



United Nations Development Programme

Country: Bangladesh

Project Document

Project Title: Support to Sustainable and Inclusive Planning (SSIP) Project
Expected UNDAF Outcome: [2.1] Economic growth is achieved in an inclusive manner, extending opportunities to the rural and urban poor and protecting the vulnerable from shocks. (2012-2016)
Expected UNDAF Output: [2.1.4] Government and non-government stakeholders have the capacity to improve aid effectiveness with a special focus on achieving the MDGs with equity, and pro-poor growth
Executing Entity: UNDP in partnership with UN Department of Economic and Social Affairs (UN-DESA) and UNPEI (UNEP-UNDP)
Implementing Agencies: GED (Bangladesh Planning Commission)

Brief Description

The objective of this project is to strengthen policy and technical capacity, particularly in the General Economics Division (within the MoP), but also within other relevant central government agencies - the Ministry of Finance, Bangladesh Bank and the Bangladesh Bureau of Statistics. This is first, to design and implement pro-poor economic policies; secondly, to strengthen capacity for sustainable and inclusive planning; and thirdly, to monitor the MDGs and develop the post 2015 framework. The intervention builds on and enhances the *Poverty Reduction and MDG Monitoring* and the *Poverty, Environment and Climate Mainstreaming (PECM)* projects. It has three main components: (1) Economic policy support; (2) Inclusive and environmentally sustainable planning and (3) MDG M&E and post 2015 agenda framework. Through these efforts, the project seeks to secure more pro-poor, inclusive and environmentally sustainable development.

Programme Period: 3 ½ Years

Key Result Area (Strategic Plan)

Atlas Award ID:

Start date: July 2013

End Date: December 2016

PAC Meeting Date

Management Arrangements

Total resources required \$ 4.7 million*

Component 1 \$ 2.3 million

Component 2 \$ 1.2 million

Component 3 \$ 1.2 million

Total allocated resources:

• Regular \$ 2.2 million

• Other: UNDESA \$ 0.3 million

• UNPEI: \$ 0.2 million

Unfunded budget: \$ 2.0 million (TBC)

*Excludes Cash and in-kind Contributions from GoB, estimated at \$ 0.2 million

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Acronyms

FD	Finance Division
ADP	Annual Development Plan
LGRD&C	Local Government, Rural Development and Co-operatives
MTBF	Mid-term Budgetary Framework
MDG	Millennium Development Goals
PECM	Poverty, Environment and Climate Mainstreaming (Project)
UNDP	United Nations Development Programme
UNDESA	United Nations Department for Economic and Social Affairs
UNEP	United Nations Environment Programme
UNPEI	United Nations Poverty-Environment Initiative
GED	General Economics Division
MoP	Ministry of Planning
BBS	Bangladesh Bureau of Statistics
BB	Bangladesh Bank
MoF	Ministry of Finance
CO	Country Office (UNDP)
IFI	International Financial Institutions
IMF	International Monetary Fund
HIES	Household Income and Expenditure Survey
SFYP	Sixth Five Year Plan
OPP	Outline Perspective Plan
PMO	Prime Minister's Office
NBR	National Board of Revenue
NEC	National Economic Council
SPEMP	Strengthening Public Expenditure Management Programme
NGO	Non-Governmental Organization
MTBF	Medium Term Budgetary Framework
RMSM	Revised Minimum Standard Model (World Bank)
EGT	Endogenous Growth Theory
SAM	Social Accounting Matrix
CGE	Computable General Equilibrium Model
ODA	Overseas Development Assistance
MAC	Macroeconomic Advisory Capacity (UNDESA)
CSO	Civil Society Organization
UP	Union Parishad
UZP	Upazilla Parishad
NPD	National Project Director
PD	Programming Division (PC)
CMPT	Core Macroeconomic Policy Team
PPEPU	Pro-Poor Economic Policy unit
MMU	MDG Monitoring Unit
DPT	Development Policy Team
PAM	Poverty Analysis and Monitoring Wing (GED)
ILO	International Labour Organization
GDP	Gross Domestic Product
NEC	National Economic Council
MoU	Memorandum of Understanding
TA	Technical Assistance

SUPPORT TO SUSTAINABLE AND INCLUSIVE PLANNING (SSIP) PROJECT

I. SITUATION ANALYSIS

Development Context

Since independence, Bangladesh has performed well-above initial expectations. It has increased its per capita income many times over, cut the poverty rate over successive years (from close to 60 per cent in 1990 to 31.5 in 2010) and is now well placed to achieve the vast majority of the Millennium Development Goals (MDGs). The MDG Progress Report 2011 indicates that out of 52 MDG targets over 70 per cent have already been met or are *on track* to be achieved by 2015. This record has been driven by strong economic performance during the last decade. Since 2010, economic growth has averaged 6.5 per cent (versus 5.9 per cent between 2000 and 2009) and has been accompanied by significant structural change. The industrial sector now accounts for around 30 per cent of GDP versus 20 per cent for agriculture. The export of excess labour has also been significant and external remittances are substantial, contributing over 10 per cent of GDP. Economic growth has also been relatively inclusive with inequality, which initially worsened in the late 1990s, stabilizing during the past 10 years (Gini coefficient for consumption of 0.32 in 2010). Additionally, economic growth has translated into a substantial decline in the poverty level. According to the HIES, in 2010 the poverty Headcount is estimated at 31.5 per cent against 40.0 per cent in 2005. The Depth and Severity measures have declined by a greater margin; the Depth (Gap Ratio) has fallen from 4.6 per cent to 3.1 per cent, while the Severity index has dropped from 1.3 per cent in 2005 to 0.8 per cent in 2010. Poverty reduction has also been supported by a lower fertility rate and longer life expectancy, accompanied by falls in household size. Compared with the MDG base year 1990, life expectancy in Bangladesh has increased from 59 years to 68 years, total fertility has declined twice over, and family size is now approaching replacement levels.¹ Bangladesh has achieved gender parity in primary and secondary education, although many gender challenges remain evident. Bangladesh's capacity for handling climactic disasters with minimum loss of life is now well recognized although impacts on livelihoods remain significant, and this is likely to worsen as climate changes increases the frequency and severity of these disasters. In the health arena the country has made commendable progress in terms of reducing child and maternal mortality.

Notwithstanding this progress, Bangladesh remains a Low Income Country (LIC) with substantial levels of deprivation. During the last three decades (1981-2011), its GDP per capita grew by an average of

¹ See <http://www.unicef.org/infobycountry/bangladesh> and UNFPA Briefing to LCG DP Plenary, 29th November 2012.

2.8% a year while GDP per capita of China, Vietnam and India grew by 9.0%, 5.1% and 4.3% respectively. The slow pace of growth in per capita income – largely owing to considerable population growth and low growth in labour productivity – has ensured Bangladesh also remains within the UN's Least Developed Country (LDC) category, defined by low income and a series of structural constraints. An estimated 47 million people² (HIES 2010) are living below the national poverty line, including about 25 million in extreme poverty. A significant proportion of these households live in remote areas, and these represent some of the most socially excluded and vulnerable populations. More disaggregated data reveal that while the size distribution of income has stabilized, this has been accompanied by rising regional and social disparities. Given the longer term economic trends towards movement through the value chain, these pressures may mark the initial stages of a wider worsening in inequality. Moreover, this trend has been accompanied by the emergence of persistent pockets of extreme poverty, which are not fully reflected in aggregate data. These areas include the urban slums, the Hill Tracts, coastal belt, Chars and other environmentally vulnerable areas. The poor are often structurally disadvantaged in terms of ownership of assets and have inadequate access to institutional finance as well as to basic services, including quality education, healthcare, water and sanitation. This is compounded by inherent risks associated with exposure to climatic events.

Bangladesh also faces a major hunger and malnutrition challenge. In line with global experience, the once strong relationship between these variables and poverty appears to be breaking down. Indeed, while poverty has declined markedly, a large proportion of the population is unable to meet their recommended daily calorie intake and many children are underweight due to *hidden hunger* of micronutrient deficiencies. This persistent deprivation makes people and children vulnerable to infectious diseases, impaired physical and mental development, reduced labour productivity and increased risk of premature death. These challenges serve to *lock-in* poverty from generation to generation, and are a key factor in the persistence of severe pockets of poverty and a lack of resilience to shocks.

Moreover, labour productivity growth has been slow in Bangladesh, largely because of inadequate capital formation and the lack of infusion of new technology. In 1981, output per person employed was US\$ 1,977 (at constant 2000 US\$) for Bangladesh and US\$ 1,701 for China. But China's output per person employed increased 7.4 fold between 1981 and 2010 while Bangladesh's output per person employed barely increased two-fold during the same period³. More significantly, labour productivity's share in per capita income growth has witnessed a declining trend in recent years. Increases in labour productivity accounted for 87 per cent of per capita GDP growth between 1995 and 2000 compared to

² Bangladesh Sixth Five Year Plan (FY 2011 -15), Government of PRB

³ World Development Indicators 2012, the World Bank

only 67 per cent between 2000 and 2010⁴. In order to boost per capita income and equitable growth, Bangladesh would need to develop and deploy an appropriate growth accounting framework to track, monitor and influence sources of growth.

Another challenging development target is securing productive employment for all people, especially the youth. Unemployment primarily affects young, semi-educated rural people and is particularly acute among working-age women. Meanwhile, Bangladesh confronts a high growth rate of its labour force. A participation rate at 59 per cent is below par⁵, but a key feature of this is women's participation at only 36 per cent. In Bangladesh, most of the labour force is engaged in informal low productivity and low income jobs. Significantly, the Employment Elasticity of GDP growth sharply declined in early 2000 – from 0.48 during 1995-1999 to 0.06 during 2000-2003 (ILO, 2005) though it remained high in relatively low-skill intensive, and therefore, focused in the less productive sectors of the economy. While a high employment elasticity of growth in more productive sectors of the economy is likely to have positive real income effects, high employment elasticity in low productivity sectors may potentially lead to negative real income growth. Without a marked improvement in employment elasticity in the more productive sectors, it is highly unlikely that Bangladesh will be able to ensure employment for all by 2015 and substantially increase its per capita income.

Turning to social outcomes, although Bangladesh is on track to achieve the net enrolment target, drop-out remains high; enrolling the last 10 per cent of the children (the hard-to-reach population), ensuring quality of education for children who are already enrolled in schools, and promoting gender equity in tertiary education are major challenges. Moreover, although considerable progress has been made on maternal and child mortality, medical services are weak and access to, and utilization of, mother and children's health services remains limited.

Finally, the threat of climate change puts at risk the hard-earned impacts of years of growth and development, not just for those people in impoverished settlements along coastal belts and river banks, but rather for the entire nation. Moreover, economic measures, and to an extent, the MDG framework, do not take full account of wider costs of environmental damage. Indeed, without remedial actions, it may be that above trend growth has and would be achieved at the expense of environmental amenity and quality of life. The issue of environmental sustainability viz climate change, is growing in importance within the global policy discourse. The need to protect Bangladesh's precarious MDG gains resonates strongly with the global campaign to place sustainability at the core of the post-2015 monitoring framework. Addressing these issues is an overriding policy priority.

⁴ Asia Productivity Organization Yearbook 2012

⁵ BBS Labour Force Survey 2011

Current Policy Approach and Alternatives

In order to address development challenges, the Bangladesh Planning Commission articulated the Government's *Vision 2021* in the *Perspective Plan of Bangladesh (2010-2021)* that aims to graduate to the first stage of middle income country status within ten years. The *Sixth Five Year Plan (FY 2011-15)* is framed in the context of this long-term developmental vision and rooted in policies to accelerate growth, further reduce poverty and build resilience. Formulation of the long term Perspective Plan and Sixth Five Year Plan also include major steps towards fulfilment of Bangladesh's broader human welfare goals. The Government of Bangladesh is committed to achieve the MDGs by 2015, and the SFYP has integrated the MDG targets and included a set of policy interventions to accelerate efforts towards the MDGs and secure the country's middle income status.

The preceding UNDP-supported project – *Support to Monitoring the PRS and the MDGs in Bangladesh* has played a crucial role in helping the General Economics Division (GED) to undertake positive steps to increase the Government's in-house capacity to invest and monitor MDG progress; and to sensitize other line ministries to adjust their policies and programmes to accomplish their respective plans. However, the capacity of the GED has not reached a stage where it can take full leadership of these processes. Achieving the development goals and MDGs promoting higher and inclusive growth will remain the main priority, albeit alongside recognizing the importance of environmental sustainability. Similarly, the *Poverty Environment Climate Mainstreaming (PECM)* has been providing support to GED on including these issues of pro-poor environment, climate and disaster management into the planning and budgeting process. The PECM recently has had a positive Mid Term Review which concluded that the "*PECM is an efficient and cost-effective project*". However the review concluded that "*Many achievements of the project will sustain, but without further support, the potential for transformational sustained change is unlikely to be realised. To achieve this, a follow-on project will be needed to consolidate the gains made and build a constituency for change.*"

To achieve the MDGs and sustainable, pro-poor growth, policy guidance is needed for Bangladesh to promote an overall policy environment that emphasizes equity alongside economic productivity and environmental sustainability. Thus while recognizing the benefits of labour market flexibility, policy must aim to ensure high levels of employment based on decent work standards and higher value-added activities. Moreover, while prudent macroeconomic management is prerequisite of sustained economic growth, policy should also promote expansion recognizing the market failures and rigidities which typify LDCs. The main emphasis of activity will be to ensure development of a pro-poor macroeconomic strategy as well as synergies with fiscal policy, along with honing the development planning process to continue its efforts to make a meaningful drive towards achieving the MDGs; this includes both M&E and the articulation of key linkages.

Pro-poor growth is a contested concept and debate continues over the importance of securing improvements in the distribution of incomes versus the maximization of growth per se. However, in all

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practical terms, rapid and sustained reductions in poverty require both a higher rate of output and the management, if not the reduction, of income inequality. The labour market lies at the heart of successful pro-poor growth strategies – here the focus is on the expansion of labour intensive sectors of the economy, alongside the enhancement of productivity. Spatial dimensions are also important, as the geographic pattern of economic activity is often a major driver of inequality particularly in the context of growing climate change. Additionally, there is a need to support longer term processes towards greater value added and higher total factor productivity. This implies that policy should encourage and facilitate structural change.

Orthodox macroeconomic policies focused on stability and securing *allocative efficiency*, although necessary, are often not sufficient for these tasks. A pro-poor macroeconomic stance tends to be more accepting of deficit financing and operates an accommodative monetary policy to stimulate the process of investment and growth, and to maintain high levels of employment and capacity utilization, while also not threatening stability. For Bangladesh, with a relatively low debt stock, growth stimulated by fiscal expansion can be financed, as long as the level of borrowing is not excessive. The larger levels of public investment made possible in this strategy can provide a more durable basis for stimulating private investment (crowding-in), and furthering human development outcomes which are highly favourable to growth – notably in education and health. Pro-poor productive capacity expansion also requires a longer term perspective be taken, with current responses informed by the lifting of structural constraints.

Equally, these approaches need to remain cognizant of the environmental impacts of the level and pattern of growth. Indeed, the associated concept of *green growth* is also a controversial one, requiring that trade-offs (between growth maximization and environmental impacts) be recognized and be fully factored in to economic policymaking. In addition, there are strong complementarities where green choices are also growth maximizing ones – notably in the areas of pollution and congestion. It is also important that underpinning conceptions of equity also recognize the welfare of future as well as current generations.

