimates suggest that by 2030, emissions will increase to a total of 145,308 kton of CO<sub>2</sub> equivalent, a 350% increase

over the 2005 emissions level. It is also estimated that in 2030, electricity generation and industry will be the two main greenhouse gas emitters (GED 2013).

31. MDG7 has been criticized for overlooking numerous important elements of sustainability. First, the goal failed to emphasize the complex, interconnected nature of the social, environmental and economic factors involved in sustainable development. Second, the goal did not address the increasingly important issues of mitigation and adaptation to climate change or the development of sustainable energy. Finally, MDG7 did not give a clear vision of how success would be defined in terms of goals and targets, nor did it provide guidance for the implementation of relevant policies (UN 2013).

32. Numerous projects have worked to address the shortcomings of MDG7 and lay the groundwork for this capacity development project. *Support to Monitoring the PRS and MDGs in Bangladesh* helped the government improve MDG achievement by linking development priorities with MDGs and funding, advancing sustainable development policies and establishing a comprehensive monitoring system which brings MDGs to a local level. The project's key objective was to raise the Government's capacity to invest and monitor MDG progress and the success of the project is evidenced by the GED's newfound capability and responsibility to oversee monitoring of the MDGs and SFYP in the coming years (UNDP 2013).

33. Another key project, the *Poverty Environment Climate Mainstreaming*, was initiated by the UNDP to work with the GED to incorporate the issues of poverty, the environment and climate into planning and budgeting process. This project aims to reverse environmental degradation in ways that will benefit the poor, and to enable sustainable economic development. Any poverty reduction effort is to fully take into account the country's vulnerability, susceptibility and capacity to manage environmental and climate risks and adaptation. This requires changing processes and decisions that impact the environment. However, past experience suggests that many of these processes and decisions are outside the direct control of environment institutions. The project has already trained 200 public sector planning professionals to integrate these issues into the development process, and poverty environment and climate issues have already been incorporated into numerous development plans and projects including:

- the *Perspective Plan of Bangladesh (2011-2021)*,
- the *Sixth Five Year Plan (2011-2015)*,
- the *National Sustainable Development Strategy 2011-2021*,
- the *Annual Development Programme Guideline (2012-13 and 2013-14)*,
- the *Development Project Proforma for Public Sector Development Planning*, and
- the *National Action Plan*

34. The *Perspective Plan of Bangladesh (2010-2021)* has identified its priorities as: ensuring broad based growth and reducing poverty, effective governance and sound institutions by creating a caring society, globalization and regional cooperation, building a sound infrastructure and managing challenges of urbanization, mitigating and adapting to the impacts of climate change and promoting innovation and knowledge generation (Planning Commission 2012).

35. Bangladesh is implementing joint programming initiatives to synergize the three Rio Conventions, namely the BCCSAP, where food security has been given utmost priority in drought prone and Monga<sup>9</sup> prone areas of northern Bangladesh (DoE 2011).

36. Bangladesh is well placed to achieve many of its MDG goals by 2015 and is continuing to work towards them. Looking beyond 2015, the country seeks middle income status with an equitable distribution of benefits for all of its citizens. Details for this goal are discussed in the *Perspective Plan of Bangladesh 2010-2021: Making Vision 2021 A Reality* which lists the actions the country plans to take to achieve this goal by 2021. This will involve reducing the level of poverty and increasing access to food, education and healthcare. Furthermore, Bangladesh seeks to address the problems it faces regarding gender inequalities, social discrimination, environmental degradation, physical insecurity and socio-economic-cultural vulnerability (Planning Commission 2012).

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<sup>9</sup> Bangla term for poverty and hunger when crops fail and there are localized and seasonal famines

37. Social forestry programme is one of the important programmes of the Forest Department (FD). Since 1981, the Department has implemented four social projects with the financial assistance from the Asian Development Bank (ADB). Between 2010 and 2014, the Department has provided training in social forestry to over 46,000 people allowing poor village populations to benefit from common property (IMF 2013).

### **B.2.b National Capacity Self-Assessment**

38. The Bangladesh NCSA was published in 2007 and prepared through an extensive consultation process involving key stakeholders from government institutions, NGOs, the private sector, research organizations, academics, development partners, environmental practitioners, the press and other relevant constituencies. This project was developed in direct response to the most critical constraint affecting implementation of MEAs as identified in the NCSA: limited technical and managerial capacity of human resources in the relevant MEA areas (MoEF 2007:181). The Bangladesh NCSA identified the salient features of obligations under the Rio Conventions, Priority Environmental Issues, capacity development needs, either common to or cutting across the climate change, biodiversity and land degradation thematic areas.

39. The priority environmental issues identified under the climate change thematic area are: temperature rise; sea level rise in the coastal areas of Bangladesh; high intensity of rainfall; increased natural disasters (cyclone and storm surges); frequent and prolonged floods; scarcity of freshwater due to less rain and higher evapo-transpiration in the dry season; drainage congestion due to higher water levels in the confluence with the rise of sea level; widespread drought in the northern region; and wider salinity intrusion in the coastal zone (MoEF 2007).

40. The priority environmental issues identified under the biodiversity thematic area are: habitat degradation, i.e., change in land use and cropping patterns, conversion of agricultural lands, introduction of the high yielding varieties, urbanization, expansion of road networks, unplanned embankments and other anthropogenic factors that have caused immense damage to all habitats in ecosystems; over-exploitation of resources, i.e., unregulated fishing, illicit felling of trees, and indiscriminate harvesting of medicinal plants and non-timber forest products, hunting and trafficking; environmental pollution: pollution of air, soil and water; water pollution exacerbated by chemical fertilizers, insecticides, industrial effluents etc.; and introduction of invasive alien species of plants and animals (MoEF 2007).

41. The priority environmental issues identified under the land degradation thematic area in Bangladesh are: population pressure and land use change; soil salinity; river bank erosion; topsoil loss and landslide; pollution from brickfields; waterlogged soil and drainage congestion; intensive cultivation; agrochemicals; soil compaction; drought; acidification and decline of organic matter; unplanned and over-exploitation of underground water for irrigation causing depletion of ground water table; irresponsible mining of sand, gravels, and coal from forest and agricultural lands; conversion of agricultural lands and natural forests into other unsustainable economic uses; discharge of untreated industrial effluents; inadequate scientific and institutional capacities in land management; and temperature variation and its effect on production of grains (MoEF 2007).

42. The identified priority environmental issues under synergy/cross-cutting thematic area are: building capacity to implement Rio Conventions, broadening the knowledge of scientific and modern technology; promotion of education, training and public awareness; inventories, monitoring and systematic observations; poverty eradication; sustainable development and environmental security; research and impact assessment; information, knowledge and data management; report and monitoring; planning, policy development and reform of legal frameworks; public participation; international cooperation; and utilization of funds within the limited resources. Of the seven priorities identified in the *Bangladesh Capacity Development Action Plan (CDAP)* this proposed project responds to the following priorities: (a) *Trained and skilled manpower for sustainable environmental governance in place*; and (b) *Promotion of education, training and public awareness* (MoEF 2007). Moreover, the CDAP strongly recommends an approach to capacity development through existing national training institutes, this project implements that recommended approach (MoEF 2007).

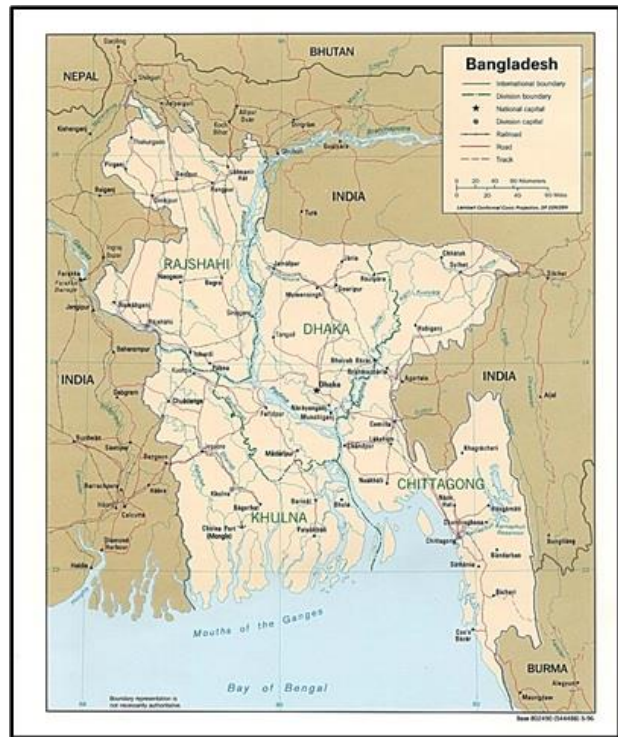


Figure 1: Map of Bangladesh

43. Based on this analysis in the NCSA, the Government of Bangladesh developed the CDAP to address these prioritized issues and capacity needs to fulfill Bangladesh's responsibilities and commitments toward implementing the Rio Conventions. A major challenge for this process was not only to identify the cross-cutting linkages between the Conventions, but also to match them with the socio-economic priorities identified by the Government, such as the Poverty Reduction Strategy Paper titled *Unlocking the Potential - National Strategy for Accelerated Poverty Reduction*.

### B.2.c Policy and Legislative Context

44. The United Nations Development Assistance Framework (UNDAF) 2012-2016 represents the UN System's collective response to national development priorities in Bangladesh. The UNDAF also addresses gaps and other constraints to Bangladesh's achievement of the Millennium Development Goals (MDGs) by the 2015 deadline. Along with the Bangladesh MDG Progress Report 2009, this document represents the core of UN country analysis, replacing the need for a separate Common Country Assessment.

45. The UNDAF Action Plan represents the UN System's common operational plan for implementing the UNDAF. The UNDAF Action Plan is an agreement between the Government and participating UN System Agencies, covering the UNDAF time frame of 2012-2016 and identifying the commitments required of each party to ensure delivery of the UNDAF results. Strategies to achieve these results focus on: systems strengthening and capacity development within government institutions, while supporting community-based approaches; better coordination of UN System programmes and those of other development partners to mainstream environmental issues.

46. In line with the UNDAF, UNDP is assessing priorities and opportunities in order to develop its new Country Programme for Bangladesh. This assessment is to cover national capacity gaps and capacity building in the areas of environment, energy and climate change. These will all remain a key focus of UNDP's work in Bangladesh over the next five years.

47. Bangladesh is striving to translate its policy of environmentally sustainable development into on-the-ground level actions through implementation of the national level plans and strategies such as, the *National*

*Adaptation Programme of Action; National Biodiversity Strategy and Action Plan; Sixth Five Year Plan of the Government of Bangladesh (FY 2011-FY 2015); National Sustainable Development Strategy 2011-2021; and National Action Plan.* All of these documents highlight capacity development as a priority issue, since that is a prerequisite for implementing the above mentioned plans and strategies. For example, the *Bangladesh Climate Change Strategy and Action Plan 2009* dedicated one of its six pillars to capacity building and institutional strengthening, realizing the need for capacity enhancement amongst the implementing bodies.

48. In May 2012, Bangladesh published their Rio + 20 National Report on Sustainable Development. This report highlighted the government's commitment to pursue an integrated approach to sustainable development. In this report, they priority is given to a number of issues, such as agriculture and food security, water, energy, climate change and disaster risk reduction. One of the capacity development needs highlighted in the Rio+20 report was the need for more funding to carry out policy studies and analysis, research and development, and outcome evaluation to better inform policy decisions. Recognizing the complexity of globalization and environmental changes that impact development, Bangladesh sees the need for more cross-cutting analysis and integrated approaches, and why the building of national capacities is all the more important (Rio +20 National Report, p. 10).

49. The idea of environmental protection through national efforts was first recognized and declared with the adoption of the Environmental Policy in Bangladesh in 1992. In the formation of Environmental Policy, different actors and factors played some direct and indirect roles, and taking a sectoral and regional approach. Since 1992, there have been a number of major environmental changes, and in 2013 that MoEF began the process to update the policy through a number of key amendments. As of February 2013, this revised policy remains a draft, the key objectives of which are:

- a. To control population growth and to reduce pressure on our nature and natural resources for sustainable development
- b. All developmental activities should be sustainable, in order to meet the needs of both present and future generations
- c. To maintain ecological balance and overall development through protection of the environment
- d. To balance the rates of extraction on natural resources and slow down environmental degradation
- e. PES and other ways of monetizing ecosystem services need to be considered
- f. Equitable sharing of natural resources, especially by the poor and resource dependent communities
- g. Conservative and efficient use of water, natural gas and other resources that are used by city dwellers
- h. To ensure use of renewable energy, wherever applicable
- i. To identify and regulate activities and apply the polluter pay principle
- j. Mainstreaming the Environment Policy across all other sectors
- k. To maintain the 3R principle: Reduce, Reuse and Recycle

50. Achieving sustainable development is one of the many challenges confronting the country in its attempt to attain the middle-income country status by 2021. The General Economics Division in the Planning Commission prepared the National Sustainable Development Strategy (NSDS) 2010-21, in order to address a critical development challenges in the country, along with social and environmental requirements of development in keeping with the goal of sustainable development, i.e., order to ensure the needs of the present generation are met without compromising the ability of the future generations to meet their own needs. The NSDS was formulated to guide the country to face the challenges for sustainable economic growth, with environmental safety and ensuring social justice. The vision of the NSDS is *to achieve a happy, prosperous enlightened Bangladesh which is free from hunger, poverty, inequality, illiteracy and corruption and belongs completely to its citizens and maintains a healthy environment.* The NSDS was prepared through extensive consultation with ministries, in particular the Ministry of Environment and Forest and Department of Environment, as well as development partners, academia, researchers, civil societies, think tanks and NGOs.

51. The NSDS is based on the long term development vision of the government, the Sixth Five Year Plan FY 2011-FY 2015, the Perspective Plan of Bangladesh 2010-2021 and other existing plans, policies and strategies of the government. The strategy highlights the need for population planning to maintain a balance between population, development and environment. This has been prioritized as slowing the growth of population will contribute to the health of the environment and efforts to increase the standards of living not just for present generation, but also for the future generation.

52. The NSDS (2010-21) has identified five Strategic Priority Areas along with three cross-cutting areas with a view to achieving its stated vision and addressing long-term sustainability issue of productive resources. The strategic priority areas include sustained economic growth, development of priority sectors, social security and protection, environment, natural resources and disaster management. The three cross-cutting issues that will support the sustainable development of priority areas include disaster risk reduction and climate, good governance and gender. The Sustainable Development Monitoring Council will be the apex body to monitor and evaluate the progress of implementation of NSDS. The key objectives of the identified Strategic Priority Areas and sustainability of the critical areas which will be facilitated through the NSDS are:

- a. Sustained Economic Growth
- b. Development of Priority Sectors (such as agriculture and rural development, industry, energy, transport, human resource development through quality education and training, food safety, etc.)
- c. Managing the Urban Environment (including urban housing, managing slum, water and sanitation, pollution control and disaster risk reduction)
- d. Providing Social Security and Protection
- e. Wise use of the Environment and Natural Resources and Disaster Management (water resources, biodiversity and forestry, soil and land-use, conservation of coastal and marine resources, climate change and natural disasters)
- f. Integrating Cross Cutting Areas (gender, good governance and disaster risk reduction)
- g. Ensuring Good Governance
- h. Setting in Place an Institutional Framework
- i. The Way Forward – Mainstreaming through Ministries/Agencies

53. Bangladesh has numerous laws and other policies that directly relate to the Rio Conventions, although many of them are in need of updating and revision (FAO 2012). Annex 1 outlines key environmental policies as they relate to the Rio Conventions on climate change, biodiversity and land degradation.

54. The Government of Bangladesh programmes for balancing livelihoods and a sound environment have been taking place under the Environmental Conservation Act, 1997 which was promulgated within the purview of the Environment Conservation Rules (1995) are presented in a snapshot:

- Control of Air Pollution
- Controlling Industrial Pollution
- Conservation of Ecosystem
- Partnership Programme for Environment Protection
- Conservation of Biological Diversities
- Protection of the Ozone Layer
- Measures toward Management of Wastes
- National Bio-Safety Framework
- Control of Noise Pollution
- Saving the River
- Generating electricity from waste

- Declaring Ecologically Critical Areas
- Reduction in the Production and Use of Black Polythene
- Poverty-Environment-Climate-Disaster Nexus Initiative in National Planning Process

#### B.2.d Institutional Context

55. This section provides an overview of the institutional arrangement in Bangladesh regarding global environmental management. Table 2 provides a list of Bangladesh's Ministries and a brief description of relevant organizations involved in environmental management is presented below.

Table 2: List of Government Ministries as of January 2014

Ministry of Agriculture	Ministry of Information
Ministry of Chittagong Hill Tracts Affairs	Ministry of Information & Communication Technology
Ministry of Civil Aviation and Tourism	Ministry of Labour & Employment
Ministry of Commerce	Ministry of Land
Ministry of Health and Family Welfare	Ministry of Law, Justice and Parliamentary Affairs
Ministry of Finance	Ministry of Liberation War Affairs
Ministry of Communications	Ministry of Local Government, Rural Development and Co-operatives
Ministry of Fisheries and Livestock	Ministry of Planning
Ministry of Cultural Affairs	Ministry of Posts and Tele-Communications
Ministry of Expatriates' Welfare and Overseas Employment	Ministry of Power, Energy and Mineral Resources
Ministry of Defense	Ministry of Primary and Mass Education
Ministry of Home Affairs	Ministry of Public Administration
Ministry of Food	Ministry of Railways
Ministry of Education	Ministry of Religious Affairs
Ministry of Disaster Management and Relief	Ministry of Science and Technology
Ministry of Environment and Forests	Ministry of Shipping
Ministry of Establishment	Ministry of Social Welfare
Ministry of Housing and Public Works	Ministry of Water Resources
Ministry of Foreign Affairs	Ministry of Women and Children Affairs
Ministry of Industries	Ministry of Youth and Sports

56. The Ministry of Environment and Forests, established in 1989, is the central agency in the administrative structure of the Government of Bangladesh and is formally responsible for the environment and forest sector. Its responsibilities include formulation and amendment of policies and strategies designed for effective management and conservation of natural resources and the environment, framing of legislative enactment, administrative and organizational restructuring, formulation and coordination of projects and programmes, and fund-raising. Additionally, MoEF is the national Focal Point of all MEAs; as such MoEF has undertaken several environmental management initiatives to facilitate sustainable development including National Environmental Management Action Plan, Sustainable Environment Management Programme, BCCSAP, NAPA, Biodiversity Strategy and Action Plan for persistent organic pollutant (POPs) management. In addition, MoEF has taken actions relating to the phasing out of Ozone Depleting Substances, control of air pollution, social forestry, coastal afforestation, promotion of smokeless brick kiln. Forest Department, Department of Environment (DoE), Bangladesh Forest Research Institute (BFRI) and Bangladesh National Herbarium (BNH) function under this ministry.

57. The Forest Department works towards ensuring natural sustainability and biodiversity conservation through social forestry, forest management, afforestation, reforestation, protected area management etc. The notable mandates of FD are: creation of a social safety net against activities such as illegal tree felling, plantation of trees in suitable sites such as fallow lands and roadside and overall management, conservation and sustainable development of all forests in Bangladesh. It is one of the oldest departments of the



Government. FD also serves as the main organization engaged in plant collection, conservation, and gene pool production.

58. The Forest Academy falls under the Education and Training wing of FD. It conducts long and short courses for the cadre officers as well as forest rangers.

59. The Department of Environment is the technical arm of MoEF and deals specifically with the environmental issues, including both brown and green ones. Its programmes and projects are targeted at a range of issues including air pollution, surface water pollution from industrial waste and use of chemical pesticides, brick fields, ground water contamination, soil degradation and erosion, solid waste disposal, loss of biodiversity, threats of climate change and sea-level rise, and natural disasters.

60. The Bangladesh Forest Research Institute was established in 1955 as a Forest Research Laboratory, with the headquarters in Chittagong. BFRI has 11 research divisions under its Forest Management Branch, six divisions under its Forest Product Branch and two Common Service Divisions. It has 21 field stations with a total area of 1072 ha. Guided by its policy, BFRI bears the obligation to provide research support to the FD, the Bangladesh Forest Industries Development Corporation, end-users and other stakeholders in carrying out forestry activities. BFRI aims at maintaining sustainable productivity of forestland and forest industries without depleting the resources, along with minimizing the gap between the demand and supply of forest products.

61. The Bangladesh National Herbarium is the only national institution engaged in collection and maintaining an inventory of plants. BNH collects indigenous plant species from all over the country. It plays an important role in research, identification and documentation of medicinal plants, plant genetic research and thus facilitates the conservation of biodiversity.

62. The Climate Change Unit (CCU) is a project-based unit established in 2010 with a mandate to manage the Climate Change Trust Fund. The CCU operates under the MoEF, but is in need of a clearly defined and approved mandate (FAO 2012).

63. The Bangladesh Forest Industries Development Corporation is an autonomous public sector corporation controlled by the MoEF. It supports the Bangladeshi rubber and rubber-wood sector through research, development, technology transfer, and support services.

64. The Bangladesh Public Administration Training Centre (BPATC), under the Ministry of Public Administration, is the apex training institution for government officials of all levels. It trains officers from government, autonomous and non-governmental organizations and is also responsible for training all of Bangladesh's civil servants. BPATC enjoys relative autonomy with respect to administrative and financial issues and when needed, receives general policy guidance for the twelve-member Board of Governors which is comprised of officials from various ministries and other government nominees. BPATC currently offers a short course on "Environmental Management and Sustainable Development."

65. The National Academy for Educational Management, under the Ministry of Education (ME), is responsible for training heads of educational institutions and education functionaries. In addition, it provides foundation training to the new entrants of Bangladesh Civil Service (general and technical) Education Cadre Officers. It offers courses on education management, planning and administration, conducts educational research and provides policy support to the ME.

66. The Ministry of Agriculture (MoA) is the central body of the government in the agriculture sector coordinating and supervising the activities of the agricultural institutes and directorates all over the country.

67. The Department of Agricultural Extension (DAE) is one of the largest public sector agricultural extension providers in Bangladesh. DAE is responsible for carrying out agricultural extension services at the grassroots level throughout the country. Its main functions are to motivate and help farmers in adopting improved production practices; to provide farmers with the latest results of research and farm techniques for their socio- economic betterment; to help develop self-reliance and cooperation by training local leadership for organized group action; to provide channels of service and information from the MoA and

its different departments to the farm people; to provide an effective linkage between the research institutes and the farmers; and to serve as liaison agency between farmers and other organizations

68. The Soil Resources Development Institute records soil and land resources and investigates soil-related problems for agricultural research and development. The functions of the institute include soil survey of the entire country on the basis of aerial photo interpretation and field and laboratory investigation of soils; detailed and semi-detailed soil surveys of development project areas and research farms for various beneficiary agencies; soil surveys for locating areas of problematic soils; moisture characterization of soil tracts of the country. It is also responsible for preparation of various maps and reports based on the surveys.

69. The National Agricultural Research System of Bangladesh consists of 10 research institutes under the umbrella of Bangladesh Agricultural Research Council (BARC). Out of 10 research institutes six belong to MoA, two to the Ministry of Fisheries and Livestock (MoFL), one to the Ministry of Commerce and one to MoEF. Universities that have a casual working relationship with BARC and other related organizations are also included in the research system. BARC is coordinating agricultural research activities of various institutes and organizations located in Bangladesh.

70. The Bangladesh Rice Research Institute (BRRI) is an autonomous organization under MoA, which conducts research regarding the development of rice varieties with desirable characteristics and management technologies for various ecosystems.

71. The Bangladesh Agricultural Research Institute (BARI) is the country's largest multi-crop research institute and is managed under the MoA. It is comprised of three wings including the Research wing, the Support Service wing and the Training and Communication wing.

72. The Bangladesh Institute of Nuclear Agriculture conducts research adopting nuclear techniques for the purpose of ensuring stable and productive agriculture through development of new varieties of crops, scientific management of land and water, development of appropriate technology to improve quality and quantity of crops, and improvement of the methods for control of diseases and pest management.

73. The Bangladesh Sugarcane Research Institute is the only institute in the country dedicated to sugarcane research and technology for farming demands. The Institute operates under MoA and consists of a headquarters at Ishurdi including two regional stations, six sub-stations, and a quarantine station.

74. The Ministry of Disaster Management and Relief (MoDMR) is the focal ministry for disaster risk reduction and emergency management and takes the lead in coordinating disaster management efforts. These include, Inter Ministerial Disaster Management Coordination Committee, Disaster Management Training and Public Awareness Building Task Force, Focal Point Coordination Group of Disaster Management and upazila<sup>10</sup> Disaster Management Committee (MoEF 2013). MoDMR has been successful in shifting the paradigm from relief culture to risk reduction management through the development of a comprehensive disaster management programme, a cyclone preparedness programme in coastal areas, and a huge safety net support programme. These initiatives have yielded a number of encouraging results in terms of environmental protection and disaster management.

75. The Department of Disaster Management (DDM) is the technical arm to MoDMR which coordinates all activities related to disaster management from national to the grassroots level. It provides professional support to the high level Inter-ministerial Committee, district and sub-district level authorities relating to disaster management.

76. The Ministry of Fisheries and Livestock (MoFL) is responsible for preserving fisheries through proper management and planned development. In addition to planning and management, MoFL also conducts research on the preservation and development of fisheries. MoFL is also concerned with the socio-economic well-being of fishermen and the rural unemployed.

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<sup>10</sup> Each district in Bangladesh is divided into sub-districts called upazilas.

77. The Bangladesh Livestock Research Institute was established in 1984 with mandates to identify livestock and poultry production constraints at the national and farm level, to solve those problems through multi and inter-disciplinary and inter-institutional research, and to develop technologies to help food and nutrition security for the increasing population, poverty alleviation, employment opportunities, income generation and control of environmental pollution.

78. The Planning Commission of Ministry of Planning is the principal planning authority for the country, and will be another important project beneficiary. The BPC sets the goals, objectives and strategies for the country's short and medium-term plans using a long-term perspective as a framework. Its activities include policy planning, sectoral planning, programme planning, project planning and evaluation. This Commission will provide critical observations on capacities developed, in particular through the use of these skills in the learn-by-doing mainstreaming of Rio Conventions in planning development frameworks.

79. The National Academy for Planning and Development was established in 1980 to enhance the capabilities of government officials of the Planning Commission, Economic Relations Division, Implementation Monitoring and Evaluation Division, and officials of planning and other wings of different ministries/agencies. Training programmes have since been expanded to non-government agencies as well. The current focus areas of training offered include project planning and management, economic development and administration, and ICT. The agency also offers tailor-made courses in which the content and duration can be customized to organizations' needs.

80. The Space Research and Remote Sensing Organization (SPARRSO) is a multi-sectoral research and development agency under the Ministry of Defense. The agency uses remote sensing technology to survey natural resources and monitor the environment and natural hazards.

81. The Bangladesh Meteorological Department, under the Ministry of Defense, is the authorized government organization for all meteorological activities in the country. It maintains a network of surface and upper air observatories, radar and satellite stations, agro-meteorological observatories, geomagnetic and seismological observatories and meteorological telecommunication system. The Department has its headquarters in Dhaka and has two regional centers: the Storm Warning Centre in Dhaka and the Meteorological & Geo-Physical Centre in Chittagong.

82. The Ministry of Water Resources (MoWR) is responsible for managing and developing water resources in Bangladesh. It fulfills this mandate through the creation of policies, plans, strategies, and regulations related to the management of water resources. MoWR also prepares and implements projects addressing flood control, drainage, irrigation, erosion control, and land reclamation among others.

83. The Bangladesh Water Development Board (WDB) is the principal agency of the government for managing water resources. It also has the responsibility of executing flood control, drainage and irrigation projects to boost productivity in agriculture and fisheries. Reform programmes were undertaken by the Government of Bangladesh to transform WDB through the enactment of the Bangladesh Water Development Board Act, 2000 that requires the WDB's functions to be guided by the National Water Policy and National Water Management Plan. The top management of WDB is now vested in a policy and oversight Governing Council with thirteen members headed by MoWR.

84. The Water Resources Planning Organization (WARPO) is an agency of the Government under the MoWR. WARPO has been a key organization of the Government dealing with nationwide water resources planning and management since 1992 and thus functioning as an apex body in the water sector. WARPO is a multi-disciplinary organization that acts as a clearing house for all water sector projects undertaken by any agency involved in the water sector.

85. The Institute of Water Modelling (IWM) develops modeling tools which are used in water resource management applications such as flood control and forecasting, irrigation and drainage, estuary management and environmental impact assessment. IWM has grown in size in recent years and seeks to expand its role in the field of education, training and research.

86. The Bangladesh Police Academy is the apex training institution for the Bangladesh Police. The Academy designs training curricula ranging from basic training to highly specialized courses as needed.

87. Apart from above organizations, other ministries/divisions like Ministry of Land, Ministry of Industries, Ministry of Power, Energy and Mineral Resources, among others, are also involved with overall environmental management and cross-cutting environmental issues.

88. Bangladesh has many plans to move towards sustainability; one example is the *Perspective Plan of Bangladesh 2010-2021: Making Vision 2021 A Reality* prepared by the Planning Commission. This plan calls for encouraging adaptation to climate change, as well as introducing supportive measures to strengthen regional and national mechanisms for scientific assessment, forecasting and information sharing. This plan also calls for Bangladesh to build national and local capacities for greater ecological literacy, agro-ecosystem monitoring, and for assessing and managing risks. Through the Sixth Five Year Plan, Bangladesh intends to support communities in remote rural areas to build their resilience and capacities to adapt to natural disasters (MoEF 2013).

89. There are numerous projects that exemplify these plans. One instance of environmental success at the regional level is the Community Based Conservation of Forests in the Chittagong Hill Tracts project which is cited as a best practice example by the government. The project spanned all three hill districts of the country (Khagrachhari, Rangamati and Bandarban) involving 300 beneficiaries and their extended families. Part of this project consisted of organizing capacity building sessions to promote safe and environmentally friendly agricultural practices. Another aspect involved developing plans for conservation and land management. In addition, the project also launched pilot initiatives such as the afforestation of denuded forests through soil conservation and bamboo propagation (DoE 2011).

90. In addition, to regional projects, the Government has been working with the UNDP and other organizations to incorporate environmental sustainability into planning and budgeting practices. For example UNDP has been providing training on climate change and disaster risk reduction under the CDM II (ADB 2013). Nonetheless, the greening of the growth model has taken a backseat to pro-growth economic development thus far. Efforts are underway to turn the language in government documents into concrete action. One pilot project that seeks to improve national-local interface with regard to budgeting processes is already established in 41 sub-districts and aims to expand (UNDP 2013).

91. The Ministry of Environment and Forests is the official Focal Point of the FCCC while the DoE is the lead organization for formulating environment related policies and regulations. MoEF has a key role in promoting inter-institutional linkages and improving overall coordination between sectoral institutions through its agencies (FAO 2012). The National Technical Committee on Biodiversity functions as an apex body and has been operational to oversee all the activities related to biodiversity in the country (DoE 2010). Both MoEF and DoE have been actively participating in the negotiation process of the Conference of Parties (COP), Meeting of Parties (MOP) and Protocols from the first stages of the convention and they have produced multiple documents that identify and seek to remedy the environmental issues facing the country:

- *National Biodiversity Strategy and Action Plan* (2004)
- *National Adaptation Programme of Action* (2005)
- *National Action Programme for Combating Desertification* (2006)
- *Bangladesh Capacity Development Action Plan* (2007)
- *National Sustainable Development Strategy* (2008)
- *National Climate Change Strategy and Action Plan* (2008, 2009)
- *National Sustainable Development Strategy: 2011-2021* (2012)

92. The basic approach to these documents is the wise use of natural resources, disaster and climate resilient development, pro-poor adaptation and mitigation strategies, green growth, ecosystem-based disaster risk reduction, all risk resilient urban development and pollution management (Planning Commission 2012). Yet, despite these concrete steps forward, existing policies make it difficult to develop lasting ‘institutional memory’ because trained officers cannot be retained in this Ministry which ultimately hinders its ability to maintain a trained and experienced staff (FAO 2012). Furthermore, the dearth of technical and financial resources only further limits the coordination between government ministries. This is apparent in the CCU which was established in the MoEF to manage projects financed by the Climate Change Trust Fund (FAO 2012).

