Government of the People's Republic of Bangladesh

Economic Relations Division (ERD)
Ministry of Finance

Knowledge for Development Management (K4DM) for ERD UN Wing

Knowledge for Development Management Project (K4DM)

FINAL EVALUATION REPORT

October 2019

The study is carried out with technical and financial support from UNDP Bangladesh

UNDP Bangladesh

Project / Outcome Information		
Project/outcome title	Knowledge for Development Management (K4DM) for ERD UN Wing	
Atlas ID	00091143	
Corporate outcome and output	CPD OUTCOME 2: Develop and implement improved social policies and programmes that focus on good governance, reduction of structural inequalities and advancement of vulnerable individuals and groups. CPD OUTPUT 2.1: Civil society, interest groups, relevant government agencies and political parties haves tools and knowledge to set agendas and to develop platforms for building consensus on national issues.	
Country	Bangladesh	
Region	Asia and the Pacific	
Date project document signed	27 March 2014	
Project dates	**Start**	**Planned end**
	September 2014	June 2020
Project budget	BDT 24,0000000 (UNDP 23,40,00000 and GoB 60,00000) USD 03 million	
Project expenditure at the time of evaluation	736,705 USD (UNDP) 33.8 Lakhs BDT (GoB)	
Funding source	UNDP and the Government of Bangladesh (GoB)	
Implementing party	UN Wing of Economic Relations Division, Ministry of Finance, GoB	
Evaluation Information		
Evaluation type (project/ outcome/thematic/country Programme, etc.)	Outcome	
Final/midterm review/ other	Final	
Period under evaluation	**Start**	**End**
	September 2014	December 2019
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Evaluation dates	**Start**	**Completion**
	09 June 2019	October 2019

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LIST of ACRONYMS

CD-VAT	Customs Duty & Value Added Tax
CGE	Consultative Group of ERD
CONE	Convention of NRB Engineers
DAC	Development Assistance Committee
ERD	Economic Relations Division
ERDOC	ERD Documentation Centre
EPG	Eminent Persons' Group
FDI	Foreign Direct Investment
FGD	Focus Group Discussion
GED	General Economic Division
GOB	Government of Bangladesh
ICT	Information Communication Technology
K4DM	Knowledge for Development Management
KII	Key Informant Interview
NEX	National Execution
NHDR	National Human Development Report
NIM	National Implementation Manual
NGO	Non-Governmental Organisation
NPD	National Project Director
NRB	Non-Resident Bangladeshi
OECD	Organization for Economic Cooperation and Development
ODA	Official Development Assistance
NPD	National Project Director
ProDoc	Project Document
SSTC	South-South and Triangular Cooperation
SDG	Sustainable Development Goals
TPP	Technical Assistant Project Proposal
UNDP	United Nation Development Program
UNEG	United Nations Evaluation Group
UNDAF	United Nations Development Assistance Framework

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At the same time, the study owes its great debt to the relentless efforts and dedication of the Project Manager Ms. Marina Shawkat Ali to facilitate the Team to accomplish the study. In addition, the Team also expresses its sincere gratitude to the project consultants including Mr. Wahid Alam and Mr. Mahmudur Rahman Prince for providing continuous assistance with the information requested for.

Ferdous Arfina Osman
Nizamuddin Al-Hussainy
October, 2019

EXECUTIVE SUMMARY

The objective of the current study was to do the final evaluation of the Knowledge for Development Management (K4DM) project. The Project emerged as a joint initiative of the Government of Bangladesh (GOB) and the UNDP in September 2014 and will continue until December 2019. The project is being implemented and coordinated by the UN Wing of the Economic Relations Division (ERD) of the Ministry of Finance and supported by the UNDP. The project aimed to promote and facilitate a knowledge-based decision-making process. Moreover, given the current context of declining trend of the traditional Official Development Assistance (ODA), the project attempted to contribute to the process of exploring the innovative alternatives for resource mobilization and its effective utilization through collaboration between all stakeholders and capacity enhancement of ERD. Broad objectives of the Project were as follows**:**

1. Simplify programming procedures and improve knowledge management
2. Promote new knowledge and resources partnership under the canopy of South-South and triangular cooperation as well as Public Private Partnership (PPP) modality
3. Support a common expert pool, strategic knowledge generation

Along the line of these objectives, the Project had three components, which were the focus of the current evaluation:

Component 1: Coordination for Transformational Results (meaning changes that sustain) of UNDP -led development interventions

Component 2: Collaboration for Transformational Results

Component 3: Support for Transformational Results

The project Monitoring and Evaluation (M&E) Framework has set the expected outputs and the targets/indicators of each of the above Components of the Project. Employing this Framework, the current evaluation has assessed the Project Components across the OECD criteria for evaluation: *relevance, efficiency, effectiveness and sustainability*.

Methodology of the Study

Methodology of the current evaluation relied on both secondary and primary data collected through both qualitative and quantitative approaches.

Secondary data for the study were collected through documentary survey, which included the review of the documents and reports related to the Project *while primary data* were collected through adopting both qualitative and quantitative techniques. Qualitative data were collected through Key Informant Interviews (KIIs) and FGDs while questionnaire survey was conducted to collect quantitative data to assess *relevance, efficiency, effectiveness* and *sustainability* of the project by using a rating scale.

Findings of the Study

Findings of the study reveal that the project management has been able to spend 81% of the fund released. However, majority of the survey respondents (63%) termed the pattern of expenditure against

the allocated money as "moderately satisfactory- satisfactory". "Value for money" that the Project achieved was found to be moderately high. Project activities were also found to be relevant to the Project objectives-- which testifies to the fact that the funds were judiciously spent. Considering all of the above, on the whole, the efficiency of the Project can be labelled as "moderately satisfactory" (meaning the Project had moderate shortcomings on the front of efficiency (Please see Table 1.3 for the explanation of the Rating Scale used for the evaluation).

On the front of effectiveness, the project has been able to produce a set of significantly tangible and also non-tangible results within a short span of time. With regard to some of its initiatives the Project has successfully achieved almost all the targets set-forth in the M&E Framework, which include: institutionalizing the issues of leveraging Non-Resident Bangladeshis (NRBs) and South-South Cooperation (SSC) for national development and the creation of an information repository at the ERD called the ERD Pedia. In addition to these, beyond the M&E Framework, the Project also achieved a commendable success in developing the capacity of the officials of ERD and other ministries through arranging a series of skill development trainings and workshops. Apart from these tangible achievements, the Project initiated many nationally important activities (i.e. revision of NEX/NIM[1], activating the Eminent Persons' Group (EPG) formed to provide inputs to the national policies, preparation of National Human Development Report (NHDR), collaboration in resource mobilization) and attained reasonable progress but finally, they could not complete the process. Consequently, M&E targets corresponding to these initiatives could not be achieved. The evaluators, however, considering the progress achieved already and the nature of the initiatives per se, which need considerable time to produce the tangible results, tended to label them as Project achievements. However, the study found that for two outputs under Component 3, the Project took very little or no initiative which can be termed as the "nonachievements" of the Project. Majority of the survey respondents under the current study termed the overall effectiveness of Components 1 and 2 of the Project as "moderately satisfactory" while the effectiveness of Component 3 was termed as "moderately unsatisfactory". Thus, taken together all data and information, in terms of effectiveness, the Project can be termed as "moderately effective" one.

With regard to relevance, the Project objectives were found to be relevant to national, international development goals and also with the UNDP priorities. The respondents of the survey unanimously opined that the Project outcomes will remain relevant over time.

The Project has a great potentiality to be sustainable since the Government has already owned many of the Project ideas and results. Some of the Project initiatives namely NRB and SSC have already been considered by the policy makers as the national development priorities. From time to time, the Conferences on these initiatives organized by the Project were Chaired by the Honourable Prime Minister. In addition to this, all the Executive Board Meetings were chaired by the Secretary of the ERD. All these testify the seriousness and commitment of the Government towards the Project ideas. This would increase the possibility of making the project sustainable. Majority of the respondents of the study also expressed their optimism by saying that risks involved in making the project sustainable are only "moderate".

[1] NEX: National Execution Manual used by the Government
NIM: National Implementation Manual used by the UNDP

Numerous factors both internal and external to the project were found to be responsible for the Project achievements/nonachievements. Ownership of the Government, dynamic leadership of bureaucracy, and strong advocacy at the Project end were the key factors that facilitated the Project attaining some tangible achievements including: institutionalizing the concepts of NRB engagement, South-South Cooperation and creation of ERD Pedia.