Economic policy focused directly on the poor can play an important role in promoting growth. Indeed, expanding opportunities for the poorest and removing systemic biases can foster both higher multiplier effects in the short run, and in the long term foster entrepreneurship and investment through the reduction of risk-aversion. This policy aims to reach groups that are excluded from the direct benefits of growth processes (people located in remote and environmentally fragile areas, ethnic minorities and women-headed households for example); and at the same time, respects environmental constraints.

UNDP, UNDESA, and UNPEI (herein referred to as UNEP) assistance will focus on developing national capacities to manage macroeconomic policies in line with poverty and sustainable environmental and human development outcomes. The assistance builds on the experience of other similar initiatives launched by UNDP and will build synergies with other projects including the Social Protection strategy

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led by GED and programmes with the Ministry of Finance on budgeting, as well as with the Local Government Division (LGD) on local level planning.

Socioeconomic Planning in Bangladesh

In Bangladesh, the Planning Commission is in-charge of strategic development planning and formulating policies on a series of longer term issues. This is undertaken by GED, which oversees the national five-yearly planning process, presenting different research and background papers, and organizing forums for policy debates. The Planning Commission relies heavily on other key ministries and agencies, notably, the Ministry of Finance (MoF), the National Board of Revenue (NBR), Bangladesh Bureau of Statistics (BBS), Bangladesh Bank (BB, the central bank) and the Prime Minister's Office (PMO). The five year planning cycle, is initiated by the Perspective Plan which is then operationalized within the (current) SFYP.

Mismatches and some duplication are apparent on the revenue budget side, between the strategic planning process (run by the Planning Commission) and the Medium Term Budget Framework (MTBF) - the three, now five, year rolling-process that governs the resource envelope - run by the Ministry of Finance. Institutional linkages among the key ministries are generally weak and stronger coordination for better development outcomes is warranted. Planning failures are considerably more muted on the capital side, which is wholly managed via the Annual Development Programme (ADP) run by the Ministry of Planning (in concert with Planning Cells in the line ministries).

Resource planning arrangements and the key issues are set out in more detail below:

- **Institutional setting:** Strategic (Five Year Plans) are prepared by the Planning Commission in consultation with all ministries. The system relies on the Ministry of Finance (MoF), the National Board for Revenue (NBR), and Bangladesh Bank (BB) for setting the resource requirements and macroeconomic scenario. During this process, the Bangladesh Bureau of Statistics (BBS) plays an important role by supplying data on national accounts, poverty and other socio-economic variables. Based on the inputs from the ministries the plan targets and strategies for realizing the long or medium term goals are defined. GED under the Planning Commission is the main agency which drafts plans, undertakes major economic research and maintains engagement with major stakeholders, including international agencies. There is however inadequate linkages with the planning process at the local level, as well as in terms of coordination with the Local Government Ministry. In contrast, revenue budgeting, and more significantly, the overall government expenditure planning is driven by the MTBF. This is run out of the Finance Division within MoF. The MTBF is also based on a macroeconomic scenario with similar but not identical planning assumptions. It provides limits for total spending and the revenue and capital portions.

- **Major Instruments:** Bangladesh's long-term *Vision 2021* is articulated in the recently adopted Perspective Plan of Bangladesh (2010 – 2021) and its medium-term SFYP, referring to FY 2011 – 2015. Notably, this coincides with the final MDGs period, and as such has integrated MDG objectives. Since FY 2006 all Bangladeshi Government spending has operated under the MTBF and this process has now been fully rolled out to all ministries. MTBF is used as a three-year rolling document to match with the PRSP cycle (which previously served as the primary policy planning framework)/ It has subsequently been aligned with the country's Five-Year Plan and converted to a five-year cycle.

- Capital expenditure within the Medium Term Development plans is implemented through the *Annual Development Plan (ADP)*. This is the main instrument for public capital investment in the Bangladesh economy to accelerate growth, reduce poverty and achieve the MDGs. The ADP is dominated by ODA and concessional finance, presenting a number of issues for policymaking. Successive governments have faced real challenges in ensuring the ADP follows national priorities as given in the main planning instruments. Indeed, a longstanding criticism is that too many resources are used for creating infrastructures, and the requirements of the social sectors are sometimes compromised. Additionally, the ADP has a history of underutilization by a margin of roughly 10 per cent, particularly in the use of foreign development assistance. Lack of public officials' capacity for implementation of development projects and poor linkages between the ADP and the MTBF process have been identified as a major impediment for chronic underutilization of resources. This has had strong ramifications for achieving the medium term social and economic objectives of Bangladesh.

- **Approval Processes:** The National Economic Council (NEC) headed by the Prime Minister of Bangladesh has the authority for approval of all plans, including the ADP. The Finance Division is tasked with preparing the country's integrated annual budget (bringing together the MTBF and ADP process) as per the GoB Rules of Business. The ADP preparation usually starts from the second half of the fiscal year, and is finalized typically by the end of May. The Finance Division then incorporates ADPs into the budget and tables the integrated budget for approval by the Parliament generally at start of the second week of June.

- Below this level, a parallel budgeting process takes place, with FD leading on revenue and MoP's Planning Commission on the ADP. The budget as well as ADP preparation is a result of interactions among the line ministries and the Planning Commission (PC). However, FD prepares the plans and budget without taking into consideration the requirements or planning needs at a grassroots level and is essentially a top-down approach.

- **Environmental sustainability within the planning system:** In 2012, GED prepared the *Bangladesh Sustainable Development Strategy* as an adjunct to the regular planning instruments

to influence the planning process and cross-fertilize the planning approach. While this and other allied activities such as the *Climate Public Expenditure and Institutional Review* are welcome developments, stronger efforts are required to mainstream sustainability within policy planning. As yet, few concrete steps have been taken to *green* Bangladesh's growth trajectory. This represents a further missing connection.

- **Local Planning:** Under the MDG monitoring project UNDP has assisted as many as 41 Upazillas to prepare their own plans aimed at contributing to the achievement MDGs and other broader development agendas at the local level. Based on the success of this pilot exercise, UNDP under UNDAF is planning to extend coverage across all Upazillas. Therefore, it is imperative that local level plans are reflected in the national planning and budgeting process. This will ensure people's participation in the socio-economic development process of the nation, and ensure reflection of the grass roots opinion in budgeting and planning processes running up to 2015 and beyond. Genuine ownership of this process is a pre-requisite for the acceleration of MDG implementation.
- In addition, this project will establish links with the UNDP Local Governance project that supports local level planning and budgeting, with the purpose of improving coordination and coherence between the national and local levels. The Local Government Division (LGD) and its host Ministry disseminate local level demands for projects/ programmes and budgetary requirements through respective line ministries to the FD and the PC for reflection in the national budget.
- **Other Donor Partner (DP) interventions:** With the purpose of improving public financial management and strengthening oversight institutions for better development outcomes, several development partners are currently financing the Strengthening Public Expenditure Management Programme (SPEMP). This is managed by the World Bank via a trust fund arrangement. The main objective of the FD component of this project was to integrate and establish an interface between the development and capital part of the budget (the ADP), and revenue part of the budgetary process (MTBF) for realizing Bangladesh's long and medium term development goals. Initially the FD part of SPEMP included both the FD and the PC (under the so-called component IV) to establish institutional linkages between the two key agencies involved in the budget preparation (non-development and development budget) and development policy formulation (MTBF and ADP) for improving the efficacy of public expenditure . Capacity development of the key functionaries of both the agencies formed an integral part of the SPEMP project activities. However, in the face of demands from the Planning Commission, Component IV was taken out of SPEMP and a separate arrangement reached between the Planning Commission and the World Bank. The World Bank is now supporting both MoF and the Planning Commission in executing SPEMP. Given the elapsed

time, the World Bank is reportedly only helping the PC to conduct limited demand based studies/surveys and addressing some specific issues concerning economic modelling. This was confirmed by the World Bank Team associated with the SPEMP during mission discussions. However, more recent information from World Bank sources has called this into question. Some initial fact finding may be needed prior to the implementation of project activities, followed by efforts to ensure any duplication and/ or delivery conflicts are minimized. Regardless, it seems the SPEMP arrangement will not address long term capacity development needs of the Planning Commission in general, and the GED in particular. This project will be designed in a manner that creates a permanent mechanism for GED's in house capacity for macroeconomic analysis and evaluation of development policy issues including economic modelling. This should be the clear value addition of the project over the present activities of the SPEMP and there should be no duplication or conflict of activities. There is also a need to build links between budgetary process and higher level planning instruments, as this remains a major lacuna. Therefore an effective interface between SPEMP and this project is vital, ensuring that high level plans have impact on the MTBF and budget consolidation process.

Intervention Rationale

The preceding counterpart projects - *Support to Monitoring the PRS and MDGs in Bangladesh and Poverty and Environment and Climate Mainstreaming* have made significant contributions and the lay the foundations for this intervention. The former helped the government to accelerate its efforts towards MDG achievement through better aligning development priorities with the MDGs and funds, enhancing policy advocacy on sustainable development, localizing MDGs and introducing a comprehensive monitoring system. Overall, this project has achieved its primary objectives. The capacity developed within GED has enhanced the role of the organization and established itself as a credible focal point on poverty issues, enabling it to take responsibility for monitoring the MDGs and SFYP in the years to come. Second, the *Poverty, Environment and Climate Mainstreaming* (PECM) project has supported the integration of poverty, environment and climate into the SFYP, the Perspective Plan, the revision of the Development Project Pro-forma and the screening of selected ADP programmes as well as a Climate Public Expenditure and Institutional Review. Both projects need to be rolled forward and built upon, finding synergies from combining them in the second Phase.

Two priorities are the strengthening of the intervention's engagement in policy issues, particularly in the economic sphere, and a need to build stronger linkages between MDG M&E and the strategic planning and budgeting processes. These issues are returned to in more detail below. A major immediate challenge is the pressing need to craft a post-MDG development framework, informed by local needs and priorities, but also reflecting global thinking on the policy agenda beyond 2015. Acceleration in achieving the country's MDGs requires linking development policy planning with overall, and specifically macroeconomic, policymaking. These linkages are weak within the existing project. Achieving this, given the current management arrangements and a complex set of relations

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between the main government institutions, will require special attention. Under the current planning mechanism, the institutional links between the budget process, the ADP and the SFYP (and notably macro-level environmental strategy) are problematic. Without making concerted efforts to tie up these loose ends, these poor connections have the potential to undermine Bangladesh's on-going development progress, particularly on the MDGs. In addition, the pro-poor orientation of economic policy is not strong, and stabilization objectives dominate macro-economic policymaking. Discussions are often driven by IFI-authored inputs and analysis, and there is no institutionalized mechanism of interaction between the Government and academics, NGO policy circles and the major Think Tanks. Allied to this, as the Government admits, forecasting of major economic and social variables requires specific technical skills, which are largely absent among the current cadre of civil servants within the planning ministry. Finally, the national-local interface needs work. Although local level plans and the national level budgeting processes have been linked via a pilot project in 41 Upazillas under the first phase of the MDG project, this needs to be sustained and rolled out nationally.

In addition to rolling forward the existing MDG and PECM projects (albeit with major enhancements), two new areas of activity require attention. First, the current resource planning process in Bangladesh is inefficient. In essence, a dual budgeting approach takes place for revenue (via the MTBF) and capital (via the ADP) (but note MTBF also sets the overall financial envelope). Institutions are overburdened by a huge number of policy documents and duplicated processes, which tend to be divorced from budgetary realities. Duplication of efforts is also pronounced due to a lack of proper interaction/coordination between the Finance Division and the Planning Commission. Under MTBF the line ministries are required to submit their project/ programme lists as well as inform FD of resource requirements based on the resource envelope allocated to them (by the FD) at the beginning of each financial year. This includes both revenue and capital expenditures. Yet the ADP is finalized elsewhere (within the PC), which also separately undertakes the same exercise and issues separate guidelines for preparation of the ADP. The PC invariably comes up with different numbers (usually on higher side) to that is being finalized by the FD under MTBF process – often leading to conflict of interest between the two. The line ministries take advantage of this conflict and tend to come up with different proposals for the same exercise, thus creating further confusion in preparation of the budget. Amidst this lack of coordination, projects with relatively weak socioeconomic rationales find their way into the ADP. The allocation process is suboptimal and not consistent with the long term (OPP) or medium term development (SFYP) goals of the country. This process also tends to be a politically influenced process, which lacks real participation and a constructive dialogue on trade-offs and choices of priorities. In many instances, civil society proposals and inputs are not reflected.

The ADP is a key instrument to link the financial resources to the activities undertaken by the various ministries in order to achieve the planned objectives and targets. As noted, more often than not, the allocation of resources suggested by the FD defers with the requirements of the PC, therefore the PC embarks on an exercise to re-allocate resources among the different projects and programmes after the event. To ensure the efficiency of the public expenditures, FD and PC should work together to minimize

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their differences in terms of resource allocation as well as to ensure quality of the projects undertaken. The proliferation of projects makes it difficult to ensure the proper and efficient allocation of resources, as well as the ADP and budget's efficacy in attaining Bangladesh's development targets.

Second, current economic management mechanisms are adopted independent of the requirements of the social and other sectors of the SFYP objectives. Indeed, there is a general disarticulation between planning instruments and economic policymaking. At present, macroeconomic policy is dominated by short term, often stabilization-related, considerations. There is a need to rebalance the institutional framework to ensure inclusive and sustainable growth, based on high levels of employment, the effective management of income inequality, and the promotion of structural change, are given stronger weight. A further emerging issue is the green growth agenda and the need to ensure environmental sustainability alongside established pro-poor growth objectives. For Bangladesh a prudent policy would be to target public investments with a view to alleviating infrastructure bottlenecks that hamper growth prospects and exacerbate environmental challenges. An additional priority is to invest in sustainable food agriculture and to support economic diversification in order to improve food security and reduce vulnerability against external shocks. The earlier project supported by the UNDP focused more on MDG monitoring and localization, whereas less attention was given to MDG-related policy challenges.

Additionally, Bangladesh faces a range of critical macroeconomic and social issues, which necessitate rapid development of its forecasting capacity to accelerate the execution of strategies defined in policy documents. These points, taken together, underline the need for national policy responses that are consistent, evidence-based, and implemented across the levels of government. This, in turn, requires the development of institutions and arrangements for policy formulation (including macroeconomics) and new structures to supplement those already in place, in order to ensure monitoring and reporting on MDG progress. The development of informational resources and supportive policy circles is a key part of this, yet experience also shows that government capacity is central to success - in economic modelling, in statistical and policy analysis, and in strategic management. These inputs enhance countries responsiveness to global and domestic shocks, and the ability to make timely adjustments.

This provides the core rationale for continued UNDP involvement over the next 4 years in this sector, to cement the gains built by the past MDG and PECM projects, and to prepare the Government through capacity building - largely in GED but also elsewhere. This will include: (1) Developing new analytical capacities and functions (notably in economic policymaking) including strengthened monitoring of labour and total factor productivity in various sectors, capacity to implement macroeconomic and sectoral policies to promote savings, capital investments, productivity and achieve structural change alongside macroeconomic stability; (2) professionalization and technical capacity building within the planning system, explicitly recognizing the dual importance of inclusion and environmental sustainability; and (3) Re-focusing MDG M&E efforts, while enabling the development and implementation of a post 2015 framework tailored to the Bangladesh context. These work streams will

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be framed to support Bangladesh's overarching vision of an equitable and prosperous country, attaining middle income status with social inclusion by 2021.