93. The CCU has created Climate Change Cells (CCC) in several ministries and line agencies such as the Local Government Engineering Department and Bangladesh WDB. (FAO 2012) The purpose of these CCCs is to provide support in international climate negotiations through research and knowledge creation. The nature of these units would allow them to enhance coordination between the various ministries, but they lack the necessary resources to achieve this (FAO 2012, ADB 2013).

94. There are also other organizations, programmes, plans that help coordinate efforts for specific issues. The Standing Orders on Disasters outlines the detailed roles and responsibilities of communities, Ministries, and other agencies (such as the Bangladesh Army) on disaster risk reduction and emergency management. Another example is the Sustainable and Renewable Energy Development Authority that serves as the coordinating authority for all national efforts related to sustainable energy and energy efficiency.

95. Outside the government, training and capacity building programmes are conducted by NGOs such as IUCN, Oxfam and Action Aid and research organizations like Center for Environmental and Geographic Information Services. For a complete listing of related projects see Annex 13. Unfortunately, like the government ministries, there is little coordination between the various efforts, and currently there is no institutionalized mechanism of interaction between the government, academics, NGOs, and the major think tanks. This proves more problematic still because the government acknowledges that it lacks the technical capacity to accurately forecast major economic and social variables (UNDP 2013).

96. The recent report by the FAO identified multiple issues within the institutional framework of MoEF that hinder its ability to address environmental issues. This report determined that staffing in the MoEF is modest and is constrained by limited skills and training that further hinder policy formulation, coordination, monitoring, evaluation, and oversight. The FAO report concluded that there is a need to revise and update policies, legal framework and strategic plans in the environment and forestry sectors, while other plans, such as the Climate Change Strategy Action Plan, have been developed but are in need of implementation.

97. Bangladesh suffers from great inefficiencies in organizational coordination. Mismatches and some duplication occur on the revenue budget side, between the strategic planning process (run by the Planning Commission) and the Medium Term Budget Framework, a five year rolling-process that governs the resource envelope which is run by the Ministry of Finance (UNDP 2013). This confusion can lead to the adoption of projects of relatively poor merit.

### **B.2.e Barriers to Achieving Global Environmental Objectives**

98. Despite substantial efforts made by the government, development partners and the NGOs towards the achievement of environmental targets such as those of MDG7, efforts to scale up and institutionalize these successes have been inadequate. Moreover, donor support for environmental issues has decreased alarmingly since the early 2000's due to the cross-cutting nature of the environmental issues which means that individual environment programmes no longer receive priority. Instead environmental considerations have become an integral component of all programming initiatives. Environmental issues are further overshadowed by focus on climate change without adequate recognition that climate change impacts are often intricately connected with underlying environmental quality (GED 2013) In some cases the impacts of climate change have been overemphasized, such as with the issue of the flooding risks associated with sea level rise; by focusing only on climate change as a driver, the importance of local planning decisions falls into the periphery (Pethick and Orford 2013).

99. One key problem with environmental management in Bangladesh is the failure to fully capitalize on the cross-cutting nature of most environmental issues. This oversight is in part attributable to the initial framework for the MDGs. Though it has since been rectified, the MDGs were criticized for failing to emphasize the interconnectedness and potential synergies to be found within the various thematic areas and this failure only served to reinforce the already sectoral approach to environmental management.

100. The NCSA identified a number of key barriers to the implementation. While recent projects have made headway in integrating MEAs issues into governmental policies and plans, there are still many systemic barriers limiting Bangladesh's sustainable development as is evidenced by the weak implementation and enforcement of policies and laws for natural resource management and a failure to

capitalize on possible synergies (MoEF 2007, UNDP 2013). In general, Bangladesh suffers from a lack of capacity at all levels. It lacks facilitating technology, institutional support and dedicated financing in multiple sectors (e.g., agriculture, forestry, power generation, transportation, industrial production) and the lack of public officials' capacity for implementation of development projects along with other factors have led to chronic underutilization of resources (GED 2013, UNDP 2013, FAO 2012). Another substantial barrier is lack of public awareness of environmental issues and consequently a lack of political and stakeholder support (FAO 2012). According to one country status report, only about 10% of the country's population is aware, through formal or informal or awareness methods (e.g., training, workshop, meetings, brochures, posters, television, websites, etc.), of issues related to land degradation, climate change and biodiversity (DoE 2011). In addition, economic systems grossly underestimate the value of ecosystem services, such as biodiversity, in the planning and budgeting process.

101. Bangladesh faces numerous substantial barriers that impede its sustainable development at the institutional level. In general, the Government lacks coherent and effective coordination between its various institutions, and they are overburdened by the excessive number of redundant and often contradictory documents in the budgeting and planning process (UNDP 2013, FAO 2012). Furthermore, there are many policies, legal frameworks and strategic plans that are to be revised and updated (FAO 2012). Strong coordination between government institutions, private sector, NGOs, etc. is fundamental in ensuring synergistic implementation of the MEAs (MoEF 2007, FAO 2012). Along with improved coordination, the mandates of key institutions should be updated to incorporate areas of new responsibilities (e.g., REDD+) in order to minimize confusion and redundancies (FAO 2012).

102. Shortages in trained manpower, physical infrastructure and facilities also limit the extent to which the Government can fulfill its obligations under various MEAs. The most direct cause for these deficiencies can be traced to inadequate funding. The complexity of information on MEAs and inadequate integration of this information into the formal education curriculum, combined with the limited institutional memory amongst young professionals has left most institutions ill-prepared to effectively handle MEA issues. Many new skills and competencies are to be developed through a variety of long and short term training to address new areas such as climate change. Additionally, the lack of capacity at the local level creates one of the greatest barriers to effective local environmental management. Training staff are themselves in need of training to update skills and knowledge; management training is also needed in certain areas. Elections and political unrest distract the public with politicized issues and a focus on short-term gains at the expense of long-term, less obvious sustainability issues. (FAO 2012)

## **C. Programme and Policy Conformity**

### **C.1 GEF Programme Designation and Conformity**

103. This project conforms to Programme Framework 4 of the GEF-5 Cross-Cutting Capacity Development Strategy, which calls for the strengthening of capacities to implement the Rio Conventions through improved national environmental management. More precisely, this CCCD framework provides the vision for CCCD projects to integrate and mainstream Rio Convention obligations into Bangladesh's national environmental management framework by strengthening capacities to manage the global environment through the pursuit of sustainable development.

104. Specifically, the project will strengthen institutional and technical capacities and skills for improved implementation of the Rio Conventions. A co-benefit of the project will be the improvement of technical capacities for reporting on Rio Convention implementation. The project will also define and develop new and improved environmental management performance criteria, indicators, and standards. Through partnerships with key stakeholder organizations, the project will also help strengthen the capacities civil societies and CBOs, and has a high potential to contribute significantly towards improving the performance of national and local institutions.

105. The expected outcome of this project is that best practices and innovative approaches for meeting and sustaining Rio Conventions are available and accessible for implementation through national development policies and programmes. This outcome is disaggregated into three project components:

- Component 1: Global environmental conventions mainstreamed into vocational training and re-training structures for public institutions in Bangladesh.
- Component 2: Global environmental conventions mainstreamed into human resources development systems for sustainable development practitioners.
- Component 3: Improved multi-sectoral environmental policies and programmes, and associated governance structures.

106. GEF Cross-Cutting Capacity Development is a programme that does not lend itself readily to programme indicators, such as reduction of greenhouse gas emissions over a baseline average for the years 1990 to 1995, or percentage increase of protected areas containing endangered endemic species. Instead, CCCD projects are measured by output, process, and performance indicators of improved capacities that are proxies of focal area programme indicators. An example would be the strengthening of a training course that now offers best practice and innovative approaches to conserving globally significant biodiversity and sustainable land management, as well as new skills for developing and interpreting climate change models and scenarios that applicable to Bangladesh. This is one indicator. However, it would have to be complemented by another indicator that measures the active participation of government staff that responsible for making, implementing, and overseeing decisions on development plans. CCCD projects set out to strengthen these kinds of cross-cutting capacities, organized in the five major areas of stakeholder engagement, information and knowledge, policy and legislation development, management and implementation, and monitoring and evaluation. Annex 3 below outlines 15 basic CCCD indicators that serve to assess the overall capacities developed.

107. The project is also consistent with the programmatic objectives of the three GEF thematic focal areas of biodiversity, climate change and land degradation, the achievement and sustainability of which is dependent on the critical development of capacities (individual, organizational and systemic). Through the successful implementation of this project, Bangladesh’s institutional and human resources will be strengthened in order to help implement MEAs and national policy instruments in a manner that fully reflects Rio Convention principles and obligations. Table 3 summarizes the project’s conformity with the 11 operational principles of capacity development identified in the GEF Strategic Approach to Capacity Building.

108. This project will implement capacity development activities through an adaptive collaborative management approach to engage stakeholders as collaborators in the design and implementation of project activities that take into account unintended consequences arising from policy interventions.

Table 3: Conformity with GEF Capacity Development Operational Principles

<b>Capacity Development Operational Principle</b>	<b>Project Conformity</b>
<b>1. Ensure national ownership and leadership</b>	<i>The Government of Bangladesh completed its National Capacity Self-Assessment with support from GEF/UNDP in order to better understand the environmental issues and obligations for which it is responsible. This project follows in direct response to the recommendations found in this and subsequent reports.</i>
<b>2. Ensure multi-stakeholder consultations and decision-making</b>	<i>The project will use multi-stakeholder and expert consultative reviews of mainstreaming analyses and recommendations towards the internalization of the Rio Conventions in policy-making. Project implementation will take an adaptive collaborative management approach, which includes stakeholder representatives in the project decision-making structures.</i>

<b>Capacity Development Operational Principle</b>	<b>Project Conformity</b>
<b>3. Base capacity building efforts in self-needs assessment</b>	<i>Mainstreaming Rio Convention provisions into Bangladesh's national policy framework was identified as a top cross-cutting capacity priority in their NCSA; capacity building was also identified as a priority issue in the NAPA, NBSAP, NAP and CDAP.</i>
<b>4. Adopt a holistic approach to capacity building</b>	<i>The project will assess and structure an improved consultative and decision-making process that will operationalize integrated decision-making to achieve both national and global environmental objectives: this will be achieved by institutionalizing a holistic approach to policy coordination, and strengthening associated human capacities to manage this process. The project will also seek to address the priority barriers to implement the three conventions, particularly by strengthening cooperation among the various governmental units to develop policies and programmes and implement legislation that reduce the overlapping relationships among biodiversity, climate change, and land degradation.</i>
<b>5. Integrate capacity building in wider sustainable development efforts</b>	<i>By integrating MEAs into the national legislation and policies of Bangladesh, this project will lead to regional and local policies across the country that will effectively watch over sustainable use of natural resources, leading to benefits to local population.</i>
<b>6. Promote partnerships</b>	<i>This project calls for the re- structuring of organizational relationships, promoting and forging stronger relationships, partnerships and commitments. By doing so, improved coordination and collaboration should reduce overlap and duplication of activities, catalyze the effective and efficient exchange of information, and improve the country's implementation of the three Rio Conventions. Also, by raising public awareness, building partnerships, and promoting policy dialogue, the project will seek to promote an enabling environment within the government ministries and agencies, as well as with the civil society, academic and research institutes, NGOs and the private sector, for achieving sustainable development and addressing global environmental issues.</i>
<b>7. Accommodate the dynamic nature of capacity building</b>	<i>The project's implementation arrangements include the coordination among different initiatives that will be managed through the support of the National Focal Points to the Rio Conventions and the inter-sectorial monitoring of the National GEF Focal Point. Regular meetings will be held in order to analyze synergy opportunities, challenges and lessons learnt.</i>
<b>8. Adopt a learning-by-doing approach</b>	<i>The core of the project's capacity development activities are via a learning-by-doing approach. Government representatives and other stakeholders will be involved in the collaborative analysis, planning, and pilot implementation of management plans for the global environment.</i>
<b>9. Combine programmatic and project-based approaches</b>	<i>This project takes a bottom-up and top-down approach to Rio Convention mainstreaming. In the first instance, the project will strengthen local and regional management capacities for improved global environmental management, with critical linkages to local development priorities. These will be supported by a holistic policy and cost-effective programme framework. From a top-down perspective, the project will strengthen the key set of national policies and their attendant institutional structures and mechanisms. A strengthened national policy framework will catalyze improved decentralized management of the global environment.</i>
<b>10. Combine process as well as product-based approaches</b>	<i>The project's execution process is the adaptive collaborative management approach, which is organized to ensure that representatives from all stakeholder groups are represented early in the decision-making process. This process was reinforced in the NCSA in 2007 which called for improved governance surrounding the Rio Conventions.</i>



Capacity Development Operational Principle	Project Conformity
<b>11. Promote regional approaches</b>	<i>Strengthening the systemic, institutional, and technical capacities of regional and local governance of the global environment. This approach also helps catalyze the innovativeness of the project to create cost-effective synergies with addressing local development priorities.</i>

### C.1.a Guidance from the Rio Conventions

109. This project responds to articles of the three Rio Conventions, which collectively call for countries to strengthen their capacities for environmental governance. For example, Article 4(f) of the FCCC calls for Parties to take climate change considerations into account, to the extent feasible in their relevant social, economic and environmental policies and actions... Similarly, Article 6(b) of the CBD calls for Parties to Integrate, as far as possible and as appropriate, the conservation and sustainable use of biological diversity into relevant sectoral or cross-sectoral plans, programmes and policies. Article 4(a) of the CCD calls for Parties to adopt an integrated approach addressing the physical, biological and socio-economic aspects of the processes of desertification and drought. Within this context, this project will strengthen institutional and technical capacities. Institutional capacities include strengthening access to best practices and innovations through expert organizations, such as the Bangladesh Public Administration Training Center. Technical capacities include the planning and analytical skills imparted on Ministry of Environment and Forest staff through the courses and learn-by-doing workshops to mainstream and test Rio Convention implementation through national environmental governance.

110. One of the cross-cutting capacities called for under the three Rio Conventions is stakeholder engagement. Articles 6(a)(ii) and (iii) of the FCCC expressly call for Parties to promote and facilitate public access to information on climate change and its effects, as well as for public participation in addressing climate change. Article 10(d) calls for Parties to support local populations to develop and implement remedial action in degraded areas where biodiversity has been reduced. Article 5(d) of the CCD calls for Parties to promote awareness and facilitate the participation of local populations, particularly women and youth, with the support of NGOs, in efforts to combat desertification and mitigate the effects of drought. This project will mobilize a significant number of stakeholders to actively participate improved planning and analytical skills to meet Rio Convention objectives. The project will in these courses. These stakeholders will include not only government planners and decision-makers, but other stakeholders such as representatives from the private sector, academia, NGOs, and civil society.

111. The project will also strengthen organizational capacities, which include technical capacities to carry out actions for improved decision-making on the global environment. For example, Article 19 of the CCD calls for institution building, training and development of relevant local and national capacities in efforts to combat desertification and mitigate the effects of drought. Article 17(2) of the CBD calls for information on training and surveying programmes, specialized knowledge, indigenous and traditional knowledge to be shared in order to facilitate the conservation and sustainable use of biodiversity. Article 6(a)(iv) of the FCCC calls for the training of scientific, technical, and managerial personnel. The training provided by the courses will be complemented by learn-by-doing workshops to test and apply the learned skills on a priority activity. These workshops will bring together teams of stakeholders to mainstream Rio Convention obligations into a selected governance instrument, and to undertake a life cycle assessment of the implications associated with its implementation. Workshops will be used to recommend and support the revision of appropriate governance regimes in order to catalyze new and improved monitoring and enforcement. Table 4 below summarizes the five main typologies of cross-cutting capacity development. This project is focused on strengthening environmental governance given the emphasis on training and learn-by-doing testing of improved governance for the global environment. Notwithstanding, other capacities will be strengthened given the inter-relatedness of the capacity development needs.

Table 4: Capacity Development Requirements of the Rio Conventions

Type of Capacity	Convention Requirements	FCCC	CBD	CCD
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<b><i>Stakeholder Engagement</i></b>	Capacities of relevant individuals and organizations (resource users, owners, consumers, community and political leaders, private and public sector managers and experts) to engage proactively and constructively with one another to manage a global environmental issue.	Article 4 Article 6	Article 10 Article 13	Article 5 Article 9 Article 10 Article 19
<b><i>Organizational Capacities</i></b>	Capacities of individuals and organizations to plan and develop effective environmental policy and legislation, related strategies, and plans based on informed decision-making processes for global environmental management.	Article 4 Article 6	Article 8 Article 9 Article 16 Article 17	Article 4 Article 5 Article 13 Article 17 Article 18 Article 19
<b><i>Environmental Governance</i></b>	Capacities of individuals and organizations to enact environmental policies or regulatory decisions, as well as plan and execute relevant sustainable global environmental management actions and solutions.	Article 4	Article 6 Article 14 Article 19 Article 22	Article 4 Article 5 Article 8 Article 9 Article 10
<b><i>Information Management and Knowledge</i></b>	Capacities of individuals and organizations to research, acquire, communicate, educate and make use of pertinent information to be able to diagnose and understand global environmental problems and potential solutions.	Article 4 Article 5	Article 12 Article 14 Article 17 Article 26	Article 9 Article 10 Article 16
<b><i>Monitoring and Evaluation</i></b>	Capacities in individuals and organizations to effectively monitor and evaluate project and/or programme achievements against expected results and to provide feedback for learning, adaptive management and suggesting adjustments to the course of action if necessary to conserve and preserve the global environment.	Article 6	Article 7	

## **C.2 Project Design**

### **C.2.b GEF Alternative**

112. This project takes an incremental approach from a GEF construct towards strengthening Bangladesh's environmental governance to meet Rio Convention objectives, focusing on building a set of underlying institutional and technical capacities. In the absence of this project, Bangladesh would continue to govern its environment with a focus on meeting national priorities while at the same time delivering global environmental benefits with the support of external funding. Multilateral and bilateral donors are present in Bangladesh and supporting capacity building activities to improve global environmental governance<sup>11</sup>, but in the last couple of years these are increasingly targeted to climate change. This project offers an alternative to current development efforts in that capacity development activities will focus on a comprehensive strengthening and institutionalization of technical capacities to mainstream the Rio Conventions into national development planning processes. This project would target key barriers to learning about the global environment given that there is a general perception that trainings do not

<sup>11</sup> From the perspective of the GEF's focal areas of biodiversity conservation, climate change, land degradation, ozone depleting substances, and persistent organic chemicals.

contribute to productive outcomes, and that there are too many meetings to discuss environmental issues and insufficient follow-up action.

113. The project would also create, through its implementation arrangements, a space for interactive discussions with non-state stakeholders that have comparative advantages. This includes BPATC, which serves to provide government staff with access to best practice studies and reports. The project would also serve as an important coordinating mechanism with the various governmental bodies as well as with multilateral and bilateral donors.

114. This project takes a learn-by-doing approach to help institutionalize capacities for improved environmental governance. Building upon recent and updated needs assessments and the training on best practices and innovations, targeted workshops will serve to engage relevant decision-makers and planners, and other stakeholders, in the critical analysis of Bangladesh's environmental governance. Through this process, they will collaborate and negotiate better approaches to deliver global environmental benefits through improved interpretation, planning, and decision-making on environmental and sectoral policies, plans and programmes using the lens of the three Rio Conventions. These capacities will be institutionalized through the implementation of select recommendations that will serve to demonstrate the value of this approach through improved/reinforced compliance with Rio Conventions obligations.

115. To the extent possible, activities under this project will be distinguished as delivering either global environmental benefits or sustainable development benefits that Bangladesh should undertake in its own national self-interest. The very nature of mainstreaming blurs this distinction, and as a result the allocation of the GEF increment and co-financing to each activity is therefore a best estimate of how much of the GEF increment is needed to complement the baseline and co-financing that was leveraged to implement the project.

#### C.2.b.1 Project Rationale

116. This project responds to one of the specific cross-cutting capacity development priorities identified in Bangladesh's NCSA, which is to catalyze more effective engagement in the governance of the global environment through environmentally sound and sustainable development. The project is strategic in that it responds to a targeted set of underlying and critical institutional and technical barriers to environmental governance to meet and sustain global environmental outcomes. Specifically, the project will facilitate the proactive and constructive engagement of relevant decision-makers and planners across environmental focal areas and socio-economic sectors.

117. This project is innovative and transformative in that it takes a life cycle approach to environmental governance, focusing on eliminating the institutional barriers of stakeholder engagement as evidenced by the weak access to best practices, innovations, and skills. Capacity development activities will focus on institutionalizing a process by which technical capacities are summarily accessed to inform planning and decision-making, and not limited to project-based activities. While consultants may be recruited to support the development of new and improved sectoral and development plans that better integrate and reflect Rio Convention obligations, these skills will be incrementally imparted on government technical staff who are more likely to remain government career staff, even if they move to other departments and ministries within the government.

118. The value of this project also lies in catalyzing Bangladesh’s drive towards self-sufficiency and environmental sustainability, assuming that the capacities developed will be institutionalized, thereby resulting in an incrementally reduced dependency on external funding. The inherent nature of the project’s cross-cutting approach also dictates important partnerships among several key national institutions that play a role in MEA implementation. Key partners include the Bangladesh Public Administration Training Centre (BPATC) and the National Academy for Educational Management (NAEM).

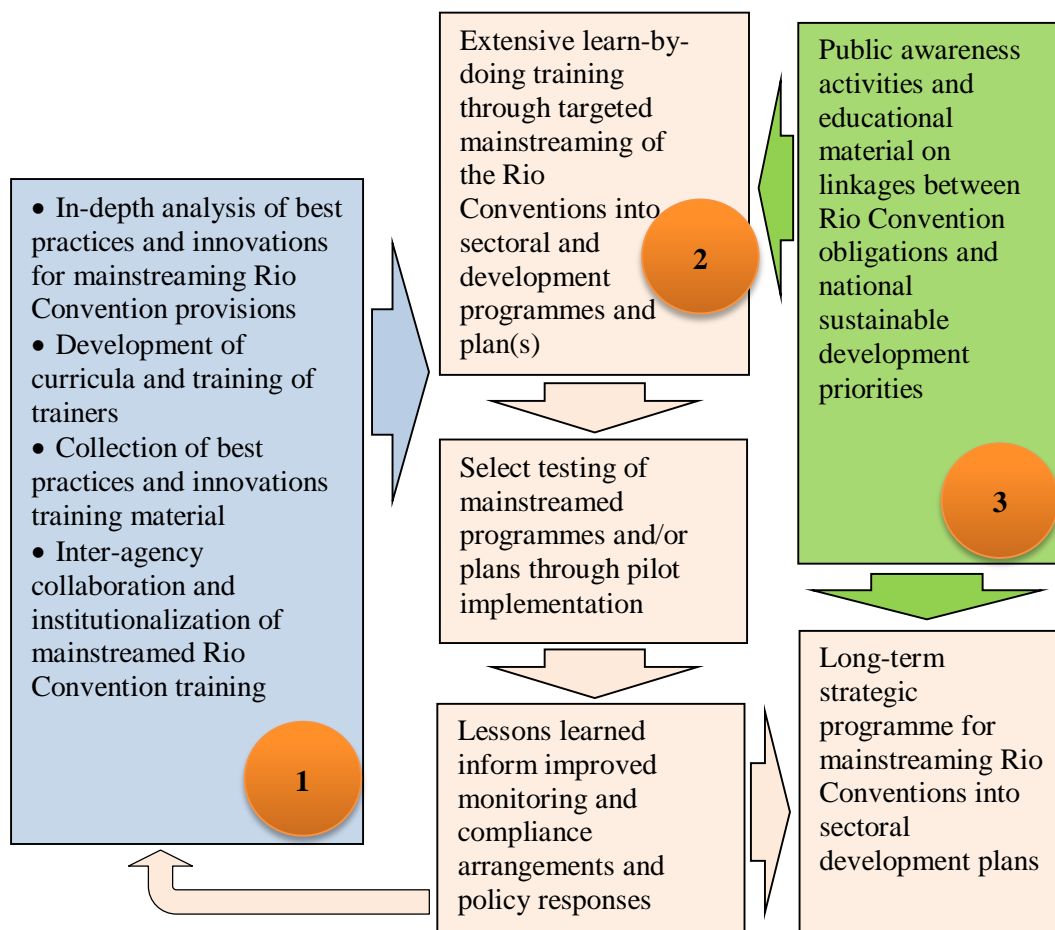


Figure 2: Project Design

119. Bangladesh, through the MoEF, has actively attempted to address climate change issues for many years. Nonetheless, there are numerous opportunities to capture REDD+ and CDM markets in the Forestry Sector. However, there is inadequate institutional capacity and knowledge in the MoEF and Forestry Department to take advantage of these opportunities. Multiple initiatives are underway to address these deficiencies, and this project will complement these efforts to improve these capacities.

### C.2.b.2 Project Goal and Objectives

120. The goal of this project is to **strengthen information management and other support systems that contribute to policy development and improved implementation of the three Rio Conventions**. To this end, the project will focus on developing key operational capacity in public institutions involved in the preparation of policies and plans and their implementation. The project’s objective is to **enhance the capacity of relevant policy and institutional stakeholders to enable compliance with the three Rio Conventions and other MEAs**. Specifically, this will be carried out by targeting and training government

staff at the local, regional and national levels on the specific interpretation of Rio Convention provisions as they apply to their respective roles and responsibilities to implement associated development policies. This objective will also be implemented by a targeted public awareness campaign to raise the understanding of the critical linkages between the Rio Convention principles and the more immediate socio-economic development priorities. The project will employ a learn-by-doing approach that will actively engage stakeholder representatives throughout the three years of the project's implementation in order to enhance the strategic adaptation of project activities in keeping with the project goal and objective.

121. Non-state stakeholders have an essential role in contributing to the adaptive collaborative management (ACM) of project implementation, and all stakeholders are expected to take an early and proactive role in the mainstreaming exercises. This includes helping to identify and develop solutions to any unexpected barriers and challenges that arise during implementation. By taking an ACM approach, project activities and outputs can be more legitimately modified and adapted to maintain timely and cost-effective project performance and delivery.

### C.2.b.3 Expected Outcomes and Outputs

122. By the end of the project, learn-by-doing activities will have resulted in a set of improved capacities to meet and sustain Rio Convention objectives. In particular, this project will have strengthened and helped institutionalize best practices and innovative approaches to better design, monitor, and implement sectoral development programmes and plans that are informed by Rio Convention obligations. The project will also have addressed institutional barriers that limit cooperation and sharing by strengthening inter-agency coordination and information sharing and reinforcing the communication networks by which NGOs and civil society participate in the decision-making process. Furthermore this project will promote extensive training and awareness on the critical links between environment and development that will ultimately help internalize environmental priorities and obligations in the institutional framework. This project will be implemented in three linked components:

- I. Developing institutional capacities for management of the global environment
- II. Mainstreaming of the Rio Conventions into human resource development
- III. Raising awareness of the linkages between Rio Conventions and sustainable development

123. The following components are a further elaboration of project outputs and activities outlined in the PIF. Activities are framework activities, accompanied by a set of key indicators that serve to measure progress towards delivering outputs and realizing outcomes. During early implementation of the project, activities will be deconstructed and coordinated with activities being implemented by other development partners. Although project implementation technically begins with the signing of the project document, project activities will begin in earnest once the Project Coordinator has been recruited. The log frame in Annex 4 provides more detailed guidance on expected project activities. This log frame will be reviewed at the beginning of project initiation to update as necessary and as appropriate.

## **Component 1: Developing institutional capacities for management of global environment**

124. The activities and outputs under this component are targeted to strengthening and institutionalizing arrangements for the analyzing and integrating the Rio Conventions and their evolving guidance into training programmes of civil servant staff, as well as other stakeholders. This component will also begin a process to assess project performance through a baseline and project-end survey. A consortium of training institutions will coordinate relevant training activities on best practices and innovations for integrating and implementing Rio Conventions within national sustainable development plans. Whereas this component focuses on strengthening institutional capacities, component 2 focuses on strengthening individual and technical capacities through the actual trainings, learn-by-doing, and testing exercises. For the most part, component 1 will take place during the first 16 months of project implementation.

### **Output 1.1 Survey of public sector stakeholders**

## **Activities:**

1.1.1: Survey awareness of public sector staff on the Rio Conventions at baseline and end of project to assess the extent to which awareness and understanding has increased. Surveys take place at project launch and results conferences (activity 3.1.1).

*Target indicator: Two surveys sampling all government agencies carried out with N>500 respondents, the first completed by month 6- and the second by month 33.*

*Target indicator: Statistical and sociological analyses of survey results are completed by month 6 (baseline) and by month 35, and show a 20% increase in understanding Rio Convention mainstreaming results.*

## **Output 1.2 Review of best practices to mainstream Rio Conventions**

### **Activities and Indicators:**

1.2.1: Undertake a comprehensive review of best practices and innovations for mainstreaming Rio Conventions obligations.

*Target indicator: Review best practices and innovations from government agencies within Bangladesh as well as those from other countries and the development community completed by month 4.*

*Target indicator: Report on best practices and innovations completed by month 5. This report will be peer reviewed by month 5.*

*Target indicator: Report distributed to line ministries by month 7.*

## **Output 1.3 Review of training needs to operationalize Rio Conventions**

### **Activities and Indicators:**

1.3.1: Undertake a comprehensive assessment of training needs to be targeted by the project. Validate assessment through peer review of experts and stakeholders. Terms of Reference for the work of the peer reviewers will be prepared. A small amount of funds will be set aside to cover peer review fees, as appropriate, to ensure that independent expert reviews are carried out on key project analyses.

*Target indicator: At least 40 national experts and stakeholders will have agreed to participate as peer reviewers by month 3 of project implementation. This peer review group will also review all the analytical products produced under the project in all three project components.*

*Target indicator: Incorporate assessment of training needs into initial survey of public sector staff.*

*Target indicator: Conduct semi-structured interviews with key government, NGO and private sector stakeholders regarding training needs. A minimum of 50 interviews are to be completed by month 6.*

*Target indicator: Report on the comprehensive awareness raising and training needs assessment drafted, peer reviewed, and completed by month 8.*

## **Output 1.4 Improved training programme and curricula on Rio Conventions**

### **Activities and Indicators:**

1.4.1: Develop a comprehensive training programme on Rio Convention issues and associated mainstreaming skills. Strengthen existing training curricula with best practices for implementing the Rio Conventions within national development planning frameworks.