On the other hand, delayed start and lower disbursement of fund than committed, frequent change of leadership at ERD, weaknesses in project design, repeated extension of the project, acute manpower shortage and lack of government support influenced the non-accomplishment of a good number of initiatives. Due to a lack of adequate support from government, project initiatives of integration of NEX/NIM, activation of EPG, preparation of NHDR, collaboration in resource mobilization, rendering service for transformational result could not achieve their targets.

Recommendations

The study has put forward its recommendations under two broad heads, which are as follows:

A. Considering the Progress Made Thus Far, What Could be the Future Steps

1. with a view to accomplish the unfinished agenda of the Project, the current project should be continued in its erstwhile form under Phase II.

   Phase II of the Project should be started with its activities which produced notable and good outcomes. Noteworthy among such activities include: NRB engagement and South-South and Triangular Cooperation (SSTC).

2. Phase II of the Project should deal with NRB issue in a much wider scale through making NRB Task Force more functionally effective, strengthening NRB Cell at ERD, creating an NRB Pool fund, linking the NRB website at the ERD to the field administration in order for them to be informed about the needs of the NRBs. Overall, the key focus of ERD should be to capture technical knowledge of NRBs.

3. Attempts should be undertaken to institutionalize the concept of SSTC further through establishing a South-South knowledge Centre, creating a SSC Pool Fund, strengthening the SSC Cell at ERD by creating a permanent position for the desk officer at the Cell.

4. A permanent Centre for Capacity Development of International Negotiation Skills of Civil Servants can be created during phase II of the Project. This will help bridging the capacity gaps that currently exist among the Civil Servants on international negotiation skill particularly considering the emerging development dynamics of the country.

5. In Phase II of the Project, the evaluators strongly recommend for making the Eminent Persons' Group (EPG) operational with a view to establish a formal knowledge partnership between the government and the civil society.

6. The Project has tested many new concepts and a number of new initiatives which can also become stand-alone projects. The Project initiatives including NRB, SSTC, preparation of NHDR are worth mentioning in this regard.

7. ERD should take necessary steps to make the ERD Pedia sustainable through deploying an official-in-charge at the ERD to monitor the functioning of the Pedia, making it accessible to the officials of other ministries alongside ERD and to the academics/researchers.

8. In Phase II of the Project, it is important to give serious consideration to accomplish the preparation of NHDR in order to benefit the national policies through its outcome and for the attainment of SDGs.
9. With a view to bridge the skill gap among the Civil Servants, the evaluation team strongly suggests for continuing the capacity building initiative in a much wider scale and with more investments in phase II of the Project.
10. The Evaluation Team did not manage to collect sufficient evidence with regard to gender-specific targets of project components. In phase II of the project, it is imperative to integrate gender consideration in all components of the Project.
11. Government should go for self-financing/cost sharing mechanisms to sustain the Project initiatives. For such self-financing projects government may seek technical support from UNDP and other donors.

B. What could be further improved if UNDP or any other agency implements a similar project soon

1. ProDoc should be written candidly and reviewed carefully in order to avoid the confusions and uncertainties while project is in operation.
2. Serious attempts should be undertaken to avoid the delayed start of the project through simplifying the lengthy bureaucratic procedure involved in the project approval process as much as possible and making the project management, particularly the PDs, proactive in this regard.
3. Project should have the required number of full-time employees. Projects must have an M&E official and a communication official.
4. Effective leadership role of NPDs is critical for ensuring the optimum performance of a project, for which, dedicating adequate time and attention to the project is indispensable. In order to improve project performance, it is important to ensure that the expertise, willingness, and interest of the NPDs and Deputy Project Directors (DPDs) match with the nature and objectives of a project. Formation of a Project Director's Pool (like the DC Pool) might be helpful for getting a suitable NPD for a project.
5. Adequate care should be taken while selecting the participants of exposure visits and these visits should produce reports on their experiences and the outcome.
6. Projects can be thought of in terms of results chains (Logframe), whereby certain activities produce a set of outputs to influence the final outcomes sought.
7. For future projects, GOB cost sharing should be given serious consideration so that projects do not suffer from uncertainties of funding and the risk of sustainability.

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Chapter 1
Introduction

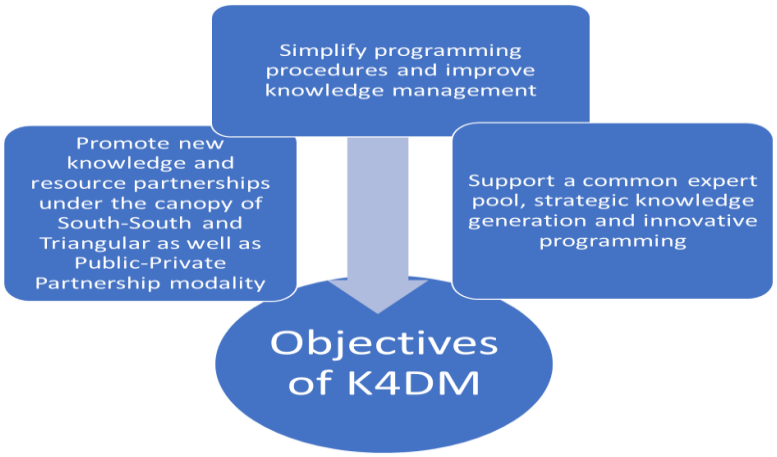
1.1. Background of the Project

With a view to attain Bangladesh's development agenda of being a middle -income country by 2021, reducing poverty, attaining a sustainable and inclusive economic growth Government of Bangladesh (GOB) needs to tap all the actual and potential resources and develop the capacity to take ownership and guide the development process. With this end, GOB needs to scale up its policy capacity to articulate, protect and promote its strategic economic and other national interests at the regional and global policy making arenas. Leveraging appropriate knowledge management tools is critical to improve policy capacity (by making policies evidence based), planning, implementation and oversight of development projects, public service delivery and to facilitate the desired development transition.

With these realizations, Knowledge for Development Management (K4DM) project emerged as a joint initiative of the Government of Bangladesh (GOB) and UNDP in September 2014 and will continue until December 2019. The project is being implemented and coordinated by the Economic Relations Division (ERD)[2](anchored at the UN Wing of ERD) of the Ministry of Finance and supported by the UNDP. The project aims to promote and facilitate a knowledge-based decision-making process. Moreover, given the current context of declining trend of the traditional Official Development Assistance (ODA), the project attempted to contribute to the process of exploring the innovative alternatives for resource mobilization and its effective utilization through collaboration between all stakeholders and capacity enhancement of ERD. Specific objectives of the project are three-fold:

Figure 1.1: Objectives of the K4DM project

[2] ERD is one of the four Divisions of the Ministry of Finance, which mobilizes external resources for socio-economic development of the country. ERD leads as the focal point of the Government for interfacing with the development partners as well as for co-ordination of all external assistance inflows into the country. It assesses the needs of external assistance, devises strategy for negotiations and mobilizing foreign assistance, formalizes and enables aid mobilization through signing of loans and grant agreements, determines and executes external economic policy.



K4DM project envisions to support ***knowledge, policies, procedures and support structures*** necessary to achieve transformational results from UNDP development interventions. UNDP is one of the largest managers of grant resources in the country and is leading four[3] out of seven UNDAF pillars and contribute to the other three. Efficient management of these resources needs deep engagement and collaboration between all stakeholders and line ministries and support evidence-based decision making. The K4DM project team has been working in conjunction with other UNDP supported projects titled 'Capacity Development for Aid Effectiveness' and 'Support to Sustainable and Inclusive Planning'. The Project seeks to create a repository of project information, including but not limited to funding, disbursement and utilization, in ERD's UN wing to help build an effective leadership, absorption and oversight capacity of GOB for UNDP intermediated programs and projects. The project also sought to create an institutional platform in alignment with the specific needs of strengthening collaboration between UNDP and the ERD and to ensure the support architecture needed to ensure effective implementation of the UNDP program and achievement of transformational results.

To attain its objectives, the project has ***three*** building blocks (TPP, 2015)[4], which are as follows:

- Strengthening collaboration between UNDP, ERD and implementing agencies including the line ministries to support better results
- Successful leveraging of innovative sources of financing, and new partnership modalities such as south-south and triangular partnership, NRB engagement, public-private partnership etc. to further support the full implementation of UNDAF Action Plan[5].
- Ensuring sustained knowledge services such as pipeline of innovative project prototypes, M&E services, operational support services available to all UNDP projects that are being implemented by various line ministries.

[3] Four UNDAF pillars include: *governance, climate change, urban development and inclusive growth*

[4] Technical Assistance project proposal (TPP) of the project- K4DM approved by the GOB on 13/07/15.