The policy priority focus will be promoting pro-poor and sustainable growth through expanding economic opportunities and participation in the labour force (especially for women), sound public provisioning (in the social sectors), recognizing and limiting negative environmental impacts through greening the growth process, and the management of inequality. It is underlined that while maintaining macroeconomic stability is a pre-condition for a successful economy, too strict a policy stance can weaken the level and distributional pattern of growth. Additionally, progressing longer term structural change, and enhancing wider capabilities within the population is important in designing the growth strategy (and, in the case of the latter, also directly securing key welfare requirements). As such, access to quality basic education, health facilities and water/sanitation is both supportive of growth and improved human development. These lie at the heart of the MDG agenda and will remain a core focus of the project.

II. STRATEGY

The UNDAF calls on the UN agencies to strengthen the capacity of all stakeholders to promote pro-poor economic policies and improve policy and resource effectiveness with a special focus on MDG achievement. The UNDAF Action Plan includes specific reference to improving development effectiveness for MDG achievement (Output 2.1.4). In line with this, the Country Programme Document (CPD) highlights UNDP's support for capacity strengthening of national institutions to enable them to implement and monitor policies and to better coordinate their activities.

From the government side, the SFYP identifies reform of planning and budgetary processes as a major priority. In order to respond to these overarching goals the proposed project will focus on: strengthening capacities within central government to undertake pro-poor and MDG focused policies and better harness macroeconomic policy for this purpose; improving coordination among the government institutions involved in planning and budgetary processes linking to MDG planning and M&E; better utilizing data produced by the statistical authorities; and creating avenues for policy dialogues with academic institutions and civil society.

Theory of Change and Project Components

The end goals of this project are to build policy and analytical capacity, ensuring at outcome level that the growth process is more inclusive and environmentally sustainable and that the attainment of broad welfare goals (the MDGs) is supported. This is to be achieved via three outputs: (1) Economic policies adopt a strong pro-poor focus; (2) planning is professionalized and becomes more inclusive and environmentally sustainable; and (3) MDGs achievement is maximized and a post-2015 framework for Bangladesh is delivered. The outputs in turn are supported by a number of activities given below

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(under a, b and c). The relationships and causal paths are depicted in the tree diagram (Figure 1) given on the following page.

- a) **Pro-poor Economic Policymaking:** Build the capacity of policymakers and administrators, particularly within the General Economics Division (GED), Ministry of Finance and Bangladesh Bank to implement pro-poor macroeconomic and development policies and enhance policy coordination and coherence for equitable and sustainable development. Analytical and modelling capacities of government agencies (especially GED) involved in economic management will be strengthened to implement more pro-poor macroeconomic policies which are consistent with strategic development and MDG objectives. This includes but is not limited to: growth accounting and productivity analysis; economic modelling and forecasting; and cross-ministry coordination and dialogue with wider economic policy circles.
- b) **Planning Strengthening:** Approaches and frameworks will be made more inclusive (especially incorporating gender issues) and environmentally sustainable, through systems strengthening, capacity building and the forging of linkages between instruments at national and local levels. This will draw on the work of the existing MDG and PECM interventions, offering leadership and the further professionalization of socioeconomic planning within Bangladesh.
- c) **Future Development Goals and Monitoring:** The MDG M&E process will be built on, significantly enhanced, linkages with planning/ budgetary frameworks strengthened and crucially, a post-2015 framework will be designed based on global practice, and fitted to the Bangladeshi context. These activities will build on and significantly enhance the existing MDG intervention. The focus is on what is required to accelerate progress towards the MDGs up to and beyond 2015 – including the institutional, policy and financial bottlenecks that are currently impeding progress and achievement of the MDGs.

Project outcome: Policy Responses shape the growth process to ensure it is more inclusive and environmentally sustainable and that the attainment of broad welfare goals (the MDGs) is supported



Output 1: Institutional and Economic Policy analysis capacity enhanced

1.1: Instruments including growth accounting framework & capacities for pro-poor economic analysis are established

1.2: Mechanisms for policy coordination & consultations are created within government and with wider policy circles

1.3: Capacity for policy and economic analysis, and modelling developed

Output 2: Inclusive and Environmentally Sustainable Planning processes established

2.1: Policy guidelines improved and institutionalized to promote inclusive, climate sensitive and gender responsive plans at national and sub-national levels

2.2: Processes for strategic plans are made inclusive, climate and gender sensitive and institutionalized at all levels.

2.3: Capacity of public sector planning professionals developed to undertake inclusive, climate and gender responsive plans, including local planning

Output 3: MDG achievement and Post MDG framework delivered

3.1: Policies sharpened and linkages between the MDG monitoring system, DRF, and budgetary instruments are improved

3.2: Bangladesh priorities for post MDG framework promoted and national rollout plan for P15A prepared

3.3: GoB and Inter UN Agency Coordination for MDG acceleration supported

It is expected by the end of the project that: macroeconomic policies will be better aligned with the promotion of pro-poor economic growth and longer term developmental objectives (including the question of environmental sustainability); national and Upazila level development plans will be better connected to and reflected in the ADP and budget; and central level plans, and capacity of the government will be strengthened to address the development agenda beyond the MDGs (post-2015), including the emerging focus on climate change and environmental mainstreaming. The General Economics Division (GED) under the Planning Commission will play a central role by implementing and coordinating the activities envisaged under the project document. The project components and sub-components corresponding to these outputs, and the respective activities are summarized in the table below.

Table1: Project Components and Subcomponents

Components (Outputs)	Subcomponents (Sub-Outputs)
Output 1: Institutional and Economic Policy analysis capacity enhanced (UNDESA and UNDP)	Sub-Output 1.1: Instruments including growth accounting framework & capacities for pro-poor economic analysis are established
	Sub-Output 1.2: Mechanisms for policy coordination & consultations are created within government and with wider policy circles
	Sub-Output 1.3 Capacity for policy and economic analysis, and modelling developed
Output 2: Inclusive and Environmentally Sustainable Planning processes established (UNDP and UNEP)	Sub-Output 2.1: Policies guidelines improved and institutionalized to promote inclusive, climate sensitive and gender responsive plans at national and sub-national levels.
	Sub-Output 2.2 Processes for strategic plans are made inclusive, climate and gender sensitive and institutionalized at all levels
	Sub-Output 2.3 Capacity of public sector planning professionals developed to undertake inclusive, climate and gender responsive plans, including local planning
Output 3: MDG achievement and Post MDG framework delivered (UNDP)	Sub-Output 3.1: Policies sharpened and Linkages between the MDG monitoring system, DRF, and budgetary instruments, are improved
	Sub-Output 3.2: Bangladesh priorities for post MDG framework promoted and national rollout plan for P15A prepared
	Sub-Output 3.3: GoB and Inter UN Agency Coordination for MDG acceleration supported

Output 1: Institutional and Economic Policy analysis capacity enhanced (Supported by UNDESA and UNDP)

The Sixth Five-Year Plan (SFYP) states that the government will strive for accelerated growth alongside equity and social justice. This target requires that policymakers simultaneously target accelerated growth, its inclusiveness, environmental sustainability, and a broader developmental agenda. For policy reforms to have a stronger developmental orientation, Government needs to acquire a suite of analytical tools and access to broader, well-informed policy thinking. Alongside, the institutional setup of the GED can be further focused to support such policy thinking so that it can successfully acquire the capabilities to comprehend and appreciate the economics of poverty reduction, and structural transformation, alongside the environmental costs. The first output of the project will be, hence, to work with the Poverty Analysis and Monitoring Wing to develop capacities and carry out analysis of development policies to allow for sound policymaking. The precise sub-outputs enumerated include training and equipping of individuals and institutional capacity building to conduct analytical work, provide policy options and maintain dialogue among the agencies and CSOs. This will form part of a comprehensive capacity building programme.

The leading body for this stream of work will be a newly set up Pro-Poor Economic Policy Unit (PPEPU). Its activities are outlined below.

Sub-Output 1.1: Instruments including growth accounting framework & capacities for pro-poor economic analysis are established

Central to the effective promotion of pro-poor macroeconomic policies is the timely adjustment of policy priorities and the budget process through mechanisms to maximize poverty reduction and secure longer term developmental objectives. This will include the monitoring of economic changes at the global level via the setting up of a series of analytical tools within GED as the lead focal agency, alongside the building of capacity. Hence, the key activities of this component will be to establish the tools and institutions to enable the GED to undertake such analysis.

The project will support GED to develop modelling tools which will produce periodic projections of socio-economic indicators and assess policies from a pro-poor perspective, which in turn is vital to ensuring the functionality of an economic *Early Warning System* (EWS). The EWS will comprise a framework with four inter-related elements: (i) spreading knowledge of risks associated with the forthcoming economic shocks or outcomes of inefficient policy interventions; (ii) defining policy interventions based on outcomes of the macroeconomic and social parameters projections; (iii) building capacity to respond to the warning signals; and (iv) create a platform for discussions with all relevant stakeholders.

Modelling and forecasting capacity will enable the assessment of the impacts of various fiscal, monetary and exchange rate policies on economic growth, employment generation, poverty rates, income distribution and inequality. Models will also help to analyse the effects of various global and regional exogenous shocks and assess their impact on the Bangladesh economy at disaggregated levels.

Analysis will be mainly applied to track the key economic and social indicators (including the standard poverty measures) over the period. Existing modelling capacity will be upgraded from demographic modules which help to track projection of MDG-consistent indicators such as poverty, education, health, environment and other social measures. In addition, analysis will enable the disaggregation of effects – enabling judgments to be taken on the pro-poor orientation of policies and the sectoral and locational patterns of economic activity. The results of these analytical and modelling exercises will also help to build the leadership role of Bangladesh in the defining post-MDG agenda in line with the upcoming global trends (a key issue being the marriage of poverty reduction and securing environmental sustainability).

UNDESA's second opinion facility – the Macroeconomic Advisory Capacity or MAC - (see text box below) will be the key technical support provider in establishing the modelling tools for this component. It is vital that GoB is provided with an external sounding board which offers alternatives to IFI advice. This is not intended to undermine IFI inputs but to offer policy choices and a means of triangulation. Different sources have in the past been used for this purpose including ad hoc UNDP advice and independent academic inputs, and these channels ought to be further developed and put on a more formal footing. Hence the project includes proposals for establishing a policy dialogue mechanism.

Secondly, the project will support the GED to bring out a periodic bulletin. This will serve as the *front end* of the EWS and its purpose would be to inform actors of threats and key developments, and promote debates on emerging issues such as growth (including the question of sustainability), poverty and inequality, and inter-relationships between each of these questions. This bulletin will employ the results of the modelling exercise to be carried by the GED or other government/non-government entities. It would be published every quarter and have an independent editorial board chaired by a leading academic. Efforts will be made to promote the bulletin to be the most reliable source of

UNDESA Macroeconomic Advisory Capacity (MAC): Providing a trusted second opinion

There is a growing recognition, especially after the economic crisis of 2009, that the UN must play a more proactive role in informing and shaping macroeconomic policies at national, regional and global levels to generate equitable and sustainable growth and support developing countries to build resilience against economic shocks. The current crisis reaffirmed the need for such alternative macroeconomic policies with UN uniquely positioned to coordinate and lead an effective international response to the crisis to prevent further meltdown and foster sustainable recovery. The idea of providing Member States with a *second opinion* on macro-economic policies was first raised and unanimously approved at the High Level Committee on Programmes (HLCP) meeting on the financial and economic crisis in Geneva in February 2009 where the IMF, in particular, welcomed the UN to provide alternative macroeconomic advice to Member States.

The main activities to achieve the objectives of MAC include: (i) deploying macroeconomic advisory missions to the Member States to assist relevant authorities in the design and execution of fiscal and monetary policies that promote inclusive growth and employment; (ii) organizing regional and sub-regional training workshops to strengthen the analytical capacity of relevant officials for macroeconomic policies to generate employment and ensure stability and growth; and (iii) developing knowledge products and toolkits on various macroeconomic policy issues and challenges.

The need for an alternative macroeconomic policy framework was also echoed at the deliberations of the United Nations Conference on the World Financial and Economic Crisis and its Impact on Development, held in New York on 24th -26th June 2009. Against this backdrop and pursuant to requests received from the governments of a number of Member States to provide an alternative, UNDESA launched the Macroeconomic Advisory Capacity (MAC) initiative in 2010 to provide credible and development oriented macro-economic advice as well as support in the design and implementation of policies to meet their national development goals. The initiative is implemented under the auspices of the Development Account Project *Supporting Finance and Planning Authorities to formulate and implement macroeconomic policies*.

economic forecast among the stakeholders including the private sector.

Finally, the project will support GED to strengthen its institutional capacity by sharpening the focus of the existing *Poverty Analysis and Monitoring (PAM) Wing* and support strengthening ties with other wings of the GED such as the *Macro and Perspective Planning Wing* and other divisions of the Planning Commission especially the Programming Division (PD) to ensure that analysis carried out by the unit can be properly integrated in the workings of these units. This can be achieved by forming a separate unit within the PAM wing. Such unit would seek to: (i) secure the pro-poor orientation of policymaking, particularly aligning macroeconomic policies with the social aspects of development; and (ii) provide integrated set of projection data needed for policy design and implementation.

Output 1.2: Mechanisms for policy coordination & consultations are created within government and with wider policy circles

Strategic documents produced by the Government have tended to have a limited grounding in research and analysis, and the participation of independent experts and civil society representatives in the process has been ad hoc. Equally, there is scope for improving coordination between economic policy actors and as a result strategy development is largely disconnected with operational policy responses. Sound dialogue and coordination is vital if the gains from capacity development are to be secured and strengthened macroeconomic policymaking is to be fully articulated across Government. To remedy this, it is proposed that a cross-ministry policy group is set up bringing GED (lead), Finance Division and the BBS together.

While the project proposes direct commissioning of analytical work by think tanks, there is a need for an institutional arrangement to coordinate CSO-based initiatives to build the scope of the independent research sector's involvement in policy formulation through disseminating the results of studies and maintaining a civil society/ GoB dialogue. While CSOs find representation in a number of working groups within the institutional structure to participate in pre-and-post budget discussions, as well as drafting the long and medium term development plans, there is no systematic mechanism to collaborate with them. It is expected that the institutionalization of these CSOs links will accelerate pro-poor re-orientation of policies and sustainability of the policy reforms.

In this context, the project proposes to establish a Core Economic Policy Team (CEPT) comprising officials from GED (lead), Finance Division, Bangladesh Bank, BIDS and BBS to improve overall economic management and policy responses. This cross-institutional arrangement will promote better coordination between GoB actors, improved linkages between longer term planning and day to day economic management, and ensure capacity building gains are maximized. The team will also engage with independent sources of advice through the proposed Advisory Committee (see below), the commissioning of research and capacity building (under other activities), and will promote distillation and sharing of knowledge and best practices. This group will specifically offer an improved mechanism

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to analyse various policy options for inclusive and equitable growth, and sponsor research papers and policy notes to facilitate the formulation and implementation of pro-poor macroeconomic policies.

As referred above, the project will also establish an Advisory Committee (Panel of Experts on Economic and Social Development issues) lead by GED and co-chaired by the representatives of CSOs, and including independent experts, development practitioners, and NGOs. Working alongside the CMPT (see above) this body will serve as an institutional device to draw-in independent experts to address major longer term development issues and the economic planning horizon. This is somewhat in contrast to the CMPT whose focus will be near term economic management, but the two should work closely together.

The project will support the CEPT and the Advisory Committee to organize consultations on economic policy issues on a regular basis and will create a virtual platform for policy consultations and debates with various stakeholders. Dialogue will be introduced as formal stage within the planning and M&E process (SFYP, OPP and MDG) to ensure quality, sustainability and transparency. Engagements should be simple, interactive, and constructive with clear feedback from both the public and the government. The themes for consultations will be led by the aforementioned CMPT in concert with the Advisory Committee. The CSOs, including think tanks, will provide the government with helpful information and insights that may differ from perspectives in official circles.