*Target indicator: Convene expert workshop to review best practices for mainstreaming Rio Conventions (activity 1.2.1) and ways of incorporating best practices into training curricula by month 8.*

*Target indicator: Review training curricula in national training institutions. Develop comprehensive Rio Convention training programme and complete draft revisions of curricula with Rio Conventions mainstreaming by month 10.*

*Target indicator: Training programme and curricula peer reviewed and finalized by month 12.*

*Target indicator: The training programme is rated as high quality.<sup>12</sup>*

*Target indicator: After implementation, incorporate feedback from trainee evaluations (activity 1.6.1) to strengthen courses. Analyze results by months 13 and 25.*

## **Output 1.5 Trainers are trained on best practices to operationalize Rio Conventions**

### **Activities and Indicators:**

1.5.1: Provide training of trainers to teach new and improved Rio Convention-related courses. This includes the preparation of relevant training materials

*Target indicator: Convene workshops for trainers introducing them to revised training curricula (activity 1.4.1) and gathering feedback on trainer needs by month 13.*

*Target indicator: Additional workshops will be held at least once a year to incorporate findings and feedback from course evaluations and inter-ministerial training consortium meetings.*

*Target indicator: Identify and collect new guidelines, tools, and other resources based on findings and make available to trainers by month 14.*

*Target indicator: An integrated annotated outline of the full set of guidelines, tools, and resources are peer reviewed and validated by month 18.*

## **Output 1.6 Training courses on Rio Convention implementation are carried out**

### **Activities and Indicators:**

1.6.1: Carry out training courses and workshops on best practices and innovations for mainstreaming Rio Conventions

*Target indicator: Revised curricula (activity 1.4.1) approved for incorporation into curricula of national training institutions and commence by month 19.*

*Target indicator: Four (4) training workshops and related exercises begin by month 19.*

*Target indicator: At least 250 unique government staff participated in training courses, workshops and related exercises by month 24.*

*Target indicator: After implementation, collect feedback evaluations from trainees on course effectiveness, 90% response rate for each course. Analyze results by month 25.*

## **Output 1.7 Cooperative agreement among training consortium members**

### **Activities and Indicators:**

1.7.1: Negotiate and facilitate cooperative agreements with inter-ministerial training consortium (IMTC) members to facilitate and secure improved inter-agency communication, coordination and collaboration

*Target indicator: IMTC formed by month 6 and meets four (4) times to discuss and approve recommendations for training programmes before month 12 of the project.*

*Target indicator: Key ministries sign memoranda of understanding by month 14.*

*Target indicator: IMTC meets twice (2) per year to update and revise training programmes based on feedback and lessons learned.*

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<sup>12</sup> Ratings will be based on a set of 12 criteria on a scale of 1 to 5.

## **Component 2: Mainstreaming of global environmental conventions into human resource development**

125. This component focuses on strengthening the technical capacities of a wide cross-section of social actors that directly and indirectly affect obligations under the Rio Conventions. That is, the best practices and innovations identified in Component 1 will form the basis of core trainings and learn-by-doing exercises, as well as their testing in a select district. Lessons learned from activities under this component will involve a large number of stakeholders, largely of government staff that are responsible for drafting and implementing sectoral and development plans. Participants in these activities will be individuals working at the national and district levels. In addition to the learning activities, specific outputs will be produced under this output. This includes the preparation of an integrated global environmental and sustainable development roadmap. This specific output will be a form of learn-by-doing exercise using government staff and other non-state stakeholders to critically think about how to implement the Rio Conventions within the framework of sectoral and development plans under the National Sustainable Development Strategy. This will be complemented by the integration of the Rio Conventions into a selected sectoral development plan that will then be tested to demonstrate the feasibility and value of Rio Convention mainstreaming. Lessons learned from the testing will be used to improve the roadmap as well as inform the replication of subsequent sectoral mainstreaming activities.

### **Output 2.1 Rio Convention analytical framework**

#### **Activities and Indicators:**

2.1.1: Develop an analytical framework for integrating Rio Convention obligations into sector planning frameworks. The analytical framework should be peer reviewed by expert working group and presented at two or more stakeholder meetings, as needed to secure consensus. This framework will be revised on an annual basis to take into account decisions by the Rio Conventions' Conference of the Parties, as well as latest national development policies.

*Target indicator: Analytical framework for the Rio Conventions is drafted and completed by month 10.*

*Target indicator: Analytical framework for the Rio Conventions is endorsed by consensus at stakeholder meeting by month 12.*

*Target indicator: Analytical framework for the Rio Conventions is revised per COP decisions on annual basis, thus by months 20 and 32.*

### **Output 2.2 Integrated Rio Convention sectoral development plan**

#### **Activities and Indicators:**

2.2.1: Convene expert working groups to select and integrate Rio Conventions into a high value and top priority sector development plan. Three working groups will be established, one for each of the three Rio Conventions, to review and revise a select sectoral development plan per Rio Convention obligations.

*Target indicator: Expert working group selects one sector development plan within which to integrate the three Rio Conventions and approved by Project Board by month 6.*

*Target indicator: Draft SWOT and gap analyses of selected sector by month 8.*



*Target indicator: National experts draft integrated Rio Convention sector development plan building on activity 2.1.1. This draft will be peer reviewed by month 10, and completed and validated by month 12.*

2.2.2: Prepare a feasibility study and implementation plan to test the implementation of the integrated Rio Convention sector development plan under activity 2.2.3.

*Target indicator: Prepare feasibility study and action plan for implementation of sectoral development plan revised per Rio Conventions by month 15.*

*Target indicator: Five (5) national peer reviews of draft feasibility study, action plan, and SWOT and Gap analyses.*

*Target indicator: Feasibility study and implementation plan are rated as high quality.<sup>13</sup>*

2.2.3: Test the integrated Rio Convention sector development plan in one district through the implementation of the feasibility study prepared under activity 2.2.2. This will include the revision of the plan on the basis of feedback during its testing.

*Target indicator: Agreement to test integrated Rio Convention sector development by key decision makers made by month 12. Memorandum of agreement signed by relevant parties*

*Target indicator: Integrated Rio Convention sector development plan is tested in one district per the feasibility study and its accompanying implementation plan, started by month 16 and completed by month 30.*

*Target indicator: One small grant test application of the integrated sector development plan implemented by month 30.*

### **Output 2.3 Integrated global environmental and sustainable development roadmap**

#### **Activities and Indicators:**

2.3.1: This output comprises a set of activities to integrate Rio Convention obligations into the National Sustainable Development Strategy through the preparation of an integrated global environmental and sustainable development roadmap. The roadmap will be developed through a series of activities, which include learn-by-doing of planners and decision-makers. While national experts will draft the roadmap, planners and decision-makers will be called up to do similar mainstreaming exercises. An expert working group will be convened to go through these exercises with the national experts and begin to develop the roadmap. The roadmap will be based on the lessons learned in testing the development and implementation of the integrated Rio Convention sector development in one district. The drafting of this roadmap will begin with the feasibility prepared under activity 2.2.2. The final step of this output is to submit the draft roadmap for endorsement by Cabinet of ministers. This project will not seek its formal approval by government as this a lengthy process.

*Target indicator: Three national experts will draft a roadmap to implement the NSDS per each of the Rio Conventions, which will be peer reviewed by month 22.*

*Target indicator: Sustainable development roadmap incorporates lessons learned from revised sectoral development plan (activity 2.2.1) and drafted by month 26.*

*Target indicator: Sustainable development roadmap is finalized by month 29 and validated by month 31.*

*Target indicator: Cabinet of ministers submitted for endorsement by month 33.*

### **Output 2.4 Lessons Learned study**

#### **Activities and Indicators:**

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<sup>13</sup> Ratings will be based on a set of 12 criteria on a scale of 1 to 5.

2.4.1: Prepare a lessons learned report of the pilot implementation of the integrated sector development plan. While this study will inform the revision of the testing of integrated sector development plan, it will also inform the training curricula, learn-by-doing mainstreaming exercises, as well as the revision of the NSDS roadmap.

*Target indicator: Lessons learned and best practice report prepared on targeted high value sector development plan with Rio Conventions mainstreamed drafted by month 29 and completed by month 32.*

*Target indicator: Lessons learned are presented at stakeholders workshops at the district and national levels by month 33.*

### **Component 3: Raising awareness of the linkages between the Rio Conventions and sustainable development**

126. This component focuses on strengthening the systemic capacities needed to ensure the institutional sustainability of project outcomes. Whereas the activities of components 1 and 2 will target stakeholders that are directly involved in the drafting and implementation of an integrated Rio Convention sectoral development plan, this component targets social actors that have amore indirect stake in project outputs. For example, this will include government staff, civil society and NGO representatives that carry out similar or related activities, and whom may in the near future be responsible for drafting and implementing development plans. This component will help minimize the impact of staff turnover by raising awareness and training people that could more readily replace vacancies.

#### **Output 3.1 Project Launch and Results Conference**

##### **Activities and Indicators:**

3.1.1: Organize and convene a one-day conference at the beginning of the project to raise awareness of the project goal and objectives. This conference will focus on presentations and panel discussions on the challenges of meeting Rio Convention obligations and how Rio Convention mainstreaming is a high value approach to meeting and sustaining global environmental objectives and benefits. The survey of activity 1.1 will be undertaken prior to the project launch conference.

*Target indicator: One-day project launch conference is held by month 3.*

*Target indicator: Over 200 participants attend project launch conference.*

3.1.2: Organize and convene a one-day conference at the end of the project to promote the value of Rio Convention mainstreaming and mobilize commitment and resources to catalyze replication of mainstreaming best practices. This conference will focus on presentations and panel discussions on the lessons learned to mainstream Rio Convention obligations into sectoral planning frameworks, and to reaffirm the high return on investment towards meeting and sustaining global environmental objectives and benefits. This conference should take place after the second survey and statistical analysis of activity 1.1.

*Target indicator: One-day Project Results Conference is held between months 32 and 34.*

*Target indicator: Over 200 participants attend Conference.*

#### **Output 3.2 Public awareness implementation plan**

##### **Activities and Indicators:**

3.2.1: Prepare an implementation plan to coordinate this project's awareness raising and advocacy activities with those of other donor-funded awareness-raising activities. This output will serve to develop further the awareness-raising activities under outputs 3.3 to 3.5. Over the past year, Bangladesh and development organizations have been carrying out a number of activities to promote environmental consciousness; however, these have focused on specific thematic issues,

particularly climate change. This activity will review public awareness campaigns and activities of the past two (2) years, including those that are currently under implementation, and identify a set of new and improved awareness building activities that fill important awareness gaps on Rio Convention mainstreaming in sectoral policies, plans, programmes, and legislation. This will ensure that there is no overlap or duplication of resources, as well as to provide small additional resources to expand and extend activities for greater impact. This activity will be informed by the baseline survey results of 1.1, but not be dependent on it.

*Target indicator: Review public awareness campaigns and activities over past two (2) years and prepare summary of findings by month 4.*

*Target indicator: Programme of work on public awareness and advocacy activities developed in cooperation with partner development agencies completed by month 5.*

### **Output 3.3 Public awareness and educational materials**

#### **Activities and Indicators:**

3.3.1: Prepare a set of articles on the Rio Conventions for publication in popular literature. These will articles will be targeted to the general population and published in print media with a high circulation. Articles will also be printed as separate brochures for targeted distribution at special events. Although special provisions will be made to translate the brochures into indigenous languages, further details will be discussed and agreed upon during project implementation.

*Target indicator: At least 18 articles on the relevancy of the Rio Conventions to Bangladesh's national socio-economic development will be written and published in popular literature with high circulation. Articles are to be published at least every two months. First article is to be published by month 5.*

*Target indicator: Each article is published as a brochure, at least 100 copies each and distributed to at least two high value special events for greatest impact. At least nine (9) will be distributed by month 20 and (18) by month 32.*

3.3.2: Prepare and integrate a global environment education module for high schools to integrate into their school curricula. This will include the collation and preparation of educational background material. Environmental studies are not being taught as a full course in high schools. These education modules are intended to strengthen the content of the existing course material as well as help provide sufficient rationale for expanding environmental studies to a full course.

*Target indicator: Education module prepared for high schools completed by month 8.*

*Target indicator: At least 10 high schools have implemented education module by month 20.*

*Target indicator: At least 20 high schools have implemented education module by month 32.*

### **Output 3.4 Awareness-raising dialogues and workshops**

#### **Activities and Indicators:**

3.4.1: Carry out a broad-based survey of stakeholders on their awareness of Rio Convention priorities and on environmentally-friendly approaches to implementation of sectoral plans. This survey will be taken at the beginning of the project and associated with the project launch and project results workshops

*Target indicator: Two surveys carried out with  $N > 500$  respondents, the first completed by month 5 and the second by month 30.*

*Target indicator: Statistical and sociological analyses of survey results are completed by month 7 (baseline) and by month 32.*

- 3.4.2: Organize and convene private sector sensitization panel discussions on global environmental issues and their relevance to sustainable development  
*Target indicator: Three (3) panel discussions, with at least 50 private sector representatives, one held each year, the first by month 7.*
- 3.4.3: Organize and convene district-level awareness workshops on the Rio Conventions' contribution to local sustainable development  
*Target indicator: At least four (4) district-level workshops are convened, with local government representatives having participated in at least one workshop. Each workshop should be attended by at least 20 local representatives. Two district-level workshops will be completed between months 10 and 20 and all four district-level workshops will have been completed by month 29.*

### **Output 3.5 Internet visibility of good practices for mainstreaming Rio Conventions obligations**

#### **Activities and Indicators:**

- 3.5.1: Create webpage linked to ministry webpages emphasizing the linkages between local action and global environmental outcomes under the Rio Conventions. This website (which may include an electronic discussion forum) will serve as a clearinghouse on up-to-date information about Bangladesh's national implementation of the Rio Conventions.  
*Target indicator: New website provides clear guidance and best practices for Rio Convention mainstreaming by month 9.*  
*Target indicator: Website is regularly updated, at least once a month with new information, articles, and relevant links on Rio Convention mainstreaming.*  
*Target indicator: Number of visits to the Rio Convention mainstreaming webpages raises sustained visits to website by at least 10%.*
- 3.5.2: Create a Facebook page on Rio Convention mainstreaming  
*Target indicator: Facebook page created by month 9.*  
*Target indicator: At least 3,000 Facebook likes by month 32.*

### **C.3 Sustainability and Replicability**

#### **C.3.a Sustainability**

127. The sustainability of the project will be strengthened by the establishment of the consortium of training institutes (see Output 1.1) and the subsequent development of a national education programme focused on the global environment. The programme will train government staff on how the Rio Convention obligations can be effectively implemented through existing and improved environmental legislation, plans and projects. The consortium will establish a medium through which the various institutes may communicate and update the training programme as necessary to ensure its long-term effectiveness. Nonetheless, this project will need long-term project champions, which is why the project also focuses on improving awareness and strengthening stakeholders' appreciation of the project strategy.

128. Another critical feature of the project's sustainability is the project's cost-effective strategy. By seeking to use existing environmental and natural resource management legislation to implement Rio Convention obligations targeting current weaknesses in monitoring and compliance, this project builds upon an existing baseline of legislation and institutional capacities. The key to success will be in reducing bureaucratic inefficiencies by improving coordination amongst line ministries.

129. A final feature of the project's strategy is through the implementation arrangements. Most of the project activities are constructed as learn-by-doing activities, the rationale being that government and other stakeholders responsible for environmental planning, decision-making, monitoring and enforcement are the stakeholders that collaborate on the improved interpretation of environmental and natural resource management legislation from a heightened Rio Convention perspective. Having the government execute this project directly also builds their capacities for the long-term implementation of appropriate project activities, and indeed will contribute to their institutionalization. Certainly, mistakes will occur and implementation may not always be smooth, but these problems should still be seen as opportunities for learning better practices. The project's sustainability rests on the success and replicability of the pilots and demonstrations.

#### **C.3.b Replicability and Lessons Learned**

130. As a medium-size project, this intervention has certain limitations, namely in being able to reconcile and undertake all the necessary institutional and legislative reforms identified as needed during project implementation. Instead, this project serves as catalyst of a more long-term approach to Rio Convention implementation by strengthening targeted institutional arrangements through improved trainings and learn-by-doing exercises to catalyze action for the global environment. These trainings and learn-by-doing exercises, complemented with a process of learning lessons of good or best practices, will help improve future trainings and learn-by-doing exercises that would be replicated on a regular basis.

131. Over time, learning lessons and replication are going to ensure the institutional sustainability of best practices for mainstreaming and implementing the Rio Conventions with national sustainable development planning frameworks. Over time, a strong baseline of technical capacities should be built through the institutionalization of the training curricula and methodologies.

132. Part of the catalytic role of the project is to demonstrate the value of this approach. Early in project implementation, the consortium of training institutes will prepare a national education programme that will be implemented as a set of technical workshops, regional and stakeholder consultations, policy negotiating meetings, and drafting of appropriate institutional reforms. The ultimate goal of the programme is to ensure all government staff is adequately sensitized to the role of natural resource management and national obligations under the Rio Conventions. Through this improved training, capacity will be enhanced to develop and implement local actions that inherently deliver global environmental benefits.

133. The replication of project activities is further strengthened by the project implementation arrangements, which will involve numerous stakeholder representatives. This includes working with NGOs that have a strong presence in the communities and/or are actively supporting related capacity development

work. Many such organizations operate in Bangladesh, for example, raising awareness of existing legislation to protect endangered species. Research and academic institutions are also playing a leading role in identifying new and innovative interpretations and policy responses to improve environmental management.

134. If “scaling-up” is to be interpreted differently from replication and calls for increasing numbers and area, then this is not envisioned under this project. For example, the number of participants in the trainings and learn-by-doing exercises should not be increased in order to keep these at a manageable level. Instead, trainings should be repeated on an annual basis and extended to participants who live outside of Dhaka. The learn-by-doing exercises and their testing should be replicated for other sectors and other regions so that over time the full breadth of sustainable development priorities have benefitted from Rio Convention mainstreaming.

### **C.3.c Risks and Assumptions**

135. A potential risk towards implementation of the project is ensuring the coordination among different ministries/divisions/agencies/stakeholders, largely due to their individual mandates to implement plans, policies and programmes under the rules of business. For example, the Ministry of Agriculture has the mandate to increase food production, while the Ministry of Land is mandated to earn revenue from the inland water bodies. The Ministry of Environment and Forests is mandated to conserve the natural resources and ensure sustainable ecosystems. This risk is rated as medium as coordination under this project will be limited to agreements on participation in the trainings and the subsequent learn-by-doing exercises. The select testing of the latter will be decided on the basis of consultations with key stakeholders and approved by the Project Board.

136. Another potential risk is inadequacy/uncertainty of long-term funding. Project activity 1.7 will include negotiating the financial sustainability of project activities that should continue once the project ends. Through the Project Board and implementation arrangements, the project will be institutionalized within key entities, such as the BPATC and MoEF. The learn-by-doing exercises and their select testing in one district will demonstrate their cost-effectiveness, and serve as a guide for the type of long-term financing needed by the project. The financial risks to the project will be a medium risk as costs can be minimized by spreading in-kind contributions across consortium members. New and additional cash will be needed to replicate and extend project activities beyond project closure, and an indicator of success will be the extent to which the government has been able to maintain an annual budgetary allocation for this. Furthermore, the project will maintain consultations with other development partners in Bangladesh to secure support to replicate and extend key project activities beyond project closure.

137. The political discord between the political party in power and the opposition in Bangladesh poses a nominal risk to the project in that most programmes and projects continue. Notwithstanding, they take place at a slower pace due to the strikes that prevent people from getting to work or at best working from home. As regards project activities, they would have to be re-scheduled. However, with respect to trainings, there is a risk that some of these courses may have to be shortened or canceled. There is an assumption that this situation will not deteriorate to the extent that it significantly affects project performance, with the remedy being to request a no-cost extension of the project.

138. The project strategy also assumes that the trainings will be structured as high quality courses that encourage critical thinking, and that stakeholders will actively engage in the trainings. The project also assumes that the skills learned by participants will be used by participants in their daily work. There is a risk that these participants may be re-assigned or leave their jobs, resulting in a potential loss of capacity and institutional memory. Lack of institutional memory has been a recurring issue in Bangladesh and it is important that staff needs and motivations be taken into consideration to reduce the risk of high staff turnover. This will be organized and implemented as a means for career development and assist in reducing staff turnover and brain drain. The project will also seek to involve as many people as possible in order to reduce the impact of the loss of institutional memory.

139. The process of actively involving key representatives from all stakeholder groups will ensure that their individual capacities for carrying out similar exercises in the future are developed and available for the medium to long-term, and add to the country's overall absorptive capacity. Similarly, by demonstrating best practices by country stakeholders, the project will be facilitating an easier uptake and replication by stakeholders in other institutions and localities, thereby catalyzing the sustainability of project outcomes.

#### **C.4 Stakeholder Involvement**

140. Stakeholder involvement in this project began with the National Capacity Self-Assessment that took place between 2005 and 2007. The NCSA was executed by the International Union for the Conservation of Nature and Natural Resources (IUCN) was contracted, which managed an extensive consultation process that involved government ministries and agencies, local government, research organizations, academia, NGOs, civil society, local communities, media, development partners, and other relevant stakeholders. Although this cross-cutting capacity development project comes several years after the NCSA, there is still institutional memory and commitment of stakeholders, many of whom were consulted in the development of the project during the project preparation phase.

141. This project was developed on the basis of consultations with a number of stakeholder representatives, beginning with the preparation of the project concept through the Project Identification Form (PIF) between 2011 and 2012. Subsequent to the approval of the PIF and provision of a project preparation grant (PPG), further consultations were undertaken with key stakeholder representatives to develop the project document in 2013 through to early 2014. The draft project document was also presented and discussed at a Validation workshop on 5 February 2014. Stakeholders consulted in the development of the project document include:

- Ministry of Environment and Forests, Department of Environment
- Ministry of Finance, Economics Relations Division
- Ministry of Planning, Planning Commission
- National Academy of Environmental Management
- Bangladesh Public Administration Training Centre
- Center for Participatory Research and Development
- International Union for the Conservation of Nature
- Asian Development Bank
- Food and Agriculture Organization
- German Society for International Cooperation (GIZ)
- United States Agency for International Development

142. Given the project strategy, the key project stakeholders are government ministries and their subsidiary agencies and departments that are responsible for human resource development. These stakeholder representatives will participate in activities to collaborate the improved inclusion of environmental and natural resource considerations into training curricula. These activities will be structured as learn-by-doing exercises. In addition to these governmental stakeholders, there are non-governmental stakeholders from academia, the private sector, and CSOs. During the establishment of technical working groups on the three Rio Conventions, these non-state organizations will also be invited to share their comparative expertise, but also to undertake selected project activities. These will be determined during project implementation when setting up with the working group teams as well as when setting up the sub-contracts. The project is to be implemented by the Ministry of Environment and Forests, through an innovative partnership with the IUCN – International Union for Conservation of Nature and Natural Resources, Bangladesh Country Office and Center for Participatory Research and Development as local NGO partners. This is to ensure that the respective strengths of Government, international organizations and local CSO/CBOs all contribute to the project success. This is also to ensure that knowledge and skills from international organizations are transferred to local organizations and to Government.

143. This project will contribute to building capacities of a large number of stakeholder representatives in the country to make more effective decisions about environmental management, in particular to take a more

holistic approach and thus generate global environmental benefits. Stakeholders to be trained will come from various line ministries and agencies on best practices and innovative approaches to mainstream Rio Conventions into planning processes. Particular attention will be given to active engage women and young staff members in the project, largely as trainees to ensure diversity as well as to contribute to building up government’s absorptive capacity. In additional to government representatives, other stakeholder representatives will include those from NGOs, academia, civil society, and local authorities. Importantly, development partners such as GIZ and USAID will be invited as observers given that they are also carrying out very similar activities. In a number of instances, project activities will be integrated with those of development partners, as appropriate, to achieve cost-effectiveness and capitalize on synergies.

144. Stakeholders will participate in various training activities, as well as learn-by-doing working groups to test their new and improved skills for mainstreaming Rio Conventions. Management of the project will emphasize collaboration and active engagement of key stakeholder representatives in targeted working groups to ensure legitimacy of results. They will be facilitated by neutral facilitation and supported by independent expert resource persons recruited by the project. The structure of training activities and the selection of stakeholder participants will be heavily informed by the need to institutionalize capacities developed under the project. By the end of the project, increased capacities will have been imparted to a diverse cross-section of stakeholders as well as key planners and decision-makers at the central and local levels.

145. This project will be executed by the Ministry of Environment and Forests (MEF), with the Bangladesh Public Administration Training Center (BPATC) who will be the lead institution to provide the trainings to be undertaken by the project. Other institutions, such as the Center for Participatory Research and Development (CPRD) and National Academy of Educational Management (NAEM), will also be invited as project partners to provide targeted trainings and facilitate expert working group sessions to test Rio Convention mainstreaming skills.

146. In addition to the stakeholders consulted during the development of this project (paragraph 141), a larger number of stakeholder organizations will be actively engaged as project partners to support project activities. These include, but are not limited to various universities in Bangladesh and research institutes such as the Bangladesh Agricultural Research Council. Table 5 outlines the expected roles of key stakeholder organizations.

Table 5: Key Project stakeholders

Institution(s)	Role
<ul style="list-style-type: none"> <li>Ministry of Environment and Forests</li> </ul>	The Ministry will provide policy and technical guidance on the design of the trainings and learn-by-doing integration of the Rio Conventions (and other related MEAs) into Bangladesh’s key national development policy framework, including poverty reduction strategies and programmes. The Ministry will play a key role mobilizing sustained political commitment to project implementation. The Ministry will Chair the Project Steering Committee and facilitate, as appropriate, parliamentary approval of draft decisions. The Operational Focal Point for the GEF is located within this Ministry. The focal points for climate change and biodiversity are also located within this Ministry.
<ul style="list-style-type: none"> <li>Department of Environment</li> </ul>	The Department of Environment is the technical arm of the Ministry of Environment, and is a lead institution for environmental training and awareness-raising. The Department will serve as a key executing agent for leading the learn-by-doing working groups that will integrate Rio Convention obligations into the selected sector development plan.
<ul style="list-style-type: none"> <li>Ministry of Planning</li> <li>Bangladesh Planning Commission</li> </ul>	The Ministry of Planning will facilitate policy decisions with respect to the project’s integration of Rio Conventions into sector plans and development frameworks through the training courses and associated materials. The Ministry is an important member of the project’s steering committee.



Institution(s)	Role
	The Bangladesh Planning Commission is in charge of national and regional development plans, improving governance in the short-, medium- and long-term. Working with the Ministry of Environment and Forests, the Commission will play a key role in guiding the appropriate design of the trainings and learn-by-doing integration of Rio Conventions into the sector development frameworks. From a technical perspective, the Planning Division within the Commission will work closely with the Department of Environment.
<ul style="list-style-type: none"> <li>• Bangladesh Public Administration Training Center</li> <li>• National Academy of Educational Management</li> <li>• National Academy for Planning and Development</li> <li>• Academic institutions</li> </ul>	These training institutions will play a key role in the development of new and improved training courses and materials for mainstreaming Rio Conventions into sectoral development planning frameworks, and associated technical and reporting capacities. In addition to these three institutions, other relevant institutions may contribute to the trainings as agreed during project implementation. These may include the Bangladesh University of Engineering and Technology, Dhaka University, and Bangladesh University of Professionals.
<ul style="list-style-type: none"> <li>• International Union for the Conservation of Nature</li>   <li>• NGOs</li> </ul>	<p>IUCN is an important institution that has provided important technical services to support the government in the past, and may be called upon to do so again in the future. With respect to this project, their comparative advantage in identifying and developing best practices and innovations related to the Rio Conventions would be valuable.</p> <p>There are a number of NGOs that are undertaking important and related capacity development work in Bangladesh, such as the Center for Participatory Research and Development. During project implementation this organization, among others, may be invited to participate in certain project activities, such as the development of training materials, supporting the training of trainers, and/or carrying out targeted training.</p>
<ul style="list-style-type: none"> <li>• Civil Society</li> </ul>	Representatives of civil society are key stakeholders as they are important beneficiaries of integrated Rio Convention sector development plans and frameworks.

## C.5 Monitoring and Evaluation

147. Project monitoring and evaluation will be conducted in accordance with established UNDP and GEF procedures. The project team and the UNDP Country Office (UNDP/CO) will undertake monitoring and evaluation activities, with support from UNDP/GEF, including by independent evaluators in the case of the final evaluation. The logical framework matrix in Annex 4 provides a logical structure for monitoring project performance and delivery using SMART indicators during project implementation. The output budget and the work plan in the UNDP project document provide additional information for the allocation of funds, both the GEF and co-financing, for expected project deliverables and the timing of project activities to produce these deliverables. Annex 10 provides a breakdown of the total GEF budget by outcome, project management costs, and allocated disbursements on a per year basis. A GEF tracking tool for CCCD will be used as part of monitoring and evaluation activities to assess project delivery. The work plan is provisional, and is to be reviewed during the first project board and endorsed at the project initiation workshop.

146. The following sections outline the principle components of monitoring and evaluation. The project's monitoring and evaluation approach will be discussed during the project's initiation report so as to fine-tune indicators and means of verification, as well as an explanation and full definition of project staff M&E responsibilities.

147. A project initiation workshop will be conducted with the full project team, National Project Director, relevant government counterparts, co-financing partners, the UNDP/CO, with representation from the UNDP/GEF Regional Coordinating Unit as appropriate. Non-governmental stakeholders should be represented at this workshop.

148. A fundamental objective of this initiation workshop will be to further instill an understanding and ownership of the project's goals and objectives among the project team, government and other stakeholder groups. The workshop also serves to finalize preparation of the project's first annual work plan on the basis of the project's log-frame matrix. This will include reviewing the log frame (indicators, means of verification, assumptions), imparting additional detail as needed, and on the basis of this exercise, finalize the Annual Work Plan (AWP) with precise and measurable performance (process and output) indicators, and in a manner consistent with the expected outcomes for the project.

149. Specifically, the project initiation workshop will: (i) introduce project staff to the UNDP/GEF expanded team that will support the project during its implementation, namely the CO and responsible Project Management Unit (PMU) staff; (ii) detail the roles, support services and complementary responsibilities of UNDP/CO and PMU staff with respect to the project team; (iii) provide a detailed overview of UNDP/GEF reporting and monitoring and evaluation (M&E) requirements, with particular emphasis on the combined Annual Progress Reports - Project Implementation Reviews (APR/PIRs), Project Board meetings, as well as final evaluation. The initiation workshop will also provide an opportunity to inform the project team on UNDP project-related budgetary planning, budget reviews, and mandatory budget re-phasing.

150. The initiation workshop will also provide an opportunity for all parties to understand their roles, functions, and responsibilities within the project's decision-making structures, including reporting and communication lines, and conflict resolution mechanisms. The Terms of Reference for PMU staff and associated decision-making structures will be discussed again, as needed, in order to clarify for all, each party's responsibilities during the project's implementation phase.

151. The initiation workshop will present a schedule of M&E-related meetings and reports. The Project Coordinator in consultation with UNDP will develop this schedule, and will include: (i) tentative time frames for Project Board meetings, and the timing of near-term project activities, such as the in-depth review of literature on natural resource valuation; and (ii) project-related monitoring and evaluation activities. The provisional work plan will be approved in the first meeting of the Project Board.

152. Day-to-day monitoring of implementation progress will be the responsibility of the Project Coordinator based on the project's Annual Work Plan and its indicators. He/she will inform the UNDP/CO of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and remedial fashion.

153. The Project Coordinator will fine-tune outcome and performance indicators in consultation with the full project team at the initiation workshop, with support from UNDP/CO and assisted by the UNDP/GEF. Specific targets for the first year implementation performance indicators, together with their means of verification, will be developed at the initiation workshop. These will be used to assess whether implementation is proceeding at the intended pace and in the right direction and will form part of the Annual Work Plan. Targets and indicators for subsequent years would be defined annually as part of the internal evaluation and planning processes undertaken by the Project Team, and agreed with the Executing Agency (Ministry of Environment and Forests) among other key project partners sitting on the project board

154. Periodic monitoring of implementation progress will be undertaken by the UNDP/CO through the provision of quarterly reports from the Project Coordinator. Furthermore, specific meetings may be scheduled between the PMU, the UNDP/CO and other pertinent stakeholders as deemed appropriate and relevant (particularly the Project Board members). Such meetings will allow parties to take stock and to troubleshoot any problems pertaining to the project in a timely fashion to ensure smooth implementation of project activities.