[5] In alignment with national development priorities, the Sustainable Development Goals, the Bangladesh UNDAF Action Plan addresses 12 broad outcomes under 7 strategic Pillars: i) democratic governance and human right; ii) pro-poor economic growth; iii) social service for human development; iv) food security and nutrition; v) climate change and disaster risk reduction; vi) pro-poor urban development; vii) gender equality and women's advancement. UNDAF Action Plan is a programming document to ensure that the UNDAF is implemented and operationalized in a coherent and effective manner.

The Project was jointly funded by the UNDP and the GoB. The Project was mostly funded by the UNDP (92.9%) while Government of Bangladesh (GoB) contributed a meagre share (7.1%) of the Project Budget. Table 1.1 presents the summary of the Project funding.

Table 1.1: Summary of the Project Funding/Budget in US $

Fiscal Year	GoB Funding	UNDP Funding
2014-15	0	29,000
2015-16	17,949	18,000
2016-17	16,666	246,000
2017-18	12,821	325,000
2018-19	12,821	170,000
Total	60,257	788,000

Currently, the Project is in its final stage of implementation and as per the Project Document (ProDoc), at the end stage of the Project, its final evaluation is to be done. The current study has conducted the final evaluation of the Project. The findings of the evaluation will be used for designing the next phase of the Project.

1.2 Objectives and Scope of the Study

The principal objective of the current evaluation was to assess the **outputs** and **results** achieved by the K4DM project during its lifespan starting from 2014 to 2019. More specifically, this evaluative study had ***three*** objectives:

i) ***To examine the relevance, efficiency, effectiveness and sustainability*** of the project implementation based on the criteria for evaluation set by the Development Assistance Committee (DAC) of the Organization for Economic Cooperation and Development (OECD), which would be detailed out in the methodology section.

ii) ***To be informed about the lessons learned from the project*** by answering the following questions:

- What has worked (some best practices) and what has not as well as observations related to the project design, management and operation of the K4DM.
- What were the value additions by the project in terms of the change in the arena of Development Management?
- What is UNDP's attribution to the achievements of the project?
- For better results what could be done?
- What other results that the project could produce?

iii) ***To offer recommendations for the future*** through answering the following questions:

- Considering the progress made thus far (highlighting the best practices), what could be the future steps?
- What could be further improved if UNDP or any other agency implements a similar project soon?

1.2.1 Scope of Evaluation

Three Components of the Project representing each of the building blocks mentioned before was the central focus of the current evaluation. They are as follows:
Component 1: Coordination for Transformational Results (meaning changes that sustain) of UNDP -led development interventions
Component 2: Collaboration for Transformational Results
Component 3: Support for Transformational Result

The project Monitoring and Evaluation (M&E) Framework contains the expected outputs and the target/indicators of each of the above components (Table 1.2) of the Project. The current evaluation has assessed the Project components across the OECD criteria for evaluation: ***relevance, efficiency, effectiveness*** *and* ***sustainability***.

Table 1.2: Project Components and the Expected Output

Project components		Expected Output	Target/Indicators
1.	**Coordination for Transformational Results**	Output 1: Programming Manuals revised and implemented	1. Number of joint meetings/ consultation sessions organized on NEX/NIM (at least 2 meetings per year) 2. Approval of NEX/NIM manual by GoB and UNDP 3. Revised SOP for managing UN assistance at the country level established (at least 75% of all NPDs/PMs completed training 4. Compliance to NIM and other procedures improved (50% reduction of NIM audit observation)
		Output 2: Project Information Repository Platform Operationalized	1. Establishment of information repository at ERD 2. % of ERDOC information updated in the repository (Target 75%) 3. Number of officials trained on relevant development issues and use and administration of the information repository
		Output 3: Collaboration on resource mobilization strengthened	1. Number of scopes and areas of collaboration for resource mobilization identified 2. Number of experiences sharing event organized for GoB officials with other countries and partners
2.	**Collaboration for transformational results**	Output 1: Strategic research/collaboration supported (knowledge partnerships with civil society and systems of	1. Number of eminent persons given consent to join the EPG 2. Number of consultative session organized by GoB with eminent persons 3. Number of policy recommendations prepared and published through dialogue

		regular consultation with grassroots institutionalized)	with civil society consultative group
		Output 2: Platform for engagement with NRBs established (ERD leverages non-resident Bangladeshi experts and other international experts to bridge knowledge gaps)	1. Identified potential areas of diaspora engagement 2. Number of event of engagement of diaspora facilitated by the project 3. Developing institutional arrangement for NRB engagement
		Output 3: South-South and Triangular cooperation partnership established and/or strengthened for development solutions	1. Number of South-South and triangular cooperation partnership developed by ERD 2. Number of national SS&TC partnerships delivering measurable and sustainable development benefits for participants. 3. Development of institutional mechanism for promotion of South-South and Triangular cooperation 4. Number of inter-ministerial meetings and consultations organized
3	**Support for transformational Results**	Output 1: Services for Transformational Results Rendered	1. Number of economic research supported for UNDP projects (At least 3) 2. Number of evaluation/M&E activity supported for UNDP projects (At least 3) 3. Number of communication and advocacy events supported (At least 4) 4. Number of gender results for project supported (at least 4)
		Output 2: Strategic mechanisms to review progress towards Human Development Established	1. Advisory board formed and the theme of NHDR finalized 2. Draft report prepared and circulated for feedback within eight months of the setting up of the NHDR team 3. Validation, Publication and dissemination of the report
		Output 3: Fund for Prototype development established	1. Number of projects prototype scaled up per year in partnership with donors 2. Number of team (joint UNDP-Line ministry) supported each year for prototype development

This is important to note that although the project did not have any component dedicated to the gender issue but the current evaluation has assessed the gender aspects of each of the component as a cross-cutting issue.

1.3 Methodology

The current study relied on both secondary and primary data collected through both qualitative and quantitative approaches.

Secondary data for the study were collected through documentary survey, which included the review of the Project Document (ProDoc), Technical Project Proforma (TPP), annual work plans and budgets, quarterly and annual progress reports, quarterly and annual expenditure reports, minutes of the Project Executive Board meetings, any other public documents and publications of the K4DM.

Primary data for the study were collected through adopting both qualitative and quantitative techniques. Qualitative data were collected through Key Informant Interviews (KIIs) and FGD while quantitative data were collected through questionnaire survey.

Key Informant Interviews (KIIs): The study interviewed 23 key stakeholders of the project including: the mid- high-level decision makers from the ERD (6), high officials of UNDP management (3) high officials of line ministries and other relevant organizations (7) General Economic Division of Bangladesh Planning Commission (1); high level Project Officials (4); midlevel Project Officials (2). **Annex 1** provides the list of interviewees.

Table 1.3: Stakeholders Interviewed

Organization/Institutions	No. of Stakeholders to be Interviewed
ERD High and mid-level officials	6
UNDP Top Management	3
Line Ministries/Relevant Organization	7
GED of Bangladesh Planning Commission	1
Project Officials (current and former Project Directors and Project Managers)	4
Mid level Project officials	2
Total	23

Focus Group Discussions (FGDs): 2 FGDs with 8-10 officials were conducted in both supply and beneficiary sides. At the supply side, 1 FGD was held with the mid-level K4DM project staff of UNDP and at the beneficiary side 1 FGD was held with the mid-level officials of ERD and the line ministries having relevance with the project.

Questionnaire Survey: Quantitative data for the study were obtained through questionnaire survey in order to assess the relevance, efficiency, effectiveness and sustainability of the project by using a rating scale. In this regard, the Rating Scale for project dimensions (UNDP, 2011) was used (Table 1.4). The survey was administered on almost all the respondents of the KIIs numbering 20.

Table 1.4: Rating Scales for Project Dimensions (UNDP, 2011)[6]

Project dimension	Rating scale
Effectiveness of project outcomes	6 points. Highly Satisfactory (HS): no shortcomings [7] 5 points. Satisfactory (S): minor shortcomings 4 points. Moderately Satisfactory (MS): moderate shortcomings 3 points. Moderately Unsatisfactory (MU): significant shortcomings 2 points. Unsatisfactory (U): major shortcomings 1 point. Highly Unsatisfactory (HU): severe shortcomings
Efficiency of project outcomes	6 points. Highly Satisfactory (HS): no shortcomings[8] 5 points. Satisfactory (S): minor shortcomings 4 points. Moderately Satisfactory (MS): moderate shortcomings 3 points. Moderately Unsatisfactory (MU): significant shortcomings 2 points. Unsatisfactory (U): major shortcomings 1 point. Highly Unsatisfactory (HU): severe shortcomings
Relevance of project outcomes	1 point. Relevant (R) 0 point. Non-relevant (NR)
Sustainability	4 points scale: 4Likely (L): negligible risks to sustainability 3Moderately Likely (ML): moderate risks 2Moderately Unlikely (MU): significant risks 1Unlikely (U): severe risks

[6] UNDP (2011) UNDP Evaluation Guidance for GEF-Financed Projects Version for External Evaluators.