Within this activity, the project will also assist GED (in cooperation with the Planning Division, and Finance Division in the MOF) to institutionalize a larger Civil Society Policy Forum aimed at creating an arena for debate on pro-poor policies, the national plans, the Budget and the ADP. The Forum will consist of various stakeholders, including CSOs, think tanks, private sector, development partners and bilateral donors. The forum will be organized at a quarterly basis or as required. This will build on the structures set up to consult on the SFYP (formalized above).

Finally, in view of the situation analysis above that points out a broader weakness in the poor articulation of strategic and day to day planning, and a fracture between and within Ministry of Finance and Planning Commission structures the project will establish a joint working group. The key objective behind this working group will be to ensure that planning and budgetary processes are better connected and driven by national development priorities. In this context the project will support a diagnostic study on the connections between the national planning process and the budget cycle on the revenue and capital sides. This will require examination of the quality of communication and alignment between the SFYP and the MTBF, and in turn the revenue budget and the ADP. This study should make recommendations for improving how these processes link together and how national priorities might be more strongly reflected in day to day resource allocation within the confines of the current institutional setting.

Specifically, the project would support the establishment of a formal joint working party on resource planning and management, drawing in members of the key actors in strategic planning and budgeting.

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These are specifically: (1) the PAM Wing within GED for MDG M&E; (2) the SFYP and DRF team within GED; (3) Programming Division (responsible for ADP preparation) and (4) Finance Division (responsible for the MTBF and revenue budget). This group will serve as the client for defining the study teams' TORs and receiving its recommendations. It will also act as standing forum for the resolution of issues and will receive updates/ presentations from the four parties based on a pre-determined planning cycle. Over time, it is envisaged that this body may evolve into a more formal coordination mechanism.

Sub-Output 1.3 Capacity for policy analysis and modelling developed

The project will support general capacity development of GED, IMED and ERD staff; and specifically in running models, carrying out macroeconomic analysis, preparing policy options and conducting thematic studies. This transfer of knowledge will be carried out through provision of expert support and training. This should include analytical capacities in growth accounting and projections, modelling (SAM, RMSM, use of Solow and EGT models), poverty measurement, pro-poor growth analyses and investment appraisal. In addition, the project would support the development of thematic knowledge – for example, on social protection, labour markets, green economy and industrial policies. A key facet is dedicated to training in relation to vulnerability and the estimation of the impacts of climate change and covariant shocks.

This will be achieved through in-house training, but also include assisting outstanding personnel to attend specific capacity building events nationally and abroad. The main areas of external training will be MDG-consistent planning including post-2015 framework, pro-poor economics, and sustainability and resource economics. These staff will form a vanguard group of within the Planning Commission, with the longer term aim of professionalizing the economic cadre within the civil service. This facility may be extended outside GED during the course of the project. UNDESA will actively engage and support the capacity development activities of the project, organizing specific training programmes on macroeconomic modelling for GED, IMED and ERD officials.

A three pronged approach will be taken. First, the project will set up a *Challenge Fund* which can be tapped by leading think tanks in Bangladesh and abroad including other institutions and networks as well as UNDP and UNDESA, to undertake need-based analytical studies on pro-poor macroeconomic management, poverty and vulnerability, and questions of green economy. The primary purpose of the Challenge Fund would be to complement and strengthen the capacity of GED (and other GoB actors including IMED and ERD) via genuine knowledge transfer to undertake policy research, but also to build genuine policy circles bridging the current divide between think tanks and government institutions.

The second approach involves ad-hoc need-based support from international experts. A portion of the challenge fund will be kept for this purpose. The support will come chiefly from two sources. First, this will be used for accessing the UN-DESA led Macroeconomic Advisory Capacity (MAC) facility. Under this facility UNDESA will offer technical support in the areas of alternative financing options, trade

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policies, balanced stabilization approaches, modern industrial strategies, pro-poor labour market reforms, capital account liberalization, capital market development and concessional credit, etc. It is planned that an on-call advice facility and limited set of pre-defined missions would be resourced. UNDESA, as a department of the United Nations Secretariat, has the expertise to offer technical assistance to developing countries in a variety of spheres and has some history of ad hoc involvement in Bangladesh. Indeed, a team from UNDESA⁶ is currently assisting Bangladesh Bank (BB) in the formulation of monetary policies by organizing a series of seminars and policy events, and has offered TA to the Ministry of Finance on bespoke lines of credit and financing options.

This would include a series of supports to specific GoB agencies and ministries. This partnership would evolve over time drawing on experience of the arrangement and initial missions, but also on diagnostic work on the longer term needs (initially) of the three lead economic management actors – GED, the Finance Division (MoF) and the Bangladesh Bank. Some of the activities which might be pursued have already been established by UNDESA such as the training courses and policy familiarization work undertaken with the Bangladesh Bank.

The project will support three diagnostic studies on the needs of each of the main GoB economic policy actors (GED, FD Bangladesh Bank) by UNDESA. Additional missions to support ad-hoc and emergency missions will also be supported as per the project's needs and within the project management modalities.

A smaller portion will also be used to procure additional support for GED, IMED and ERD from other UN and non-UN agencies such as the Bureau for Development Policy (UNDP), United Nations Environment Programme (UNEP), national and international research partners and institutions.

Finally, the project will continue to involve GED, IMED and ERD staff in the existing Post-Graduate Diploma Macroeconomics programme developed by the former project. The course curriculum will be modified in line with new requirements, and will be upgraded by a refresher course. The full programme will consist of: (i) a standard 6-month course designed for junior staff; and (ii) 3-month advanced (refresher) course for previous attendees. The latter programme will be enriched by the courses on pro-poor macroeconomic management and successful graduates of the Post-Diploma macroeconomic programme will be enrolled in the refresher after one year.

⁶ A UN-DESA exploratory mission, led by Dr. Rob Vos, Director, Development Policy Analysis Division visited Bangladesh 1-3 June 2012 and met with senior officials of Bangladesh Bank, GED, Finance Ministry and the Ministry of Environment. A second UNDESA mission, led by Dr. Hamid Rashid, Senior Adviser visited Dhaka during December 2012-January 2013 to finalize the framework of DESA support to GED, FD and Bangladesh Bank. Dr. Rashid held extensive consultations with Dr. Shamsul Alam, Member GED, Dr. Atiur Rahman, Governor, Bangladesh Bank, Mr. Fazle Kabir, Secretary Finance Division and Mr. Nojibur Rahman, Secretary, Statistics Division

In addition, support will be provided to a wider set of government officials (including the two other key GoB actors – Finance Division and the Central Bank) to obtain master's degrees in economics specially tailored on public policymaking. A new master's degree course will be designed in partnership with a local university, and a number of government officials will be trained following the standard admission processes imposed by the educational institution. Overseas inputs and a partnership arrangement with a foreign university will be explored as part of this activity. GED will introduce special performance and incentives mechanisms for participants of this training, and recipients will be required to sign a training agreement committing to serving for specified period post-graduation.

Output 2: Inclusive and environmentally sustainable planning processes established (supported by UNDP and UNEP)

This output envisions a thoroughgoing process of professionalization and enhancement of the planning function, drawing on the two preceding interventions to *hardwire* inclusion and sustainability within policy planning activities. It also offers a mean of connecting and fully articulating the budget and higher level planning instruments to ensure greater development effectiveness, alongside rolling out MDG and development goal-based planning approaches to local governments. These processes will be accompanied by appropriate institutionalization measures.

The PECM programme has undertaken some important steps to initiate more inclusive and sustainable planning. These need to be deepened and institutionalised within the Planning Commission. This requires follow-up to the revision of the DPP pro-forma; support for the 7th five year plan; and widening the capacity building of planning professionals in the Planning Commission and line agencies. These activities need to be institutionalized into the Planning Commission so that their *mainstreaming* can be continued once the project ends.

A further key issue is also the building of capacity at local level and the linking of local and national planning tools. Some of this work was undertaken by the former MDG project, but this needs to be significantly enhanced, and will require a strong formal partnership with the local Government Ministry.

Additionally, this project's planning function affords a unique opportunity to address some of the coordination failures between planning instruments at national and local levels described in the situation analysis above. Enhancing the current alignment and communications between MDG Plans, the SFYP, the ADP, MTBF, and local authority plans offers real value-added to the development process. The intervention will approach these issues cautiously, recognizing the institutional constraints. It will begin by examining the key questions and make some initial steps to improve the articulation of the system and provide a mechanism for further work.

All of these works will be centred in a newly formed Development Planning Team (DPT), comprised of GED and project staffs. This team will be more tightly focused than units established under

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components 1 and 3 (PPEPU and MMU respectively) and will be more strategic in character. Its activities are set out in detail below.

Sub-output 2.1: Policies guidelines improved and institutionalized to promote inclusive and climate sensitive and planning

In addition to improving coordination between the key institutions, it is necessary to promote inclusiveness of national level plans by aligning them with local development plans, and addressing specific issues centred on group (especially gender) and geographic differences. A particular policy focus is the use of planning approaches to climate change adaptation and mitigation issues.

Under the present system, local level needs are wholly de-linked from national planning (ADP and the MTBF) due to the lack of guidelines and nature of project management, including project selection, in Bangladesh. Projects are undertaken sporadically without taking local needs into account, and without consulting the Local Government Ministry. In contrast, in a *de jure* sense, local level planning has a strong footing - as preparation of five year and annual local plans is mandatory according to the recent Upazila and Union Parishad Law adopted by the Bangladesh parliament. The law requires that all 17 sector agencies that operate at the local level are brought together under the Upazila Parishad. Currently these agencies are working independently, and the proliferation of too many committees is a hindrance for integrated planning and delivery. It is important that project activities capitalize on this legal legitimacy and ensure planning consolidation takes place.

In this context, the project will improve inclusiveness of national planning by supporting initiatives so that local plans, now promoted through the UZGP project, can be linked with the national planning framework (the ADP and the national budget). The project will bridge this gap by working together with the Planning Commission, LGD and MoF, and may also draw in the Ministry of Disaster Management, given their direct and independent activities at local level. This needs to be remedied via better information sharing and coordination. A key point to underline is that local plans, while reflecting national priorities, should also be tailored to local conditions and respect the future autonomy of Upazila governments.

To support this objective, the project will help create a platform between the Planning Commission and LGRD&C to exchange ideas on the preparation of local development plans and work out the ways of linking the LDP with ADP, MTBF and the annual budget. This would involve formation of a small task group that will facilitate the annual consultation process with the sectoral ministries (especially the MoDM with regard to resilience building) and also among the Planning Division, GED, MoF and LGRD. The project will establish a mechanism to share local development plans prepared at Upazila level with GED and the Planning Division including a system of divisional focal points, named Upazila contacts and web-based dissemination (using the portal described above). A central point of contact would also offer a referral/ first line support facility to localities (drawing on MDG Planning guidance – see below).

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Secondly, this project should continue the PECM initiative to build capacity of respective GED units, the programming division (PD) and other development stakeholders including GoB line agencies to implement the revised DPP formats which now include poverty, gender, disability, and climate and disaster management concerns. This will require dissemination of the new DPP, training of the relevant agencies (linked to sub-output 2.3), monitoring of the revised DPP to ensure that is being properly implemented and the provision of support to overcome any shortcomings.

The project will work with the Ministry and Department of Environment to build capacity for environmental clearance now proposed in the revised DPP.

Thirdly, the project will support GED and LGRD develop guidelines on: (a) local level planning and linkages between local and sector plans; (b) the use of the block grants and other resources at the sub-national level with the Five Year Plan/ADP; and (c) the reflection of local development plans into the overall planning and budgeting processes. A unit within GED will develop the guidelines in consultation with MOF and the Local Government and Rural Development (LGRD) Division, and prepare a manual to be adopted by all ministries and the PC.

Finally, the project will support review of local development plans and support alignment between the ADP and the MTBF. The DPT in GED (the primary planning delivery unit) will be the main focal point for the review exercise. It is vital that these reviews include gender perspectives. Reviews will form part of the alignment process, and make clear practical recommendations.

Past initiatives

The preceding MDG and PRS Monitoring project succeeded in ensuring the adaptation of MDGs within local planning and delivery at Upazila level by piloting MDG localization and planning in 41 Upazilas in northern and southern districts. Based on this successful practice, UNDP has initiated a new project named the Upazila Governance Project with LGRD. This project focuses on providing support to all Upazilas to develop five year development plans based on local needs.

The PECM project has made significant contributions to the 6th Five Year Plan, the Perspective Plan, and the National Strategy for Sustainable Development and the Delta Plan.

It was an ambition of the original PECM project to institutionalize the climate and mainstreaming function within the Planning Commission – however after just three years this has proved overly ambitious.

Sub-output 2.2 Processes for strategic plans are made inclusive, climate and gender-sensitive and institutionalized at all levels

Both the PECM project and the MDG Monitoring project offered support in the finalization of various mid and long term strategic plans - including the NSAPR, Sixth Five Year Plan, and the Perspective Plan. This project will continue this support, specifically to assist with preparation of the 7th Five Year Plan to promote sustainable and inclusive development.

A part of this will require, with regards to risk areas and climate, assessing how to make Bangladesh a climate resilient nation with a rapid move towards off-farm employment and urbanization, and enable a managed retreat from selected coastal areas to a minimise the most devastating impacts of climate change. In addition, the proposed National Social Protection Strategy (NSPS) needs to address the issue of *adaptive* social protection as more and more households are made vulnerable to climate related disasters. The further development of the Delta Strategy needs to take account of both soft and hardware responses to Climate Change learning from the experience of the Bangladesh Flood Action Plan of the 1970s that has in some respects exacerbated the problems of climate related hydrology.

Central to the wider questions of inclusion are geographical variations and differences between social groups, especially between society and the disadvantaged. Exclusion may be driven by structural features, distortions or biases. These questions are especially pertinent to gender and ethnicity. Under this sub-output work would take place to identify these spatial drivers (geographic and between groups) via building analytical capacity and developing policy tools. This may be linked with regional policy efforts, and measures to address the needs of disadvantaged groups through targeted provision and regulatory changes. Again, a key area of concern is the potentially corrective role to be played by social protection. As such, linkages need to be made to the NSPS development process (also currently being led by GED).

The impact of gender biases is a particular concern, underling the importance of gendered analyses of the economy and policy. Tools such as Gender Sensitive Budgeting (GSB) continue to be highly relevant to the national context and might be adapted to planning instruments. Equally, there is a need to further develop capacities in the area of Poverty and Social Impact Analysis – as a tool for the *ex-ante* appraisal of the impacts of policy choices on disadvantaged groups, especially the poor.

The project will support a review of the functions of the Planning Commission and the terms of reference of relevant divisions and positions to address cross-cutting issues of poverty, gender, disability, environment, climate and disaster – and how these can be best institutionalized within the PC once project funding ends.

Sub-Output 2.3 Capacity of public sector planning professionals developed to undertake inclusive, climate and gender responsive plans, including local planning

The final sub-component will deal with the capacity needs to be developed to achieve the core development planning objectives. It will build technical and operational capacity at national, ministry/division and agency levels.

The project will specifically support residential training courses for the remaining 1,800 out of 2,000 officials who deal with policy and resources planning, on poverty, gender, disaster and climate issues. Notably the PECM project started this initiative and trained almost 200 planning officers. This is a bespoke programme targeting risk, vulnerability and resilience planning offered through the Planning Academy and has been commended for the high quality training provided. With the DPP revision the need for this training will only increase. It will be important to further embed this training in the Planning Academy so it continues once the project ends (though programmes at other institutions may also be utilized). In addition to covering these outstanding 1,800 planning staff it will be important to include into this course the important areas of social exclusion and its various forms such as gender and disability. It will also be important to follow up the formal training with mentoring and learning by doing – preferably linked to preparation and completion of the revised DPP format.