155. Annual Monitoring will occur through the Annual Project Board meeting. This is the highest policy-level meeting of the parties directly involved in the implementation of a project. The project will be subject to Project Board meetings at least twice per year. The first such meeting will be held within the first twelve months following the initiation workshop. For each year-end meeting of the Project Board, the Project Coordinator will prepare harmonized Annual Project Report / Project Implementation Reviews

(APR/PIR) and submit it to UNDP/CO, the UNDP/GEF Regional Coordination Unit, and all Project Board members at least two weeks prior to the meeting for review and comments.

156. The APR/PIR will be used as one of the basic documents for discussions in the year-end Project Board meeting. The Project Coordinator will present the APR/PIR to the Project Board members, highlighting policy issues and recommendations for the decision of the Committee participants. He/she will also inform the participants of any agreement(s) reached by stakeholders during the APR/PIR preparation, on how to resolve operational issues. Separate reviews of each project output may also be conducted, as necessary. Details regarding the requirements and conduct of the APR and Project Board meetings are contained with the M&E Information Kit available through UNDP/GEF.

157. The terminal review meeting is held by the Project Board, with invitation to other relevant Government and municipal stakeholders as necessary, in the last month of project operations. The Project Coordinator is responsible for preparing the terminal review report and submitting it to UNDP/COs, the UNDP/GEF Regional Coordinating Unit, and all participants of the terminal review meeting. The terminal review report will be drafted at least one month in advance of the terminal review meeting, in order to allow for timely review and to serve as the basis for discussion. The terminal review report considers the implementation of the project as a whole, paying particular attention to whether the project has achieved its stated objectives and contributed to the broader environmental objective. The report also decides whether any actions remain necessary, particularly in relation to the sustainability of project outputs and outcomes, and acts as a vehicle through that lessons learned can be captured to feed into other projects under implementation or formulation. The terminal review meeting should refer to the independent final evaluation report, conclusions and recommendations as appropriate.

158. The UNDP/CO, in consultation with the UNDP/GEF Regional Coordinator and members of the Project Board, has the authority to suspend disbursement if project performance benchmarks are not met as per delivery rates, and qualitative assessments of achievements of outputs.

159. A project initiation report will be prepared immediately following the initiation workshop. This report will include a detailed First Year Work Plan divided in quarterly time-frames as well as detailed activities and performance indicators that will guide project implementation (over the course of the first year). This Work Plan will include the proposed dates for any visits and/or support missions from the UNDP/CO, the UNDP/GEF Regional Coordinating Unit, or consultants, as well as time frames for meetings of the project decision-making structures. The report will also include the detailed project budget for the first full year of implementation, prepared on the basis of the Annual Work Plan, and including any monitoring and evaluation requirements to effectively measure project performance during the targeted 12 months' time frame.

160. The initiation report will include a more detailed narrative on the institutional roles, responsibilities, coordinating actions and feedback mechanisms of project related partners. In addition, a section will be included on progress to date on project establishment and start-up activities and an update of any changed external conditions that may affect project implementation, including any unforeseen or newly arisen constraints. When finalized, the report will be circulated to project counterparts who will be given a period of one calendar month in that to respond with comments or queries.

161. The combined Annual Project Report (APR) and Project Implementation Review (PIR) is a UNDP requirement and part of UNDP's Country Office central oversight, monitoring and project management. As a self-assessment report by project management to the Country Office, the APR/PIR is a key input to the year-end Project Board meetings. The PIR is an annual monitoring process mandated by the GEF. It has become an essential management and monitoring tool for Project Coordinators and offers the main vehicle for extracting lessons from on-going projects. These two reporting requirements are very similar in input, purpose and timing and they have now been amalgamated into a single APR/PIR Report.

162. An APR/PIR is to be prepared on an annual basis by June, but should be completed well before this deadline (at least one month) in order to be considered at the Project Board meeting. The purpose of the APR/PIR is to reflect progress achieved in meeting the project's Annual Work Plan and assess performance of the project in contributing to intended outcomes through outputs and partnership work. The APR/PIR is

discussed by the Project Board, so that the resultant report represents a document that has been agreed upon by all of the key stakeholders. A standard format/template for the APR/PIR is provided by UNDP/GEF. This includes the following:

- An analysis of project performance over the reporting period, including outputs produced and, where possible, information on the status of the outcome;
- The constraints experienced in the progress towards results and the reasons for these;
- The three (at most) major constraints to achievement of results;
- Annual Work Plans and related expenditure reports;
- Lessons learned; and
- Clear recommendations for future orientation in addressing key problems in lack of progress.

163. UNDP will analyze the individual APR/PIRs by focal area, theme and region for common issues/results and lessons. The APR/PIRs are also valuable for the independent evaluators who can utilize them to identify any changes in the project's structure, indicators, work plan, among others, and view a past history of delivery and assessment.

164. Quarterly Progress Reports are short reports outlining the main updates in project performance, and are to be provided quarterly to the UNDP Country Office. UNDP/CO will provide guidelines for the preparation of these reports, which will be shared with the UNDP/GEF RCU.

165. Quarterly monitoring: Progress made will be monitored in the UNDP Enhanced Results Based Management Platform. Based on the initial risk analysis submitted, the risk log shall be regularly updated in ATLAS. Risks become critical when the impact and probability are high. Note that for UNDP GEF projects, all financial risks associated with financial instruments such as revolving funds, micro-finance schemes, or capitalization of ESCOs<sup>14</sup> are automatically classified as critical on the basis of their innovative nature (high impact and uncertainty due to no previous experience justifies classification as critical). Based on the information recorded in Atlas, a Project Progress Reports can be generated in the Executive Snapshot. Other ATLAS logs will be used to monitor issues, lessons learned, and other progress reports. The use of these functions is a key indicator in the UNDP Executive Balanced Scorecard.

166. During the last three months of the project, the PMU will prepare the Project Terminal Report. This comprehensive report will summarize all activities, achievements and outputs of the project, lessons learned, the extent to which objectives have been met, structures and mechanisms implemented, capacities developed, among others. Together with the independent final evaluation, the project terminal report is one of two definitive statements of the project's activities during its lifetime. The project terminal report will also recommend further steps, if necessary, in order to ensure sustainability and replicability of the project outcomes and outputs. The project terminal report will be prepared upon the completion of the independent final evaluation.

167. An independent final evaluation will take place three months prior to the terminal tripartite review meeting, and will focus on: a) the cost-effectiveness, efficiency and timeliness of project implementation and performance; b) highlight issues requiring decisions and actions; and c) present initial lessons learned about project design, implementation and management. Findings of this evaluation will be incorporated as lessons learned, and recommendations for improvement addressed to ensure the institutional sustainability of project outputs, particular for the replication of project activities. The final evaluation will also look at project outcomes and their sustainability. The final evaluation should also provide recommendations for follow-up activities, as appropriate. The terms of reference for the final evaluation will be prepared by the UNDP/CO based on guidance from the UNDP/GEF Regional Coordinating Unit.

168. The Project Coordinator will provide the UNDP Resident Representative with certified periodic financial statements and an annual audit of the financial statements relating to the status of UNDP (including GEF) funds according to the established procedures set out in UNDP's Programming and Finance manuals. The audit will be conducted by the legally recognized auditor of UNDP Bangladesh.

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<sup>14</sup> Energy Service Companies

Table 6: Monitoring and Evaluation Work Plan and Budget

Type of M&E activity	Responsible Parties	Budget US\$ <i>Excluding project team staff time</i>	Time frame
Inception Workshop and Report	<ul style="list-style-type: none"> <li>▪ Project Manager</li> <li>▪ UNDP CO, UNDP GEF</li> </ul>	Indicative cost: 10,000	Within first two months of project start up
Measurement of Means of Verification of project results.	<ul style="list-style-type: none"> <li>▪ UNDP GEF RTA/Project Manager will oversee the hiring of specific studies and institutions, and delegate responsibilities to relevant team members.</li> </ul>	To be finalized in Inception Phase and Workshop.	Start, mid and end of project (during evaluation cycle) and annually when required.
Measurement of Means of Verification for Project Progress on <i>output and implementation</i>	<ul style="list-style-type: none"> <li>▪ Oversight by Project Manager</li> <li>▪ Project team</li> </ul>	To be determined as part of the Annual Work Plan's preparation.	Annually prior to ARR/PIR and to the definition of annual work plans
ARR/PIR	<ul style="list-style-type: none"> <li>▪ Project manager and team</li> <li>▪ UNDP CO</li> <li>▪ UNDP RTA</li> <li>▪ UNDP EEG</li> </ul>	None	Annually
Periodic status/ progress reports	<ul style="list-style-type: none"> <li>▪ Project manager and team</li> </ul>	None	Quarterly
Mid-term Evaluation	<ul style="list-style-type: none"> <li>▪ Project manager and team</li> <li>▪ UNDP CO</li> <li>▪ UNDP RCU</li> <li>▪ External Consultants (i.e. evaluation team)</li> </ul>	None	At the mid-point of project implementation. Not mandatory for Medium size projects.
Final Evaluation	<ul style="list-style-type: none"> <li>▪ Project manager and team,</li> <li>▪ UNDP CO</li> <li>▪ UNDP RCU</li> <li>▪ External Consultants (i.e., evaluation team)</li> </ul>	Indicative cost: 20,000	At least three months before the end of project implementation
Project Terminal Report	<ul style="list-style-type: none"> <li>▪ Project manager and team</li> <li>▪ UNDP CO</li> <li>▪ local consultant</li> </ul>	0	At least three months before the end of the project
Audit	<ul style="list-style-type: none"> <li>▪ UNDP CO</li> <li>▪ Project manager and team</li> </ul>	Indicative cost per year: 3,000	Yearly
Visits to field sites	<ul style="list-style-type: none"> <li>▪ UNDP CO</li> <li>▪ UNDP RCU (as appropriate)</li> <li>▪ Government representatives</li> </ul>	For GEF supported projects, paid from IA fees and operational budget	Yearly
<b>TOTAL indicative COST</b> Excluding project team staff time and UNDP staff and travel expenses		US\$ 39,000 (+/- 5% of total budget)	

169. Audit clause: Audit on project will follow UNDP Financial Regulations and Rules and applicable Audit policies.

170. Learning and knowledge sharing: Results from the project will be disseminated within and beyond the project intervention zone through existing information sharing networks and forums. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks,

which may be of benefit to project implementation though lessons learned. The project will identify, analyze, and share lessons learned that might be beneficial in the design and implementation of similar future projects. There will be a two-way flow of information between this project and other projects of a similar focus.

171. **Communications and visibility requirements:** Full compliance is required with UNDP’s Branding Guidelines. These can be accessed at <http://intra.undp.org/coa/branding.shtml>, and specific guidelines on UNDP logo use can be accessed at: <http://intra.undp.org/branding/useOfLogo.html>. Amongst other things, these guidelines describe when and how the UNDP logo needs to be used, as well as how the logos of donors to UNDP projects needs to be used. For the avoidance of any doubt, when logo use is required, the UNDP logo needs to be used alongside the GEF logo. The GEF logo can be accessed at: [http://www.thegef.org/gef/GEF\\_logo](http://www.thegef.org/gef/GEF_logo). The UNDP logo can be accessed at <http://intra.undp.org/coa/branding.shtml>. Full compliance is also required with the GEF’s Communication and Visibility Guidelines (the “GEF Guidelines”). The GEF Guidelines can be accessed at: [http://www.thegef.org/gef/sites/thegef.org/files/documents/C.40.08\\_Branding\\_the\\_GEF%20final\\_0.pdf](http://www.thegef.org/gef/sites/thegef.org/files/documents/C.40.08_Branding_the_GEF%20final_0.pdf). Amongst other things, the GEF Guidelines describe when and how the GEF logo needs to be used in project publications, vehicles, supplies and other project equipment. The GEF Guidelines also describe other GEF promotional requirements regarding press releases, press conferences, press visits, visits by Government officials, productions and other promotional items. Where other agencies and project partners have provided support through co-financing, their branding policies and requirements should be similarly applied.

## **D. Financing**

### **D.1 Financing Plan**

172. The financing of this project will be provided by the GEF, which has leveraged significant co-financing from the Government of Bangladesh (US\$ 460,000) as in-kind and a grant from UNDP in the amount of US\$ 200,000. Not counted as leveraged co-financing, but important parallel co-financing is the work underway by related capacity development projects of FAO, GIZ, and USAID, among others. These projects are outlined in section E.1.a. The allocation of these sources of finances is structured by the three main project components, as described in section C.2.d above. Table 7 below details this allocation.

Table 7: Project Costs (US\$)

<b>Total Project Budget by Component</b>	<b>GEF (\$)</b>	<b>Co-Financing (\$)</b>	<b>Project Total (\$)</b>
Component 1: Developing institutional capacities for management of global environment	230,000	170,000	400,000
Component 2: Mainstreaming of global environmental conventions into human resource development	230,000	180,000	410,000
Component 3: Raising awareness of the linkages between Rio Conventions and sustainable development	140,000	110,000	250,000
Project Management	60,000	200,000	260,000
<b>Total project costs</b>	<b>660,000</b>	<b>660,000</b>	<b>1,320,000</b>

## D.2 GEF Total Budget and Work Plan

<b>Award ID:</b>	<b>00079684</b>
<b>Project ID:</b>	<b>00089619</b>
<b>Award Title:</b>	<b>National capacity development for implementing Rio Conventions through environmental governance</b>
<b>Business Unit:</b>	<b>BGD10</b>
<b>Project Title:</b>	<b>National capacity development for implementing Rio Conventions through environmental governance</b>
<b>PIMS No:</b>	<b>4884</b>
<b>Implementing Partner (Executing Agency)</b>	<b>Ministry of Environment and Forest Resources</b>

<b>GEF Outcome/Atlas Activity</b>	<b>Responsible Party/ Implementing Agent</b>	<b>Fund ID</b>	<b>Donor Name</b>	<b>Atlas Budgetary Account Code</b>	<b>ATLAS Budget Description</b>	<b>Amount Year 1 (USD)</b>	<b>Amount Year 2 (USD)</b>	<b>Amount Year 3 (USD)</b>	<b>Total (USD)</b>	<b>Budget notes:</b>
<b>COMPONENT 1:  Developing institutional capacities for management of the global environment</b>	<b>MoEF</b>	<b>62000</b>	<b>GEF</b>	71300	Local Consultants	39,000	29,000	25,000	93,000	1
				71200	International Consultants	2,500	2,500	2,000	7,000	2
				72100	Contractual Services - Companies	49,000	32,000	46,000	127,000	3
				74100	Professional Services	3,000	0	0	3,000	12
					<b>Sub-total GEF</b>	<b>93,500</b>	<b>63,500</b>	<b>73,000</b>	<b>230,000</b>	
					<b>Total Outcome 1</b>	<b>93,500</b>	<b>63,500</b>	<b>73,000</b>	<b>230,000</b>	

GEF Outcome/Atlas Activity	Responsible Party/ Implementing Agent	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Total (USD)	Budget notes:
<b>COMPONENT 2: Mainstreaming of the Rio Conventions into human resource development</b>	<b>MoEF</b>	<b>62000</b>	<b>GEF</b>	71300	Local Consultants	31,000	54,000	36,000	121,000	1
				71200	International Consultants	2,000	2,500	2,000	6,500	2
				72100	Contractual services - Companies	13,000	26,500	14,000	53,500	4
				71600	Travel	3,000	6,000	2,000	11,000	5
				72800	IT Equipment	0	25,000	10,000	35,000	6
				74100	Professional Services	0	3,000	0	3,000	12
					<b>Sub-total GEF</b>	<b>49,000</b>	<b>117,000</b>	<b>64,000</b>	<b>230,000</b>	
	<b>Total Outcome 2</b>	<b>49,000</b>	<b>117,000</b>	<b>64,000</b>	<b>230,000</b>					
<b>COMPONENT 3: Raising awareness of the linkages between Rio Conventions and sustainable development</b>	<b>MoEF</b>	<b>62000</b>	<b>GEF</b>	71300	Local Consultants	29,500	30,500	34,000	94,000	1
				71200	International Consultants	2,000	2,000	2,500	6,500	2
				72100	Contractual services - Companies	18,500	3,000	15,000	36,500	7
				74100	Professional Services	0	0	3,000	3,000	12
					<b>Sub-total GEF</b>	<b>50,000</b>	<b>35,500</b>	<b>54,500</b>	<b>140,000</b>	
					<b>Total Outcome 3</b>	<b>50,000</b>	<b>35,500</b>	<b>54,500</b>	<b>140,000</b>	
<b>Project Management</b>	<b>MoEF</b>	<b>62000</b>	<b>GEF</b>	71200	International Consultant	0	0	10,000	10,000	8
				71600	Travel	0	0	5,000	5,000	9
				71400	Contractual Services - Individual	12,500	10,000	12,000	34,500	10
				74599	UNDP cost recovery charges - Bills	2,750	2,750	5,000	10,500	11
					<b>Sub-total GEF</b>	<b>15,250</b>	<b>12,750</b>	<b>32,000</b>	<b>60,000</b>	
					<b>Total Outcome 4</b>	<b>15,250</b>	<b>12,750</b>	<b>32,000</b>	<b>60,000</b>	
<b>Total Project</b>					<b>Total Project</b>	<b>207,750</b>	<b>228,750</b>	<b>223,500</b>	<b>660,000</b>	



**Budget notes:**

1. Local Consultants: Environmental Education Specialist, CBD Specialist, CCD Specialist, FCCC Specialist, Public Administration Expert, Environmental Sociologist, Environmental Economist, Policy/Legal Expert, Expert Review fees, IT and Knowledge Management expert, Graduate Students
2. International Technical Specialist, Terminal Evaluation expert
3. Contractual Services: Sub-contract NGOs to implement survey of government staff, Meeting services for expert and stakeholder consultation, sub-contract training institutions to hold courses, Working group meetings to assess best practice guidelines and resources, Workshop venue cost for training-of-trainers
4. Contractual services: Learn-by-doing working group consultations to draft Rio Convention analytical framework, Learn-by-doing working group consultations to analyze and draft integrated sector development plan, Meeting services for expert and stakeholder consultation to assess lessons learned, Stakeholder consultation and learn-by-doing workshops to prepare feasibility study, Consultative meetings and learn-by-doing workshops to draft integrated NSDSC, Learn-by-doing workshops to develop roadmap
5. Travel cost: to test and monitor district-level implementation
6. One small grant to select test applications in selected district
7. Contractual services: Conference services for Kick-Off and Project Results Conferences, Website management and promotion fees, Facebook management and promotion fees
8. Independent Terminal Evaluation
9. Travel for international terminal evaluation
10. Project Manager cost
11. Direct project Services cost, as per UPL list, according to attached Letter of Agreement (Annex 11)
12. Audit fee, 3xUSD 3,000

Table 8: Estimated Project management budget/cost (estimated cost for the entire project)

Component	Estimated Staff weeks	GEF (\$)	Co-Financing (\$)	Project Total (\$)
Locally recruited personnel: Project Coordinator (1)	60	34,500	55,000	89,500
Locally recruited personnel: Project Assistant (2)	160	0	75,000	75,000
Internationally recruited consultants (3)	3	10,000	0	10,000
Office facilities and communications (4)		0	60,000	60,000
Travel		5,000	10,000	15,000
UNDP cost recovery charges - Bills		10,500	0	10,500
<b>Total project management cost</b>		<b>60,000</b>	<b>200,000</b>	<b>260,000</b>

(1) The Project Coordinator will be recruited part-time. He/she will also be recruited under a separate substantive contract as an expert.

(2) Local consultants in this table are those who are hired for functions related to the management of project. Please see Table 9 below for consultants providing technical assistance for special services.

(3) An international consultant will be recruited to undertake an independent terminal evaluation of the project.

(4) In addition to office space for the project team, this budget will cover the cost of Project Board meetings, four times per year.

173. An internationally recruited consultant will be contracted to undertake the independent final evaluation towards the end of the project. The travel budget includes the costs of DSA, TE and return airfare for the international consultant. The travel budget also includes financing to cover the cost of local consultant travel to the regions where they will be facilitating the negotiations and drafting of sectoral policy, programmes, plans, or legislation.

174. For clear accounting and budget management purposes, consultants recruited for technical assistance components will be recruited using GEF resources, whereas UNDP co-financing will be used to cover the project management costs not covered by GEF resources. MoEF's in-kind co-financing will be used to cover costs of the participation of government staff in the training and learn-by-doing exercises, including the government staff trainers and the government support staff.

Table 9: Consultants for technical assistance components (estimated for entire project)

Technical Assistance Consultants	Estimated Staff weeks	GEF (\$)	Co-Financing (\$)	Project Total (\$)
Environmental Education Specialist	50	40,000	0	40,000
CBD Specialist	50	40,000	0	40,000
CCD Specialist	50	40,000	0	40,000
FCCC Specialist	50	40,000	0	40,000
Public Administration Expert <sup>15</sup>	50	40,000	0	40,000
Environmental Sociologist	40	32,000	0	32,000
Environmental Economist	30	24,000	0	24,000
Policy/Legal Expert	30	24,000	0	24,000
IT and Knowledge Management Expert	25	20,000	0	20,000
Graduate Students/NGOs (\$250 per article)	4	5,000	0	5,000
<b>Total</b>		<b>305,000</b>	<b>0</b>	<b>305,000</b>
International Technical Specialist	7	20,000	0	20,000

<sup>15</sup> The Public Administration Expert will be the same individual recruited as the Project Coordinator.

175. No UNDP Implementing Agency (IA) General management services are being charged to the Project Budget. All such costs are being charged to the IA fee. The Government of Bangladesh has requested UNDP to provide a few implementation services (including procurement and recruitment) under the National Implementation Arrangements, and these will be charged to the Project Budget. Details of such charges are provided in Annex 11.

CD-VAT issues involve only purchase of equipment from abroad. As this project does not involve any aboradpurchase, so ther is no issue of CD VAT. VAT and IT will involve at Local Purchase by the Project Office from Project NIM Advances following by GoB procure,ent Rules (PPR).

### D.3 Cost-Effectiveness

176. The cost-effectiveness of this project lies largely in the project strategy, namely by building upon a significant baseline of commitment to participate in training and learn-by-doing exercises on Rio Convention mainstreaming. This cost-effectiveness is indicated by the government’s significant co-financing to project activities in the order of US\$ 400,000. This co-financing is significant and represents the commitment of the Government to assign staff (decision-makers and planners) time away from their regular work to actively participate in project activities. About US\$ 300,000 of this estimated in-kind contribution is in fact real cash since it translates to the cost of the staff’s salaries. The other one-third of the contribution is accounts for the real cost of convening workshops and dialogues,

177. The cost-effectiveness of this project is also demonstrated in efficient allocation and management of financial resources. The recruitment of consultants under the project will be financed by the GEF contribution, reducing the transaction costs associated when contracting consultants through multiple sources of finances. Cost-effectiveness is also pursued by contracting a natural resource management expert to perform the additional duties of Project Coordinator.

Table 10: Project Costs (%age)

<b>Project Budget Component by Contribution Type</b>	<b>Contribution (US\$)</b>	<b>Percentage (%)</b>
Component 1: GEF	230,000	17
Component 1: Co-Financing	170,000	13
Component 2: GEF	230,000	17
Component 2: Co-Financing	180,000	14
Component 3: GEF	140,000	11
Component 3: Co-Financing	110,000	8
Project Management: GEF	60,000	5
Project Management: Co-Financing	200,000	15
<b>Total</b>		<b>100</b>

### D.4 Co-financing

178. Co-financing to the project is being provided from a number of sources. The first source of financing is from the Government of Bangladesh, Ministry of Environment and Forests (MoEF), whose US\$ 400,000 is a significant contribution towards the active investment of staff time and other in-kind resources to strengthen government capacity from a Rio Convention perspective. In particular, government planners and decision-makers in MoEF and BPATC, including key stakeholders in other ministries and agencies, will agree on modifying national training curricula of government staff to integrate the Rio Conventions

and other environmental priorities into everyday considerations. Government in-kind resources will be made available to host various consultative and decision-making meetings.

179. Co-financing is also provided by the International Union for Conservation of Nature (IUCN), which will support project activities in the form of in-kind co-financing of US\$ 40,000. IUCN support will contribute to high quality analyses undertaken by the project by facilitating access to best practices and lessons learned from experiences from other projects and programmes worldwide. This will include supporting the project’s activities to pilot the implementation of the national education programme related to the global environment.

180. Additional co-financing is also provided by the Center for Participatory Research and Development in the form of in-kind co-financing of US\$20,000.

181. UNDP will provide \$200,000 of co-finance to the project from its core resources and will also provide significant in-kind support to the project. Its technical and administrative staff will provide ongoing advice and logistical support to the project when needed. It will provide meeting facilities, communication facilities, transport facilities, as requested and as necessary. UNDP will further use its role as the UN Resident Coordinator to make sure the project is aligned with all UN system work. UNDP senior management will play a key role in advocacy and in awareness-raising by attending key public events.

Table 11: Co-financing Sources

Name of Co-financier	Classification	Type	Amount	
			Confirmed (US\$)	Unconfirmed (US\$)
Ministry of Environment and Forests	Government	In-kind	460,000	
UNDP	GEF Implementing Agency	Grant	200,000	
<b>Total Co-financing</b>			<b>660,000</b>	

## **E. Institutional Coordination and Support**

### **E.1 Core Commitments and Linkages**

182. There are a number of development projects underway in Bangladesh that help raise awareness and understanding of the importance of protecting the global environment, albeit from a lens of national priority. Through these, among many others, a number of activities are involving national stakeholders on the development of new approaches and skills. At the beginning of CCCD project implementation, the Project Coordinator will review the status of programmes and projects currently underway and map out a plan to coordinate project activities to develop synergies and avoid duplication.

183. With GEF funding, the World Bank is currently implementing a three-year, US\$ 150,000 project to strengthen the realignment and revision of Bangladesh’s National Action Plan to the CCCD with their National Ten-Year Strategic Plan and Framework. This enabling activity project is directed to producing a revised NAP that emphasizes its mainstreaming with national development and poverty reduction priorities.

184. In June 2013, UNDP began implementing the *Supporting Inclusive and Sustainable Planning* project, which seeks to strengthen policy and technical capacities to support economic policy, develop sustainable and inclusive plans, as well as to monitor and evaluate the Millennium Development Goals within a post-2015 development agenda framework. This project responds to the general weakness that there are few ties between development planning and overall macroeconomic planning, and this is particularly the case with macro-level environmental strategy. While including sustainability considerations in the planning process is an important move, the next crucial step is ensuring that they translate into on the ground policies because as of yet, there have been few concrete actions to green Bangladesh’s growth.

185. The Asian Development Bank (ADB) is currently providing technical support to Bangladesh to address climate change issues through a number of projects and related activities. ADB is collaborating with a number of other development partners, NGOs and private sector through local consultative groups. Recently approved projects include a number technical assistance projects and lead to strengthen Bangladesh's socio-economic and energy sector. One ADB technical assistance project that is related to this CCCD project is directed to supporting education and skills in development sector agencies in order that they meet the government's objective of a strong base of skilled labour force to keep pace with rapid economic growth. Another technical assistance project is directed to improving teaching and learning for all, reducing disparities, strengthening decentralized and effective organization, and improving planning and management.

186. ADB is will also be undertaking another technical assistance project for Bangladesh on climate change in 2014. This project will support the generation, dissemination and application of information communication technologies and knowledge products as tools to address influence policies and address the disastrous impacts of climate change in Bangladesh. This project includes setting up a centralized web-based knowledge management portal on climate change. These ADB projects include activities that are complementary to the CCCD project. At the time that the relevant CCCD activities are being planned, consultations will take place with ADB to work out specific areas for collaboration.

187. The Food and Agriculture Organization is a currently developing a US\$ 10 million project to strengthen capacities in the MoEF and related agencies. Co-financed by the US Agency for International Development (USAID), this project is based on the FAO's extensive assessment of capacity needs<sup>16</sup>. The objective of this project is to strengthen individual and organizational capacities to deliver more effective, coordinated, sustainable and country-driven investment programmes in environmental protection, sustainable forest management, and climate change adaptation and mitigation. This project will also address cross-cutting issues such strengthening gender balance, inclusive participation, and the active engagement of the private sector and civil society.

188. Winrock International is currently implementing a USAID-funded project (Climate-Resilient Ecosystems and Livelihoods - CREL) on behalf of the Government of Bangladesh to scale up and adapt successful co-management models of climate-resilient ecosystems in protected areas, wetlands, and ecologically critical areas. Operating in three regions, namely the wetland ecosystems and forests in Srimongol, the Sundarbans in the Southwest (Kulna), and the coastal wetlands and forests in the Southeast (Chittagong and Cox's Bazar). Specific capacity development activities include skills to improve natural resource management, planning and implementation of adaptation and mitigation measures, and financial and entrepreneurial literacy. This project will also strengthen stakeholders' knowledge and capacities to apply landscape approaches to planning and practical application of relevant tools, methods, and technologies. This will be imparted through training, mentoring, small grants, and fund-related research. The CREL project will also strengthen technical capacities on monitoring biodiversity indicators for improved local management. Project activities include the preparation of training materials, development of improved manuals, and carrying out training-of-trainers sessions to regionally-based staff.

189. The German Society for International Cooperation (GIZ) is another important development partner of this CCCD Project, carrying out many awareness-raising activities throughout Bangladesh, as well as supporting the MoEF's Climate Change Unit to prepare a national climate change strategy and action plan. GIZ is also supporting the management of the Bangladesh Climate Change Trust Fund, which includes strengthening the MoEF's technical capacities to provide technical input to the sectoral ministries and agencies for a more holistic development and implementation of individual climate change adaptation and mitigation plans. The CCCD project will coordinate closely with GIZ to The project will also strengthen the MoEF's more effective dialogue with international development partners on the management of the BCCTF.

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<sup>16</sup> FAO (2013), Strengthening the Environment, Forestry and Climate Change Capacities of the Ministry of Environment and Forests and its agencies. As of February 2014, this assessment is a draft, although it has been endorsed by the MoEF.

## E.2 Implementation and Execution Arrangements

190. The project will be implemented according to UNDP's National Implementation Modality (NIM), as per the NIM project management implementation guidelines agreed by UNDP and the Government of Bangladesh. The project will be implemented by the Department of Environment (DoE) of Ministry of Environment and Forests (MoEF) who will assume the overall responsibility for the achievement of Project results as the *Implementing Partner (GEF Local Executing Agency)*. The Department of Environment (DoE) will designate a senior official as the *National Project Director (NPD)* for the Project. The NPD will be responsible for overall guidance to project management (for all components), including adherence to the Annual Work Plan (AWP) will be the main management instrument governing the implementation of the project and achievement of planned results as outlined in the ProDoc, and for the use of UNDP funds through effective management and well established project review and oversight mechanisms. The NPD will also ensure coordination with various ministries and agencies, provide guidance to the Project team to coordinate with UNDP, review reports and manage administrative arrangements as required by the Government of Bangladesh and UNDP. This would include the contribution of office space within the premises of DoE to full-time personnel of the Project Management Unit (PMU). The PMU will be headed by UNDP Recruited National Project Manager (NPM).

Taking an adaptive and collaborative management approach to implementation, the project will ensure that key stakeholders are involved early and throughout project implementation as partners for development. This includes their participation in the Project Steering Committee, review of project outputs such as recommendations for amendments to policies, plans, programmes and legislation, as well as participation in monitoring activities. This project was developed on the basis of consultations with numerous stakeholder representatives, most of whom will benefit directly from this project.