[7] Definition of scales:

-Highly satisfactory (HS). The project had no shortcomings in the achievement of its objectives in terms of relevance, effectiveness, or efficiency.

- Satisfactory (S). The project had minor shortcomings in the achievement of its objectives in terms of relevance, effectiveness, or efficiency.

- Moderately satisfactory (MS). The project had moderate shortcomings in the achievement of its objectives in terms of relevance, effectiveness, or efficiency.

- Moderately unsatisfactory (MU). The project had significant shortcomings in the achievement of its objectives in terms of relevance, effectiveness, or efficiency.

- Unsatisfactory (U). The project had major shortcomings in the achievement of its objectives in terms of relevance, effectiveness, or efficiency.

- Highly unsatisfactory (HU). The project had severe shortcomings in the achievement of its objectives in terms of relevance, effectiveness, or efficiency.

[8] Definition of scales is as above.

Table 1.5. Presents the methodology of the study in detail.

Table 1.5: Parameters for Evaluation and Methodology

Focus	Indicators	Methodology
Relevance	• Are the project outcomes consistent with the national and UNDP priorities? • Did they remain relevant over time?	Documentary Survey; KII; Questionnaire Survey, FGD
Efficiency To which extent was best value-for-money obtained (results delivered vs resources expended)?	• Assessing programme's budgeting and procurement procedures including analysis of (i) budget spent vs planned, (ii) how value for money is achieved through effective procurement and contracting. • Assessing the relevance of various project activities and its bearing on the project's objectives.	Documentary Survey; KII; Questionnaire Survey
Effectiveness To which extent were the objectives achieved?	• Assessing the performance of the project against its M&E framework, log-frame and against the note on hand-over of responsibilities from UNDP to ERD • Assess results the project may have had beyond its M&E framework • Assessing the positive and negative, foreseen and unforeseen changes and effects driven by project-supported interventions • What were the major factors influencing the achievement or non-achievement of the objectives? • Assessing progress against recommendations from previous reviews	Documentary Survey; KII; Questionnaire Survey; FGD
Sustainability	• National ownership of the results and the likely ability of project-supported interventions to continue to deliver benefits for an extended period of time after completion. • Assess project's role in influencing wider policy at national and international level.	KII, Questionnaire Survey

Finally, UNDP evaluation principles outlined in the UNDP Handbook on Planning, Monitoring and Evaluation (2010), UNDP guidelines for reviews and UNEG "Ethical Guidelines for Evaluation" was followed while doing the evaluation. **Annexes 2-6** provide the questionnaire for interviews and survey.

1.4 Data Analysis

Both qualitative and quantitative data obtained for the study were processed manually. Information obtained from interviews and FGDs were recorded, analyzed and cross checked/matched with the data/information obtained from the documentary and questionnaire survey.

1.5 Organization of the Report

The report has been organized into seven chapters. Chapter 1 introduces the objectives, scope and methodology of the current evaluative study. Chapters' 2-5 deal with the findings on four criteria of evaluation: relevance, effectiveness, efficiency and sustainability of the K4DM project respectively. Chapter 6 provides an account on the lessons learnt from the Project experience and the final chapter offers recommendations and way forward.

1.6 Limitations of the Study

They current study would have been more conclusive had there been a baseline study of the Project available. Mid-term evaluation was also not done during the Project period. The Quarterly and Annual reports of the Project available were also not found to be that helpful for the current evaluation as they were not detailed enough and based on any in-depth study on the Project performance. As a result of the non-availability of any kind of previous evaluation, the findings of the final evaluation could not be complemented by or compared with the findings of any other study. This kind of comparison would have facilitated making the findings of the current study more solid than it is now.

Chapter 2
Relevance of the Project

2.1 Introduction

Relevance of the objectives of a project with national and international priorities is critical for its survival and sustenance. The K4DM project aims to increase the capacity of the ERD to mobilize external resources for accelerating growth. More specifically, the project aimed to explore the innovative alternatives for resource mobilization and their effective utilization through stakeholder collaboration and capacity enhancement of the ERD. The current chapter examines how relevant the objectives of the K4DM project with national and international priorities.

2.2 Relevance with National Priorities

Priorities of the Government of Bangladesh (GOB) are reflected in various national documents including: i) Vision 2021; ii) Perspective Plan (2010-21); and iii) the 7th Five Year Plan (2016-20).

i) Vision 2021:

"Bangladesh Vision 2021", announced in December 2008, aspires to adopt forward looking plan for transforming Bangladesh into a knowledge based and technology driven middle income country by 2021. The vision includes eight inter-linked goals and 85 activities and standards for achieving the goals. Three of eight goals of the Vision 2021 have relevance with the objectives of the K4DM project. Table 2.1 shows the relevance.

Table 2.1: Relevance of the K4DM Project with Vision 2021

National Priority Document	Goals/Priorities having relevance with K4DM	Relevant K4DM Objectives
Vision 2021	Goal: To become a poverty-free middle-income country	One of the objectives of the K4DM is to explore innovative sources of resources to attain Bangladesh's development agenda of being a middle income country.
	Goal: To develop a skilled and creative human resource	The project aims to develop the capacity of government officials to guide the development process through leveraging knowledge management tools.
	Goal: To become a globally integrated regional economic and commercial hub	Project aims to promote new knowledge and resource partnerships under the canopy of South-South and Triangular Cooperation

ii) Perspective Plan (2010-21)

In 2010, Vision 2021 was transformed into the Long- Term Perspective Plan (2010-2021). The Perspective Plan sets the strategic directions/ targets and provides a broad outline for the course of actions for making the Vision 2021 a reality. Targets set in the Perspective Plan (2010-21) were to be implemented through the 6th (2011-15) and 7h Five Year Plans (2016-20).

The K4DM Project objectives have relevance with three development priorities of the Perspective Plan They are:

Table 2.2: Relevance of the K4DM Project with Perspective Plan (2010- 2021)

National Priority Document	Goals/Priorities having relevance with K4DM	Relevant K4DM Objectives
Perspective Plan (2010-21)	Ensuring broad based growth	The ultimate goal of the project is to contribute to the achievement of an inclusive economic growth which is one of the 4 pillars of UNDAF action Plan through its different initiatives.
	Addressing globalization and regional cooperation	One of the objectives of the Project was successful leveraging of new cooperaton and partnership modalities such as South-South and Triangular Cooperation.
	Establishing a knowledge -based society	K4DM aims to promote knowledge-based decision making process, develop knowledge partnerships and leveraging this resource in policy making. It also provides knowledge services to the officials of ERD and other ministries through capacity building initiatives.

iii) 7th Five Year Plan (2016-20)

The core theme of the National 7th Five Year Plan is "Accelerating Growth, Empowering Citizens". The utmost attention has been given to job creation in the economy, accelerating GDP growth to 8percent and ensuring equitable income distribution to reduce extreme poverty to around 8.9% and empower the citizen. The Plan will also pursue a strategy for capital formation by mobilizing higher domestic and foreign investment in order to achieve 8% annual average growth rates. The development approach underlying the Plan is consistent with the K4DM project objective of mobilizing resources to facilitate acceleration of economic growth. The plan will be implemented by mobilizing private investment, with a focus on PPP initiative and FDI attracting where public investment will create the investment climate for a favourable pro-business growth.

Table 2.3: Relevance of K4DM project with the 7th Five Year Plan

National Priorities	Goals/Priorities having relevance with K4DM	K4DM Objectives Relevant to the 7th Five Year Plan
7th Five Year Plan (2016-20)	Goal 1: Income and Poverty -Attaining average real GDP growth rate of 7.4% per year of the Plan period -Reduction of extreme poverty by about 4.0 percentage points	With a view to increase income and reduce overall poverty of the country K4DM project aims to contribute to the process of exploring the innovative alternatives for resource mobilization and their utilization through collaboration between all stakeholders.
	Strategies for Sectoral Development (General Public Service) Improving capacity of public administration will be one of the important areas of intervention to improve overall development performance.	Core objective of the project was to develop capacity of ERD to manage and guide the development process but while in operation it extended its capacity building initiative to other ministries in order to bridge the knowledge gap between the ERD and other ministries of government and also to have a broader impact of the capacity building initiative across government.