The project will organize orientations in the regions on the Five Year Plan, ADP, MTBF and other development strategies prior to the preparation of the local development plans. Short term training sessions will be organized for Planning Commission officials on project appraisal and aligning local development plans within the ADP and MTBF.

Output 3: MDG achievement and Post MDG framework delivered (supported by UNDP)

This final component of the project will deal with national capacity and accelerate achievement of the MDGs as well as support the promotion of Bangladesh's viewpoints in the post-MDG development goal formulation process. This component of the projects activities will also deal with promoting UN wide coherence to support MDG achievements.

As such, this component is strongly rooted in the existing MDG M&E Reporting Project. It will require the reshaping of activities, and the setting up of a core unit – the MDG Monitoring Unit (MMU), and subsequently the Development Goal Monitoring Unit (DGMU) – as the primary delivery agent within the PAM Wing of GED. This will be a high profile body drawing in research performance monitoring and regulatory capacities. As with the PPEPU and DPT, it will be made up of a mix of project and GoB staff. While it is envisaged to be hosted in GED, other line ministry personnel would be seconded as required.

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The adoption of a more strategic and comprehensive monitoring system was identified as a priority in the Sixth Five Year Plan, and accordingly a Development Results Framework (DRF) was developed aligning planning targets with the MDGs and tracking their progress. In line with best practice, the DRF indicators are defined as either intermediary indicators (i.e. inputs and outputs) or final indicators (i.e. outcomes and impacts). Effective monitoring of MDG attainment through the DRF would also provide important feedback in the form of analysis of policy impacts, lessons learned, and analysis of poverty dynamics and trends. Such analytical reports are also expected to serve as background papers and inputs to the successive development plans, meeting the needs of other national users and development partners.

The General Economic Division (GED), as the National Poverty Focal Point (NPFP), has a central role in this process of monitoring both the SFYP plan and the MDGs and is responsible for developing the detailed strategies for monitoring. Responsibilities include: (a) collating official data on MDG and SFYP monitoring; (b) coordinating monitoring efforts within and outside the Government; (c) facilitating effective resolution of debates on indicators and methodologies and developing new indicators where necessary; (d) undertaking relevant research and studies in collaboration with independent academic/research institutions and civil society groups; and (e) facilitating feedback on outcome monitoring within the policymaking process.

Sub-output 3.1: Policies sharpened and Linkages between the MDG monitoring system, DRF, and budgetary instruments, are improved

The Sixth Five Year Plan (SFYP) was successfully aligned with the MDGs and GED was able to create links between MDG M&E and the national planning frameworks. Yet this process was far from perfect. Not all of the MDG indicators have been inserted in the DRF. Equally, on the policy side, MDG performance outcomes have not figured strongly. A series of performance issues - on child mortality, maternal mortality, hunger, should have been taken into consideration within the budgeting process, and these key areas should (at least) have seen increased shares of national resources or acquired greater policy attention.

The MDG Needs Assessment and Costing together and the Financing Strategy were two policy studies conducted by the project in order to make possible the mapping of expenditures by the government, private sector and donors to address MDG resource constraints. Bangladesh is only the second country in the region to have completed these reports. While this should have helped Government agencies to plan for future allocations to achieve the MDGs, again, these important reports have been used only for referral purposes (during preparation of the SFYP and other policy documents). The information gathered from the monitoring of plan implementation would also contribute to launching a productive dialogue with CSOs and the Government, and could offer an entry point to discuss policy adjustments options. The results should also be posted on the Planning Commission website (or other GoB portal) for dissemination purposes.

Support to Sustainable and Inclusive Planning (SSIP) Project

In order to accelerate MDG achievement timely and high quality reporting as well as adjustment of policy interventions is needed. The project will continue assist the GED in monitoring MDG progress and utilize results in making necessary policy adjustments. Again a key player here is the MMU, and this activity will require some institutional strengthening. This will include on-going support to improve the quality of general M&E practice through training, learning by doing and broad TA.

The MMU specifically, will firstly extend and develop the data repository created under MDG monitoring framework into a web-based system. This will enable the users to select and manage data series using on-line connections with a defined scope of access. This system will thus offer a portal to organize, disseminate and display data in a results-based environment. These unique features enable users to link the indicators to strategic monitoring frameworks such as the 5-year development plans and other sector plans. Moreover, this tool can be used as teaching material for enhancing basic statistics competency. The system needs to be institutionalized within the government structures and processes should be continued, ensuring national ownership, sustainability and use by decision-makers.

Secondly, the component will work with the Statistics and Informatics Division, more specifically with Bangladesh Bureau of Statistics (BBS) to improve the applicability and usefulness of MDGs indicators, methodologies for data collection and dissemination of the results to the users. The MDG indicators system will be aligned with the SFYP DRF. In addition, increasing the capacity of BBS to produce more disaggregated data that are needed for monitoring MDG and SFYP's DRF is important. This applies in a number of domains – geographically, sectorally and between key groups. This may apply to a series of data sets and would initially include tailored TA and funds to support limited survey expansion/ modification.

Thirdly, this project will continue to support and enhance publication of the Annual MDG Progress Report (APR) series. The next three years (2013 to 2015) of reporting will be close to the end of the MDG cycle, and therefore, assistance will be provided to undertake more detailed and thorough analysis of the progress in addition to publishing the report. The 2015 report will also have to be updated and linked to the post-MDG reporting framework. Maintaining and building the functionality of the MDG Monitoring Unit (MMU) is vital to achieving this.

Finally, the project will provide, using MDGs data for targets not achieved, an analysis of weaknesses, and match these to the key underlying constraints and possible resource implications. This will be a staged process. First, TA will support a detailed identification of lagging goals/ targets, and an indication of which are achievable. This will be followed by an analysis of bottlenecks and constraints, and then finally an estimation of resource needs, to provide a clear cost-benefit appraisal. The aim will be to provide a high quality evidence base for consideration of policy options.

MDG acceleration (in the run up to 2015) is still required in several pivotal areas. Under the guidance of an international consultant, the results of the first activity will be matched to policy options and available resources. The previously applied method of resource estimation based on needs

Support to Sustainable and Inclusive Planning (SSIP) Project

expectations will be used in identifying gaps in MDG financing. These inputs will be used to craft an MDG Acceleration Plan. A key issue is the sourcing of funds – this may be resolved through a combination of actions – a call for additional resources on the GoB budget or to external donors, the re-profiling or *virement* (transfer) of budgets, and/ or the re-shaping of existing programmes. This is an urgent activity given the short timescale and must be completed as a priority during 2013.

Output 3.2: Bangladesh priorities for post MDG framework promoted and national rollout plan for post-2015 agenda prepared

It is important that Bangladesh takes a leadership position in framing the post-MDG development agenda. The policy roundtable meeting held in Dhaka on May 2012 organized by the UN Resident Coordinator captured the viewpoint of political leadership, policymakers, think tanks and academics on the key issues being discussed within the global arena – especially the question of the Sustainable Development Goals (SDGs) versus a more generalist reformulation, based on the MDGs. This was followed up by the major one day national consultations on 10th November 2012, which brought together a range of GoB, Civil Society academic and UN actors. This process run by the Ministry of Foreign Affairs is now going forward alongside a UNCT consultation with the objective of reaching a consensus position. It will subsequently be followed up by regional events and preparation of final reports.

At both events the key messages were similar. Bangladesh's political leadership, particularly the Minister for Environment who led the national delegation to the Rio conference, is in favour of pursuing the *sustainable development approach*, and other senior government officials similarly recognize that the unmet goals of the MDGs remain critical for low-income countries. Furthermore, while the green economy concept should receive full consideration in this process, poverty reduction aims must be maintained. The drawbacks of the MDGs were also discussed - some of the targets were criticized for being vague and difficult to measure. The roundtable found that a greater emphasis should be placed on ensuring that the MDGs be measurable and that they take into account environmental concerns. Some speakers were extremely critical of the non-availability of promised funding by OECD member countries in order to achieve MDGs.

This project should include a major contribution to assist Bangladesh to resolve its position on these matters by supporting the established consultation process and to play a leadership role in shaping the future development agenda for low-income developing countries. A possible role would be to reconcile the competing demands of the MDG plus and sustainability positions. Indeed, Bangladesh is uniquely placed as a climate change vulnerable LIC to achieve this. A major follow up activity would be the design and implementation of a new national M&E system based on the outcome of these and global decisions. This implies two specific work streams:

Support to Sustainable and Inclusive Planning (SSIP) Project

Firstly, build on existing works to ensure leadership and secure influence for Bangladesh in setting the post-MDG agenda, through capacity-building of the key players and the provision of TA, special advisers and familiarization and/or training. This will be supporting and linked into the existing national MDG Consultation Process. This includes, supporting attendance at and organizing international forums to work on the post MDG framework. In addition to building capacity these forums will serve as platform for sharing experiences in building the global agenda beyond 2015. This is to include the preparation of research which effectively reconciles the MDG plus and SDG agendas.

Secondly, building on the second national consultation event and on-going work, the project will undertake activities to resolve the national debate over the post 2015, and the framework including the preparation of a Bangladesh position paper (with inputs from external parties) which draws on the initial and wider national consultation programme. Further to this, the project will host additional high-level policy and town hall meeting events. The aim is to help GoB to disseminate a consensus position on the issues with buy-in from all levels.

Following on from this, the project will support the design of national a post-2015 framework for MDG/development results reporting. This is to be developed based on the information derived from the preceding activities. And, of course, will be influenced by the wider global discourse and the final position reached by the United Nations General Assembly.

Output 3.3: GoB and Inter UN Agency Coordination for MDG acceleration supported

The project will be based on global best practice and lessons learnt to emphasize the importance of links between of pro-poor macroeconomic policy formulation, MDG and welfare outcome monitoring at the national level, and advocacy and communication of policy options. It aims to support and enable the planning system to become more integrated and fully articulated. This would be achieved by linking key GoB management processes as well as improving the main planning instruments. It is vital that these works also leverage other UNDP and UNCT interventions, around the key planning goals. This implies working alongside with other UN processes – notably the UNDAF and UNDAF Action Plan. The goal would be to ensure closer alignment between day to day UNCT management and M&E, with the national planning framework and UNDP as well as other agencies' programmes.

Finally, the project will also take advantage of strong connections with UNDP in assisting the government to implement sound policies. In the implementation of the particular project UNDP can provide its proven capacity to assist the government in formulating and implementing pro-poor policies, expertise in working within social sector and with civil society organizations. It can thus provide a strong pragmatic voice for the poor, good governance, protecting the environment, local-level capacity building, gender issues and crisis prevention. These are areas that are missing from the formal mandate of the IFIs and/ or fall through the cracks of DP support.

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Furthermore, UNDP will consider and coordinate its future analytical work, to ensure it is undertaken alongside the Planning Commission and other research institutes. In the past, studies have contributed to the knowledge base and generated evidence, but on an ad hoc basis. Issues have included data weaknesses and planning/ management constraints, practical quantitative and statistical analysis, and political-economy factors. Failure to consider these aspects fully could generate project outputs without ground realities, and thereby lose relevance. There is potential to be more effective here by being more systemic and by tapping into international expertise, matching this with local knowledge, relevant technical insights, and an ability to communicate technical findings for wider stakeholders. Outcomes may include the making of formal connections with specific UNDP programmes, and greater alignment, or even the incorporation, of allied projects/ activities within the scope of this intervention.

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the UNDAF Action Plan (AP): (Outcome 2.1) Economic Growth is achieved in an inclusive manner, extending opportunities to the rural and urban poor and protecting the vulnerable from shocks				
Outcome indicators as stated in the UNDAF AP: Per Capita GDP growth at constant prices (%); Labour force participation by gender (%); Percentage of GDP accounted for by public health & education spending (%); Percentage of poorest quintile in national consumption (%)				
Applicable Key Result Area (from UNDAF AP): Pro-Poor Economic Growth with Equity				
Partnership Strategy: Not applicable				
Project title and ID (ATLAS Award ID): Inclusive and Sustainable Development Planning (ISDP) Project				
INTENDED OUTPUTS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Component 1: Institutional and Economic Policy analysis capacity enhanced (UNDESA and UNDP)			Comp. Budget: \$2.3M UNDP: \$1.0M CS: \$1.0M UNDESA: \$0.3M	
Output 1.1: Instruments including growth accounting framework & capacities for pro-poor economic analysis are established	1. EWS model established & run independently by GoB staffs 2. Periodic bulletin published 3. ToR for PAM Wing reviewed to ensure best utilization of policy making capacity	1. Supply tools 2. Supply/customize models 3. Design bulletin including management arrangements 4. Explore possibility of redesigning internal structure of GED	UNDP and UNDESA	<i>(UNDP \$0.5M, CS \$0.25, UNDESA \$0.1M)</i> Missions, Hardware, Software, TA, MoUs, Publications
Output 1.2: Mechanisms for policy coordination & consultations are created within government and with wider policy circles	1. Core Economic Policy Team established and operational 2. Economic Advisory Team established and operational 3. Civil society coordination team established and operational 4. Inter-ministerial group established and operational	1. Draft ToRs and get it approved 2. Mobilize team members 3. Organize meetings/sessions for each of the team 4. Carry-out possible best practice visit/ visits.	UNDP	<i>(UNDP \$0.1M CS: \$0.2M)</i> Missions/TA, Mobilization, Studies
Output 1.3 Capacity for policy analysis and modelling developed	1. Challenge fund established 2. Linkages with UNDESA ad-hoc advisory facility established 3. Required studies including 3 UNDESA diagnostic studies carried out 4. Post-graduate diploma	1. Operational manual for the challenge fund drafted and approved 2. UNDESA and other mission supported 3. Studies conducted, published and disseminated 4. Establish linkage with reputed	UNDP and UNDESA	<i>(UNDP \$0.4M, CS \$0.55 UNDESA \$0.2M)</i> Missions/TA, Mobilization, Learning, Travel,

	programme institutionalized 5. Master's degree course on Economic Analysis designed and operationalized	university for designing appropriate education programmes		MoUs
Component 2: Inclusive and Environmentally Sustainable Planning processes established (UNDP and UNEP)				Comp. Budget: \$1.2M UNDP: \$0.4M CS: \$0.6M UNEP: \$0.2M
Output 2.1: Policies guidelines improved and institutionalized to promote inclusive, climate sensitive and gender responsive plans	1. Joint platform of GED, MoF and LGRD&C developed 2. Joint guideline for Local Planning guidelines developed 3. Local plans and national development plans aligned 4. Revised DPP format institutionalized	1. Develop ToR for the joint platform and get it approved 2. Mobilize members of the joint platform 3. Draft guidelines for local planning in collaboration with UPZ project and MLGRD&C 4. Review local and national planning processes and prepare recommendations 5. Support mainstreaming of revised DPP format through dissemination, training and monitoring.	UNDP and UNEP	<i>(UNDP \$0.10M, CS: \$0.2M)</i> Missions, Mobilization, Field visits, TA
Output 2.2 Processes for strategic plans are made inclusive, climate and gender sensitive and institutionalized at all levels	1. Strategic planning process supported (MPP wing) 2. 7th Five Year Plan Supported 3. Structural review of the planning commission terms of cross-cutting issues such as Gender, Climate Change, etc. conducted	1. Identify knowledge gaps in terms of strategic planning and provide support for relevant planning processes (7 th plan, social protection strategy, delta plan etc.) 2. Identify gaps in strategic planning tools in terms of coverage and focus 3. Structural review of the Planning Commission conducted and recommendation made for institutionalising climate, gender, disaster and disability 4. Support for such recommendation mobilized with required staffing put in place for beyond the life of the project	UNDP and UNEP	<i>(CS \$0.2 M, UNEP \$0.1 M)</i> Missions/TA, Studies
Output 2.3 Capacity of public	1. Residential training course for	1. Design courses building on PECM with	UNDP and	<i>(UNDP \$0.2M, CS</i>