191. Per Bangladesh's 2012-2016 UNDAF, UNDP is the designated UN agency to lead the activities in coordination with UN agencies for achieving results under UNDAF Pillar-5 that covers climate change, environment and disaster management. UNDP is the GEF Implementing Agency for this project, with the UNDP Country Office responsible for transparent practices, appropriate conduct and professional auditing. The project will be implemented in line with established Government of Bangladesh and UNDP procedures in Bangladesh.

192. The Ministry of Environment and Forests (MoEF), established in 1989, is responsible for the formulation and amendment of policies and strategies designed for effective management and conservation of natural resources and the environment, framing of legislative enactment, administrative and organizational restructuring, formulation and coordination of projects and programmes, and fund-raising. The project will be nationally executed with the MoEF as the executing agency. The MoEF will assign a National Project Director (NPD) and provide its staff and network of experts as support to Project Management Unit (as part of government co-financing). The MoEF will establish the necessary planning and management mechanisms to oversee project inputs, activities and outputs. The Project Coordinator and the Project Assistant will form the project unit, and be located within the premises of MoEF for more effective project management.

193. UNDP and the MoEF will jointly oversee project implementation and execution respectively through the Project Management Unit. Targets and indicators would be defined annually as part of the internal evaluation and planning processes undertaken by the Project Team, and agreed with the Executing Agency (MoEF) among other key project partners as members of the Project Board. The Project Board will be chaired by the Secretary of the MoEF, with representation from other agencies, NGOs, development partners, academia and researchers. The basic implementation and execution framework is shown in Figure 3.

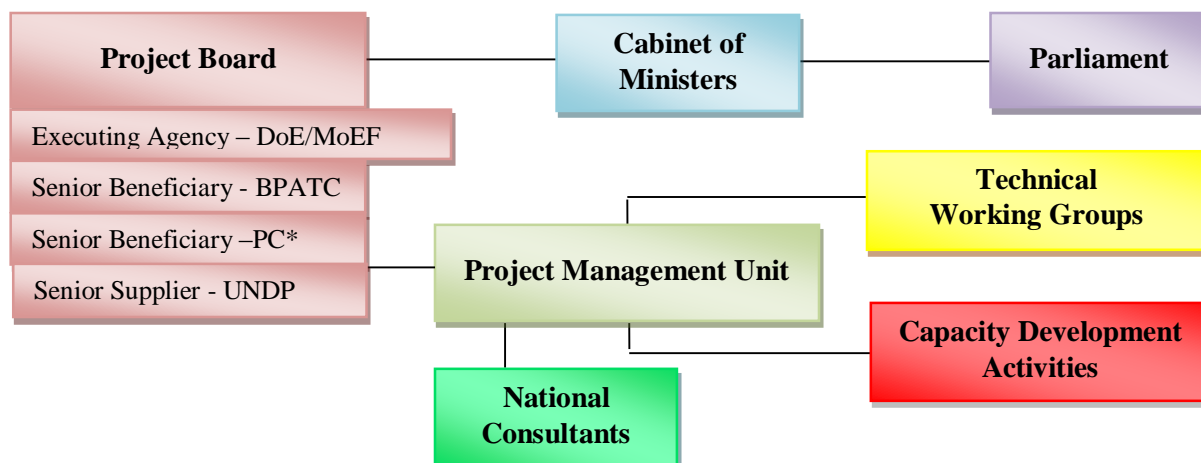


Figure 3: Project execution

\* PC: Planning Commission under Ministry of Planning

194. The Bangladesh Public Administration Training Centre (BPATC) under the Ministry of Public Administration and Planning Commission (Economic Relations Division) are the Senior Beneficiaries of the project on the basis that the project will be strengthening and integrating Rio Convention provisions into their sectoral policies, legislation, policies and plans and institutional mandates. UNDP will be the Senior Supplier, providing technical guidance and support for the cost-effective procurement and implementation of project services and activities, including project implementation oversight through regular monitoring and reporting.

195. The Local Consultative Group on Climate Change and Environment will be an important mechanism that will complement and contribute to the effective and synergistic execution of the project, in particular through the Project Board and its members, including the observer members.

196. Through a learn-by-doing process, this project will engage key decision-makers and planners, and other stakeholders, in the critical analysis of Bangladesh's environmental governance. It is expected that they will collaborate and negotiate better approaches to deliver global environmental benefits through improved interpretation, planning, and decision-making on environmental and sectoral policies, plans and programmes using the lens of the three Rio Conventions. These capacities will be institutionalized through the implementation of selected recommendations that will serve to demonstrate the value of this approach through improved/reinforced compliance with Rio Conventions obligations.

197. Given the project strategy, the key project stakeholders are government ministries and their subsidiary agencies and departments that are responsible for human resource development. These stakeholder representatives will participate in activities to collaborate the improved inclusion of environmental and natural resource considerations into training curricula. These activities will be structured as learn-by-doing exercises. In addition to these governmental stakeholders, there are non-governmental stakeholders from academia, the private sector, and NGOs. During the establishment of technical working groups on the three Rio Conventions, these non-state organizations will also be invited in the project activities to share their comparative expertise, but also to undertake selected project activities. These will be determined during project implementation when setting up with the working group teams as well as when setting up the sub-contracts.

198. A project initiation workshop will be conducted with the full project team, National Project Director (NPD)<sup>17</sup>, relevant government counterparts, co-financing and other development partners, the UNDP, with

<sup>17</sup> The National Project Director is a government staff person that is not remunerated by the project. See Annex 7.

representation from the UNDP/GEF Regional Coordinating Unit, as appropriate. Non-governmental stakeholders will also be invited to participate at this workshop.

199. A fundamental objective of this initiation workshop will be to further instill an understanding and ownership of the project's goals and objectives among the project team, government and other stakeholder groups. The workshop also serves to finalize preparation of the project's first annual work plan on the basis of the project's logical (or log) frame matrix. This will include reviewing the log frame (i.e., indicators, means of verification, assumptions), providing additional detail as needed<sup>18</sup>, and on the basis of this exercise, finalize the Annual Work Plan (AWP) with more precise and measurable performance (process and output) indicators, and in a manner consistent with the expected outcomes for the project.

200. Specifically, the project initiation workshop will be instrumental in detailing project activities and getting all stakeholders on board. A Project Manager<sup>19</sup> will be recruited to ensure the day-to-day monitoring and implementation of the project. The Project Manager will work in close collaboration with UNDP and keep them and the NPD updated about the progress and any delays or alterations (budget/activities).

201. Project Board<sup>20</sup>: This Board is specifically established by the project to provide management oversight of project activities and is to be chaired by the MoEF, which seats the focal points for the CBD, CCD, and GEF. The Board will review progress and evaluation reports, and approve programmatic modifications to project execution, as appropriate and in accordance to UNDP procedures. Policy recommendations will be discussed and recommended for consideration by the Cabinet of Ministers and Parliament. The Board will be chaired by the NPD (see paragraph 203 below). In addition to the MoEF government membership of the Project Board will include the representatives from the Planning Commission and BPATC, as well as representatives from the line ministries responsible and their respective state agencies. Members of the Project Board will facilitate approval of recommendations by the High Level Parliamentary Committee on Environment and other key members of Parliament. Non-state stakeholders will also be represented on the Project Board, namely from the private sector, academic and research institutions, NGOs, and CSOs. The Project Board will be made up of nine (9) representatives and meet four (4) times per year, practically at the UNDP Country Office Headquarters. Meetings will be co-financed by UNDP.

202. National Project Director: A senior government official will be designated at the National Project Director (NPD), and will be responsible for management oversight of the project. The NPD will devote a significant part of his/her working time on the project. Duties and responsibilities of the NPD are described in Annex 8. In the fulfillment of his/her responsibilities, the NPD will be supported by the Project Board and a Project Coordinator.

203. Project Management Unit: The MoEF will establish a Project Management Unit (PMU) for the day-to-day management of project activities and subcontract specific components of the project to specialized government agencies, research institutions, as well as qualified NGOs. The PMU will be administered by a Project Coordinator and supported by a part-time assistant.

204. National Consultants: The project will contract 10 national experts as consultants to prepare technical papers and related products, as well as to serve as expert facilitators for the technical working groups for the learn-by-doing exercises. Graduate students and NGO representatives will also be invited to prepare articles for the popular press on Rio Convention mainstreaming. Individual experts that not government staff will be invited to be independent peer reviewers of drafts produced under the project. A small nominal fee of no more than US\$ 50 will be made available for each review. Annex 7 outlines indicative Terms of References for these national consultants.

205. International Consultants: The project will contract an independent evaluation expert to undertake a final evaluation of the project after month 33 or three (3) months prior to project closure, whichever is

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<sup>18</sup> This exercise is not intended to water down the SMART indicators, but rather strengthen and add to them.

<sup>19</sup> The Project Manager can not be a government staff person. See Annex 7.

<sup>20</sup> Also known as a project steering committee



latest. The project will also recruit a chief technical advisor to provide technical guidance during project implementation.

206. Capacity Development Activities: The project will take an adaptive collaborative management (ACM) approach to implementation. That is, UNDP and MoEF will manage project activities in order that stakeholders are involved early and throughout project implementation, providing regular input of the performance of project activities. This will help signal unforeseen risks and contribute to the timely modification and realignment of activities within the boundaries of the project's goal and objectives.

207. Technical Working Groups (TWGs): Working groups comprised of independent experts, technical government agency representatives, as well as representatives from stakeholder groups will discuss and deliberate on best practices and innovations that are to be included in the trainings and learn-by-doing exercises, as well as to make policy and programme recommendations to be considered and approved by the Project Board. For many of the project activities, the technical working groups would focus on climate change, biodiversity conservation or land degradation, each of which will review and consider the sustainable development issues in question. The results of the TWGs will be brought together in a technical committee made up of all three focal areas to integrate and reconcile recommendations.

208. Stakeholder Consultations: These consultations will focus on the active participation of stakeholders in various key project activities in order to ensure that the project is collaboratively managed. Stakeholders will include individuals that represent the full breadth of views to integrating the Rio Conventions within national sustainable development planning frameworks. Stakeholder representatives should be at the right level, i.e., individuals who are directly responsible for using the skills that will be imparted in the trainings and learn-by-doing exercises, and not just as a means to demonstrate that a certain institution or organization was represented.

## **F. Legal Context**

209. This Project Document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement between the Government of Bangladesh and the United Nations Development Program, signed by the parties on 17 November 1993. The host country-implementing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the government co-operating agency described in that Agreement.

210. Consistent with the Article III of the SBAA, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner. The implementing partner shall:

- Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- Assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

211. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

212. The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder

do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via: <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

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Annex 1: Policy Synergies among the Three Rio Conventions

Policies	FCCC	CBD	UNCCD
National Environmental Management Action Plan, 1992	Maintenance of the ecological balance and protection of the country against natural disasters	Promoting better management of scarce resources and reversing present trends of environmental degradation	Identification and control of all types of activities related to pollution and degradation of environment
National Environment Policy, 1992	Removal of environmental adverse impact in the case of water resource and flood control. A revised draft is currently under examination at MoEF (FAO 2012)	Enforcement of research, exchange of knowledge and experience and conservation of wildlife and biodiversity	Prevention of land degradation, fertility conservation and increase
National Forest Policy, 1994	Climate change and watershed management. Further revision is needed to incorporate climate change adaptation and mitigation elements (FAO 2012)	Forest policy has clear mandate regarding the enhancement of biodiversity	Increasing forest cover to 20 percent of the total land area by 2015 to maintain the ecological balance and to attain self-sufficiency in forest produce
Environmental Conservation Act, 1995	Promulgation of standard limiting emission of waste. Regulation of industry discharge permit. Control and mitigation of pollution. Promulgation of air, water, soil and noise standards	Grants DoE control over designating Ecologically critical areas. Initiated programme <i>Conservation of Biological Diversities</i>	Gives DoE control to permit or restrict operations in Ecologically critical areas
Environmental Conservation Rules, 1997	Air, water, soil and noise standards	Promulgated under ECA to evaluate Environmental Impact Assessments (EIAs) of project activities	Requires EIA reports and feasibility studies of industry projects
National Water Policy, 1999	Joint activities with associated countries for development, collection and distribution of water resources on international rivers for increasing water flow in dry season reducing flood intensity during monsoon	Water resources development with conservation of fisheries, forests and other aquatic animals	Ensuring water availability from all sources for meeting demand during dry season and finding out deficient areas based on land characteristics
National Agriculture Policy, 1999	Build up necessary arrangements for natural disaster mitigation	Conservation of the diversity of different crops	Building irrigation facility for crop production and inspiring farmers for using supplementary irrigation and adopting appropriate measures during drought

Land Use Policy, 2001	Forestation for natural balance	Conservation of tea, rubber and fruit trees, fish farming and increasing forest area and use of agricultural land	Preventing environmental pollution through forestation in suitable area and ensuring preservation of present forest area
Arsenic Mitigation Policy, 2004	Impact of arsenic on agricultural environment to be assessed and addressed	Assessment of the level of arsenic in soil, agriculture and livestock, identification of arsenic affected patients and population at risk	Arsenic contaminated aquifers have to be regularly monitored both horizontally and vertically within short distance
Coastal Zone Policy, 2005	Institutional framework for monitoring climate change and adaptive measures to climate change for coastal zone and resources	Steps to stop those activities which have adverse effects on bio-diversity and mitigation measures to minimize those effects	Reduction of vulnerability to natural disasters (e.g., drainage congestion, land erosion, drought) would be an integral aspect of the national strategies for poverty reduction
Source: (MoEF 2007)			

Annex 2: *Rio Conventions and Government Executing Agencies*

<b>Thematic Area</b>	<b>Programme</b>	<b>Government executing agencies</b>
Climate Change	Community Based Adaptation programmes	DoE, NGOs, DAE, BRRI
	Climate resilient adaptation programmes	MoEF, PC, BPATC, MoEF, DoE, SPARRSO, FD, CEGIS, IWM
	CDAP for post-2012 climate regime	MoEF, DoE, MoFL
	Studies for sustainable environmental governance	MoEF, DoE, DMB, BMD
Biodiversity	Legal framework for sustainable management of biodiversity	MoEF, MoA, MoFL, NGOs
	Sustainable management of plant genetic resources	BRRI, DAE, BARI, FD, MoEF, BFRI, MoA
	Sustainable management of animal genetic resources	BLRI, FD, MoEF, BAU, DoF
	Inter-CCCD on Biodiversity	MoEF, FD, BARC, MoFL, BFRI, DAE, PC
	Capacity development on biosafety at institutional level	MoEF, DoE, MoA, MoFL
	Capacity development on biosafety at individual level	MoEF, DoE, MoA, MoC, MoFA, MoFL, FD
	Capacity development on biosafety at systemic level	MoEF, DoE, MoA, MoFA, FD, MoFL
	Protect the components of biodiversity	MoFL, DoF, DAE, MoEF, FD, DoE, MoA, BARI, NGOs, Police/Coast Guard
	Address threats to biodiversity	MoEF, MoA, MoFL, MoL, FD, DAE, NGOs, DoE, CBOs
	Maintain goods and services from biodiversity to support human well being	MoEF, MoA, NGOs, MoFL, FD
	Protect Traditional Knowledge, innovations, and practices	MoEF, MoA, NGOs, MoFL, FD
	Land Degradation	Sustainable land management
Implementation of land use policy		CEGIS, MoA, NGOs, MoEF, DAE
Sustainable watershed management		FD, BMDA, NGOs, WDB, LGED, DoE, DAE, BRRI, BARI, BARC, MoEF
Awareness raising		MoEF, PC, NGOs, DoE
Negotiation at the international flora		MoEF, SRDI, BARC, DoE, CEGIS, BMD, DAE, WARPO
Environmental governance		DAE, MoLR, MoEF, DAE
Best technologies and practices on sustainable land management		MoEF, DAE
Soil salinity		MoWR, MoEF, MoFL, MoA, MoL
Riverbank erosion		MoEF, MoWR, WDB, CEGIS
Top soil loss, land slide, soil compaction and decline in soil moisture and micro nutrient levels		MoL, MoA, MoEF, Local NGOs, DAE
Brick field		MoEF, DoE, ME, Local NGOs, relevant stakeholders regarding brick industries
Waterlogging and drainage congestion		MoEF, MoL, DoE, WDB, Local NGOs, RCC, KCC, DCC, CCC, and other municipalities
Agro-chemicals		MoEF, MoA, DAE, Local NGOs
Transboundary water issues		MoWR, MoEF, WDB, JRC
Communication to UNCCD		MoEF, DoE

Annex 3: Capacity Development Scorecard

Project/Programme Name: National capacity development for implementing Rio Conventions through environmental governance

Project/Programme Cycle Phase: Project preparation

Date: February 2014

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome <sup>21</sup>
<b>CR 1: Capacities for engagement</b>						
Indicator 1 – Degree of legitimacy/mandate of lead environmental organizations	Institutional responsibilities for environmental management are not clearly defined	0		Despite the Ministry of Environment and Forests having functional technical arms such as the Forest Department and the Department of Environment, with specific mandates and programmes, national policies, strategies and plans are not effectively implemented or enforced since there is insufficient commitment by decision-makers. NGOs and civil society are catalysts for environmental conservation in Bangladesh.	Planners and decision-makers will be called upon to think critically about these linkages and structure new and improved approaches to fulfilling existing mandates based on best practices. The project review and revise mandates to bring them up to date with best practice approaches, as appropriate	1, 2, 3
	Institutional responsibilities for environmental management are identified	1				
	Authority and legitimacy of all lead organizations responsible for environmental management are partially recognized by stakeholders	2	2			
	Authority and legitimacy of all lead organizations responsible for environmental management recognized by stakeholders	3				
Indicator 2 – Existence of operational co-management mechanisms	No co-management mechanisms are in place	0		Collaborative management is integrated into a number of Bangladesh's government and non-government projects and programmes. Although coordination among agencies and ministries is generally weak, a number of initiatives have been able to bring together a diverse range of stakeholders into a common platform.	The project will catalyze collaboration by creating teams and network of experts, planners and decision-makers to mainstream the Rio Conventions into sectoral development.	1, 2
	Some co-management mechanisms are in place and operational	1				
	Some co-management mechanisms are formally established through agreements, MOUs, etc.	2	2			
	Comprehensive co-management mechanisms are formally established and are operational/functional	3				
Indicator 3 – Existence of cooperation with stakeholder groups	Identification of stakeholders and their participation/involvement in decision-making is poor	0		Stakeholders have actively participated in the preparation of a number of key policy instruments. However, their role is limited to this, and not given sufficiently responsible executing roles. They are unable to take informed decisions because of the insufficient knowledge and skills	Key stakeholders from the government agencies and NGOs and academia/research institutions will be involved with this project. Stakeholders will be able to participate more effectively in national planning and decision making processes.	1, 2
	Stakeholders are identified but their participation in decision-making is limited	1				
	Stakeholders are identified and regular consultations mechanisms are established	2	2			
	Stakeholders are identified and they actively contribute to established participative decision-making processes	3				
<b>CR 2: Capacities to generate, access and use information and knowledge</b>						

<sup>21</sup> This refers to the project component as there is only one expected project outcome.

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome <sup>21</sup>
Indicator 4 – Degree of environmental awareness of stakeholders	Stakeholders are not aware about global environmental issues and their related possible solutions (MEAs)	0		Stakeholders are aware of the MEAs and possible solutions to operationalize sustainable development. However, awareness of the inherent links between the global environment and sustainable development remain abstract in large due to the pressing socio-economic challenges.	Best practices that clearly articulate linkages between the global environment and sustainable development will be extensively shared through awareness dialogues and learn-by-doing exercises.	2, 3
	Stakeholders are aware about global environmental issues but not about the possible solutions (MEAs)	1				
	Stakeholders are aware about global environmental issues and the possible solutions but do not know how to participate	2	2			
	Stakeholders are aware about global environmental issues and are actively participating in the implementation of related solutions	3				
Indicator 5 – Access and sharing of environmental information by stakeholders	The environmental information needs are not identified and the information management infrastructure is inadequate	0		Environmental information and data exist. However they are relatively disaggregated and distributed, making it more difficult to access. A number of institutions work on information management, such as the Center for Environmental and Geographic Information Systems, but the lack of Internet access makes access relatively expensive. There are many restrictions to sharing information, and very little is actually available in the public domain. Cultural barriers also deter stakeholders from fully participating in decision-making. Additionally, information is a recognized power resource and there is internal resistance towards sharing information.	This project will foster networking and information exchange among stakeholders and will try to bridge the gap between researchers and implementing agencies/individuals.  This project will try to break some of the cultural barriers through structured teamwork and collaborative mechanisms, including targeted training and awareness amongst the key stakeholders.	1, 2
	The environmental information needs are identified but the information management infrastructure is inadequate	1	1			
	The environmental information is partially available and shared among stakeholders but is not covering all focal areas and/or the information management infrastructure to manage and give information access to the public is limited	2				
	Comprehensive environmental information is available and shared through an adequate information management infrastructure	3				
Indicator 6 – Existence of environmental education programmes	No environmental education programmes are in place	0		Environmental education is limited at the primary level curricula, although revisions are being made to some of the science and social studies books by the National Textbook Curriculum Board. At the tertiary level, environmental education has gained popularity in the past decade.	This project will formulate targeted training manuals and packages for different levels of stakeholders. In addition, it will review the existing curricula, especially of training academies like the BPATC, who train the administrative cadres of the country.	2
	Environmental education programmes are partially developed and partially delivered	1	1			
	Environmental education programmes are fully developed but partially delivered	2				
	Comprehensive environmental education programmes exist and are being delivered	3				
Indicator 7 – Extent of the linkage between environmental research/science and policy development	No linkage exist between environmental policy development and science/research strategies and programmes	0		Almost all the approved national environmental documents highlight the need for scientific and pilot scale research. However, there exists a gap between the research community and	This project will create a consortium of training institutes and research organizations and through this network of experts, relevant research can be carried	1, 2
	Research needs for environmental policy development are identified but are not	1				



Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome <sup>21</sup>
	translated into relevant research strategies and programmes			implementation agencies and this leads to polarization of stakeholders. The implementing agencies and managers are convinced that the research carried out by academics or specialized institutions are too theoretical and are reluctant to translate them into their operational activities.	out, that serves the needs and responds to national policies.	
	Relevant research strategies and programmes for environmental policy development exist but the research information is not responding fully to the policy research needs	2	2			
	Relevant research results are available for environmental policy development	3				
Indicator 8 – Extent of inclusion/use of traditional knowledge in environmental decision-making	Traditional knowledge is ignored and not taken into account into relevant participative decision-making processes	0		Indigenous knowledge and traditional techniques are valued by many of the decision-makers, but not sufficiently so when compared and contrasted to the empirical data and information. Traditional knowledge is eroding, as well as many of the agricultural practices, seed banks, disaster preparedness methods. There is very limited documentation on traditional knowledge in existence. IUCN and UNDP have been working in the Chittagong Hill tracts, which is the abode of most of the indigenous people of Bangladesh and trying to capture, translate and document some their practices and norms that are environmentally sustainable.	Best practices to use traditional and indigenous knowledge will be identified and through diverse stakeholder working groups discuss and debate their relevance to sustainable development from a Rio Convention lens. Through learn-by-doing, planners and decision-makers will learn to think critically about the value and integration of traditional and indigenous knowledge	1, 2, 3
	Traditional knowledge is identified and recognized as important but is not collected and used in relevant participative decision-making processes	1	1			
	Traditional knowledge is collected but is not used systematically into relevant participative decision-making processes	2				
	Traditional knowledge is collected, used and shared for effective participative decision-making processes	3				
<b>CR 3: Capacities for strategy, policy and legislation development</b>						
Indicator 9 – Extent of the environmental planning and strategy development process	The environmental planning and strategy development process is not coordinated and does not produce adequate environmental plans and strategies	0		Bangladesh has formulated a number of national strategies and plans to meet Rio Convention obligations through extensive consultations, in some cases spanning all the divisions and ecosystems of the country. However, most are shelved is large part because of insufficient financing and inadequate training and skills to implement them. Another problem is the changing priority of donors and government priorities, the result of which shifts the focus of the activities. Climate change is the current hot topic, to the extent that there appears to be donor crowding.	The training and learn-by-doing exercises of the project will facilitate critical thinking and strengthen long-term skills to strategically interpret and integrate global environmental priorities within sustainable development best practices.	1, 2
	The environmental planning and strategy development process does produce adequate environmental plans and strategies but there are not implemented/used	1				
	Adequate environmental plans and strategies are produced but there are only partially implemented because of funding constraints and/or other problems	2	2			
	The environmental planning and strategy development process is well coordinated by the lead environmental organizations and produces the required environmental plans and strategies; which are being implemented	3				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome <sup>21</sup>
Indicator 10 – Existence of an adequate environmental policy and regulatory frameworks	The environmental policy and regulatory frameworks are insufficient; they do not provide an enabling environment	0		Bangladesh has been a pioneer in developing many environmental policies and regulation, and has been successful in a number of areas, e.g., in banning polythene bags and two-stroke taxis that emitted SOx and NOx, as well as that choked up the drainage system in metropolitan areas. Notwithstanding, enforcement remains weak due to corruption and relatively low environmental values.	Networking amongst the different actors will be encouraged through this project. Policy guidelines and public awareness materials as well as in-depth analysis of best practices will lead to better enforcement of the existing environmental policies and strategies. Public awareness dialogues will be very important to strengthening environmental attitudes.	1, 2, 3
	Some relevant environmental policies and laws exist but few are implemented and enforced	1				
	Adequate environmental policy and legislation frameworks exist but there are problems in implementing and enforcing them	2	2			
	Adequate policy and legislation frameworks are implemented and provide an adequate enabling environment; a compliance and enforcement mechanism is established and functions	3				
Indicator 11 – Adequacy of the environmental information available for decision-making	The availability of environmental information for decision-making is lacking	0		Information on environmental issues is very technical and this often discourages the decision-makers to consult them..	The learn-by-doing exercises will help stakeholders learn how to interpret technical information and thus create knowledge for improved decision-making for the global environment.	2, 3
	Some environmental information exists but it is not sufficient to support environmental decision-making processes	1	1			
	Relevant environmental information is made available to environmental decision-makers but the process to update this information is not functioning properly	2				
	Political and administrative decision-makers obtain and use updated environmental information to make environmental decisions	3				
<b>CR 4: Capacities for management and implementation</b>						
Indicator 12 – Existence and mobilization of resources	The environmental organizations do not have adequate resources for their programmes and projects and the requirements have not been assessed	0		While resources are available for environmental projects, accessing these is constrained by limited absorptive capacities as well as loss of institutional memory on resource mobilization. Also, resources are under-utilized or wasted due to weak procurement procedures and supervision.	The project will convene a series of working group meetings with invited donor representatives to discuss opportunities for resource mobilization, followed by learn-by-doing resource mobilization exercises, such as grant writing and reporting.	2
	The resource requirements are known but are not being addressed	1				
	The funding sources for these resource requirements are partially identified and the resource requirements are partially addressed	2	2			
	Adequate resources are mobilized and available for the functioning of the lead environmental organizations	3				
Indicator 13 – Availability of required technical	The necessary required skills and technology are not available and the needs are not identified	0		The activities for environmental conservation and adaptation to climate change are completely donor driven as	At the heart of the project is to strengthen the availability of technical capacities. Training	2, 3

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome <sup>21</sup>
skills and technology transfer	The required skills and technologies needs are identified as well as their sources	1		the country relies heavily on foreign aid and grants. However, in a number of instances, there is insufficient absorptive capacity to make use of the technology or techniques.	will include best practices and innovative approaches to integrate Rio Convention obligations within sustainable development planning frameworks.	
	The required skills and technologies are obtained but their access depend on foreign sources	2	2			
	The required skills and technologies are available and there is a national-based mechanism for updating the required skills and for upgrading the technologies	3				
<b>CR 5: Capacities to monitor and evaluate</b>						
Indicator 14 – Adequacy of the project/programme monitoring process	Irregular project monitoring is being done without an adequate monitoring framework detailing what and how to monitor the particular project or programme	0		Capacity to collect and interpret the monitoring data gathered is limited in the country. Project managers in the public sector do not have sufficient of latest skills or the knowledge to monitor and record information in a planned and scientific way. A number of international NGOs have introduced participatory monitoring in their projects, but this is still new and the understanding of these participatory techniques is limited.	Training and best practices for monitoring, with particular emphasis on the global environment will be a central part of project activities, including learn-by-doing.	2, 3
	An adequate resourced monitoring framework is in place but project monitoring is irregularly conducted	1	1			
	Regular participative monitoring of results in being conducted but this information is only partially used by the project/programme implementation team	2				
	Monitoring information is produced timely and accurately and is used by the implementation team to learn and possibly to change the course of action	3				
Indicator 15 – Adequacy of the project/programme evaluation process	None or ineffective evaluations are being conducted without an adequate evaluation plan; including the necessary resources	0		Capacity to evaluate project without biases is very limited. Evaluators with the appropriate skills and capacities are not readily accessible in Bangladesh due to their relative small numbers. In the public sector, evaluation is not done judiciously due to political influences.	Training of good skills for evaluating data and information, with particular emphasis on the global environment will be a central part of project activities, including learn-by-doing.	2
	An adequate evaluation plan is in place but evaluation activities are irregularly conducted	1	1			
	Evaluations are being conducted as per an adequate evaluation plan but the evaluation results are only partially used by the project/programme implementation team	2				
	Effective evaluations are conducted timely and accurately and are used by the implementation team and the Agencies and GEF Staff to correct the course of action if needed and to learn for further planning activities	3				

Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and Assumptions
	Indicator	Baseline value	Target value and date		
<b>Long-term goal: To strengthen information management and other support systems that contribute to policy development and improved implementation of the three Rio Conventions</b>					
<p><b>Project objectives:</b></p> <p>A. To enhance the capacity of relevant policy and institutional stakeholders to enable compliance with the three Rio Conventions and other MEAs</p>	<p><b>Outcome indicators:</b></p> <ul style="list-style-type: none"> <li>▪ Institutional capacity for managing the Rio Conventions within national planning frameworks are strengthened</li> <li>▪ Global environmental priorities are mainstreamed into human resource development of government staff</li> <li>▪ Awareness of the linkages between the Rio Conventions and sustainable development lead to better planning decisions</li> </ul>	<ul style="list-style-type: none"> <li>▪ Institutional capacities for managing the Rio Conventions is piecemeal and takes place through Rio Convention-specific projects, with development emphasizing poverty alleviation and other socio-economic priorities</li> <li>▪ Requirements of the Rio Conventions are not adequately incorporated within human resource development of government staff</li> <li>▪ Best practices and lessons learned from mainstreaming Rio Conventions into sustainable development planning frameworks are not readily accessed or tested.</li> <li>▪ Planners and decision-makers do not fully appreciate the value of the Rio Conventions, the result of which is that the global environment is heavily discounted</li> </ul>	<p><b>By the end of the project:</b></p> <ul style="list-style-type: none"> <li>▪ A consortium of training institutions have agreed and are implemented a comprehensive set of trainings on best practices and innovations to implement the Rio Conventions</li> <li>▪ Government staff have learned, applied, and tested best practice tools to integrate Rio Conventions into a high value sector development plan</li> <li>▪ There is a minimum of 20% increase in the understanding of the Rio Convention mainstreaming among government staff</li> <li>▪ There is a minimum of 15% increase in the appreciation of the Rio Conventions among the general public</li> <li>▪ There is a minimum of 25% increase in the acceptance by government representatives and other stakeholder representatives of the legitimacy of the SDS and its accompanying Roadmap</li> </ul>	<ul style="list-style-type: none"> <li>▪ Meeting Minutes<sup>22</sup></li> <li>▪ Working Group meeting reports</li> <li>▪ UNDP quarterly progress reports</li> <li>▪ Independent final evaluation reports</li> <li>▪ Rio Convention national reports and communications</li> <li>▪ GoB and district government decisions (with respect to testing integrated sector plan)</li> <li>▪ GEF Cross-Cutting Capacity Development Scorecard</li> <li>▪ Statistical analyses of surveys</li> </ul>	<ul style="list-style-type: none"> <li>▪ Training institutions may change their mind about offering courses due to low demand</li> <li>▪ Insufficient commitment at district level to test integrated sector plan</li> <li>▪ Planners and decision-makers are resistant to adopt new attitudes towards the global environment</li> <li>▪ The project will be executed in a transparent, holistic, adaptive, and collaborative manner</li> <li>▪ Government staff and non-state stakeholder representatives are actively engaged in the project</li> <li>▪ Policy and institutional reforms and modifications recommended by the project and the SDS are politically, technically, and financially feasible</li> </ul>

<sup>22</sup> Meeting minutes includes records of key meetings such as local, regional and national consultations regarding inputs on the design and implementation of the relevant output and associated activities. Meetings may be individual or group meetings, with government officials or non-state stakeholders.