Thus, the above Tables (2-1.- 2.3) demonstrate that the objectives of the K4DM Project have relevance with the national priorities of the Government of Bangladesh. In some cases, such relevance is direct while in other cases, it is little indirect, meaning the issues are not explicitly pronounced as the Project objectives as they are in the national documents but the Project activities are ultimately geared towards achieving them.

2.3 Consistence with the International Priorities

The K4DM Project objectives were consistent with the international priorities including the SDG Goals and UNDP priorities

2.3.1 Relevance with SDG Goals

During the Post MDG period the World has set its development agenda called the Sustainable Development Goals (SDGs), which is now being considered as the international priorities for all countries across the Globe. The SDGs contain 17 goals to transform the World. One of the key focuses of the K4DM Project was to generate resources for SDG implementation. The Project objectives have relevance with a number of goals and targets of SDG. Table 2.4 shows this relevance in detail.

Table 2.4: Relevance of K4DM project with the SDGs

International Priorities	Goals/Targets having relevance with K4DM	Relevant objectives of K4DM
SDG Goal/Target	Goal 1: End poverty in all forms everywhere	The objective of the K4DM Project was to contribute to exploring innovative alternative resources for financing SDG implementation and thereby poverty reduction and facilitating the country being a middle-income country.
	Goal 17. Strengthen the means of implementation and revitalize the global partnership for sustainable development	One of the building blocks of the Project was to leverage new partnership modalities such as South-South and Triangular partnership, public-private partnership in support of UNDAF results.
	Indicator 17.6.1: Number of science and /or technology cooperation agreements and programs between countries, by type of cooperation	Th Project aimed to establish various cooperation between the countries under the canopy of South South and Triangular Cooperation.

2.3.2 Relevance with UNDP Priorities

UNDP priorities are demonstrated in the Country Programme Document (CPD) 2017-2020, UNDAF and Strategic Plan. The ProDoc mentions that the Project directly contributes to the achievement of Bangladesh UNDAF outcomes. Some specific targeted outputs of other documents have also been found to be relevant to the K4DM Project objectives. Table 2.5 provides the details.

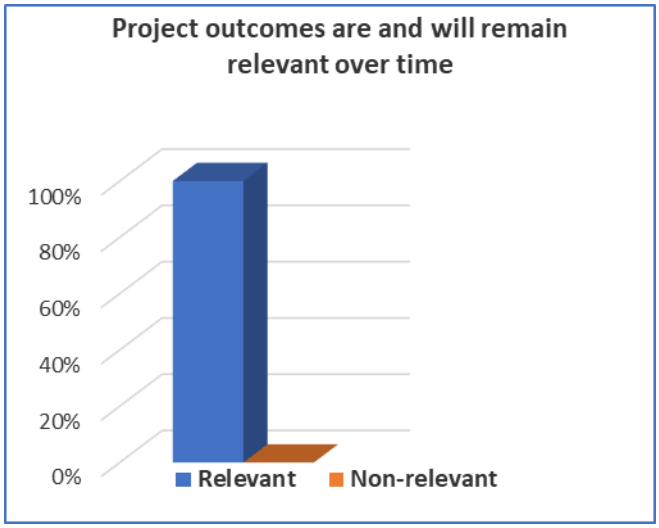
Table 2.5: Relevance of the K4DM Project with the UNDP Priorities

UNDP Policy Documents	Outputs/Outcome having relevance with K4DM	Relevant objectives of K4DM
Country Programme Document (CPD) Outcome/Output	Outcome 2: Develop and implement improved social policies and programs that focus on good governance, reduction of structural inequalities and advancement of vulnerable individuals and groups.	The K4DM aimed to develop knowledge partnerships and strategic research collaboration with the civil society in order to utilize their expertise as inputs for effective policy making.
	Output 2.1: Civil society, interest groups, relevant government agencies and political parties have tools and knowledge to set agendas and to develop platforms for building consensus on national issues.	The Project formed Eminent Persons Group (EPG) as a platform for building a consensus among the civil society and relevant government agencies on development agenda, the recommendations from which were supposed to feed the ministries to identify the priority issues and make policies accordingly.
UNDAF Output	Outcome 1.1: Government institutions at the national and sub-national levels are able to more effectively carry out their mandates, including delivery of public	The project aimed to contribute to this outcome through undertaking initiatives for capacity building of government officials as a cross cutting issue of the project.

	services. Output1.1.4: The civil service has greater institutional capacity and better business process	
Strategic Plan Outcome/Output	Outcome 7: Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles	The K4DM Project emerged to contribute to the reduction of poverty and inclusive economic growth through identifying the innovative alternatives for resource mobilization.
	Output 7.5: South-South and Triangular cooperation partnerships established and/or strengthened for development solutions	The Project Output 3 under Component 2 states: South-South and Triangular Cooperation established and strengthened

The questionnaire Survey conducted under the study to elicit opinions of the officials about the relevance of the K4DM Project with national, international and UNDP Priorities, found positive response from all. In addition to this, all the respondents (100%) opined that the project outcomes were and would remain relevant over time.

Figure: 2.1 Relevance of the Project Outcome Overt time: Perception of the Officials



2.4 Conclusion

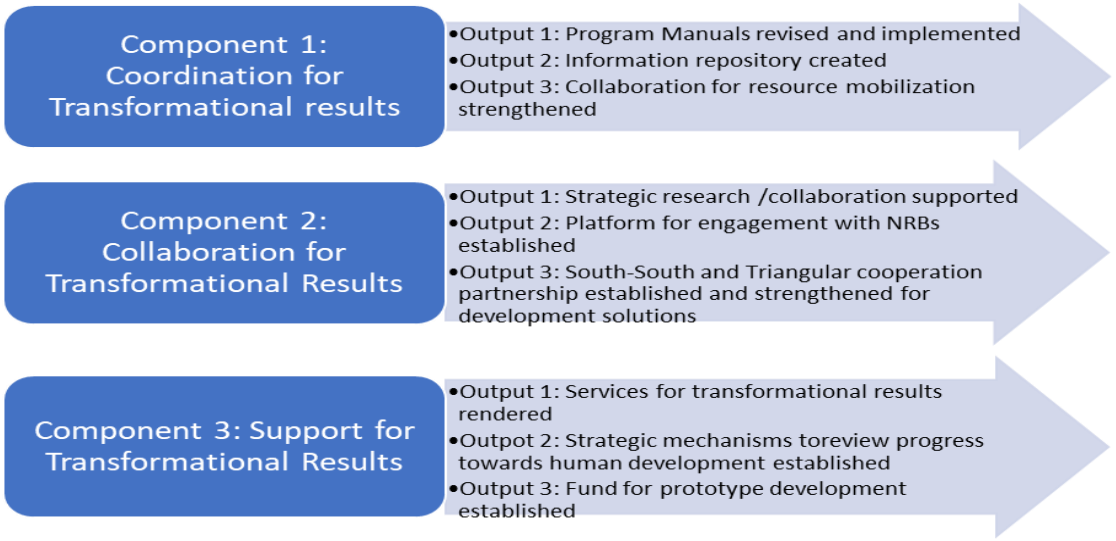
Preceding discussion shows that the K4DM Project objectives and outputs have relevance with both national and international priorities. The Project outputs were found to have both direct and indirect relevance with the national priorities demonstrated in the Vision 2021, the Perspective Plan (2010-21) and the 7th Five Year Plan (2016-20). Similarly, the project outputs/objectives were also found to have explicit/implicit relevance with the priorities of the SDGs and the UNDP. This provides a testimony to the fact that the Project has high relevance with the wider national and international development priorities which will even surpass the present context and beyond. Primary data obtained from questionnaire survey also endorsed this fact. Query about the relevance of the project outcomes in the current context and beyond was responded positive by all the respondents.

Chapter 3
Effectiveness of the Project

3.1 Introduction

"Effectiveness" is always related to goal attainment. With a view to achieving the objectives of the project, the K4DM project, had three broad components: i) Coordination for transformational results; ii) Collaboration for transformational results; and iii) Support for transformational results. The Monitoring and Evaluation (M&E) Framework of the Project specified the expected outputs and the targets/indicators for each of these components.

Figure 3.1: Components of K4DM Project and the Targeted Outputs



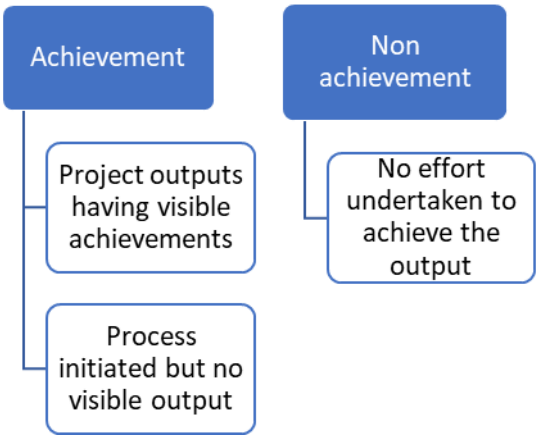
The current chapter examines the effectiveness of the K4DM project in terms of achieving the expected project outputs under each component.