sector planning professionals developed to undertake inclusive, climate and gender responsive plans	public planner on poverty, gender and climate change conducted 2. Residential training course on exclusion conducted 3. Training course on various associated such as MTBF, ADP, etc. conducted	Planning Academy (& other institutions) 2. Conduct ToTs with Planning Academy (or other institutions) 3. Identify possible participants 4. Conduct courses 5. Design surveys etc. to monitor impact 6. Design follow-up courses 7. Institutionalise training within Planning Academy/ other institutions	UNEP	<i>\$0.2M, UNEP \$0.1M</i> Missions, TA, MoUs, Learning cost
Component 3: MDG achievement and Post MDG framework delivered (UNDP)				Comp. Budget: \$1.2M, CS \$0.4 UNDP: \$0.8M
Output 3.1: Policies sharpened and Linkages between the MDG monitoring system, DRF, and budgetary instruments, are improved	1. Existing data repository extended to include DRF indicators 2. Methodologies for better data collection through BBS identified 3. Annual MDG monitoring continued 4. MDGs gaps and acceleration possibilities identified	1. Revise the DevInfo database 2. Consultations and studies undertaken to improve data availability 3. MDG Progress report drafted and published 4. MDGs gaps analysis conducted 5. MDGs acceleration strategy drafted 6. M&E tools updated & renewed. 7. Further M&E support & training	UNDP	<i>(UNDP \$0.2M, CS \$0.2M)</i> Software, Data, Missions/TA, Publication
Output 3.2: Bangladesh priorities for post MDG framework promoted and national rollout plan for post-2015 agenda prepared	1. Post 2015 Agenda consultation supported at national and sub-national levels 2. Studies conducted to identify specific targets for Bangladesh 3. Studies conducted to identify implementation mechanism of Post 2015 Agenda	1. Organize consultation and publish findings 2. Conduct specific studies to identify special needs and targets for Bangladesh 3. International advocacy supported 4. Support learning on Post-2015 roll-out (including UN training events). 5. Studies to identify post 2015 agenda implementation mechanism in Bangladesh context undertaken and results disseminated	UNDP	<i>(UNDP \$0.4M, CS \$0.2M)</i> TA, Studies, Travel Expenses
Output 3.3: GoB and Inter UN Agency Coordination for MDG acceleration supported	1. Linkage with UNDAF monitoring and DRF established 2. MDGs gap analysis findings reflected in UNDAF Action Plans	1. Organize consultative platforms with GED, ERD and the UN system in Bangladesh 2. Linkages with UN system and	UNDP	<i>(UNDP \$0.2M)</i> Mobilizations, TA

3. Regular consultation with respective agencies supported	programming division explored for government participation in UN programmes 3. Support learning on MDG acceleration.
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IV. ANNUAL WORK PLAN

Year 1: July 2013 – December 2013 (Provided for Year One, later years will be provided on an annual basis)⁷.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<i>And baseline, associated indicators and annual targets</i>	<i>List activity results and associated actions</i>								
Institutional and Economic Policy analysis capacity enhanced (UNDESA and UNDP)	Instruments including growth accounting framework & capacities for pro-poor economic analysis are established				x	UNDP	UNDP	Contractual Services	15,000
					x		UNDESA	Software/IT	30,000
					x		UNDP	Equipment	30,500
					x		UNDP	Print/Production	20,000
	Capacity for policy analysis and modelling developed				x	UNDP	UNDP	Contractual Services	10,000
					x		UNDP	Workshops	25,000
					x		UNDESA	Travel/Missions	30,000
Indicators/Targets									
a. DevInfo extended to incorporate DFR									
b. Scoping report for EWS prepared									
c. Bulletin board designed									

⁷ The budget is prepared as per ATLAS (UNDP ERP system) and hence components (as used elsewhere in the document) are shown as outputs and outputs (as used elsewhere in the document) are shown as activities

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount	
<i>And baseline, associated indicators and annual targets</i>	<i>List activity results and associated actions</i>									
Inclusive and Environmentally Sustainable Planning processes established (UNDP and UNEP)	Policies guidelines improved and institutionalized to promote inclusive, climate sensitive and gender responsive plans				x	UNDP	UNDP	Workshops	10,000	
					x	UNDP	UNDP	Print/Production	15,000	
	Processes for strategic plans are made inclusive, climate and gender sensitive and institutionalized within GED				x	UNDP	UNEP	Contractual Services	30,000	
					x	UNDP	UNDP	Software/IT	5,000	
	Capacity of public sector planning professionals developed to undertake inclusive, climate and gender responsive plans				x	UNDP	UNEP	Workshops	10,000	
					x	UNDP	UNDP	Travel/Missions	10,000	
					x	UNDP	UNDP	Equipment	13,500	
	Indicators/Targets: a. ToR for the joint platform drafted b. Guidelines for local planning in collaboration with UPZ project and MLGRD&C drafted c. Initial design work of 7th Five Year Plan supported d. Residential course on poverty, gender, disaster for 400 staffs conducted									
	MDG achievement and Post MDG framework delivered (UNDP)	Policies sharpened and Linkages between the MDG monitoring system, DRF, and budgetary instruments, are improved				x	UNDP	UNDP	Contractual Services	27,500
					x	UNDP	UNDP	Software/IT	5,000	
					x	UNDP	UNDP	Workshops	12,500	
Bangladesh priorities for post					x	UNDP	UNDP	Print/Production	14,000	
Indicators/Targets										

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<i>And baseline, associated indicators and annual targets</i>	<i>List activity results and associated actions</i>								
a. MDG Monitoring report 2013 prepared	MDG framework promoted and national rollout plan for post-2015 agenda prepared				x	UNDP	UNDP	Workshops	10,000
b. Four P2015A consultation held	GoB and Inter UN Agency Coordination for MDG acceleration supported				x	UNDP	UNDP	Travel/Missions	17,500
c. Dev. Info and DRF linkage established									
Technical Assistance Provided	Professional Staff hired and compensated				x	UNDP	UNDP	Project Manager (P4)	74,000
Indicators/Targets					x	UNDP	UNDP	Economist (P4 - 2 months)	37,000
Professional Staffs hired and compensated					x	UNDP	UNDP	Deputy Economist (SB-5) (2 months)	7,300
					x	UNDP	UNDP	- KM & Research Coordinator - Planning Specialist - Environment Advisor - Comms. & Advocacy Specialist - M&E Specialist	52,400

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<i>And baseline, associated indicators and annual targets</i>	<i>List activity results and associated actions</i>							- Finance & Admin Manager (SB-4)	
					x	UNDP	UNDP	Asst. Coordinator (SB-3)	4,400
					x	UNDP	UNDP	- Office Secretary - Finance Asst. (SB-2)	6,000
					x	UNDP	UNDP	Drivers / Messengers (SB-1) x 8	15,000
Grand total									529,500

V. MANAGEMENT ARRANGEMENTS

The project will primarily be overseen by GoB (led by GED but in concert with others in relation to Component 1, and wholly by GED on Component 2 and Component 3), UNDP and UNDESA (on Component 1) UNDP (Component 2), and UNDP and UNEP (Component 3) plus any DP funding partners (all 3 components). It will also capitalize on the core groups and emerging networks of NGOs that originated during the pre-existing intervention. As such, it will include CSO Think Tank representatives in the Steering Committee. The project's structure will match the three components: (1) Pro-poor economic policymaking; (2) Sustainable and Inclusive Planning and (3) MDG and development plans monitoring and assessment. A summary organogram illustrating the basic setup is provided below (a more detailed staffing chart is given in Annex 4).

The project is proposed to run for 3 ½ years starting from June 2013 (i.e. ending on 31st December 2016). The estimated full cost is USD 4.7 million (provisionally split USD 2.3 million for Component 1, USD 1.2 million for Component 2, and USD 1.2 million for Component 3). Out of the total costs, around 50% funding for the project will be secured from UNDP core funding (USD 2.2 m), with additional cost-sharing contributions envisaged from other development partners (UNDESA USD 0.3 million, UNEP USD 0.2 million and donors USD 2 m). At present, UNDP and UNDESA funds will enable the continuation of MDG activities in full i.e. Component 3, and the initial set-up of component 1 (Pro-poor Economic Policy) and UNDP/UNEP Poverty Environment Initiative (PEI) will support set up of Component 2. The remaining donor funds have yet to be mobilized, and the following mobilization strategy will be pursued:

- The project will mobilize resources for its activities under each Component independently, but funds are primarily needed for Components 1 and 2. Partnerships will be forged with interested donors for each of these components and activities.
- The Government of Bangladesh will lead the resource mobilization efforts with technical assistance from UNDP, Bangladesh. GoB as a strategic partner of the project will continue to support through other on-going projects by undertaking parallel activities in line with the objectives of the project.

The project will follow the NIM implementation modality. The project will be implemented by the General Economics Division (GED) in the Planning Commission. A Project Executive Board will oversee the implementation of the project. The Project Executive Board will be composed as follows:

- **Project Executive:** Given the high priority area of the project within the Planning Commission the Senior Executive will be the Member, GED Planning Commission whose main responsibilities will be: overall direction and guidance of the project, chair of the project Executive Board meetings and reviews; review delivery of project results and objectives; recommend corrective action when required; and ensure high-level coordination with development partners and national institutions
- **Senior Supplier:** UNDP will be senior supplier and is responsible for: Ensuring the regular supply of resources for the effective operations of the project; providing guidance and technical advice, as needed, by using UNDP global and regional expertise; the review of exception reports and plans; and recommending corrective action when required. Other Senior Suppliers are any other development partners contributing to the initiative.

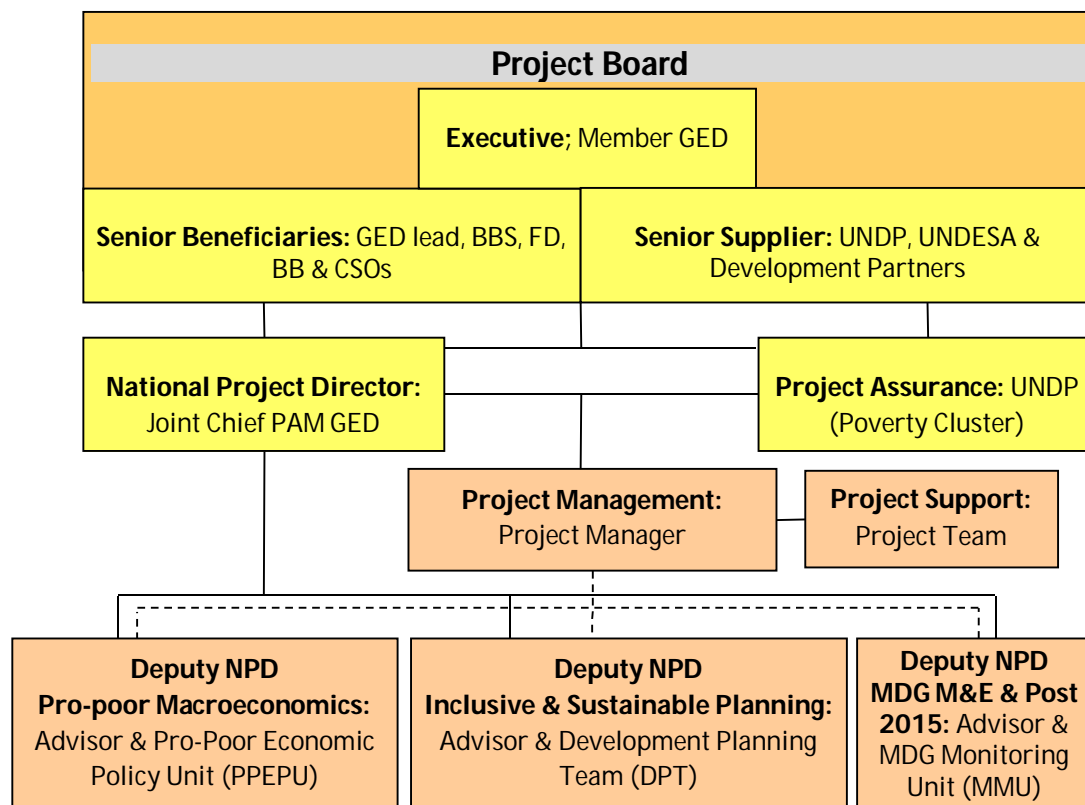
Note: UNDP as a senior supplier to the project would engage other projects in the delivery of results. That would include among others the SICT Project, the Upazilla and Union Parishad Governance Projects etc.

- **Senior Beneficiaries:** The General Economics Division, Bangladesh Bureau of Statistics, the Finance Division and the Bangladesh Bank (and potentially BIDS and CSO partners) will serve as the senior beneficiaries. They will be responsible for: co-ownership of the project from a user (stakeholder) viewpoint; ensuring the realization of project results from the perspective of the beneficiaries; and review of exception reports and plans.
- **Programme Assurance:** The ACD, Poverty Cluster, UNDP, will serve in this role and be responsible for: carrying out programme oversight and monitoring functions; supporting programme Executive Board meetings and reviews; offering supplier assurance through spot-checks/audit of deliverables and outputs; and exercising approval authority for transactions up to his/her level of authority.

The existing project support staff of the forerunner IP to this project (MDG IP), will be transferred to the new project and continue to serve for a period of 120 days, within which the

recruitment of the new staff will take place. Similarly the assets (vehicles, equipment, furniture, etc) of the existing IP will also be transferred to this project.

Chart 1: Summary Project Organogram⁸



The **National Project Director** from GED will be responsible for guiding the overall management of project activities, ensuring that they are consistent with the signed Project Document as well as the Technical Project Proposal of GoB. Deputy National Project Directors will be appointed by GED. The **Project Manager** is responsible for ensuring that the project is managed in an effective and accountable manner, complying with UNDP reporting and audit arrangements. As per the needs of the project, two temporary (one year) international experts and national experts will be recruited to provide specific inputs. Notably there will be a lead international adviser in each component. Note; a full staffing organogram is attached in the Annex 4 to this project document.

Annual reviews, work plans and budgets will be prepared and presented by the Project Manager and submitted to NPD for presentation to the Executive and other members of the Project Board for

⁸ Solid lines signify a reporting relationship; Dotted lines signify a functional relationship.

review and approval. Quarterly reports will be prepared by the Project Manager, under the guidance of the National Project Director, and submitted to UNDP, who will share narrative and financial reports with co-funding development partners.

Project Personnel

Note: A full organogram (including all of the key project staff) is attached as in Annex 4 and Terms of Reference for leading staff members are provided in Annex 3.

National Project Director

Background and professional status

- As per the UNDP National Implementation (NIM) manual, GED shall appoint a National Project Director (NPD) for the project who is responsible for overall management of the project and assumes responsibility for day-to-day management of project activities, including substantive, financial and administrative matters. The success or failure of a project depends largely on how effectively the National Project Director (NPD) performs her/his duties and responsibilities.
- The NPD shall be a senior Government officer (Joint Chief, PAM Wing, GED) with policy decision-making authority. This designation of NPD position allows for the presence of decision-making authority at the project level. The importance of selecting the most suitable person as NPD in view of the objectives of the project cannot be overstressed. The responsibility of identifying a suitable candidate is vested in the Member, GED. As per the NIM manual, details about the candidate are forwarded to UNDP for review and comment, prior to final selection of the candidate for the NPD's position. UNDP funds cannot be used for payment of remuneration to a NPD who is a fulltime Government civil servant.