<b>Outcome 1: Institutional capacities for management of the global environment are developed</b>					
<b>Project Strategy</b>	<b>Objectively verifiable indicators</b>			<b>Sources of verification</b>	<b>Risks and Assumptions</b>
	<b>Indicator</b>	<b>Baseline value</b>	<b>Target value and date</b>		
<b>Output 1.1</b> Survey of public sector stakeholders	<ul style="list-style-type: none"> <li>▪ Focus group informs survey instrument design</li> <li>▪ Survey instrument of public sector staff's knowledge and skills to mainstream Rio Conventions</li> <li>▪ Statistical analyses of survey results</li> </ul>	<ul style="list-style-type: none"> <li>▪ Evidence of public sector staff's technical capacities and know how related to the Rio Conventions is anecdotal</li> </ul>	<ul style="list-style-type: none"> <li>▪ Focus group is convened by month 2 of project implementation</li> <li>▪ Survey instrument is designed by month 3</li> <li>▪ Survey instrument is administered by month 4 for baseline and between months 31 and 33 for project end results, n&gt;500 for both baseline and project results survey</li> <li>▪ Statistical analyses completed by months 6 and 35</li> </ul>	<ul style="list-style-type: none"> <li>▪ Meeting minutes</li> <li>▪ Tracking and progress report</li> <li>▪ Focus group report</li> <li>▪ Rio Convention capacity needs survey</li> <li>▪ Survey respondent questionnaires</li> <li>▪ Statistical reports</li> </ul>	<ul style="list-style-type: none"> <li>▪ Focus group participants and survey respondents provide honest and valid information</li> <li>▪ N&gt;500 respondents will be possible for both surveys</li> </ul>
<b>Output 1.2:</b> Review of best practices to mainstream Rio Conventions	<ul style="list-style-type: none"> <li>▪ Report on best practices for mainstreaming and implementing Rio Conventions</li> </ul>	<ul style="list-style-type: none"> <li>▪ Best practices and innovations may be available, but are not readily accessible</li> </ul>	<ul style="list-style-type: none"> <li>▪ Best practice report prepared peer reviewed by month 4 and finalized by month 5</li> <li>▪ Report distributed to targeted individuals in line ministries by month 7</li> </ul>	<ul style="list-style-type: none"> <li>▪ Meeting minutes</li> <li>▪ Tracking and progress report</li> <li>▪ Best practice report</li> </ul>	<ul style="list-style-type: none"> <li>▪ There are best practices and innovative approaches for mainstreaming applicable to Bangladesh</li> <li>▪ Report will be read and valued by target recipients</li> </ul>
<b>Output 1.3:</b> Review of training needs to operationalize Rio Conventions	<ul style="list-style-type: none"> <li>▪ Survey of gaps and weaknesses in training needs to mainstream Rio Conventions</li> <li>▪ Baseline study of awareness of environment and development linkages (see output 1.3)</li> <li>▪ Training needs assessment report</li> </ul>	<ul style="list-style-type: none"> <li>▪ Analyses are insufficiently robust, with few if any peer review</li> <li>▪ Training needs are generally assumed in the absence of thorough research</li> </ul>	<ul style="list-style-type: none"> <li>▪ At least 10 expert peer reviewers selected by month 3</li> <li>▪ At least 50 interviews carried out by month 5</li> <li>▪ Survey instrument targeting training assessment needs by month 6, n&gt;50</li> <li>▪ Awareness raising and training needs assessment completed by month 8</li> </ul>	<ul style="list-style-type: none"> <li>▪ Meeting minutes</li> <li>▪ Tracking and progress reports</li> <li>▪ Peer reviewers' consent forms</li> <li>▪ Coded interviews</li> <li>▪ Training needs assessment report</li> <li>▪ Training needs survey instrument</li> </ul>	<ul style="list-style-type: none"> <li>▪ Expert peer reviewers follow through with quality reviews</li> </ul>
<b>Project Strategy</b>	<b>Objectively verifiable indicators</b>			<b>Sources of</b>	<b>Risks and Assumptions</b>

	Indicator	Baseline value	Target value and date	verification	
<p><b>Output 1.4:</b> Improved training programme and curricula on Rio Conventions</p>	<ul style="list-style-type: none"> <li>▪ Expert workshop to identify best practices and innovations</li> <li>▪ New comprehensive training programme and curricula</li> </ul>	<ul style="list-style-type: none"> <li>▪ Training programme and curricula is outdated and does not include specific reference to MEA implementation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Expert workshop on best practices and innovations to mainstream and implement Rio Conventions by month 8</li> <li>▪ New comprehensive training programme and curricula peer-reviewed, finalized, and validated by month 12</li> <li>▪ Training programme is reviewed and revised in months 24 and again in month 32</li> </ul>	<ul style="list-style-type: none"> <li>▪ Meeting minutes</li> <li>▪ Tracking and progress reports</li> <li>▪ Workshop registration form</li> <li>▪ Training programme and curricula</li> <li>▪ Peer review reports</li> </ul>	<ul style="list-style-type: none"> <li>▪ Participants have the baseline capacities to absorb the knowledge being imparted through the curricula</li> <li>▪ Other training programmes and curricula do not work against Rio Conventions</li> </ul>
<p><b>Output 1.5:</b> Trainers are trained on best practices to operationalize Rio Conventions</p>	<ul style="list-style-type: none"> <li>▪ Training of trainers workshops</li> <li>▪ New and improved training material and other resources accessed and prepared</li> <li>▪ Annotated outline of best practice resources prepared</li> </ul>	<ul style="list-style-type: none"> <li>▪ Trainers are currently not trained on best practices to mainstream or implement Rio Conventions</li> <li>▪ Currently resources are dated and not supported by a report that outlines their value</li> </ul>	<ul style="list-style-type: none"> <li>▪ Two training of trainer workshops with at least 25 participants convened by month 13</li> <li>▪ At least one training of trainers workshop convened between months 14 and 24, and another one between months 25 and 32</li> <li>▪ New training material and other resources collected and prepared by month 14</li> <li>▪ Annotated outline of best practices prepared by month 18</li> </ul>	<ul style="list-style-type: none"> <li>▪ Meeting minutes</li> <li>▪ Tracking and progress reports</li> <li>▪ Course registration forms</li> <li>▪ Participant evaluations</li> <li>▪ Training material</li> <li>▪ Annotated outline</li> <li>▪ Peer review reports</li> </ul>	<ul style="list-style-type: none"> <li>▪ Trainers will agree with best practices to mainstream and implement Rio Conventions</li> <li>▪ Relevant training materials are accessible</li> </ul>
<p><b>Output 1.6:</b> Training courses on Rio Convention implementation are carried out</p>	<ul style="list-style-type: none"> <li>▪ Updated curricula on Rio Convention implementation skills, best practices and innovations</li> <li>▪ Number of government staff trained</li> </ul>	<ul style="list-style-type: none"> <li>▪ Courses currently available are outdated and do not include latest best practices and innovative approaches to mainstream Rio Conventions</li> <li>▪ Low awareness and understanding of government staff on the importance of Rio Conventions to national socio-economic priorities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Four (4) training workshops and related exercises begin by month 19</li> <li>▪ At least 250 government staff have participated in Rio Convention-related training courses, workshops and related exercises by month 24</li> <li>▪ Courses are updated annually</li> </ul>	<ul style="list-style-type: none"> <li>▪ Meeting minutes</li> <li>▪ Tracking and progress reports</li> <li>▪ Course registration forms</li> <li>▪ Participant evaluations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Government staff are not sufficiently motivated to participate in courses, and when they do, they do so passively with little critical thinking</li> <li>▪ Training participants fully absorb knowledge imparted</li> </ul>

Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and Assumptions
	Indicator	Baseline value	Target value and date		
<b>Output 1.7:</b> Cooperative agreement among training consortium	<ul style="list-style-type: none"> <li>▪ Inter-ministerial training consortium formed</li> <li>▪ Inter-ministerial training consortium updates and revises training programmes to include best practices and innovations on Rio Convention implementation</li> <li>▪ Key ministries sign memoranda of understanding to participate in improved training programmes</li> </ul>	<ul style="list-style-type: none"> <li>▪ BPATC is the only institution formally providing training, though other institutions may offer environmental management courses</li> </ul>	<ul style="list-style-type: none"> <li>▪ Inter-ministerial training consortium is formed with at least four training institutions, including BPATC as well as MoEF and Planning Commission, by month 6, with signed memoranda of understanding or agreement by month 14</li> <li>▪ Consortium meets at least twice a year as a quorum (more than 60% representation)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Meeting minutes</li> <li>▪ Tracking and progress reports</li> </ul>	<ul style="list-style-type: none"> <li>▪ Consortium members follow through on commitments under memoranda of understanding or agreement</li> </ul>
<b>Outcome 2: Rio Convention obligations are mainstreamed into human resource development</b>					
<b>Output 2.1:</b> Rio Convention analytical framework	<ul style="list-style-type: none"> <li>▪ Rio Convention analytical framework report, peer reviewed</li> </ul>	<ul style="list-style-type: none"> <li>▪ Understanding of Rio Convention obligations is unclear in the absence of interpretive guidelines</li> </ul>	<ul style="list-style-type: none"> <li>▪ Analytic framework is completed (by month 10) and peer reviewed by at least ten (10) independent experts, and endorsed by consensus at stakeholder meeting by month 12</li> <li>▪ Analytical framework is revised per COP decisions by month 20 and by month 32</li> <li>▪ High quality rating of analytical framework by peer review experts</li> <li>▪ All Rio Convention Focal Points endorse analytical framework by months 13, again by month 21 and finally by month 33</li> </ul>	<ul style="list-style-type: none"> <li>▪ Analytical framework report</li> <li>▪ Meeting minutes</li> <li>▪ Tracking and progress reports</li> <li>▪ Endorsement letters</li> <li>▪ Peer reviewer comments</li> </ul>	<ul style="list-style-type: none"> <li>▪ Analytical framework is not seen as mutually exclusive from other analytical frameworks</li> <li>▪ Development partners in Bangladesh support analytical framework</li> </ul>

Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and Assumptions
	Indicator	Baseline value	Target value and date		
<b>Output 2.2:</b> Integrated Rio Convention sectoral development plan	<ul style="list-style-type: none"> <li>▪ SWOT and gap analyses on selected sector development plan</li> <li>▪ Integrated Rio Convention sectoral development plan</li> <li>▪ Feasibility study and accompanying implementation plan to test integrated Rio Convention sector development plan</li> <li>▪ Pilot project to test one small grant application of the integrated Rio Convention sector development plan implemented</li> </ul>	<ul style="list-style-type: none"> <li>▪ There is no systematic approach or institutional procedures to integrate environmental conservation priorities and Rio Convention provisions into socio-economic development planning processes</li> <li>▪ Commitment to Rio Convention provisions are not evident</li> <li>▪ Sector development plan that is selected does not adequately reflect Rio Convention obligations</li> <li>▪ Implementation of sector development plans emphasize socio-economic priorities</li> <li>▪ Test district for piloting integrated Rio Convention sector development plan enjoys commitment by a plurality of key stakeholders, in particular high level government officials and civil society</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sector development plan for Rio Convention mainstreaming is selected by month 6</li> <li>▪ SWOT and gap analyses are completed by month 8</li> <li>▪ Integrated Rio Convention sector development plan peer reviewed and completed by month 12</li> <li>▪ All Rio Convention Focal Points endorse integrated Rio Convention sectoral development plan by month 13</li> <li>▪ Feasibility study and implementation plan completed by month 15</li> <li>▪ Integrated development plan, feasibility study, and implementation plan are rated as high quality.<sup>23</sup></li> <li>▪ Memorandum of agreement to test integrated development plan in one district signed by all relevant parties by month 13</li> <li>▪ Testing of the integrated development plan is underway by month 16 and completed by month 30</li> <li>▪ One small grant test applications completed by month 30</li> </ul>	<ul style="list-style-type: none"> <li>▪ SWOT and gap analyses studies</li> <li>▪ Meeting minutes</li> <li>▪ Tracking and progress reports</li> <li>▪ Peer reviewer comments</li> <li>▪ Integrated Rio Convention sector development plan</li> <li>▪ Feasibility study</li> <li>▪ Implementation plan</li> <li>▪ Memorandum of Agreement</li> <li>▪ Letters of support from key non-state stakeholders</li> <li>▪ Official letters of endorsement from district and national government authorities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Analyses are deemed legitimate, relevant, and valid among all key stakeholder representatives and project champions</li> <li>▪ Development partners in Bangladesh support analytical framework</li> <li>▪ High and sustained commitment at the district level as well as the national level support to test integrated development plan</li> <li>▪ Project enjoys champions at the national and district levels</li> <li>▪ Pilot implementation of the integrated development plan is overall successful</li> </ul>
<b>Project Strategy</b>	<b>Objectively verifiable indicators</b>			<b>Sources of</b>	<b>Risks and Assumptions</b>

<sup>23</sup> Ratings will be based on a set of 12 criteria on a scale of 1 to 5.



	Indicator	Baseline value	Target value and date	verification	
<p><b>Output 2.3:</b></p> <p>Integrated global environmental and sustainable development roadmap</p>	<ul style="list-style-type: none"> <li>▪ Draft integrated global environmental and sustainable development roadmap is prepared</li> <li>▪ Key stakeholders actively participated in the drafting of the integrated roadmap</li> <li>▪ SMART indicators to measure roadmap implementation are developed</li> <li>▪ Specific institutional arrangements for implementing the roadmap are identified</li> </ul>	<ul style="list-style-type: none"> <li>▪ Various approaches to implement development plans exist, but these remain either focused at the sector level per socio-economic priorities or by environmental sector or focal area</li> <li>▪ There are a number of donor-funded projects that have and are supporting environmental mainstreaming, but these are largely focused on climate change</li> </ul>	<ul style="list-style-type: none"> <li>▪ Roadmap to implement the National Sustainable Development Strategy is drafted by month 22</li> <li>▪ Annotated outline of guidelines, tools and resources for roadmap implementation completed by month 24</li> <li>▪ Draft roadmap is peer reviewed by at least ten (10) independent expert reviewers and rated as high quality</li> <li>▪ At least 50 representatives from the main stakeholder constituencies actively consulted on the draft roadmap</li> <li>▪ Roadmap is revised and completed per lessons learned of testing of integrated development plan in a selected sector by month 29 and validated by stakeholders by month 31</li> <li>▪ All Rio Convention Focal Points endorse roadmap for Parliamentary approval by month 32</li> <li>▪ Roadmap is submitted for endorsement by policy-makers at the ministerial level by month 33</li> <li>▪ At least 20 peer review comments submitted from diverse independent experts</li> </ul>	<ul style="list-style-type: none"> <li>▪ Draft integrated global environmental and sustainable development roadmap</li> <li>▪ Letters of support from key non-state stakeholders</li> <li>▪ Official letters of endorsement from district and national government authorities</li> <li>▪ Meeting minutes</li> <li>▪ Tracking and progress reports</li> <li>▪ Peer reviewer comments</li> <li>▪ Endorsement letters</li> <li>▪ Parliamentary gazette journal</li> </ul>	<ul style="list-style-type: none"> <li>▪ Best practices from other countries are appropriately adapted for replication in Bangladesh</li> <li>▪ Development partners in Bangladesh, policy-makers at the ministerial level, civil society all endorse roadmap</li> <li>▪ GoB officials at all levels remain committed to institutional reforms that may be called upon by through roadmap implementation</li> <li>▪ Roadmap does not become politicized</li> <li>▪ Ministries and Parliament agree to schedule review and parliamentary hearing to consider roadmap</li> </ul>
<b>Project Strategy</b>	<b>Objectively verifiable indicators</b>			<b>Sources of</b>	<b>Risks and Assumptions</b>

	Indicator	Baseline value	Target value and date	verification	
<b>Output 2.4:</b> Lesson learned study	<ul style="list-style-type: none"> <li>▪ Lessons learned study of the testing of the integrated sector development plan</li> <li>▪ District-level stakeholder workshop</li> <li>▪ National-level stakeholder workshop</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sector development plan may have been evaluated</li> <li>▪ Stakeholders are unfamiliar with applied approaches to implement Rio Conventions at the district level</li> </ul>	<ul style="list-style-type: none"> <li>▪ An independent set of experts will evaluate the testing of the integrated Rio Convention sector development plan by month 32</li> <li>▪ Study is peer reviewed and rated as high quality by at least ten (10) independent expert reviewers</li> <li>▪ Two (2) lessons learned workshops convened by month 33, one at the district level and the other at the national level</li> <li>▪ Study is made widely available within four weeks of completion</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lessons learned study</li> <li>▪ Meeting minutes</li> <li>▪ Tracking and progress reports</li> <li>▪ Peer reviewer comments</li> <li>▪ Number of downloads from Internet</li> </ul>	<ul style="list-style-type: none"> <li>▪ The lessons learned show that the project goal is attainable with on-going and sustained effort without compromising socio-economic development</li> <li>▪ Stakeholders are motivated to mobilize resources to replicate best practices and lessons learned</li> </ul>
<b>Outcome 3: Awareness of the linkages between Rio Conventions and sustainable development is raised</b>					
<b>Output 3.1:</b> <b>Project launch and results conferences</b>	<ul style="list-style-type: none"> <li>▪ One-day Kick-Off conference raises high profile of Rio Convention mainstreaming into sectoral policies and plans, and on the upcoming work to strengthen a comprehensive training programme of civil servants</li> <li>▪ One-day project results conference to showcase lessons learned and opportunities for replication</li> </ul>	<ul style="list-style-type: none"> <li>▪ Awareness of Rio Convention mainstreaming is limited, with stakeholders not fully appreciating the value of conserving the global environment.</li> </ul>	<ul style="list-style-type: none"> <li>▪ One-day Kick-Off conference is held by month 3</li> <li>▪ One-day Project Results conference is held between months 32 and 34</li> <li>▪ Over 200 participants attend both conferences</li> </ul>	<ul style="list-style-type: none"> <li>▪ Conference registration lists</li> <li>▪ Meeting minutes</li> <li>▪ Tracking and progress reports</li> <li>▪ Conference report</li> </ul>	<ul style="list-style-type: none"> <li>▪ Participation to the conference assumes that most all stakeholders will attend the conference</li> <li>▪ Concurrent panel discussions will not significantly limit conference attendance</li> <li>▪ Conference will further enhance support for Rio Convention mainstreaming</li> </ul>
<b>Project Strategy</b>	<b>Objectively verifiable indicators</b>			<b>Sources of</b>	<b>Risks and Assumptions</b>

	Indicator	Baseline value	Target value and date	verification	
<b>Output 3.2: Public awareness implementation plan</b>	<ul style="list-style-type: none"> <li>▪ Analysis of the Bangladesh's awareness and understanding of the link between environment and development (report)</li> <li>▪ Comprehensive public awareness plan developed to organize and convene targeted activities to promote the Rio Conventions</li> </ul>	<ul style="list-style-type: none"> <li>▪ In the past year, Bangladesh has been carrying out a number of activities to promote environmental consciousness, including with support from development partners. However, these have focused on specific thematic issues</li> </ul>	<ul style="list-style-type: none"> <li>▪ Programme of work on public awareness and advocacy activities developed in cooperation with partner development agencies completed by month 4</li> <li>▪ Public awareness activities underway by month 5 (outputs 3.3-3.5)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Public awareness campaign plan</li> <li>▪ Meeting minutes</li> <li>▪ Tracking and progress reports</li> </ul>	<ul style="list-style-type: none"> <li>▪ Development partners implementing parallel public awareness campaigns are willing to modify, as appropriate, their activities to supporting the awareness activities of the present project to create synergies and achieve cost-effectiveness</li> </ul>
<b>Output 3.3: Public awareness and educational materials</b>	<ul style="list-style-type: none"> <li>▪ Articles on Rio Convention mainstreaming in popular literature</li> <li>▪ High school competitions on links between local behaviour and the global environment</li> <li>▪ High school education modules and accompanying lecture material on the global environment</li> </ul>	<ul style="list-style-type: none"> <li>▪ Articles on the Rio Conventions are being published, but in specialized literature that is largely read by environmental supporters or in the popular literature during crisis events, with few exceptions</li> <li>▪ Only some high schools currently teach environmental issues once a week, with limited content</li> </ul>	<ul style="list-style-type: none"> <li>▪ At least 18 articles on Rio Convention mainstreaming published in popular literature with high circulation, at least one every 2 months, the first by month 5</li> <li>▪ Articles on Rio Convention mainstreaming are also published as brochures, at 100 copies each, and distributed to at least two high value special events, at least 9 by month 20 and at least 18 by month 32</li> <li>▪ Project plan for high school competitions on Rio Convention mainstreaming completed by month 8</li> <li>▪ High school education module on Rio Conventions and accompanying lecture material are completed by month 8</li> <li>▪ At least 10 high schools carry</li> </ul>	<ul style="list-style-type: none"> <li>▪ Published articles</li> <li>▪ Published brochures</li> <li>▪ High school competition events</li> <li>▪ High school education module and accompanying lecture materials</li> <li>▪ Meeting minutes</li> <li>▪ Tracking and progress reports</li> <li>▪ Sensitization workshop reports</li> </ul>	<ul style="list-style-type: none"> <li>▪ Articles published in the popular media will be read and not skipped over</li> <li>▪ Brochures will be read and the content absorbed</li> <li>▪ High school competitions and education module will be popular with teachers, students, and their parents</li> <li>▪ Government and schools will agree to expand environmental studies to a full course and offer in all high schools</li> </ul>

			<p>out Rio Convention mainstreaming competitions and have implemented education module by month 20</p> <ul style="list-style-type: none"> <li>At least 20 high schools carry out Rio Convention mainstreaming competitions and have implemented education module by month 32</li> </ul>		
Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and Assumptions
	Indicator	Baseline value	Target value and date		
<p><b>Output 3.4:</b> <b>Awareness-raising dialogues and workshops</b></p>	<ul style="list-style-type: none"> <li>Expert panel discussions on synergies between Rio Conventions and business</li> <li>Annual public constituent meetings on Rio Convention mainstreaming</li> <li>Awareness-raising workshop at the district level on implications of Rio Conventions to local socio-economic priorities</li> <li>Increased sensitization and understanding on Rio Convention mainstreaming values</li> <li>Baseline and end-of-project surveys on awareness, attitudes, values and behaviour</li> </ul>	<ul style="list-style-type: none"> <li>The private sector is primarily focused on traditional approaches to maximizing profits, seeing environmental issues as an added transaction cost that reduces profits</li> <li>District-level government representatives are not familiar with approaches to mainstream Rio Convention into district development plans</li> <li>The general public in Bangladesh remains generally unaware or unconcerned about the contribution of the Rio Conventions to meeting and satisfying local and national socio-economic priorities</li> </ul>	<ul style="list-style-type: none"> <li>Two broad-based surveys are carried out, the first by month 5 and the second by month 30</li> <li>N&gt;500 survey respondents participate in both surveys</li> <li>Statistical and sociological analyses (2x) of survey results completed by month 7 (baseline) and month 32</li> <li>Three (3) panel discussions, with at least 50 private sector representatives, one held each year, the first by month 7</li> <li>At least four district awareness workshops on Rio Convention mainstreaming and NSDS implementation, one held by month 10 and the last by month 29, with at least 50 district government representatives attending each</li> <li>By month 32, statistical and sociological analysis of broad-based survey shows at least 20% increase in the understanding of Rio Convention mainstreaming</li> </ul>	<ul style="list-style-type: none"> <li>Meeting minutes</li> <li>Tracking and progress reports</li> <li>Participant registration lists</li> <li>Awareness and sensitization workshop reports</li> <li>Public dialogue meeting reports</li> <li>Survey instrument</li> <li>Survey responses</li> <li>Statistical and sociological analysis reports (2x)</li> <li>Newspaper citations</li> </ul>	<ul style="list-style-type: none"> <li>Public attitudes towards environment are not too negative that they are willing to participate in awareness raising activities</li> <li>There is sufficient commitment from policy-makers to maintain long-term support to public awareness raising activities</li> <li>Private sector representatives are open to learn about Rio Convention mainstreaming values and opportunities, and will actively work to support project objectives</li> <li>Participation to the public dialogues attracts people that are new to the concept of Rio Convention mainstreaming, as well as detractors, with the assumption that dialogues</li> </ul>

			<p>values and opportunities</p> <ul style="list-style-type: none"> <li>By month 32, reporting in the popular literature on Rio Convention mainstreaming shows a 10% increase over business as usual forecast</li> </ul>		<p>will help convert their attitudes in a positive way</p> <ul style="list-style-type: none"> <li>Survey respondents contribute their honest attitudes and values</li> <li>Changes in awareness and understanding of Rio Convention mainstreaming can be attributed to project activities (survey questionnaire can address this issue)</li> </ul>
<b>Project Strategy</b>	<b>Objectively verifiable indicators</b>			<b>Sources of verification</b>	<b>Risks and Assumptions</b>
	<b>Indicator</b>	<b>Baseline value</b>	<b>Target value and date</b>		
<b>Output 3.5: Internet visibility of Rio Convention mainstreaming</b>	<ul style="list-style-type: none"> <li>Websites of inter-ministerial training consortium members promote training courses on Rio Convention mainstreaming</li> <li>A new website that serves as a form of clearing house on Rio Convention mainstreaming</li> <li>Facebook page on Rio Convention mainstreaming</li> </ul>	<ul style="list-style-type: none"> <li>There are websites that promote environmental issues in Bangladesh, but they are focus on topical issues, such a water, energy, sea level rise, and air pollution.</li> <li>The MoEF’s website contains much information, promoting similar topical issues, in particular critical donor-funded large projects on climate change</li> <li>No websites could be found that promoted an integrated Rio Convention and socio-economic development approach</li> </ul>	<ul style="list-style-type: none"> <li>New website that provides clear guidance and best practices for Rio Convention mainstreaming by month 9</li> <li>Website is regularly updated, at least once a month with new information, articles, and relevant links on Rio Convention mainstreaming.</li> <li>Number of visits to website shows sustained and increasing interest over the project life cycle</li> <li>Facebook page created by month 9</li> <li>At least 3,000 Facebook likes by month 32</li> </ul>	<ul style="list-style-type: none"> <li>Meeting minutes</li> <li>Tracking and progress reports</li> <li>Survey results</li> <li>Website and unique site visits using site meters</li> <li>Facebook ‘likes’</li> </ul>	<ul style="list-style-type: none"> <li>Interest in environmental issues can be distinguished from rising interest on Rio Convention mainstreaming</li> </ul>

Annex 5: Outcome Budget (GEF Contribution and Co-financing)

Description		Year 1	Year 2	Year 3	GEF	Co- financing	Total
		<b>522,750</b>	<b>417,750</b>	<b>379,500</b>	<b>660,000</b>	<b>660,000</b>	<b>1,320,000</b>
<b>Component 1</b>		<b>235,000</b>	<b>65,000</b>	<b>100,000</b>	<b>230,000</b>	<b>170,000</b>	<b>400,000</b>
Output 1.1	Survey of public sector survey	35,000	0	35,000	30,000	40,000	70,000
Output 1.2	Review of best practices to mainstream Rio Conventions	25,000	5,000	5,000	25,000	10,000	35,000
Output 1.3	Review of training needs to operationalize Rio Conventions	35,000	5,000	5,000	25,000	20,000	45,000
Output 1.4	Improved training curricula on Rio Conventions	55,000	15,000	15,000	50,000	35,000	85,000
Output 1.5	Trainers are trained on best practices to operationalize Rio Conventions	15,000	15,000	15,000	30,000	15,000	45,000
Output 1.6	Training courses on Rio Convention implementation are carried out	35,000	25,000	25,000	50,000	35,000	85,000
Output 1.7	Cooperative agreement among training consortium	35,000	0	0	20,000	15,000	35,000
<b>Component 2</b>		<b>85,000</b>	<b>210,000</b>	<b>115,000</b>	<b>230,000</b>	<b>180,000</b>	<b>410,000</b>
Output 2.1	Rio Convention analytical framework	45,000	5,000	5,000	35,000	20,000	55,000
Output 2.2	Integrated Rio Convention sectoral development plan	15,000	70,000	15,000	50,000	50,000	100,000
Output 2.3	Integrated global environmental and sustainable development roadmap	25,000	120,000	75,000	120,000	100,000	220,000
Output 2.4	Lessons Learned study	0	15,000	20,000	25,000	10,000	35,000
<b>Component 3</b>		<b>123,000</b>	<b>62,000</b>	<b>65,000</b>	<b>140,000</b>	<b>110,000</b>	<b>250,000</b>
Output 3.1	Project Launch and Results Workshop	35,000	0	30,000	45,000	20,000	65,000
Output 3.2	Public awareness implementation plan	25,000	0	0	15,000	10,000	25,000
Output 3.3	Public awareness and educational materials	30,000	40,000	10,000	40,000	40,000	80,000
Output 3.4	Awareness-raising dialogues and workshops	20,000	20,000	20,000	30,000	30,000	60,000
Output 3.5	Internet visibility of good practices to mainstream Rio Conventions	13,000	2,000	5,000	10,000	10,000	20,000
<b>Project Management</b>		<b>79,750</b>	<b>80,750</b>	<b>99,500</b>	<b>60,000</b>	<b>200,000</b>	<b>260,000</b>
A	Locally recruited personnel: Project Manager (Part-time)	30,000	30,000	29,500	34,500	55,000	89,500
B	Locally recruited personnel: Project Assistant	25,000	25,000	25,000	0	75,000	75,000
C	International Evaluation Consultant Fee	0	0	10,000	10,000	0	10,000
D	Office facilities and communications	20,000	20,000	20,000	0	60,000	60,000
E	Travel	2,000	3,000	10,000	5,000	10,000	15,000
F	UNDP cost recovery charges - Bills	2,750	2,750	5,000	10,500	0	10,500