3.2 Project Achievements/Non-Achievements Against its M&E Framework

K4DM was not an infrastructure development project, it was about knowledge generation and its management, which tended to take a while to produce a visible outcome. For this, it is difficult to assess the effectiveness of the Project straight way in terms of goal attainment. The study found that almost all the Project activities were initiated while some of them could achieve the target but some couldn't. There were some initiatives of the Project which had a serious move to reach the target but could not achieve that within the Project life. These initiatives cannot be justifiably termed as a "failure" rather the achievements of those initiatives should also be given their due recognition. Based on this premise current evaluative study has categorized the performance of the Project as follows: i) Project initiatives having visible achievements; ii) Project activities initiated but no visible output achieved; iii) No effort

undertaken to achieve the target. The current study terms the first two categories of performance as "achievements" while the third one can be termed as "nonachievement".

Figure 3.2: Categories of Performance of the Project



3.2.1 Project Achievements against the M&E Framework

As mentioned in Figure 3.2, against the M&E Framework, project achievements explain two conditions, which are discussed below:

A. Project Outputs Having Tangible Achievements Against the M&E Framework

The Project could attain three significant achievements in terms of producing tangible outputs, which are as follows:

1. *Creation of Information repository at ERD/ERD Pedia (Output2 under Component 1)*
2. *NRB Engagement in National Development (Output 2 under Component 2)*
3. *South-South and Triangular Cooperation (Output 3 under component 2)*

1. Creation of Information repository at ERD/ERD Pedia (Output 2 under component 1)

Output 2 under Component 1 of the project was about the creation of an online information repository, a document management software, where ERD's all-important treaties/reference materials would be made available with easy search and download facilities[9].

In 2017, an information repository called the ERD Pedia was created and installed at ERD (URL is erdpedia.erd.gov.bd). From knowledge management perspective ERD Pedia was a commendable initiative of K4DM. The project made the largest investment for this output. It provides digital

[9] Minutes of the 2nd Meeting of the Executive Board held on 2nd October, 2016

information service in a wider scale connecting all 10 wings of ERD. Hence all the officials of ERD have access to the repository. Currently, the Pedia has 140 active users.

Prior to the creation of the Pedia, ERD's documentation center (ERDOC), established around thirty years ago, had been using some library software for digitization of its documents in a limited scale. Explaining the data storage situation at ERD before the creation of information repository, during interview, a high official commented:

"ERD didn't have any institutional memory, the officials were not well informed about the projects/agreements being signed/ undertaken/terminated/ which official is joining/leaving ERD. The idea of forming ERD Pedia was to improve accessibility and availability of institutional information to the ERD officials and they are now enjoying its benefits".

Box: Operationalization of Information Repository

- A document management software for the information repository has been developed and installed at ERD.
- Around 120,000 pages of ERDOC documents have been digitized and uploaded in the software.
- Total 133 Class I and Class II officials and staff of ERD have been provided training on the use of the repository.
- An operational manual for using the software has been developed
- Focal point officers were assigned from all wings of ERD for coordination and facilitation
- A refresher course on ERD Pedia for the ERD officials was organized with a modified module in July 2019.
- Assessment of its current status is underway

Agreements/Treaties preserved at the ERDOC have been scanned and uploaded in the system. Contents of books available in the ERDOC have also been scanned and uploaded. In addition, reports of other organizations working with ERD are also available in ERD Pedia. Table 3.1 compares the project achievements with the targets set in the M&E Framework, which demonstrates that ERD Pedia has achieved almost all the targets /indicators set in the Framework.

Table 3.1: M&E Targets for Information Repository and Project achievements

Targets set in the M&E Framework	Project activities
Establishment of information repository at ERD	At the UN Wing of ERD, an information repository has been established
% of ERDOC information updated in the repository (Target 75%)	More than 75% of the ERDOC information has been uploaded and 90-95% of information updated in the repository
Number of officials trained on relevant development issues and use and administration of the information repository	133 officials and staff of ERD were trained on the use and administration of ERD Pedia

FGD and KIIs with ERD officials informed that ERD Pedia was found to be very useful. This has immensely increased their access to information since it makes the documents (even many old ones) of ERD easily

available to them within no time which saves their time. However, some limitations of the Pedia were also identified by the respondents of the study, which are as follows:

Limitations of ERD Pedia

- Access to the ERD Pedia is restricted to the ERD officials only. The officials of other ministries do not have access to it with the excuse of official secrecy, which contradicts with the spirit of RTI.
- Huge fund was disbursed for imparting training to the officials and a user guide was also prepared but around 20 percent of the officials trained on the usage of ERD Pedia during the project period were transferred. This has affected the use of the Pedia by the newly joined officials.
- Percentage of the user is not as high as expected. Use of the Pedia has still remained occasional not frequent.
- At the ERD there is no official in charge for managing the Pedia. System analyst ERD is responsible for running the system while different wings are responsible for updating the data/uploading new information. Centrally, the cataloguer of ERDOC is responsible for updating the information.

2. Establishing a Platform for Engaging NRBs (Output 2 under Component 2)

Under the Component 2 of the project (Collaboration for transformational results) the expected Output 2 was the creation of a Platform for engagement with Non-Resident Bangladeshis (NRBs). The Project aimed to leverage the NRBs to bridge the prevailing knowledge and resource gaps in the country.
NRB refers to permanent migrants living in different countries either as citizens or on long term permits who are also known as "Bangladeshi diaspora". It is estimated that nearly 2.4 million Bangladeshis are living in as many as 162 countries permanently and many of them are highly skilled and well established and moreover, many of them also retain a very strong emotional ties with Bangladesh, with which comes an interest in matters related to the development in their homeland (Monem, 2018)[10]. Thus, the ever growing NRBs have immense potentials to make substantial contribution to Bangladesh's development in terms of sharing their skill, knowledge and expertise (Monem, 2018). Unlike other countries including China, Lebanon, India and Iraq, NRBs in Bangladesh remained an untapped resource to support the national development agenda until the K4DM project initiated the idea and sensitized the government officials to operationalize and institutionalize it. National platform for NRB engagement has been developed, series of conferences, workshops on NRBs were held and a number of exposure visits have taken place.

[10] Monem M (2018) Engagement of NRBs in National Development: Strategies, Challenges and Way Forward, Economic Relations Division, Ministry of Finance.

Box: Creation of NRB Platform and Institutionalization of the Concept

- Under the project, a high-powered Task Force at the National level has been created which acts as a platform to deal with NRB issues. Two meetings of the Task Force have already been held so far.
- In addition to the National level Task Force, many Committees of NRBs have also been formed in different countries including the USA, Saudi Arabia.
- The project organized an international seminar in December 2017 which was attended by a good number of NRBs from different countries.
- Convention of Expatriate Engineers (CONE) was organized in February26-27, 2019 and a Conference of physicians is going to be held in December, 2019.
- Several sharing sessions were organized to share different modalities and best practices of engagement among the stakeholders
- Draft Standard Operating Procedure (SOP) has been developed for NRB engagement and waiting for endorsement of the Task Force.
- NRB website has been developed (www.nrb.gov.bd) through which NRBs can submit projects. So far ERD has received 20 projects from NRBs, which later were sent to the relevant ministries for scrutiny. Out of 20 projects 2 projects have already been approved.
- NRB Cell has been established at ERD where a government official of Deputy Secretary rank has been deployed as NRB desk officer. Function of this cell is to do secretarial work like maintaining communication, resolution, arranging Task Force Meeting etc.
- Conducted a workshop in Jeddah on 'Engaging Non-Resident Bangladeshis in National Development of Bangladesh'.
- Workshop on the Recommendations on NRB Engagement and Way forward on 28 April 2019.
- On July 14, 2019, a workshop was held on "Engagement of Non-Resident Bangladeshis in National Development-The Way Forward" in New York, USA.
- Ministry of Expatriate Welfare (MOEW) has taken steps to create NRB cell at each embassy of foreign country.
- A knowledge material has been produced on the potentialities of NRB engagement in the development process which has offered a framework for this called the PIE (Philanthropy, Investment, Expertise sharing)
- Four foreign exposure visits on NRB were organized.

Table 3.2 compares the project achievements related to the establishment of a platform for NRB engagement with its M&E targets, which reveals that the project could fulfill all the targets successfully.