Duties and responsibilities – The NPD is required to undertake the following responsibilities and functions:

- Assume overall responsibility for the successful execution and implementation of the project, and accountability to Government and UNDP for the proper and effective use of project resources.
- Ensure mechanisms of translating outputs of project interventions into articulation of policy implications and recommendations and feeding into government policy decision-making.

- Open and operate project bank accounts and petty cash accounts as per approval of the Principal Accounting Officer of GED.
- Ensure that prior obligations and prerequisites of the Government to the project are met.
- Prepare, regularly update, and ensure the implementation of project Work plans consistent with the provisions of this Pro-doc as well as the Technical Project Pro-forma of the GoB.
- Exercise overall technical, financial and administrative oversight of the project.
- Ensure that the project outputs (in pursuit of project outcomes) are realized as stipulated in the Project Documents as well as the Technical Project Pro-forma of the GoB.
- Ensure timely recruitment and supervision of project personnel.
- Ensure timely mobilization of project inputs including subcontracts, equipment, training
- Ensure the project budget is regularly updated so that it reflects the current status of financial delivery and estimated requirements for the future quarters and years as accurately as possible.
- Ensure timely submission of required reports, including Inception Reports, Work plans, Progress Reports, Financial Reports, Annual Project Report (APR), technical reports of consultants, and study tour/training reports.
- Participate in monitoring, review and evaluation of the project and all other policy related meetings.
- Establish effective working relationships with UNDP, relevant UN and other donors, and with other officials and entities with which the project must interact.
- Coordinate and maintain liaison with other development partners whose support is critical to achieving outcomes of the project intervention.

Project Staff (See Annex 3 for TORs of principals)

The project will be led by the NPD, to whom all staff will report. He will be assisted by the Project Manager, to whom all UNDP staff will report, and will be responsible for the day-to-day operational management of the project, including developing and overseeing work & procurement plans,

financial management, and preparation of project progress reports. The NPD is formally responsible for regular reporting to the Project Board and will seek guidance of the Board on critical issues that might arise during the implementation. He will be supported by the Project Manager in these tasks. The day-to-day support will be provided by a full-time Administrative and Finance Manager and a team of drivers/ messengers. The project will benefit from the technical expertise and experience of the following experts, namely: (i) Two Economic Policy Advisers – one international for 18 months and a national counterpart full term; (ii) Two KM & Research Coordinator (one coordinator, one assistant coordinator) - national full term, for Component 1; (iii) Planning Expert, national – full term; (iv) A Communication and advocacy specialist - national full term – for Component 2; (v) An Environment Advisor; and (vi) A M&E specialist – national, for Component 3. A key assumption is that the international posts will be phased out as knowledge and know-how is transferred to GoB and national counterparts. The national project staff will remain in place for the full 3 year term to ensure continuity and an effective phase out and transfer to GoB. Throughout the Project, use will also be made of external, national and international consultants and experts. UNDESA will play a significant role in enabling this within Component 1, and UNEP within Component 2

VI. MONITORING FRAMEWORK AND EVALUATION

The project will be monitored on a quarterly basis and a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the **Quality Management Log**. Project reports shall be submitted by the Project Manager (in consultation with the NPD) to the UNDP Poverty Reduction Cluster, which is responsible for quality assurance.

A **Risk and Issues Log** will also be captured and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.

Lessons-learnt shall be regularly updated as part of the quarterly reporting to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-Learnt Report at the end of the project.

An **Annual Review** shall be prepared by the Project Manager under the guidance of the National Project Director, and shared with the Project Board, based on which, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the

project and appraise the **Annual Work Plan (AWP)** for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It will focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

An evaluation will be scheduled at the mid-term point to review project implementation and the requirement for further support to national aid management and aid effectiveness efforts beyond the project end date.

VII. LEGAL CONTEXT

This document together with the UNDAF AP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA [or other appropriate governing agreement] and all UNDAF AP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

- a) 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;
- b) Assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

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.

The executing agency 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.

Payments

The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.

The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.

UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.

All financial accounts and statements shall be expressed in United States Dollars (USD).

If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavours to obtain the additional funds required.

If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph []above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.

Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

In accordance with the decisions and directives of UNDP's Executive Board:

The donor contribution shall be charged:

- (a) 7% cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
- (b) Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.

Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.

VIII. ANNEXES

ANNEX 1: RISK LOG⁹

Project Title: Support to Sustainable and Inclusive Planning (SSIP)

Award ID:

Date:

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1	Institutional settings such as PPEPU, CMPT Advisory Committee etc. are not in place	June 2012	Organizational	Limited ownership by GED of the agenda and limited sustainability of capacity development activities Probability = 2 Impact = 3	Dialogue between GED and UNDP senior management during the inception phase Proactive technical advice by the Project Team on how institutional restructuring could enhance GED's performance	PM/PD and UNDP	Project design team		
2	Staff trained leave office or high turnover	June 2012	Organizational	The project outcomes are not sustainable Probability = 2 Impact = 3	Incentive systems need to be introduced Institutional settings should include CSOs	PM/PD GED	Project design team		

⁹ Probability and impact are expressed on a scale ranging from low (1) to high (5), whereby 'probability' refers to the likelihood of the potential risk to actually occur and 'impact' to the expected negative consequences of the risk on the project implementation and/or sustainability of its expected results.

3	Unforeseen circumstances (i.e.: hartals) causes delays in project implementation	August 2013	Political	Project work is behind schedule, budget delivery is below target and other key project documents require modification. Probability = 4 Impact = 3	Agree on alternative work plans with GED to minimize delays caused by days out of the office.	PM/PD and UNDP	Project design team		
4	Weak interactions / coordination among the agencies and poor relations with GoB	June 2012	Political, Organizational	Effectiveness of the planning process depends on adequate coordination of government agencies notably with FD, BB and others Probability = 2 Impact = 3	Regular interaction with governmental agencies and UNDP. Secure better political commitment from the agencies esp. MoF and BB. Engage UNDESA within this process from the outset and obtain prior sign-up of other GoB actors.	PM/PD, UNDP and UNDESA	Project design team		
5	Shortcomings in bringing all related institutions to agree on the ownership	June 2012	Organizational	May lead to different institutions working on the same area and not owning interventions. Probability= 4 Impact = 4	Political agreement from the higher level to designate GED/PC as the Government's entity to forecast.	PD/UNDP	Project design team		

ANNEX 2: INDICATIVE MULTI-YEAR BUDGET

Expected Outputs:	Key Activities	Budget Description	Resp. Party	Qnt	Mon	Cost	Qnt	Mon	Cost	Qnt	Mon	Cost	Qnt	Mon	Cost	Cost
						July-Dec 2013			2014			2015			2016	
Component 1: Institutional and Economic Policy analysis capacity enhanced (UNDESA and UNDP)																
Output 1.1: Instruments including growth accounting framework & capacities for pro-poor economic analysis are established	1. Supply tools	Staffing	GoB, UNDP, Donor			124,000			527,500			342,500			305,500	1,299,500
	2. Supply/Customize Models	Information Technology	UNDP			30,000			10,000			10,000			10,000	60,000
	3. Design bulletin including management arrangements	Print Production Costs	Donor			5,000			15,000			15,000			15,000	50,000
	4. Explore possibility of redesigning internal structure of GED	Equipment and Furniture	UNDP			30,500			10,000			10,000			10,000	60,500
		Sub-Total				189,500			562,500			377,500			340,500	1,470,000
Output 1.2: Mechanisms for policy coordination & consultations are created within government and with wider policy circles	1. Draft ToRs and get it approved	Contractual Services	GoB, UNDP, Contractor			15,000			45,000			45,000			45,000	150,000
	2. Mobilize team members	Print Production Costs	UNDP			10,000			20,000			20,000			20,000	70,000
	3. Organize meetings/sessions for each of the team	Workshops	UNDP			10,000			30,000			30,000			30,000	100,000

	4. Carry out possible best practice visit(s)	Travel	UNDP, UNDESA		15,000		45,000		45,000		45,000	150,000
		Sub-Total			50,000		140,000		140,000		140,000	470,000
Output 1.3 Capacity for policy analysis and modelling developed	1. Operational manual for the challenge fund drafted and approved	Contractual Services	GoB, UNDP, UNDESA		10,000		30,000		30,000		30,000	100,000
	2. UNDESA and other mission supported	Print Production Costs	UNDP, Donor		5,000		15,000		15,000		15,000	50,000
	3. Studies conducted, published and disseminated	Workshops	UNDP, Donor		15,000		30,000		30,000		30,000	105,000
	4. Establish linkage with reputed university for designing appropriate education programmes	Travel	UNDP, UNDESA		15,000		30,000		30,000		30,000	105,000
		Sub-Total			45,000		105,000		105,000		105,000	360,000
Subtotal for Component 1					284,500		807,500		622,500		585,500	2,300,000
Component 2: Inclusive and Environmentally Sustainable Planning processes established (UNDP and UNEP)												
Output 2.1: Policies guidelines improved and institutionalized to promote inclusive, climate	1. Develop ToR for the joint platform and get it approved	Staffing	GoB, UNDP, Donor		38,500		116,000		116,000		116,000	386,500
		Contractual Services	GoB, UNDP, Contractor		10,000		30,000		30,000		30,000	100,000

sensitive and gender responsive plans	2. Mobilize members of the joint platform	Information Technology	UNDP, Donor		5,000		15,000		15,000		15,000	50,000
	3. Draft guidelines for local planning in collaboration with UPZ project and MLGRD&C	Print Production Costs	Donor		5,000		10,000		10,000		10,000	35,000
	4. Review local and national planning processes and prepare recommendations	Workshops			5,000		15,000		15,000		15,000	50,000
	5. Support mainstreaming of revised DPP format through dissemination, training and monitoring	Travel	UNDP, Donor		5,000		15,000		15,000		15,000	50,000
		Equipment			13,500		5,000		5,000		5,000	28,500
		Sub-Total			82,000		206,000		206,000		206,000	700,000
Output2.2 Processes for strategic plans are made inclusive, climate and gender sensitive and institutionalized at all levels	1. Identify knowledge gaps in terms of strategic planning and provide support for relevant planning processes (7 th plan, social protection strategy, delta plan etc.)	Contractual Services	UNDP, Donor		10,000		30,000		30,000		30,000	100,000
	2. Identify gaps in strategic planning tools in terms of coverage and focus	Travel	UNDP, Donor		5,000		15,000		15,000		15,000	50,000

	3 Structural review of the Planning Commission conducted and recommendation made for institutionalising climate, gender, disaster and disability	Print Production	UNDP. Donor		5,000	15,000	15,000	15,000	50,000
	4.Support for such recommendation mobilized with required staffing put in place for beyond the life of the project	Workshops			5,000	20,000	20,000	20,000	65,000
		Sub-Total			25,000	80,000	80,000	80,000	265,000
Output 2.3 Capacity of public sector planning professionals developed to undertake inclusive, climate and gender responsive plans	1. Design courses building on PECM with Planning Academy (& other institutions)	Contractual Services	GoB, UNDP, Contractor		10,000	30,000	30,000	30,000	100,000
	2. Conduct ToTs with Planning Academy (or other institutions)								
	3. Identify possible participants	Print Production	UNDP		5,000	15,000	15,000	15,000	35,000
	4. Conduct courses	Workshops			10,000	30,000	30,000	30,000	100,000
	5. Design surveys etc. to monitor impact								
	6. Design follow-up courses								

	7. Institutionalise training within Planning Academy/ other institutions											
		Sub-Total			25,000		60,000		75,000		75,000	235,000
Subtotal for Component 2					132,000		346,000		361,000		361,000	1,200,000
Component 3: MDG achievement and Post MDG framework delivered (UNDP)												
Output 3.1: Policies sharpened and Linkages between the MDG monitoring system, DRF, and budgetary instruments, are improved	1. Revise the DevInfo database	Staffing	GoB, UNDP, Donor		26,500		105,000		105,000		105,000	341,500
	2. Consultations and studies undertaken to improve data availability	Contractual Services	GoB, UNDP, Contractor		10,000		30,000		30,000		30,000	100,000
	3. MDG Progress report drafted and published	Information Technology	UNDP, Donor		5,000		15,000		15,000		15,000	50,000
	4. MDGs gaps analysis conducted	Print Production Costs	Donor		2,500		7,500		7,500		7,500	25,000
	5. MDGs acceleration strategy drafted	Workshops			5,000		15,000		15,000		15,000	50,000
	6. M&E tools updated & renewed.	Travel	UNDP, Donor		10,000		30,000		30,000		30,000	100,000
	7. Further M&E support & training											
		Sub-Total			59,000		202,500		202,500		202,500	666,500
Output 3.2: Bangladesh priorities for	1. Organize consultation and publish findings	Contractual Services	UNDP, Donor		7,500		22,500		22,500		22,500	75,000

<p>post MDG framework promoted and national rollout plan for post-2015 agenda prepared</p>	<p>2. Conduct specific studies to identify special needs and targets for Bangladesh</p>	<p>Print Production</p>	<p>UNDP, Donor</p>		<p>5,000</p>		<p>15,000</p>		<p>15,000</p>		<p>15,000</p>	<p>50,000</p>
	<p>3. International advocacy supported</p>	<p>Workshops</p>	<p>UNDP, Donor</p>		<p>10,000</p>		<p>30,000</p>		<p>30,000</p>		<p>30,000</p>	<p>100,000</p>
	<p>4. Support learning on Post-2015 roll-out (including UN training events).</p>	<p>Travel</p>	<p>UNDP, Donor</p>		<p>7,500</p>		<p>25,000</p>		<p>25,000</p>		<p>25,000</p>	<p>82,500</p>
	<p>5. Studies to identify post 2015 agenda implementation mechanism in Bangladesh context undertaken and results disseminated</p>											
		<p>Sub-Total</p>			<p>30,000</p>		<p>92,500</p>		<p>92,500</p>		<p>92,500</p>	<p>307,500</p>
<p>Output 3.3: GoB and Inter UN Agency Coordination for MDG acceleration supported</p>	<p>1. Organize consultative platforms with GED, ERD and the UN system in Bangladesh and operationalized</p>	<p>Contractual Services</p>	<p>GoB, UNDP, Contractor</p>		<p>10,000</p>		<p>30,000</p>		<p>30,000</p>		<p>30,000</p>	<p>100,000</p>
	<p>2. Linkages with UN system and programming division explored for government participation in UN programmes</p>	<p>Print Production</p>	<p>UNDP</p>		<p>6,500</p>		<p>15,000</p>		<p>15,000</p>		<p>15,000</p>	<p>51,500</p>
	<p>3. Support learning on MDG acceleration.</p>	<p>Workshops</p>			<p>7,500</p>		<p>22,500</p>		<p>22,500</p>		<p>22,500</p>	<p>75,000</p>

	Sub-Total			24,000		67,500		67,500		67,500		226,500
Subtotal for Component 3				113,000		362,500		362,500		362,500		1,200,500
	Contingency			15,000		15,000		15,000		15,000		60,000
	UNDP GMS (7% on donor funds)			35,000		35,000		35,000		35,000		140,000
	Grand Total			579,500		1,566,000		1,396,000		1,359,000		4,900,500

<u>Reconciliation to AWP</u>	Contingency	-15,000
	UNDP GMS (7% on donor funds)	-35,000
		529,500
	Less AWP	-529,500
	Variance	<u>0</u>

ANNEX 3: TERMS OF REFERENCE (TORS) OF LEADING PROJECT STAFF

1. Project Manager (International , full term - 3 years)

The Project Manager has the authority to run the project on a day-to-day basis within the constraints laid down by the Board, and is responsible for operational management and decision-making for the Project. The Project Manager's prime responsibility is to ensure that results specified in the project document are achieved, to the required standard of quality and within the specified constraints of time and cost.