Annex 6: Provisional Work Plan

Activity	Description	Year 1												
		1	2	3	4	5	6	7	8	9	10	11	12	
<b>Component 1</b>	<b>Developing institutional capacities for management of global environment</b>													
1.1.1	Survey public sector staff, coordinated with project launch and results conferences													
1.2.1	Review best practices and innovations for mainstreaming Rio Conventions													
1.3.1	Undertake an assessment of training needs coordinated with staff survey													
1.4.1	Strengthen training curricula with best practices to implement Rio Conventions													
1.5.1	Provide training of trainers for Rio Convention related courses													
1.6.1	Carry out training courses and workshops for mainstreaming Rio Conventions													
1.7.1	Negotiate cooperative agreements with training consortium and meetings													
<b>Component 2</b>	<b>Mainstreaming Rio Conventions into human resource development</b>													
2.1.1	Prepare analytical framework to integrate Rio Conventions into sector planning													
2.2.1	SWOT & gap analysis and integrated Rio Conventions sector development plan													
2.2.2	Prepare feasibility study and implementation plan for sector development plan													
2.2.3	Test the integrated Rio Convention sector development plan in one district													
2.3.1	Develop a global environmental and sustainable development roadmap													
2.4.1	Prepare lessons learned report from pilot implementation of sector plan													
<b>Component 3</b>	<b>Raise Awareness of Rio Convention and sustainable development linkages</b>													
3.1.1/2	Organize and convene one-day Launch & one-day Results Conference													
3.2.1	Prepare public awareness implementation plan													
3.3.1	Prepare articles on the Rio Conventions for publication in popular literature													
3.3.2	Prepare and integrate a global environment education module for high schools													
3.4.1	Carry out broad-based surveys													
3.4.2	Convene private sector sensitization panel discussions on global environmental issues													
3.4.3	Organize and convene district-level awareness workshops													
3.5.1	Improve selected or create a website to include Rio Convention mainstreaming info													
3.5.2	Create a Facebook page on Rio Convention mainstreaming													
<b>Project Management</b>														
<b>A</b>	Locally recruited personnel: Project Coordinator													
<b>B</b>	Locally recruited personnel: Project Assistant													
<b>C</b>	International Evaluation Consultant: Terminal Evaluation													
<b>D</b>	Office facilities and communications													
<b>E</b>	Project start-up: Organize project team and review work plan													
<b>F</b>	Policy Board meetings													

Activity	Description	Year 2												Month	
		13	14	15	16	17	18	19	20	21	22	23	24		
<b>Component 1</b>	<b>Developing institutional capacities for management of global environment</b>														
1.1.1	Survey public sector staff at project launch and results conferences														
1.2.1	Review best practices and innovations for mainstreaming Rio Conventions														
1.3.1	Undertake an assessment of training needs														
1.4.1	Strengthen training curricula with best practices to implement Rio Conventions														
1.5.1	Provide training of trainers for Rio Convention related courses														
1.6.1	Carry out training courses and workshops for mainstreaming Rio Conventions														
1.7.1	Negotiate cooperative agreements with training consortium and meetings														
<b>Component 2</b>	<b>Mainstreaming Rio Conventions into human resource development</b>														
2.1.1	Prepare analytical framework to integrate Rio Conventions into sector planning														
2.2.1	SWOT & gap analysis and integrated Rio Conventions sector development plan														
2.2.2	Prepare feasibility study and implementation plan for sector development plan														
2.2.3	Test the integrated Rio Convention sector development plan in one district														
2.3.1	Develop a global environmental and sustainable development roadmap														
2.4.1	Prepare lessons learned report from pilot implementation of sector plan														
<b>Component 3</b>	<b>Raise Awareness of Rio Convention and sustainable development linkages</b>														
3.1.1/2	Organize and convene one-day Launch & one-day Results Conference														
3.2.1	Prepare public awareness implementation plan														
3.3.1	Prepare articles on the Rio Conventions for publication in popular literature														
3.3.2	Prepare and integrate a global environment education module for high schools														
3.4.1	Carry out broad-based surveys														
3.4.2	Convene private sector sensitization panel discussions on global environmental issues														
3.4.3	Organize and convene district-level awareness workshops														
3.5.1	Improve selected website to include Rio Convention mainstreaming info														
3.5.2	Create a Facebook page on Rio Convention mainstreaming														
<b>Project Management</b>															
<b>A</b>	Locally recruited personnel: Project Coordinator														
<b>B</b>	Locally recruited personnel: Project Assistant														
<b>C</b>	International Evaluation Consultant: Terminal Evaluation														
<b>D</b>	Office facilities and communications														
<b>E</b>	Project start-up: Organize project team and review work plan														
<b>F</b>	Policy Board Meetings														



Activity	Description	Year 3											
		25	26	27	28	29	30	31	32	33	34	35	36
<b>Component 1</b>	<b>Developing institutional capacities for management of global environment</b>												
1.1.1	Survey public sector staff at project launch and results conferences												
1.2.1	Review best practices and innovations for mainstreaming Rio Conventions												
1.3.1	Undertake an assessment of training needs												
1.4.1	Strengthen training curricula with best practices to implement Rio Conventions												
1.5.1	Provide training of trainers for Rio Convention related courses												
1.6.1	Carry out training courses and workshops for mainstreaming Rio Conventions												
1.7.1	Negotiate cooperative agreements with training consortium and meetings												
<b>Component 2</b>	<b>Mainstreaming Rio Conventions into human resource development</b>												
2.1.1	Prepare analytical framework to integrate Rio Conventions into sector planning												
2.2.1	SWOT & gap analysis and integrated Rio Conventions sector development plan												
2.2.2	Prepare feasibility study and implementation plan for sector development plan												
2.2.3	Test the integrated Rio Convention sector development plan in one district												
2.3.1	Develop a global environmental and sustainable development roadmap												
2.4.1	Prepare lessons learned report from pilot implementation of sector plan												
<b>Component 3</b>	<b>Raise Awareness of Rio Convention and sustainable development linkages</b>												
3.1.1/2	Organize and convene one-day Launch & one-day Results Conference												
3.2.1	Prepare public awareness implementation plan												
3.3.1	Prepare articles on the Rio Conventions for publication in popular literature												
3.3.2	Prepare and integrate a global environment education module for high schools												
3.4.1	Carry out broad-based surveys												
3.4.2	Convene private sector sensitization panel discussions on global environmental issues												
3.4.3	Organize and convene district-level awareness workshops												
3.5.1	Improve selected website to include Rio Convention mainstreaming info												
3.5.2	Create a Facebook page on Rio Convention mainstreaming												
<b>Project Management</b>													
A	Locally recruited personnel: Project Coordinator												
B	Locally recruited personnel: Project Assistant												
C	International Evaluation Consultant: Terminal Evaluation												
D	Office facilities and communications												
E	Project start-up: Organize project team and review work plan												
F	Policy Board meetings												

## *Annex 7: Terms of References*

The following Terms of Reference outlines the general responsibilities to be carried out by consultants contracted under the project.

### **Background**

The Government of Bangladesh published their National Capacity Self-Assessment (NCSA) in 2007, which was prepared through an extensive consultation process involving key stakeholders from government institutions, NGOs, the private sector, research organizations, academics, development partners, environmental practitioners, the press and other relevant constituencies. This project was developed in direct response to the most critical constraint affecting implementation of MEAs as identified in the NCSA, i.e., limited technical and managerial capacity of human resources in the relevant MEA areas. The NCSA identified the salient features of obligations under the Rio Conventions, Priority Environmental Issues, capacity development needs, either common to or cutting across the climate change, biodiversity and land degradation thematic areas.

This project conforms to Programme Framework 4 of the GEF-5 Cross-Cutting Capacity Development Strategy, which calls for the strengthening of capacities to implement the Rio Conventions through improved national environmental management. More precisely, this CCCD framework provides the vision for CCCD projects to integrate and mainstream Rio Convention obligations into Bangladesh's national environmental management framework by strengthening capacities to manage the global environment through the pursuit of sustainable development.

### **Project Goal and Objectives**

The goal of this project is to strengthen information management and other support systems that contribute to policy development and improved implementation of the three Rio Conventions. To this end, the project will focus on developing key operational capacity in public institutions involved in the preparation of policies and plans and their implementation. The project's objective is to enhance the capacity of relevant policy and institutional stakeholders to enable compliance with the three Rio Conventions and other MEAs. Specifically, this will be carried out by targeting and training government staff at the local, regional and national levels on the specific interpretation of Rio Convention provisions as they apply to their respective roles and responsibilities to implement associated development policies. This objective will also be implemented by a targeted public awareness campaign to raise the understanding of the critical linkages between the Rio Convention principles and the more immediate socio-economic development priorities. The project will employ a learn-by-doing approach that will actively engage stakeholder representatives throughout the three years of the project's implementation in order to enhance the strategic adaptation of project activities in keeping with the project goal and objective.

### **Project Strategy**

This project takes an incremental approach from a GEF construct towards strengthening Bangladesh's environmental governance to meet Rio Convention objectives, focusing on building a set of underlying institutional and technical capacities. In the absence of this project, Bangladesh would continue to govern its environment with a focus on meeting national priorities while at the same time delivering global environmental benefits with the support of external funding. Multilateral and bilateral donors are present in Bangladesh and supporting capacity building activities to improve global environmental governance<sup>24</sup>, but in the last couple of years these are largely targeted to climate change. This project offers an alternative to current development efforts in that capacity development activities will focus on a comprehensive strengthening and institutionalization of technical capacities to mainstream the Rio Conventions into national development planning processes. This project would target key barriers to learning about the

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<sup>24</sup> From the perspective of the GEF's focal areas of biodiversity conservation, climate change, land degradation, ozone depleting substances, and persistent organic chemicals.

global environment given that there is a general perception that trainings do not contribute to productive outcomes, and that there are too many meetings to discuss environmental issues and insufficient follow-up action.

The project would also create, through its implementation arrangements, a space for interactive discussions with non-state stakeholders that have comparative advantages. This includes BPATC, which serves to provide government staff with access to best practice studies and reports. The project would also serve as an important coordinating mechanism with the various governmental bodies as well as with multilateral and bilateral donors.

This project takes a learn-by-doing approach to help institutionalize capacities for improved environmental governance. Building upon recent and updated needs assessments and the training on best practices and innovations, targeted workshops will serve to engage relevant decision-makers and planners, and other stakeholders, in the critical analysis of Bangladesh's environmental governance. Through this process, they will collaborate and negotiate better approaches to deliver global environmental benefits through improved interpretation, planning, and decision-making on environmental and sectoral policies, plans and programmes using the lens of the three Rio Conventions. These capacities will be institutionalized through the implementation of select recommendations that will serve to demonstrate the value of this approach through improved/reinforced compliance with Rio Conventions obligations.

### **Project Outcomes and Components**

The expected outcome of this project is that capacities will have been improved to better design, monitor, and implement sectoral development programmes and plans that are informed by Rio Convention obligations. This outcome is disaggregated into three project components.

#### **Component 1: Developing institutional capacities for management of the global environment**

The activities and outputs under this component are targeted to strengthening and institutionalizing arrangements for the analyzing and integrating the Rio Conventions and their evolving guidance into training programmes of civil servant staff, as well as other stakeholders. This component will also begin a process to assess project performance through a baseline and project-end survey. A consortium of training institutions will coordinate relevant training activities on best practices and innovations for integrating and implementing Rio Conventions within national sustainable development plans. Whereas this component focuses on strengthening institutional capacities, component 2 focuses on strengthening individual and technical capacities through the actual trainings, learn-by-doing, and testing exercises. For the most part, component 1 will take place during the first 16 months of project implementation.

#### **Component 2: Mainstreaming of the Rio Conventions into human resource development**

This component focuses on strengthening the technical capacities of a wide cross-section of social actors that directly and indirectly affect obligations under the Rio Conventions. That is, the best practices and innovations identified in Component 1 will form the basis of core trainings and learn-by-doing exercises, as well as their testing in a select district. Lessons learned from activities under this component will involve a large number of stakeholders, largely of government staff that are responsible for drafting and implementing sectoral and development plans. Participants in these activities will be individuals working at the national and district levels. In addition to the learning activities, specific outputs will be produced under this output. This includes the preparation of an integrated global environmental and sustainable development roadmap. This specific output will be a form of learn-by-doing exercise using government staff and other non-state stakeholders to critically think about how to implement the Rio Conventions within the framework of sectoral and development plans under the National Sustainable Development Strategy. This will be complemented by the integration of the Rio Conventions into a selected sectoral development plan that will then be tested to demonstrate the feasibility and value of Rio Convention mainstreaming. Lessons learned from the testing will be used to improve the roadmap as well as inform the replication of subsequent sectoral mainstreaming activities.

### **Component 3: Raising awareness of the linkages between Rio Conventions and sustainable development**

This third component focuses on strengthening the systemic capacities needed to ensure the institutional sustainability of project outcomes. Whereas the activities of components 1 and 2 will target stakeholders that are directly involved in the drafting and implementation of an integrated Rio Convention sectoral development plan, this component targets social actors that have amore indirect stake in project outputs. For example, this will include government staff, civil society and NGO representatives that carry out similar or related activities, and whom may in the near future be responsible for drafting and implementing development plans. This component will help minimize the impact of staff turnover by raising awareness and training people that could more readily replace vacancies.

#### **Project Management**

##### **1. National Project Director (NPD)**

The National Project Director (NPD) represents the Government's ownership and authority over the project, responsibility for achieving project objectives and the accountability to the Government and UNDP for the use of project resources. This responsibility normally entails ensuring effective communication between partners and monitoring of progress towards expected results.

In consultation with UNDP, the Ministry of Environment and Forests will designate the National Project Director from among its staff at not lower than Head of Department level. He/she will be supported by a full-time Project Coordinator. **Knowledge on Rio Conventions issues and pertaining training may be considered on the Selection of NPD to ensure highest impact of the project.**

##### *Duties and Responsibilities of the NPD*

The NPD will have the following duties and responsibilities:

- a. Assume overall responsibility for the successful execution and implementation of the project, accountability to the Government and UNDP for the proper and effective use of project resources
- b. Serve as a focal point for the coordination of projects with other Government agencies, UNDP and outside implementing agencies;
- c. Ensure that all Government inputs committed to the project are made available;
- d. Supervise the work of the Project Coordinator and ensure that he/she is empowered to effectively manage the project and other project staff to perform their duties effectively;
- e. Select and arrange, in close collaboration with UNDP, for the appointment of the Project Coordinator (in cases where the he or she has not yet been appointed);
- f. Supervise the preparation of project work plans, updating, clearance and approval, in consultation with UNDP and other stakeholders and ensure the timely request of inputs according to the project work plans; and
- g. Represent the Government institution (national counterpart) at the tripartite review project meetings, and other stakeholder meetings.

##### *Remuneration and entitlements:*

The National Project Director will not receive monetary compensation from project funds for the discharge of his/her functions.

##### **2. Project Coordinator**

The individual contracted as the Project Manager will also be recruited under a separate parallel contract for the position of the Environmental Lawyer. One-half (50%) of this national consultant's time will be spent overseeing the execution of the project's capacity development activities as well as carrying out the monitoring and evaluation procedures as outlined in Section C.5. These include:

- Oversee the day-to-day monitoring of project implementation
- In consultation with stakeholders, recommend modifications to project management to maintain project's cost-effectiveness, timeliness, and quality project deliverables (adaptive collaborative management) to be approved by the Project Board
- Prepare all required progress and management reports, e.g., APR/PIR and project initiation report
- Support all meetings of the Project Board
- Maintain effective communication with project partners and stakeholders to dissemination project results, as well as to facilitate input from stakeholder representatives as project partners
- Support the independent terminal evaluation
- Ensure full compliance with the UNDP and GEF branding policy

### **3. Project Assistant**

The Project Assistant will support the Project Coordinator in the carrying out of his/her duties, including:

- a. Organizational and logistical issues related to project execution per UNDP guidelines and procedures
- b. Record keeping of project documents, including financial in accordance with audit requirements
- c. Ensure all logistical arrangements are carried out smoothly
- d. Assist Project Coordinator in preparation and update of project work plans in collaboration with the UNDP Country Office
- e. Facilitate timely preparation and submission of financial reports and settlement of advances, including progress reports and other substantial reports
- f. Report to the Project Coordinator and UNDP Programme Officer on a regular basis
- g. Identification and resolution of logistical and organizational problems, under the guidance of the Project Coordinator

The Project Assistant will have at least five (5) years' experience in supporting the implementation of UNDP implemented projects, with preference in environment and natural resource management projects.

### **National Experts and Specialists**

The following national experts and specialists will be hired for the project and will work in close cooperation with each other as well as with the national project management team. Their work will focus on undertaking the various analyses called for under the project, as well as to facilitate the learn-by-doing workshops and the testing of the integrated Rio Convention sectoral development plan in a selected district. Sectoral experts, such as an agronomist or water resource specialist, should they be needed, will be made available through MoEF co-financing, either as government technocrat or as an independent consultant.

The following table provides an estimated number of work weeks for.

<b>Expert/Specialist</b>	<b>Work Weeks</b>
1. Environmental Education Specialist	50
2. CBD Specialist	40
3. CCD Specialist	40
4. FCCC Specialist	40
5. Public Administration Expert (1)	40
6. Environmental Sociologist	30
7. Environmental Economist	30
8. Policy/Legal Expert	25
9. IT and Knowledge Management Expert	20
10. Graduate Students/NGOs (\$250 per article)	4

### **Environmental Education Specialist**

The Environmental Education Specialist will play a central role in integrating the best practices and innovations under the three Rio Conventions into a set of high quality training curricula. He/she will play a key role in facilitating the training of trainers, as well as the training courses and learn-by doing mainstreaming exercises with representatives of the inter-ministerial training consortium. He/she will work with the Rio Convention experts to prepare the necessary training materials. He/she will also take the lead in preparing key public awareness material, as well as facilitating the public awareness dialogues with the private sector and at the district level. He/she will also work with the Environmental Sociologist to construct and implement the surveys, as well as to analyze the resultant data.

The Environmental Education Specialist will have a PhD in environmental education, with emphasis in K-12 education and demonstrated skills in facilitation, survey methodologies and statistical analysis. An estimated 250 days has been estimated for undertaking project activities by this national expert.

### **Expert on the Convention on Biological Diversity**

This expert will contribute to a number of project activities, namely:

- Contribute to the design of a survey instrument through the convening a focus survey and development of the survey protocol targeted to assess awareness of government staff as well as its implementation
- Contribute to the design of a broad-based survey instrument to assess wider societal awareness of the CBD and contribute to its implementation
- Prepare an analytical framework for assessing CBD obligations within planning frameworks
- Review best practices and innovations for mainstreaming biodiversity conservation within sector planning frameworks
- Assess the current skillset and identify training needs to catalyze the implementation of the CBD
- Contribute to the design of training curricula to impart knowledge and skills related to the CBD
- Contribute to the training-of-trainers and staff training courses and sessions for national staff
- Prepare draft sections of and contribute to other sections of the integrated Rio Convention sectoral development plan, and facilitate working group sessions
- Contribute to the development of a feasibility study and accompanying plan to test implementation of the integrated sector development plan at the district level
- Facilitate dialogues and working group sessions to test the integrated sector development plan
- Assess the lessons learned from the pilot implementation of the integrated sector development plan

- Draft sectors of and contribute to other sections of a draft roadmap to implement the National Sustainable Development Strategy based on the test implementation of the integrated sector development plan and lessons learned
- Serve as a resource person at the project launch and project results conferences
- Contribute to the preparation of the public awareness plan
- Prepare short articles on mainstreaming biodiversity conservation for the popular literature
- Prepare education modules on biodiversity conservation mainstreaming for high schools
- Participate as a resource person and facilitator for private sector and district-level sensitization dialogues
- Provide technical input into the design of the Rio Convention website and Facebook

The CBD expert will be an expert in the field of biodiversity in Bangladesh, with more than 10 years of work experience, of which at least the last two (2) years include active involvement in CBD negotiations. He/she will have a PhD in natural resource management, with a specialization directly related to biodiversity conservation. Under the supervision of the Project Coordinator, the expert will coordinate his/her work with that of other national experts and specialists. This includes coordinating activities with those under implementation by the development partners. An estimated 200 days has been estimated for undertaking project activities by this national expert.

#### **Expert on the Convention to Combat Desertification and Drought**

This expert will contribute to a number of project activities, namely:

- Contribute to the design of a survey instrument through the convening a focus survey and development of the survey protocol targeted to assess awareness of government staff as well as its implementation
- Contribute to the design of a broad-based survey instrument to assess wider societal awareness of the CCD and contribute to its implementation
- Prepare an analytical framework for assessing CCD obligations within planning frameworks
- Review best practices and innovations for mainstreaming land degradation within sector planning frameworks
- Assess the current skillset and identify training needs to catalyze the implementation of the CCD
- Contribute to the design of training curricula to impart knowledge and skills related to the CCD
- Contribute to the training-of-trainers and staff training courses and sessions for national staff
- Prepare draft sections of and contribute to other sections of the integrated Rio Convention sectoral development plan, and facilitate working group sessions
- Contribute to the development of a feasibility study and accompanying plan to test implementation of the integrated sector development plan at the district level
- Facilitate dialogues and working group sessions to test the integrated sector development plan
- Assess the lessons learned from the pilot implementation of the integrated sector development plan
- Draft sectors of and contribute to other sections of a draft roadmap to implement the National Sustainable Development Strategy based on the test implementation of the integrated sector development plan and lessons learned
- Serve as a resource person at the project launch and project results conferences
- Contribute to the preparation of the public awareness plan
- Prepare short articles on mainstreaming land degradation for the popular literature
- Prepare education modules on mainstreaming CCD obligations for high schools
- Participate as a resource person and facilitator for private sector and district-level sensitization dialogues
- Provide technical input into the design of the Rio Convention website and Facebook

This expert will be an expert in the field of biodiversity in Bangladesh, with more than 10 years of work experience, of which at least the last two (2) years include active involvement in CCD negotiations. He/she will have a PhD in natural resource management, with a specialization directly related to land degradation. Under the supervision of the Project Coordinator, the expert will coordinate his/her work with that of other national experts and specialists. This includes coordinating activities with those under implementation by the development partners. An estimated 200 days has been estimated for undertaking project activities by this national expert.

### **Expert on the Framework Convention on Climate Change**

This expert will contribute to a number of project activities, namely:

- Contribute to the design of a survey instrument through the convening a focus survey and development of the survey protocol targeted to assess awareness of government staff as well as its implementation
- Contribute to the design of a broad-based survey instrument to assess wider societal awareness of the FCCC and contribute to its implementation
- Prepare an analytical framework for assessing FCCC obligations within planning frameworks
- Review best practices and innovations for mainstreaming biodiversity conservation within sector planning frameworks
- Assess the current skillset and identify training needs to catalyze the implementation of the FCCC
- Contribute to the design of training curricula to impart knowledge and skills related to the FCCC
- Contribute to the training-of-trainers and staff training courses and sessions for national staff
- Prepare draft sections of and contribute to other sections of the integrated Rio Convention sectoral development plan, and facilitate working group sessions
- Contribute to the development of a feasibility study and accompanying plan to test implementation of the integrated sector development plan at the district level
- Facilitate dialogues and working group sessions to test the integrated sector development plan
- Assess the lessons learned from the pilot implementation of the integrated sector development plan
- Draft sectors of and contribute to other sections of a draft roadmap to implement the National Sustainable Development Strategy based on the test implementation of the integrated sector development plan and lessons learned
- Serve as a resource person at the project launch and project results conferences
- Contribute to the preparation of the public awareness plan
- Provide technical review of short articles on mainstreaming biodiversity conservation for the popular literature prepared by government staff, graduate students and NGOs
- Prepare education modules on biodiversity conservation mainstreaming for high schools
- Participate as a resource person and facilitator for private sector and district-level sensitization dialogues
- Provide technical input into the design of the Rio Convention website and Facebook

This expert will be an expert in the field of biodiversity in Bangladesh, with more than 10 years of work experience, of which at least the last two (2) years include active involvement in FCCC negotiations. He/she will have a PhD in natural resource management, with a specialization directly related to climate change mitigation and adaptation. Under the supervision of the Project Coordinator, the expert will coordinate his/her work with that of other national experts and specialists. This includes coordinating activities with those under implementation by the development partners. An estimated 200 days has been estimated for carrying project activities by this national expert.

### **Public Administration Expert**

The Public Administration Expert will be recruited for an estimated 200 days and will be the same individual recruited as the Project Coordinator. That is, one individual that meets the qualifications of both



will receive two separate contracts. He/she will devote three-quarters of his/her time to project management (see TORs of Project Coordinator), while the other one-quarter will be to undertake substantive project work.

Substantively, this expert will integrate the technical work of the Rio Convention experts through the expert working groups, as well serve as a resource person and facilitator for the training and learn-by-doing working groups. This expert will take the lead in developing the negotiating cooperative agreements with training institutions, as well as the development of the integrated Rio Convention sectoral development plan and its testing at the district level. He/she will also lead the development of the integrated Rio Convention / National Sustainable Development Roadmap.

The Public Administration Expert will have a post-graduate degree in public administration or related field, and have a minimum of ten (10) years' experience in progressively responsible and substantive areas in environmental and natural resource governance programming and planning.

### **Environmental Sociologist**

The Environmental Sociologist will be support the project by contributing to the identification and assessment of best practices and innovations for mainstreaming, paying close attention to socio-economic implications. This includes the analyses related to the SWOT and gap analyses, the feasibility study, and public awareness plan. He/she will take the lead in developing and implementing the surveys, and with the support of the environmental education specialist, undertake a statistical analysis of survey results. This specialist will also help design the awareness material and serve as a resource person for the private sector and district level dialogues and workshops.

The Environmental Sociologist will have a PhD in environmental sociology, with demonstrated experience in constructing and implementing surveys, as well as their statistical analysis on trends in environmental values and attitudes. An estimated 150 days has been estimated for undertaking project activities by this national expert.

### **Environmental Economist**

The Environmental Economist is one of the key consultants that will review the best practices and innovations and assess their implications from an economic perspective and from the lens of the private sector. He/she will contribute to the SWOT analysis and the drafting of the integrated Rio Convention Sector development plan. With the public administration expert, he/she will take the lead in drafting the feasibility study for the testing of the integrated sector development plan at the district level.

The Environmental Economist will have a post-graduate degree in environmental economics with demonstrated experience in analyzing and developing national economic policies and development programmes. S/he will have experience in facilitating expert and stakeholder working groups in the collaborative drafting of sectoral policies. An estimated 150 days has been estimated for undertaking project activities by this national expert.

### **Policy/Legal Expert**

The Policy/Legal expert will contribute to the substantive work under the project by assessing the policy and legal implications of Rio Convention mainstreaming, and the accompanying recommendations. The expert will work with the Public Administration expert to draft and negotiate the cooperative agreements to establish the Inter-ministerial training consortium.

The policy/legal expert will have a post-graduate degree in law, with a specialization on environmental law and policy of Bangladesh. S/he will have to have a minimum of ten (10) years' experience in progressively responsible and substantive areas in environmental and natural resource governance programming and planning. An estimated 150 days has been estimated for undertaking project activities by this national expert.

## **IT and Knowledge Management Expert**

The IT and KM specialist will design a web portal for the project and create a platform for easy and accessible exchange of information. Under the supervision of the Project Coordinator, the consultant will work with the other project partners, in particular the members of the inter-ministerial training consortium, to structure an intranet portal and internet interface for the easy access to Rio Convention mainstreaming material. The consultant will have a post-graduate degree in computer science, with at least five (5) years in designing and managing intranet portals and high trafficked websites. He/she must be fluent in English. An estimated 100 days have been allocated to carry out project activities.

## **Graduate Students / NGOs**

Graduate students and NGO representatives will be recruited to prepare Rio Convention mainstreaming articles that will be reviewed by the Rio Convention experts as well as other peer reviewers. Each article will be remunerated at US\$ 250 each.

## **Peer Reviewers**

Expert peer reviewers will be recruited to undertake independent reviews of the products drafted by the national consultants. Each reviewer not employed as government staff will be remunerated a small fee no more than US\$ 50 per review.

## **International Consultants**

### International Evaluation Consultant

The international evaluation consultant will be an independent expert that is contracted to assess the extent to which the project has met project objectives as stated in the project document and produced cost-effective deliverables. The consultant will also rate capacities developed under the project using the Capacity Development Scorecard.

The Terms of Reference for the International Evaluation Consultant will follow the UNDP/GEF policies and procedures, and together with the final agenda will be agreed upon by the UNDP/GEF RCU, UNDP Country Office and the Project Team. The final report will be cleared and accepted by UNDP (Country Office and Regional Coordination Unit) before being made public.

### International Technical Specialist

An international technical specialist will be retained on a part-time basis to provide necessary technical advisory services on the implementation of key project activities, in particular the preparation of technical analyses and drafting of integrated Rio Convention sector development plan and roadmap, as appropriate. These services will be provided over the course of the three-year implementation period to provide technical backstopping to help ensure the timely and high quality project delivery.

**Environmental and Social Screening Checklist**

**QUESTION 1:**

**Has a combined environmental and social assessment/review that covers the proposed project already been completed by implementing partners or donor(s)?**

Select answer below and follow instructions:

- NO** → Continue to Question 2 (do not fill out Table 1.1)
- YES** → No further environmental and social review is required if the existing documentation meets UNDP’s quality assurance standards, and environmental and social management recommendations are integrated into the project. Therefore, you should undertake the following steps to complete the screening process:
  1. Use Table 1.1 below to assess existing documentation. (It is recommended that this assessment be undertaken jointly by the Project Developer and other relevant Focal Points in the office or Bureau).
  2. Ensure that the Project Document incorporates the recommendations made in the implementing partner’s environmental and social review.
  3. Summarize the relevant information contained in the implementing partner’s environmental and social review in Annex A.2 of this Screening Template, selecting Category 1.
  4. Submit Annex A to the PAC, along with other relevant documentation.

<b>TABLE 1.1: CHECKLIST FOR APPRAISING QUALITY ASSURANCE OF EXISTING ENVIRONMENTAL AND SOCIAL ASSESSMENT</b>	<b>Yes/No</b>
1. Does the assessment/review meet its terms of reference, both procedurally and substantively?	
2. Does the assessment/review provide a satisfactory assessment of the proposed project?	
3. Does the assessment/review contain the information required for decision-making?	
4. Does the assessment/review describe specific environmental and social management measures (e.g., mitigation, monitoring, advocacy, and capacity development measures)?	
5. Does the assessment/review identify capacity needs of the institutions responsible for implementing environmental and social management issues?	
6. Was the assessment/review developed through a consultative process with strong stakeholder engagement, including the view of men and women?	
7. Does the assessment/review assess the adequacy of the cost of and financing arrangements for environmental and social management issues?	
<b>Table 1.1 (continued) For any “no” answers, describe below how the issue has been or will be resolved (e.g., amendments made or supplemental review conducted).</b>	

## QUESTION 2:

Do **all** outputs and activities described in the Project Document fall within the following categories?

- Procurement (in which case UNDP's [Procurement Ethics](#) and [Environmental Procurement Guide](#) need to be complied with)
- Report preparation
- Training
- Event/workshop/meeting/conference (refer to [Green Meeting Guide](#))
- Communication and dissemination of results

Select answer below and follow instructions:

- NO** → Continue to Question 3
- YES** → No further environmental and social review required. Complete Annex A.2, selecting Category 1, and submit the completed template (Annex A) to the PAC.

## QUESTION 3:

Does the proposed project include activities and outputs that support *upstream* planning processes that potentially pose environmental and social impacts or are vulnerable to environmental and social change (refer to Table 3.1 for examples)? (Note that *upstream* planning processes can occur at global, regional, national, local and sectoral levels)

Select the appropriate answer and follow instructions:

- NO** → Continue to Question 4.
- YES** → Conduct the following steps to complete the screening process:
  1. Adjust the project design as needed to incorporate UNDP support to the country(ies), to ensure that environmental and social issues are appropriately considered during the upstream planning process. Refer to Section 7 of this Guidance for elaboration of environmental and social mainstreaming services, tools, guidance and approaches that may be used.
  2. Summarize environmental and social mainstreaming support in Annex A.2, Section C of the Screening Template and select "Category 2".
  3. If the proposed project **ONLY** includes upstream planning processes then screening is complete, and you should submit the completed Environmental and Social Screening Template (Annex A) to the PAC. If downstream implementation activities are also included in the project then continue to Question 4.