Table3.2: M&E Targets for Establishing Platform for Engagement with NRBs and Project Achievements

Targets/Indicators Set in the M&E Framework	Project Achievements
1. Identified potential areas of diaspora engagement	An in-depth study titled "Engagement of NRBs in National Development: Strategies, Challenges and Way Forward" has identified three broad areas of diaspora engagement: Philanthropy, investment and sharing Expertise.
2. Number of events of engagement of diaspora facilitated by the project	Project facilitated two Conferences /Conventions and four exposure visits engaging diaspora
3. Developing institutional arrangement for NRB engagement	Government approved NRB Cell has been established at ERD, a high-level Task Force has been formed, NRB Website and draft SOP for NRB engagement have been developed.

Response from NRBs to the Project Initiative

With the advent of floating the idea of NRB engagement by the ERD through K4DM project, it received a huge positive response from NRBs. Forty NRBs from different countries attended the first International Conference held in 2017 on their own expenses. The project did not provide any air fare to them, which demonstrates the degree of willingness of NRBs to get engaged in the development process of the country. Many respondents during interview termed this as a "great success" of the project. Many NRBs are now willingly contacting the NRB Cell. One of the respondents during interview informed, "President of NRB platform has currently been working in Bangladesh and along with him 20 NRB engineers have come to Bangladesh". He also added,

"In Saudi Arabia ERD engaged the Embassy and arranged a workshop attended by 400 NRBs where the nature of engagement of NRBS (PIE) working there was explored. From Britain, a renowned surgeon wanted to provide free service (surgery) in the country but due to internal issues among the physicians this step couldn't succeed".

3.South-South and Triangular Cooperation (SSTC) Partnership Established (Output 3 under Component 2)

Output 3 under Component 2 (Collaboration for Transformational Results) was another successful initiative of K4DM, the target of which was to establish/strengthen South-South and Triangular cooperation for development solutions.

South-South Cooperation refers to collaboration among countries of the South (including China, India, Islamic Republic of Iran, Kuwait, Malaysia, Saudi Arabia, Turkey and United Arab Emirates) in the form of increased volume of South-South trade, foreign direct investment, movement towards regional integration, technology transfers, sharing of solutions and expertise and other forms of exchanges. Triangular cooperation is collaboration in which traditional donor countries and multilateral organizations facilitate South-South initiatives through the provision of funding, training, management and technological and other forms of support (Momen, 2017)[11]. In recent years South-South Cooperation has emerged as an important modality of development cooperation in the context of restraint global aid scenario. Momen (2017) notes:

"The Southern countries hold 40% of the world's resources. New pattern of trade, investment and other economic linkages among the global South are emerging rapidly. Some Southern countries have their own way of development which is worth sharing and replicating in other countries".

Thus, effective utilization of South-South and Triangular cooperation can be an important source of resource mobilization (in terms of fund/technology/knowledge transfer) for attaining national development but full potential of such cooperation has not yet been fully explored. From this realization, the K4DM project rightly picked up the issue as one of its priorities and undertook various

[11] Momen Abdul (2017), South-South Cooperation for Financing SDGs, Economic Relations Division, Ministry of Finance, Government of Bangladesh, Dhaka.

measures ranging from generating knowledge product to holding Ministerial Meeting, organizing national and international seminar, creation of a Cell at ERD and so forth for establishing institutional mechanisms for promoting such cooperation. The Box below presents the measures taken by the project in this regard.

Box: Project Activities related to Promoting South-South and Triangular Cooperation

- Under the project, an in-depth study titled "South-South Cooperation for Financing SDGs" has been published as a knowledge product. Current Foreign minister was the consultant of this study, which facilitated the activities related to the formation of SSC cell at the ERD.
- One inter-ministerial meeting was held on 27th July, 2017, where the findings of the above-mentioned study was shared.
- One national Seminar has been organized
- South-South Cooperation Cell at ERD has been established which does the secretariat work related to SSC. A government official of Deputy Secretary rank has also been deployed at the Cell as the Desk Officer.
- UN wing of ERD has been made the focal desk for dealing with SSC through an official order.
- South-South Focal Points have been created in all Ministries.
- Under the SSC initiative, ERD has established a partnership with the Centre for Integrated Rural Development in Asia Pacific (CIRDDAP) since Asia Pacific island countries have some common needs and CIRDAP can coordinate them well.
- An international conference on South-South Cooperation on rural development will be organized in 2019 where 15 member countries of CIRDAP will be invited and the project will showcase the best practices of Bangladesh in rural development. The Conference will be jointly organized in partnership with K4DM, ERD, a2i and CIRDAP.
- The Project has compiled 17 best practices of different government and non-government agencies for sharing with the UN body. Out of 17 best practices 5 were selected by the UN, which would be shared with the countries of the global South.
- So far, three exposure visits were organized where 17 officials from ERD, PMO, Finance Division, Ministry of Commerce, General Economic Division and representatives from UNDP took part.
- Through the South-South Cooperation platform a project titled "South Asia Centre for medical physics and cancer research" has been approved and the 1st Batch of training in this regard has been completed in Savar.

The list of measures mentioned in the Box above demonstrates the enthusiasm of the Project with regard to SSTC resulting in many tangible outputs. The most significant of which was the creation of SSTC Cell at ERD and creating focal points in all Ministries. Despite undertaking numerous significant efforts, during the project life, establishing any partnership delivering measurable and sustainable development benefits for participants could not be accomplished. One initiative for collaboration with China (Beijing University) progressed well but could not be completed. Signing of MOU is still underway.

When compared with the M&E Framework (Table 3.3) it is revealed that the project could achieve all its targets related to SSC excepting one which is about establishing partnership delivering benefits. It should be noted that a number of partnerships are underway under the K4DM Project initiative and since developing partnership is a time-consuming process and involves many complex issues, the process couldn't be completed during the brief project period.

Table 3.3: M&E Targets for Establishing/Strengthening South-South Cooperation and Project Achievements

Targets Set in the M&E Framework	Project Achievements
1. Number of South-South and triangular cooperation partnership developed by ERD	ERD processed two partnership projects with China, but those were not completed.
2. Number of national SS&TC partnerships delivering measurable and sustainable development benefits for participants.	None
3. Development of institutional mechanism for promotion of South-South and Triangular Cooperation	South-South Cooperation Cell has been established at the ERD, Focal Points for SSC has been created in other ministries, a government official has been deployed as the Desk Officer at SSC cell at ERD, UN Wing of ERD has been made the Focal Desk for SSC through an official Order.

B. Process Initiated But No Visible Output

There remain a good number of outputs of the project, which initiated the process of achieving the targets but within the project duration no visible output could be achieved for various reasons which will be explained later in the chapter. They are as follows:

1. Program Manuals revised and implemented (Output1 under component 1)
2. Collaboration for resource mobilization (Output 3 under Component 1)
3. Strategic research and collaboration supported (Output 1 under Component 2)
4. Strategic Mechanisms to review progress towards Human Development established (Output 2 of Component 3)

1. Program Manuals Revised and Implemented (Output1 under component 1)

With a view to achieve the project objective of simplifying the programing procedure, Component 1 of the project targeted to revise the program manuals being used by the government called the National Execution Manual (NEX) and the National Implementation Modality (NIM) being used by the UNDP.
Integration of NEX and NIM was a priority of the ERD. Series of discussions on this issue was held in the Project Executive Board Meetings which used to be held twice a year between 2016-2018. The first meeting suggested to review the NIM in conjunction with NEX. The Second meeting informed that NIM had been prepared as a corporate guideline for UNDP operation all over the world and it was prepared by the Executive Board of UNDP where all the member states including Bangladesh remained present. Thus, there was no scope for revision of NIM although UNDP said that if government had any observation regarding NIM, they may look into it. The meetings onwards also had a threadbare

discussion on the revision of NEX and NIM and decided that UNDP and ERD would work together to fast track the NIM revision.

In addition to the joint meetings of UNDP and ERD, two sharing sessions were held where the revision of NEX/NIM was discussed. First, ERD organized a sharing session on the NIM on 10th July 2017 where it was decided that ERD would send its views on NIM Manual to UNDP for necessary action. Later, in May, 2018, under this activity and budget line a National Project Directors' (NPDs') Workshop was held. Throughout the discussions held in the workshop, "UNDP tried to explain to ERD that there is a subtle difference between NEX and NIM. It is not even clearly felt whether NIM or NEX is being followed. NIM is mostly followed than NEX because UNDP methods is flexible and faster", informed a UNDP official during interview.