The Project Manager will also serve as the formal line manager for all project staff deployed within the components of the project. This will include overseeing and supporting their works within their respective specialized functions. Specific responsibilities include:

Overall project management:

- Manage the realization of project outputs through activities;
- Provide direction and guidance to the Project Team and other parties responsible for delivery of or contribution to project results;
- Liaise with the Project Board or its appointed Project Assurance focal point to assure the overall direction and integrity of the project;
- Identify and obtain any support and advice required for the management, planning and control of the project;
- Be responsible for project administration;
- Liaise with any suppliers;
- Potentially, Team Manager and Project Support roles;
- Provide overall leadership and strategic direction to the Project.

Running the project

- Plan the activities of the project and monitor progress against the initial quality criteria;
- Mobilize goods and services to initiative activities, including drafting TORs and work specifications;
- Monitor events as determined in the Monitoring & Communication Plan, and update the plan as required;
- Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement;
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Manage and monitor the project risks as initially identified in the project document, submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;
- Be responsible for managing issues and requests for change by maintaining an Issues Log;
- Ensure transfer of knowledge to Government Officials.
- Prepare the Project Quarterly Progress Report (progress against planned activities, update on risks and issues, expenditures) and submit the report to the Project Board and Project Assurance;
- Prepare the Annual Review Report, and submit the report to the Project Board;
- Based on the review, prepare the AWP for the following year, as well as Quarterly Plans if required.
- Submit annual reviews, work plans and budgets to the NPD for placement in front of the executive and other members of the Project Board for review and approval. Quarterly reports will be prepared by the Project Manager under the guidance of the NPD and submitted to UNDP, who will share narrative and financial reports with co-funding Development Partners.
- Prepare Final Project Review Reports to be submitted to the Project Board and the Outcome Board;

- Identify follow-up actions and submit them for consideration to the Project Board;
- Manage the transfer of project deliverables, documents, files, equipment and materials to national beneficiaries;

Required Qualification and Experience

- Master's Degree in Business Administration, Public Administration, Statistics, Economics, or related fields.
- At least seven years of experience in field of development planning, business administration or public administration, at national and/or international level;
- Hands-on experience in design, monitoring and overseeing implementation of technical cooperation projects, including proven managerial experience;
- Considerable knowledge of results-based management principles and practices, as well as project management tools and techniques, such as Prince2; knowledge of UNDP's rules and regulations would be an advantage;
- Experience in building and managing partnerships, including with national and international stakeholders;
- Knowledge of the new issues presented by environmental sustainability as they affect planning responses and national strategy making;
- Excellent oral and written communication skills, in both Bangla and English;
- Excellent analytical, organizational and managerial skills;
- Strong negotiation skills and interpersonal skills;
- Strong service and client orientation;
- Experience in the usage of computers and office software packages, including MS Office (especially Word and Excel).

2. Economist/ Macroeconomist (International, 1 ½ years)

Major tasks:

This expert will lead division's overall analytical work in area of pro-poor macroeconomics by linking macroeconomic standard models with social indicators and variables, produce various simulations undertaken by the Planning Commission and other research institutes, and generate evidence on such issues as data gaps and constraints.. This post will be the lead adviser for Component 1, and hence the work of the PPEPU. A majority of her / his time will be allocated on transfer of knowledge and establishing coordination among relevant institutions, including CSOs. She / he also is responsible for liaising with UNDESA regarding the technical dimensions of the MoU and diagnostics. The economist will ensure that knowledge is properly transferred to Government Officials throughout the project.

This high level appointment will run for half the Project's term only. In that time it is envisaged skills and know-how would be transferred to the Deputy Economist (national) who would then succeed the lead economist.

Required qualifications and experience:

- Advanced university degree (Doctorate preferred) in economics or a related field. A specialization in macro-economics, national economics, and/or development economics is required.
- A minimum of 10 years work experience in economic research and analysis, policy formulation, and application of economic principles in national strategic planning.
- Sound knowledge of Macroeconomic Modelling, including data specification, data, estimation, simulations and analysis.
- Some knowledge of national planning programmes and MDG related interventions;
- Knowledge of pro-poor economic policy;
- Strong knowledge of poverty analysis, specific awareness of pro-poor growth dynamics and analytical tools;

- Understanding of economic theories, principles and their applications to current national economic and development issues; proven capacity to deal with complex policy analyses and undertake economic research.
- Proven ability to produce reports and research papers with a good command of econometrics and macroeconomic modelling techniques.
- Demonstrated experience in designing and transferring know-how.

3. Deputy Economist/ Economist (National, full-term)

The national economist will assist (in all aspects) the international expert and offer in-house expertise on economic and social variables projection. The expert will coordinate activities to data collection, coordination of policy debates and presenting policy options to a wider public. This post will be the deputy lead national officer for Component 1, and hence the work of the PPEPU. A majority of her / his time will be allocated on transfer of knowledge and establishing coordination among relevant institutions, including CSOs. The Deputy Economist will also ensure that knowledge is properly transferred to Government Officials throughout the project.

Required qualifications and experience:

- Advanced university degree (Master's degree or higher) in economics or a related field. A specialization in macro-economics, national economics, and/or development economics;
- A minimum of 5 years work experience in economic research and analysis, policy formulation, and application of economic principles in national strategic planning.
- Knowledge of Macroeconomic Modelling, including data specification, data, estimation, simulations and analysis.
- Knowledge of national planning programmes and MDG related interventions;
- Understanding of economic theories, principles and their applications to current national economic and development issues; proven capacity to deal with complex policy analyses and undertake economic research.
- Knowledge of pro-poor growth policies;

- Awareness of poverty analysis.
- Proven ability to produce reports and research papers with a good command of econometrics and macroeconomic modelling techniques.
- Demonstrated experience in knowledge transfer.

4. Knowledge Management & Research Co-ordinator (National, full term)

Major tasks:

This post, working out of the PPEPU, will oversee the commissioning of research, managing its development and the dissemination/ sharing of key findings. Working closely with the technical and established GED staffs, he/ she will serve a facilitation role to ensure linkages with policy circles and the sharing of information and project facilities is achieved across GoB partners and agencies. In turn, there will be some need to liaise with the Communications Specialist within the MMU team in securing media exposure (see ToR below).

This post serves a key role in supporting the work of the Core Macroeconomic Policy Team (CMPT) and the Advisory Committee (Panel of Experts). A key role will be promoting linkages between the major actors in economic policymaking and ensuring effective policy synergies. This requires both technical awareness and a set of diplomatic and coordination skills. This post will also require a focus on the transfer of knowledge to Government Officials throughout the project.

The applicants will be expected to be at least conversant with economic policymaking issues (especially macroeconomics) and have broader KM and research project skills. These should include knowledge sharing and publications experience. A key role will be the development of a working paper and policy briefing series.

Specific tasks:

- Commissioning and overseeing external research on economic policies, poverty and other development issues;
- Supporting the CMPT and AC (Panel of Experts), organizing and acting as Secretariat to the 2 bodies;
- Maintaining and promoting the working paper series (to be published by the AC);
- Ensuring dissemination and sharing of results and publication (including electronic Media);

- Coordinating the work of the CMPT and the AC (Panel of Experts) as required.
- Required qualifications and experience:

Required qualifications and experience:

- Advanced university degree (Master's degree or higher) in economics or a related field; knowledge of macroeconomics and development economics is preferred.
- A minimum of 5 years work experience in research management and/ or academic management.
- Knowledge of GoB national planning programmes and MDG related interventions;
- Awareness of GoB government machinery;
- Awareness of policy circles in Bangladesh and/ or experience of the economics research community.

5. Environment Advisor (National, full term)

Major tasks:

This senior advisory post will assist the Planning Specialist, and help the respective Deputy NDP to lead the Development Planning Team (DPT) to deliver the activities within Component 2 of the project. The adviser's specialist role will be to offer support and wide ranging TA on sustainability strategies and climate change issues. The focus will be the provision of high quality technical inputs, insights and guidance. Efforts should be made to cross fertilize technical skills and knowledge to other project officers and GoB staffs, within broader capacity building.

A key area of work will be picking up and enhancing the activities previously carried out by the PECM Project. These include: building on existing sustainable planning frameworks (the National Plan, the Environmental PER and Delta plan); the PECM training framework and the DPP/ TPP re-specification exercise.

New areas of work will be driven by project needs but will include wider mainstreaming of environmental sustainability within national policies, and within the overall work of the project. In addition, the adviser will build new analytical capacities within GED.

Specific tasks:

- Providing overall Technical Assistance and support on sustainability matters, specifically feeding into GoB planning instruments, such as the 7th Five Year Plan;
- Provide support to M&E activities to track sustainability and environmental impacts;
- Address weak performance on MDG7, offering inputs on acceleration;
- Advise on the post-2015 framework, strategize around SDG adoption, and assist in adaptation to the Bangladeshi context;
- Oversee implementation and any required reshaping of the PECM training programme;
- Ensure, and support completion of the TPP/ DPP re-specification.

Required qualifications and experience:

- Advanced university degree (Doctorate preferred) in environmental studies or a related field. A specialization in macro-economics, national economics, and/or development economics is required.
- A minimum of 10 years work experience in environmental issues;
- Record of climate change research/ policy formulation and application in national planning;
- Some knowledge of climate change adaptation and mitigation;
- Knowledge of environmental economics and CC financing;
- Strong knowledge of planning analytical tools;
- Proven ability to produce reports and research papers;
- Demonstrated experience in designing and transferring know-how.

6. Planning Specialist (National, full-term)

Major tasks:

This post is the senior national advisory position within the project on inclusive and sustainable planning. Alongside the respective NPD, the post holder will lead the work within Component 2, supported by the Sustainability Advisor. This includes mainstreaming the key dimensions within state planning processes, but additionally developing linkages with and between national instruments, and with the local planning regime. The extension of best practice planning approaches to local government institutions is a major part of the post holder's brief.

The specialist will also advise the respective Deputy NPD in managing the dedicated team of GoB staff forming the Development Planning Team. This DPT will serve as a conduit for the delivery of linkages and capacity building.

Further areas of activity include supporting sustainability mainstreaming works already begun within the PECM project (see above). This will be done in concert with the Sustainability Adviser (also see above). It is envisaged that on departure of the part-term Sustainability Adviser, that this post will take on the residual portfolio of responsibilities. The transfer of knowledge to Government Officials will be a key focus throughout the term of this position.

Specific Tasks:

- Offer TA, and assist generally with the preparation of key national planning documents – notably the 7th Five Year Plan.
- Lead on professional planning and capacity building activities, including the local planning initiative (i.e. LGI support and training).
- Building links between national planning instruments and key process such as the MTBF and the budget.
- Deliver the local planning best practice extension - including running training sessions, the drafting of guidelines and plans, and undertaking M&E.
- Lead the DPT alongside the Deputy NDP, and seek over time, to transfer works and ensure full national ownership, and set this out in a hand-over plan.
- Work with the Sustainability Adviser to deliver/ develop existing PECM activities – training, DPP revision and new planning tools.

Required qualifications and experience:

- A Degree in planning, local development, local administration and public financial management or related discipline
- 5 years of relevant experience in Planning and Budgeting, including substantial experience in local development planning and budgeting
- Familiarity with Bangladesh government processes and procedures;
- Strong analytical skills;

- Substantial experience in capacity development, training, advising, coaching and mentoring is highly desirable.
- Knowledge of Bangla and excellent English writing and editing skills;

7. M&E Specialist (National, full-term)

This monitoring and evaluation expert will provide technical assistance to the national counterparts to convert existing MDG data repository into the web-based system and align the development plans monitoring with the MDG achievement progress. This is the lead project post for the MMU's work. The expert will ensure full operationalization of the on-going MDG monitoring and evaluation system. The M&E Specialist will also ensure that knowledge is properly transferred to Government Officials throughout the project.

Specific tasks will be:

- Prepare guidelines for transferring the MDG data system into the web-based mode;
- Prepare a proposal for MDG and policy/budget documents aligning, including specific recommendations on integration of MDGs into the annual budget process;
- Build capacity of policy-makers to utilize monitoring data in policy decisions.
- Review existing poverty monitoring and evaluation system within the central and local government agencies;
- Design the MDG monitoring and evaluation system consistent with the data base maintained by the national statistical authorities;
- Develop institutional design and regulatory guidelines for the national level system operationalization;
- Introduce participatory tools in the overall MDG monitoring system and ensure a link between national and local levels;
- Review the MDG Implementation and Result Indicators (IRI) and revise accordingly;

- Support to introduce innovative mass media tools to advocate MDGs at national and local levels;
- Design and conduct a series of MDG related events at the national and local levels

8. Communication and Advocacy Specialist (National – full term)

The Communication and Advocacy Specialist will be responsible for the development and implementation of communications initiatives and activities to promote policies that strengthen pro-poor orientation, as well as expand involvement of different actors in the policy making processes. The Communication and Advocacy specialist will work closely with the officials of GED, UNDP and CSOs to design and execute activities mapped out in the advocacy and communications strategy, and will ensure that knowledge is properly transferred to Government Officials throughout the project. He/ she will be assigned to component 2, but will work across project activities. A particular area of work will be supporting cross GoB relations and linkages activities. The following tasks will be performed:

- Support the advocacy and communications needs of GED, UNDP and CSOs;
- Assist in designing and implementing advocacy strategies aligned to the Millennium Development Goals;
- Assist in the development of communications products including policy papers, reports, brochures, bulletins and other;
- Partner with the GED and UNDP teams to support their advocacy function to develop and implement advocacy strategies;
- Assist in development and implementation programme communications and media work plans and budget;
- Edit materials prepared by GED for press and serve as in-house sub-editor and proof-reader.

- Assist with the organization of external relations activities and policy advocacy events, including debates and consultations;
- Drive forward the process of capacity-building of relevant stakeholders, particularly civil society institutions regarding policy debates and media communications;
- Ensure that the work of the consultants is effectively monitored and complies with agreed standards; and
- Perform research and draft reports as required, including writing of speeches, opinion pieces, scripts and briefing memos.
- Support sound cross-GoB relations, project-UNDESA relations and UNCT links,

Required Qualifications and Experience

- Master's degree in public policy, journalism, communications or international relations;
- Proven track-record of communications and media management skills, and a solid record of managing complex and challenging partnerships with governments and international partners within a multilateral setup;
- Excellent ability to deliver strategic insight and analysis on communications and media strategies relevant to security sector institutions;
- Experience with print and/or electronic and broadcast media, as well as developing communication initiatives;
- Flexibility, autonomy and reliability are essential;
- Minimum of 5 years' experience, relevant to the assignment as defined in the terms of reference;
- Excellent team work, communication, writing and organizational skills
- Government or International NGO experience will be an added advantage.

ANNEX 4: STAFFING ORGANOGRAM

Note: This is a provisional staffing structure – grading is not shown, but has been recognized in the budget costing. Solid shadowing indicates GoB staffs, and pattern shadowing project staffs; national versus international status is also shown. A matrix management approach is envisaged; while line reporting will be integrated, Project staff will formally report to their respective Project Supervisors and to the NPD as well as PM, and GoB staffs will report to the respective Deputy NPD. Dotted lines signify a functional relationship between the Deputy NPDs and Project Manager, as well as among the Deputy NPDs. The organogram will be finalized during the inception phase.