<b>TABLE 3.1</b> <b>EXAMPLES OF UPSTREAM PLANNING PROCESSES WITH POTENTIAL DOWNSTREAM ENVIRONMENTAL AND SOCIAL IMPACTS</b>	Check appropriate box(es) below
1. Support for the elaboration or revision of <b>global-level</b> strategies, policies, plans, and programmes. <i>For example, capacity development and support related to international negotiations and agreements. Other examples might include a global water governance project or a global MDG project.</i>	
2. Support for the elaboration or revision of <b>regional-level</b> strategies, policies and plans, and programmes. <i>For example, capacity development and support related to transboundary programmes and planning (river basin management, migration, international waters, energy development and access, climate change adaptation etc.).</i>	<b>X</b>
3. Support for the elaboration or revision of <b>national-level</b> strategies, policies, plans and programmes. <i>For example, capacity development and support related to national development policies, plans, strategies and budgets, MDG-based plans and strategies (e.g., PRS/PRSPs, NAMAs), sector plans.</i>	<b>X</b>
4. Support for the elaboration or revision of <b>sub-national/local-level</b> strategies, policies, plans and programmes. <i>For example, capacity development and support for district and local level development plans and regulatory frameworks, urban plans, land use development plans, sector plans, provincial development plans, provision of services, investment funds, technical guidelines and methods, stakeholder engagement.</i>	<b>X</b>

**QUESTION 4:**

**Does the proposed project include the implementation of *downstream* activities that potentially pose environmental and social impacts or are vulnerable to environmental and social change?**

To answer this question, you should first complete Table 4.1 by selecting appropriate answers. If you answer “No” or “Not Applicable” to all questions in Table 4.1 then the answer to Question 4 is “NO.” If you answer “Yes” to any questions in Table 4.1 (even one “Yes” can indicated a significant issue that needs to be addressed through further review and management) then the answer to Question 4 is “YES”:

**NO** → No further environmental and social review and management required for downstream activities. Complete Annex A.2 by selecting “Category 1”, and submit the Environmental and Social Screening Template to the PAC.

**YES** → Conduct the following steps to complete the screening process:

1. Consult Section 8 of this Guidance, to determine the extent of further environmental and social review and management that might be required for the project.
2. Revise the Project Document to incorporate environmental and social management measures. Where further environmental and social review and management activity cannot be undertaken prior to the PAC, a plan for undertaking such review and management activity within an acceptable period of time, post-PAC approval (e.g., as the first phase of the project) should be outlined in Annex A.2.
3. Select “Category 3” in Annex A.2, and submit the completed Environmental and Social Screening Template (Annex A) and relevant documentation to the PAC.

<b>TABLE 4.1: ADDITIONAL SCREENING QUESTIONS TO DETERMINE THE NEED AND POSSIBLE EXTENT OF FURTHER ENVIRONMENTAL AND SOCIAL REVIEW AND MANAGEMENT</b>	
<b>1. Biodiversity and <u>Natural</u> Resources</b>	<b>Answer</b> (Yes/No/ Not Applicable)
<b>1.1</b> Would the proposed project result in the conversion or degradation of <u>modified habitat</u> , <u>natural habitat</u> or <u>critical habitat</u> ?	No
<b>1.2</b> Are any development activities proposed within a legally protected area (e.g., natural reserve, national park) for the protection or conservation of biodiversity?	No
<b>1.3</b> Would the proposed project pose a risk of introducing invasive alien species?	No
<b>1.4</b> Does the project involve natural forest harvesting or plantation development without an independent forest certification system for sustainable forest management (e.g., <i>PEFC, the Forest Stewardship Council certification systems, or processes established or accepted by the relevant National Environmental Authority</i> )?	No
<b>1.5</b> Does the project involve the production and harvesting of fish populations or other aquatic species without an accepted system of independent certification to ensure sustainability (e.g., <i>the Marine Stewardship Council certification system, or certifications, standards, or processes established or accepted by the relevant National Environmental Authority</i> )?	No
<b>1.6</b> 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
<b>1.7</b> Does the project pose a risk of degrading soils?	No
<b>2. Pollution</b>	<b>Answer</b> (Yes/No/ Not Applicable)
<b>2.1</b> Would the proposed project result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and transboundary impacts?	No
<b>2.2</b> Would the proposed project result in the generation of waste that cannot be recovered, reused, or disposed of in an environmentally and socially sound manner?	No
<b>2.3</b> Will the propose project involve the manufacture, trade, release, and/or use of chemicals and hazardous materials subject to international action bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Convention on Persistent Organic Pollutants, or the Montreal Protocol.</i>	No
<b>2.4</b> Is there a potential for the release, in the environment, of hazardous materials resulting from their production, transportation, handling, storage and use for project activities?	No
<b>2.5</b> Will the proposed project involve the application of pesticides that have a known negative effect on the environment or human health?	No
<b>3. Climate Change</b>	

<b>TABLE 4.1: ADDITIONAL SCREENING QUESTIONS TO DETERMINE THE NEED AND POSSIBLE EXTENT OF FURTHER ENVIRONMENTAL AND SOCIAL REVIEW AND MANAGEMENT</b>	
<b>3.1</b> Will the proposed project result in significant <sup>25</sup> greenhouse gas emissions? <i>Annex E provides additional guidance for answering this question.</i>	No
<b>3.2</b> Is the proposed project likely to directly or indirectly increase environmental and social vulnerability to climate change now or in the future (also known as maladaptive practices)? You can refer to the additional guidance in Annex C to help you answer this question. <i>For example, a project that would involve indirectly removing mangroves from coastal zones or encouraging land use plans that would suggest building houses on floodplains could increase the surrounding population's vulnerability to climate change, specifically flooding.</i>	No
<b>4. Social Equity and Equality</b>	<b>Answer</b> (Yes/No/ Not Applicable)
<b>4.1</b> Would the proposed project have environmental and social impacts that could affect indigenous people or other vulnerable groups?	No
<b>4.2</b> Is the project likely to significantly impact gender equality and women's empowerment <sup>26</sup> ?	No
<b>4.3</b> Is the proposed project likely to directly or indirectly increase social inequalities now or in the future?	No
<b>4.4</b> Will the proposed project have variable impacts on women and men, different ethnic groups, social classes?	No
<b>4.5</b> Have there been challenges in engaging women and other certain key groups of stakeholders in the project design process?	No
<b>4.6</b> Will the project have specific human rights implications for vulnerable groups?	No
<b>5. Demographics</b>	No
<b>5.1</b> Is the project likely to result in a substantial influx of people into the affected community(ies)?	No
<b>5.2</b> Would the proposed project result in substantial voluntary or involuntary resettlement of populations? <i>For example, projects with environmental and social benefits (e.g., protected areas, climate change adaptation) that impact human settlements, and certain disadvantaged groups within these settlements in particular.</i>	No
<b>5.3</b> Would the proposed project lead to significant population density increase which could affect the environmental and social sustainability of the project? <i>For example, a project aiming at financing tourism infrastructure in a specific area (e.g., coastal zone, mountain) could lead to significant population density increase which could have serious environmental and social impacts (e.g., destruction of the area's ecology, noise pollution, waste management problems, greater work burden on women).</i>	No
<b>6. Culture</b>	

<sup>25</sup> Significant corresponds to CO<sub>2</sub> emissions greater than 100,000 tons per year (from both direct and indirect sources). Annex E provides additional guidance on calculating potential amounts of CO<sub>2</sub> emissions.

<sup>26</sup> Women are often more vulnerable than men to environmental degradation and resource scarcity. They typically have weaker and insecure rights to the resources they manage (especially land), and spend longer hours on collection of water, firewood, etc. (OECD, 2006). Women are also more often excluded from other social, economic, and political development processes.

<b>TABLE 4.1: ADDITIONAL SCREENING QUESTIONS TO DETERMINE THE NEED AND POSSIBLE EXTENT OF FURTHER ENVIRONMENTAL AND SOCIAL REVIEW AND MANAGEMENT</b>		
<b>6.1</b>	Is the project likely to significantly affect the cultural traditions of affected communities, including gender-based roles?	No
<b>6.2</b>	Will the proposed project result in physical interventions (during construction or implementation) that would affect areas that have known physical or cultural significance to indigenous groups and other communities with settled recognized cultural claims?	No
<b>6.3</b>	Would the proposed project produce a physical “splintering” of a community? <i>For example, through the construction of a road, powerline, or dam that divides a community.</i>	No
<b>7.</b>	<b>Health and Safety</b>	
<b>7.1</b>	Would the proposed project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions? <i>For example, development projects located within a floodplain or landslide prone area.</i>	No
<b>7.2</b>	Will the project result in increased health risks as a result of a change in living and working conditions? In particular, will it have the potential to lead to an increase in HIV/AIDS infection?	No
<b>7.3</b>	Will the proposed project require additional health services including testing?	No
<b>8.</b>	<b>Socio-Economics</b>	
<b>8.1</b>	Is the proposed project likely to have impacts that could affect women’s and men’s ability to use, develop and protect natural resources and other natural capital assets? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their development, livelihoods, and well-being?</i>	Yes
<b>8.2</b>	Is the proposed project likely to significantly affect land tenure arrangements and/or traditional cultural ownership patterns?	No
<b>8.3</b>	Is the proposed project likely to negatively affect the income levels or employment opportunities of vulnerable groups?	No
<b>9.</b>	<b>Cumulative and/or Secondary Impacts</b>	<b>Answer</b> (Yes/No/ Not Applicable)
<b>9.1</b>	Is the proposed project location subject to currently approved land use plans (e.g., roads, settlements) which could affect the environmental and social sustainability of the project? <i>For example, future plans for urban growth, industrial development, transportation infrastructure, etc.</i>	N/A
<b>9.2</b>	Would the proposed project result in secondary or consequential development which could lead to environmental and social effects, or would it have potential to generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested land will generate direct environmental and social impacts through the cutting of forest and earthworks associated with construction and potential relocation of inhabitants. These are direct impacts. In addition, however, the new road would likely also bring new commercial and domestic development (houses, shops, businesses). In turn, these will generate indirect impacts. (Sometimes these are termed “secondary” or “consequential” impacts). Or if there are similar developments planned in the same forested area then cumulative impacts need to be considered.</i>	Yes



## ANNEX A.2: ENVIRONMENTAL AND SOCIAL SCREENING SUMMARY

### ANNEX A.2: ENVIRONMENTAL AND SOCIAL SCREENING SUMMARY

**Name of Proposed Project:** National capacity development for implementing Rio Conventions through environmental governance

#### **A. Environmental and Social Screening Outcome**

Select from the following:

- Category 1.** No further action is needed
- Category 2.** Further review and management is needed. There are possible environmental and social benefits, impacts, and/or risks associated with the project (or specific project component), but these are predominantly indirect or very long-term and so extremely difficult or impossible to directly identify and assess.
- Category 3.** Further review and management is needed, and it is possible to identify these with a reasonable degree of certainty. If Category 3, select one or more of the following sub-categories:
- Category 3a:** Impacts and risks are limited in scale and can be identified with a reasonable degree of certainty and can often be handled through application of standard best practice, but require some minimal or targeted further review and assessment to identify and evaluate whether there is a need for a full environmental and social assessment (in which case the project would move to Category 3b).
- Category 3b:** Impacts and risks may well be significant, and so full environmental and social assessment is required. In these cases, a scoping exercise will need to be conducted to identify the level and approach of assessment that is most appropriate.

#### **B. Environmental and Social Issues** (for projects requiring further environmental and social review and management)

In this section, you should list the key potential environmental and social issues raised by this project. This might include both environmental and social opportunities that could be seized on to strengthen the project, as well as risks that need to be managed. You should use the answers you provided in Table 4.1 as the basis for this summary, as well as any further review and management that is conducted.

In this section, you should list the key potential environmental and social issues raised by this project. This might include both environmental and social opportunities that could be seized on to strengthen the project, as well as risks that need to be managed. You should use the answers you provided in Table 4.1 as the basis for this summary, as well as any further review and management that is conducted.

The strategic design of this project lies in targeting the underlying challenges of environmental sustainability. In Bangladesh, one of the most densely populated countries in the world with millions living in marginal areas and at risk for the impacts of climate change. Bangladesh is also home to globally significant biodiversity that is increasingly at the threat from its growing population. With poverty reduction as the country's priority development goal, environmental protection is seen by many as a barrier to this goal given that it puts a strain on the Government's limited resources.

This project therefore targets the underlying barriers to environmental sustainability by seeking to improve environmental values and attitudes. These are best improved by getting stakeholders and key decision-makers to think critically about the value of the environment, in particular the global environment, which will be done through a three-pronged approach. The first is to actively engage

stakeholders in the development of an analytical framework and using this to undertake a learn-doing integration of the Rio Conventions in sector development plan. A third stage is to get stakeholders to see and learn first-hand that meeting development priorities does not have to mean placing the global environment second. Indeed, there are important synergies and complementarities that can arise from joint and strategic programming.

**C. Next Steps** (for projects requiring further environmental and social review and management):

In this section, you should summarize actions that will be taken to deal with the above-listed issues. If your project has Category 2 or 3 components, then appropriate next steps will likely involve further environmental and social review and management, and the outcomes of this work should also be summarized here. Relevant guidance should be obtained from Section 7 for Category 2, and Section 8 for Category 3.

In this section, you should summarize actions that will be taken to deal with the above-listed issues. If your project has Category 2 or 3 components, then appropriate next steps will likely involve further environmental and social review and management, and the outcomes of this work should also be summarized here. Relevant guidance should be obtained from Section 7 for Category 2, and Section 8 for Category 3.

The risk to this project is that stakeholders do not have strong environmental values and become disinterested. The project will manage this risk by convening numerous awareness-raising meetings and workshops, among other means to actively engage stakeholders.

The project's design also sets out to shorten the divide between protecting the environment and socio-economic priorities. This is to be achieved through mainstreaming. That is, a country that pursues priority socio-economic development could also be pursuing global environmental priorities that science has shown to be inherently fundamental to sustaining development.

The project will take an adaptive collaborative management approach to ensure that project activities remain appropriate to meeting long-term objectives. This approach is designed to strengthen the legitimacy of project activities throughout its implementation with stakeholders.

**D. Sign Off**

Project Manager

Date

PAC TBD

Date

Programme Manager



Alamgir Hossain  
Programme Analyst  
CCED, UNDP, Dhaka.

Date 5 March 2014

Annex 9: Total GEF Budget and Work Plan (detailed)

<b>Award ID: 00079684</b>
<b>Project ID: 00089619</b>
<b>Award Title: National capacity development for implementing Rio Conventions through environmental governance</b>
<b>Business Unit: BGD10</b>
<b>Project Title: National capacity development for implementing Rio Conventions through environmental governance</b>
<b>PIMS No: 4884</b>
<b>Implementing Partner (Executing Agency) Ministry of Environment and Forest Resources</b>

GEF Outcome/Atlas Activity	Responsible Party/ Implementing Agent	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Total (USD)
<b>COMPONENT 1:  Developing institutional capacities for management of the global environment</b>	<b>MoEF</b>	<b>62000</b>	<b>GEF</b>	71300	Environmental Education Specialist	4,000	4,000	4,000	12,000
				71300	CBD Specialist	6,000	4,000	3,000	13,000
				71300	CCD Specialist	6,000	4,000	3,000	13,000
				71300	FCCC Specialist	6,000	4,000	3,000	13,000
				71300	Public Administration Expert	6,000	4,000	3,000	13,000
				71300	Environmental Sociologist	4,000	2,000	4,000	10,000
				71300	Environmental Economist	3,000	3,000	2,000	8,000
				71300	Policy/Legal Expert	3,000	3,000	2,000	8,000
				71300	Expert Review fees	1,000	1,000	1,000	3,000
				71200	International Technical Specialist	2,500	2,500	2,000	7,000
				72100	Contractual Services: Sub-contract NGOs to implement survey of government staff	17,000	0	20,000	37,000
				72100	Contractual services: Working group meetings to assess best practice guidelines and resources	5,000	4,000	1,000	10,000
				72100	Contractual Services: Meeting services for expert and stakeholder consultation	15,000	15,000	15,000	45,000
				72100	Contractual Services: Workshop venue cost for training-of-trainers	4,000	5,000	5,000	14,000
				72100	Contractual services: sub-contract training institutions to hold courses	8,000	8,000	5,000	21,000
				74100	Professional Services: audit	3,000	0	0	3,000
					<b>Sub-total GEF</b>	<b>93,500</b>	<b>63,500</b>	<b>73,000</b>	<b>230,000</b>
					<b>Total Outcome 1</b>	<b>93,500</b>	<b>63,500</b>	<b>73,000</b>	<b>230,000</b>

GEF Outcome/Atlas Activity	Responsible Party/ Implementing Agent	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Total (USD)
<b>COMPONENT 2: Mainstreaming of the Rio Conventions into human resource development</b>	<b>MoEF</b>	<b>62000</b>	<b>GEF</b>	71300	Environmental Education Specialist	5,000	5,000	5,000	15,000
				71300	CBD Specialist	4,000	8,000	5,000	17,000
				71300	CCD Specialist	4,000	8,000	5,000	17,000
				71300	FCCC Specialist	4,000	8,000	5,000	17,000
				71300	Public Administration Expert	4,000	8,000	5,000	17,000
				71300	Environmental Sociologist	5,000	6,000	4,000	15,000
				71300	Environmental Economist	2,000	5,000	3,000	10,000
				71300	Policy/Legal Expert	2,000	5,000	3,000	10,000
				71300	Expert Review fees	1,000	1,000	1,000	3,000
				71200	International Technical Specialist	2,000	2,500	2,000	6,500
				72100	Contractual services: Learn-by-doing working group consultations to draft Rio Convention analytical framework	7,000	1,000	1,000	9,000
				72100	Contractual services: Learn-by-doing working group consultations to analyze and draft integrated sector development plan	4,000	6,000	2,000	12,000
				72100	Contractual Services: Stakeholder consultation and learn-by-doing workshops to prepare feasibility study	0	7,000	0	7,000
				72100	Contractual services: Consultative meetings and learn-by-doing workshops to draft integrated NSDS	1,000	7,000	4,000	12,000
				72100	Contractual Services: Learn-by-doing workshops to develop roadmap	1,000	2,000	2,000	5,000
				72100	Contractual Services: Meeting services for expert and stakeholder consultation to assess lessons learned	0	3,500	5,000	8,500
				71600	Travel to test and monitor district-level implementation	3,000	6,000	2,000	11,000
				72800	One small grant to select test applications in selected district	0	25,000	10,000	35,000
				74100	Professional Services: Audit	0	3,000	0	3,000
								<b>Sub-total GEF</b>	<b>49,000</b>
				<b>Total Outcome 2</b>	<b>49,000</b>	<b>117,000</b>	<b>64,000</b>	<b>230,000</b>	

GEF Outcome/Atlas Activity	Responsible Party/ Implementing Agent	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Total (USD)
<b>COMPONENT 3: Raising awareness of the linkages between Rio Conventions and sustainable development</b>	<b>MoEF</b>	<b>62000</b>	<b>GEF</b>	71300	Environmental Education Specialist	4,000	4,000	5,000	13,000
				71300	CBD Specialist	3,000	3,000	4,000	10,000
				71300	CCD Specialist	3,000	3,000	4,000	10,000
				71300	FCCC Specialist	3,000	3,000	4,000	10,000
				71300	Public Administration Expert	3,000	3,000	4,000	10,000
				71300	Environmental Sociologist	2,000	3,000	2,000	7,000
				71300	Environmental Economist	2,000	2,000	2,000	6,000
				71300	Policy/Legal Expert	2,000	2,000	2,000	6,000
				71300	IT and Knowledge Management Expert	5,000	5,000	4,000	14,000
				71300	Expert Review fees	1,000	1,000	1,000	3,000
				71300	Graduate Students	1,500	1,500	2,000	5,000
				71200	International Technical Specialist	2,000	2,000	2,500	6,500
				72100	Contractual services: Conference services for Kick-Off and Project Results Conferences	15,000	0	12,000	27,000
				72100	Contractual Services: Website management and promotion fees	2,000	2,000	2,000	6,000
				72100	Contractual Services: Facebook management and promotion fees	1,500	1,000	1,000	3,500
				74100	Professional Services: Audit	0	0	3,000	3,000
					<b>Sub-total GEF</b>	<b>50,000</b>	<b>35,500</b>	<b>54,500</b>	<b>140,000</b>
					<b>Total Outcome 3</b>	<b>50,000</b>	<b>35,500</b>	<b>54,500</b>	<b>140,000</b>

GEF Outcome/Atlas Activity	Responsible Party/ Implementing Agent	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Total (USD)
<b>Project Management</b>	<b>MoEF</b>	<b>62000</b>	<b>GEF</b>	71200	International Consultant	0	0	10,000	10,000
				71300	Local Consultant (Project Manager)	12,500	10,000	12,000	34,500
				71600	Travel	0	0	5,000	5,000
				74599	UNDP cost recovery charges - Bills	2,750	2,750	5,000	10,500
					<b>Sub-total GEF</b>	<b>15,250</b>	<b>12,750</b>	<b>32,000</b>	<b>60,000</b>
					<b>Total Outcome 4</b>	<b>15,250</b>	<b>12,750</b>	<b>32,000</b>	<b>60,000</b>

<b>Total Project</b>					<b>Total Project</b>	<b>207,750</b>	<b>228,750</b>	<b>223,500</b>	<b>660,000</b>
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**STATUS OF IMPLEMENTATION OF PROJECT PREPARATION ACTIVITIES AND THE USE OF FUNDS**

**A. PROVIDE DETAILED FUNDING AMOUNT OF THE PPG ACTIVITIES FINANCING STATUS IN THE TABLE BELOW:**

The Project Preparation Stage envisioned preparation of background information germane to the design of the project strategy. That is, consultations and a desk review of background reports served to assess the current status, with particular reference to the challenges, barriers and opportunities to deliver, improve, and institutionalize training and learn-by-doing mainstreaming of the Rio Conventions into national development planning. That is, environmental governance for the Rio Conventions would be improved through the integration of the Rio Conventions within the existing public administration training institutional arrangements. The background analysis was largely consultative through interviews and review of the documentation, with the output being structured within the framework of various sections of the project document.

At the validation workshop, the project strategy and activities were discussed to assess the extent to which the proposed project activities reflected the priority capacity development needs. This discussed revealed that the proposed project activities were consistent with stakeholders expectations, including the modality of project execution. This included the creation of an inter-ministerial consortium of training institutions to agree through a memorandum of understanding on the collaborative arrangements to provide improved training on the Rio Conventions, and how government staff and other stakeholders can operational global environmental obligations within the framework of national development planning and natural resource governance. This process of ensuring that the legitimacy of the project strategy after the project validation meant that payment for the delivery of PPG activities was delayed the submission of the project document for approval. Letters of co-financing were requested after the validation workshop.

**A.1: DESCRIBE FINDINGS THAT MIGHT AFFECT THE PROJECT DESIGN OR ANY CONCERNS ON PROJECT IMPLEMENTATION, IF ANY:**

The findings obtained during the preparatory phase confirmed that the approach identified during the PIF stage remains valid. Moreover, during the project preparation stage national partners at the highest level confirmed their adherence to the principles of sustainable development, which makes the project even more topical and important.

PPG Grant approved at PIF:			
<i>Project Preparation Activities Implemented</i>	<i>GEF Amount (\$)</i>		
	<i>Budgeted Amount (\$)</i>	<i>Amount Spent to date(\$)</i>	<i>Amount Committed (\$)</i>
Baseline study on mainstreaming global environmental conventions into vocational training	7,000	2,000	5,000
Baseline study on mainstreaming global environmental conventions into human resource development	7,000	2,000	5,000
Baseline study on multi-sectoral environmental policies and programmes to be improved	5,000	0	5,000
Determine partnerships and linkages	1,000	375	625
Prepare MSP proposal, including sustainability plan, M&E plan, stakeholder plan	5,000	0	5,000
Validation Workshop	0	0	0
<b>Total</b>	<b>25,000</b>	<b>4,375</b>	<b>20,625</b>

*Annex 11: Standard letter of agreement between UNDP and Government of Bangladesh  
for the provision of support services*

**Project Title: National capacity development for implementing Rio Conventions through  
environmental governance  
Atlas Project ID: 00089619**

Excellency,

1. Reference is made to consultations between officials of the Government of *Bangladesh* (hereinafter referred to as “the Government”) and officials of UNDP with respect to the provision of support services by the UNDP country office for nationally managed programmes and projects. UNDP and the Government hereby agree that the UNDP country office may provide such support services at the request of the Government through its institution designated in the relevant programme support document or project document, as described below.

2. The UNDP country office may provide support services for assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of the Government-designated institution is strengthened to enable it to carry out such activities directly. The costs incurred by the UNDP country office in providing such support services shall be recovered from the administrative budget of the office.

3. The UNDP country office may provide, at the request of the designated institution, the following support services for the activities of the programme/project:

- (a) Identification and/or recruitment of project and programme personnel;
- (b) Identification and facilitation of training activities;
- (a) Procurement of goods and services;

4. The procurement of goods and services and the recruitment of project and programme personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. Support services described in paragraph 3 above shall be detailed in an annex to the programme support document or project document, in the form provided in the Attachment hereto. If the requirements for support services by the country office change during the life of a programme or project, the annex to the programme support document or project document is revised with the mutual agreement of the UNDP resident representative and the designated institution.

5. The relevant provisions of the Standard Basic Assistance Agreement (SBAA) between the Authorities of the Government of Bangladesh and the United Nations Development Programme (UNDP), signed by the Parties (the "SBAA") including the provisions on liability and privileges and immunities, shall apply to the provision of such support services. The Government shall retain overall responsibility for the nationally managed programme or project through its designated institution. The responsibility of the UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services detailed in the annex to the programme support document or project document.

6. Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this letter shall be handled pursuant to the relevant provisions of the SBAA.



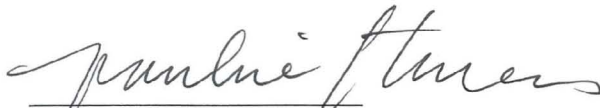
7. The manner and method of cost-recovery by the UNDP country office in providing the support services described in paragraph 3 above shall be specified in the annex to the programme support document or project document.

8. The UNDP country office shall submit progress reports on the support services provided and shall report on the costs reimbursed in providing such services, as may be required.

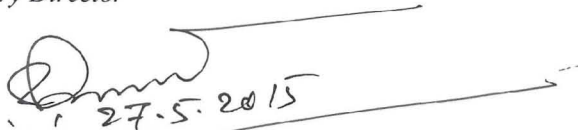
9. Any modification of the present arrangements shall be effected by mutual written agreement of the parties hereto.

10. If you are in agreement with the provisions set forth above, please sign and return to this office two signed copies of this letter. Upon your signature, this letter shall constitute an agreement between your Government and UNDP on the terms and conditions for the provision of support services by the UNDP country office for nationally managed programmes and projects.

Yours sincerely,



Signed on behalf of UNDP  
*Pauline Tamesis*  
Country Director



For the Government  
Director General  
Department of Environment  
Ministry of Environment and Forests  
[Date]

Attachment: Description of UNDP Country Office Support Services

1. Reference is made to consultations between the Ministry of Ecology and Natural Resources, the institution designated by the Government of Bangladesh and officials of UNDP with respect to the provision of support services by the UNDP country office for the nationally managed programme or project National capacity development for implementing Rio Conventions through environmental governance project number ***PIMS No. 4884 - ATLAS BU: BGD10 - Proposal No.: 00079684 - Project No.: 00089619***

2. In accordance with the provisions of the letter of agreement signed and the project document, the UNDP country office shall provide support services for the Project as described below.

3. Support services to be provided:

Support services (insert description)	Schedule for the provision of the support services	Cost to UNDP of providing such support services (where appropriate)	Amount and method of reimbursement of UNDP (where appropriate)
1. Identification and/or recruitment of project personnel  * Project Coordinator  * Project Assistant	Nov 2014 – Nov 2017  Nov 2014 – Nov 2017	As per the UPL	UNDP will directly charge the project upon receipt of request of services from the Implementing Partner (IP)
2. Procurement of goods: * Data show * PCs * Printers	Nov 2014 – Nov 2017	As per the UPL	As above
3. Procurement of Services Contractual services for companies	Ongoing throughout implementation when applicable	As per the UPL	As above
4. Payment Process	Ongoing throughout implementation when applicable	As per the UPL	As above
5. Staff HR & Benefits Administration & Management	Ongoing throughout implementation when applicable	As per the UPL	As above
6. Recurrent personnel management services: Staff Payroll & Banking Administration & Management	Ongoing throughout implementation when applicable	As per the UPL	As above
8. Ticket request (booking, purchase)	Ongoing throughout implementation when applicable	As per the UPL	As above
10. F10 settlement	Ongoing throughout implementation when applicable	As per the UPL	As above
		<b>Total: USD 10,500</b>	

4. Description of functions and responsibilities of the parties involved:

UNDP will conduct the full process while the role of the Implementing Partner (IP) will be as follows:

- The Implementing Partner will send a timetable for services requested annually/ updated quarterly
- The Implementing Partner will send the request to UNDP for the services enclosing the specifications or Terms of Reference required
- For the hiring staff process: the IP representatives will be on the interview panel,
- For Hiring CV: the IP representatives will be on the interview panel, or participate in CV review in case an interview is not scheduled

## Annex 12: References

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## PART III: GEF LETTERS OF ENDORSEMENT AND CO-FINANCING

### ANNEX A: GEF ENDORSEMENT LETTER



Secretary  
Ministry of Environment & Forest  
Government of the People's Republic of Bangladesh

D. O. No. MoEF/Env. Branch-2/53/2012/ 104

Dated the 28/02/2012

Mr. Stefan Priesner  
The Country Director, UNDP  
IDB Bhaban, Agargaon,  
Dhaka, Bangladesh

Sub: Endorsement for National Capacity Development for Sustainable Environmental Governance through Training

In my capacity as GEF Operational Focal Point for Bangladesh, I confirm that the above project proposal (a) is in accordance with my government's national priorities, including the priorities identified in the National Capacity self-assessment and the Bangladesh Climate Change Strategy and action Plan, and our commitment to the relevant global environmental conventions; and (b) was discussed with relevant stakeholders.

I am pleased to endorse the preparation of the above project proposal with the support of UNDP. If approved, the proposal will be prepared and implemented by the IUCN, Bangladesh in partnership with non-governmental organization as mentioned in the project proposal and in association with the Ministry of Environment and Forest. I request UNDP to provide a copy of the project document before it is submitted to the GEF Secretariat for CEO endorsement.

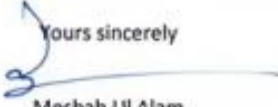
The total financing being requested for this project is US\$ 753,500, inclusive of project preparation grant, and the Agency fees for project cycle management services associated with the total GEF grant. The financing requested for Bangladesh is detailed in the table below:

Source of Fund	GEF Agency	Focal Area	Amount (in US\$)			
			Project Preparation	Project	Fee	Total
GEFTF	UNDP	Climate Change	25,000	660,000	68,500	753,500
Total GEF Resources:						

I consent to the utilization of Bangladesh's allocations in GEF for this proposed project.

With kind regards

Yours sincerely

  
Mesbah Ul Alam  
Secretary  
Ministry of Environment and Forest  
And GEF Focal Point, Bangladesh

**ANNEX B: LETTERS OF CO-FINANCING**

Letters are attached in a separate attachment.