When it comes to NEX manual, it still prevails because government hasn't yet formalized NIM. UNDP follows NIM but they write NEX/NIM because ERD wants to follow NEX. Thus finally, after a thorough discussion, both government and UNDP felt that the revision was no more necessary. During interview, a UNDP official informed:

"Government wanted to put a stroke on the revision. We also didn't want to open the pandora box in the name of revision. Otherwise, it would have taken another couple of years to settle this issue. It was agreed that both NEX and NIM will be used".

When project achievements related to the revision of program manual are compared with the M&E Framework (Table 3.4), in terms of conclusive output, to some extent, the project was a success because although the revision of NEX/NIM manual did not take place, an unwritten agreement between the UNDP and the Government was reached that "revision was not necessary".

Table 3.4: M&E Targets for Program Manuals Revised and Implemented and Project Achievements

Targets Set in the M&E Framework	Project Achievements
Number of joint meetings/ consultation sessions organized on NEX/NIM (at least 2 meetings per year)	Project Executive Board Meetings were held twice a year where the revision of NEX/NIM was regularly discussed, two sharing sessions and one National Project Directors' (NPDs') Workshop were also held to discuss the revision.
Approval of NEX/NIM manual by GoB and UNDP	No
Revised SOP for managing UN assistance at the country level established (at least 75% of all NPDs/PMs completed training)	No
Compliance to NIM and other procedures improved (50% reduction of NIM audit)	No

2. Collaboration for resource mobilization strengthened (Output 3 under Component 1)

With a view to financing SDG implementation and meeting the challenges of LDC graduation, the project activity of strengthening collaboration for resource mobilization aimed to explore innovative sources of financing and new modality of resource mobilization through collaboration between government and UNDP and other non-government entities. The Project aimed to support ERD to explore means of promoting such collaboration.

With regard to the output for collaboration for resource mobilization three significant activities were undertaken, which are as follows:

- A very informative and in-depth study titled "Resource Mobilization Strategies and Action Plan for Bangladesh" was conducted by Dr. Monzur Hossain in 2017. The study has identified the potential innovative areas and scopes for resource mobilization along with concrete strategies and action plans.
- The project organized an inter-ministerial consultation session on the report before it was finalized.
- Under this activity, Project organized two study visits for the officials of ERD and relevant line ministries to Philippines and India for exploring alternative means of resource mobilization including from diaspora engagement and government cost sharing.

Table 3.5 shows that against the M&E Framework the Project could accomplish the target of identifying the number of scopes and areas of collaboration for resource mobilization through the publication of a knowledge product and experience sharing events were also organized but ERD did not take any step to act upon the findings and experiences gathered from these activities.

Table 3.5: M&E Targets for Collaboration on resource mobilization strengthened and Project activities

Targets set in the M&E Framework	Project activities
Number of scopes and areas of collaboration for resource mobilization identified	One knowledge product produced identifying potential sources of resource mobilization
Number of experience sharing event organized for government officials with other countries and partners	Two foreign visits were organized

3. Strategic research and collaboration supported (Output 1 under Component 2)

Output 1 under Component 2 was to support strategic research collaboration. This was a kind of knowledge partnership between government and the resource persons. The idea was to create a pool of experts in different thematic areas called the Eminent Persons' Group (EPG) so that guidance from the opinion leaders can be obtained on key policy and development issues. As a knowledge generation initiative, formation of EPG aimed to facilitate the engagement of civil society and government, blending the knowledge of both parties from which some recommendations will emerge which would contribute to the policies of different ministries. The project aimed to publish these recommendations. The

objective was to prepare a policy brief with recommendations from the thematic groups and disseminate to the concerned ministries.

Accordingly, EPG was formed with 48 resource persons and the inaugural meeting of the group was held on 4th June, 2017. The core idea of this initiative was to engage the experts, Civil Society Organizations (CSOs), and the think tanks in the national policy making process, since currently, the scope of such engagement is very limited. Great enthusiasm was observed among the group members on developing partnerships with ERD on different policy issues. They were eager to know about the nature of their engagement and how their expertise will be utilized. In the first meeting of the group, three major recommendations came up: i) change of the nomenclature of the group from EPG to Consultative Group of ERD (CGE); ii) forming thematic groups; and iii) holding dialogues on contemporary issues and sending the recommendations to the concerned ministries as policy inputs.

TOR for EPG was prepared describing the structure of the group, modalities of organizing regular thematic session and other relevant issues, ten thematic groups were formed and four workshops were held on a good number of issues including: policy and governance, gender, challenges of governance, inclusive growth and decent work. After every meeting a report was prepared but they were not published.

A comparison of the Project achievements with regard to EPG with its M&E Framework also shows that the project took relevant initiatives but the final output in the form of published recommendations of the Group could not be attained.

Table 3.6: Project Achievements regarding the activation of EPG against the M&E Framework

Targets set in the M&E Framework regarding EPG	Project Achievements
Number of eminent persons given consent to join the EPG	Initially for strategic research collaboration a group of 48 was formed called the EPG. 4 thematic groups were formed
Number of consultative session organized by GoB with eminent persons	4 dialogues were held between 2017-18 but during the last year no meeting was held
Number of policy recommendations prepared and published through dialogue with civil society consultative group	None

Overall, the achievements of this initiative included: group was formed, meetings were held, dialogues were held but the failure was that reports were not published and communicated to the policymakers, which was the key objective of this knowledge partnership.

4. Strategic mechanisms to review progress towards Human Development Established (Output 2 of Component 3)

Preparing National Human Development Report (NHDR), which can act as a way forward to codifying results to be achieved from development interventions and examine how economic development and growth contributes to human development-- was one of the priorities of K4DM Project under

Component 3. The Project aimed to establish mechanisms to review progress towards Human Development in the country in consultation with other stakeholders which can be a good reference point at the national as well as international level[12]. Bangladesh was the pioneering country in preparing the NHDR in 1992 but no institutional memory on the process of that initiative is available neither at ERD nor at UNDP[13]. Hence, under the K4DM Project NHDR was planned to be prepared by 2021 and various steps were undertaken to achieve this output.

Box: Project Activities related to NHDR Preparation

- A synopsis for the development of NHDR has been approved by the former Finance Minister, Mr. Abul Maal Abdul Muhith
- Project could do advocacy for preparing NHDR and could get buy in the concept by the national and international experts.
- A 22 -member Advisoy Committee led by Dr. Selim Jahan, author of the Global Human Development Report was formed to provide guidance for selection of themes and contents of NHDR
- A 10 -member panel of authors/writer's pool comprising economists, sociologists and environmentalist and statisticians were formed to write the report
- Project organized 4 workshops attended by high level experts. The invitees showed immense interest in the initiative. Almost all leading think tanks including CPD, TIB, BRAC etc. were made engaged in the process.
- Proposed NHDR themes were discussed which included: climate change, employment for youths, peace and prosperity, teen ager's dream for future Bangladesh, inequality and human development
- Donors have shown keen interest to prepare NHDR. UNDP in particular has expressed its readiness to provide additional money to the project for preparing the NHDR if necessary with its own fund.

Thus, the initial works for preparing the NHDR was done but the initiative lost its momentum due to a stalemate created by the national level policy makers. After the changeover of the regime in 2018, the newly appointed Finance Minister sent a note to ERD that preparing NHDR does not fall under ERD's mandate rather it should be considered as a function of General Economic Division (GED) of the Planning Commission. On the other hand, the Planning Minister opined that GED was already overburdened with its works and it was unable to perform this function. It was then referred back to the ERD but the initiative did not progress further due to the lack of adequate support of government which will be discussed later in the chapter.

Table 3.7 shows that as per the M&E Framework initial preparations for writing the draft of NHDR were undertaken but no draft report could be prepared. The Project should be given credit for accomplishing all the preparatory works for the preparation of NHDR.

[12] Minutes of the 4th Executive Board meeting held on 30 July, 2017.
[13] Minutes of the 5th Project Executive Board meeting held on 29th March, 2018.

Table 3.7: M&E Targets for NHDR Preparation and Project activities

Targets set in the M&E Framework	Project activities
Advisory board formed and the theme of NHDR finalized	A 22-member Advisory Committee has been formed to provide guidelines for preparing NHDR and themes were proposed
Draft report prepared and circulated for feedback within eight months of the setting up of the NHDR team	No draft report prepared
Validation, Publication and dissemination of the report	No such activities were carried out

3.2.2 Non-Achievements of the Project

The current study refers to the outputs for which no step was undertaken to achieve the targets as "Non-achievements". Two outputs under Component 3 of the K4DM Project were left mostly unattended, which are as follows:

1. Services for Transformational Results Rendered (Output 1)

Under this output, supports planned to provide to the UNDP projects including: conducting economic research, evaluation/M&E activity, supporting gender results for project but in practice, no initiative was undertaken.

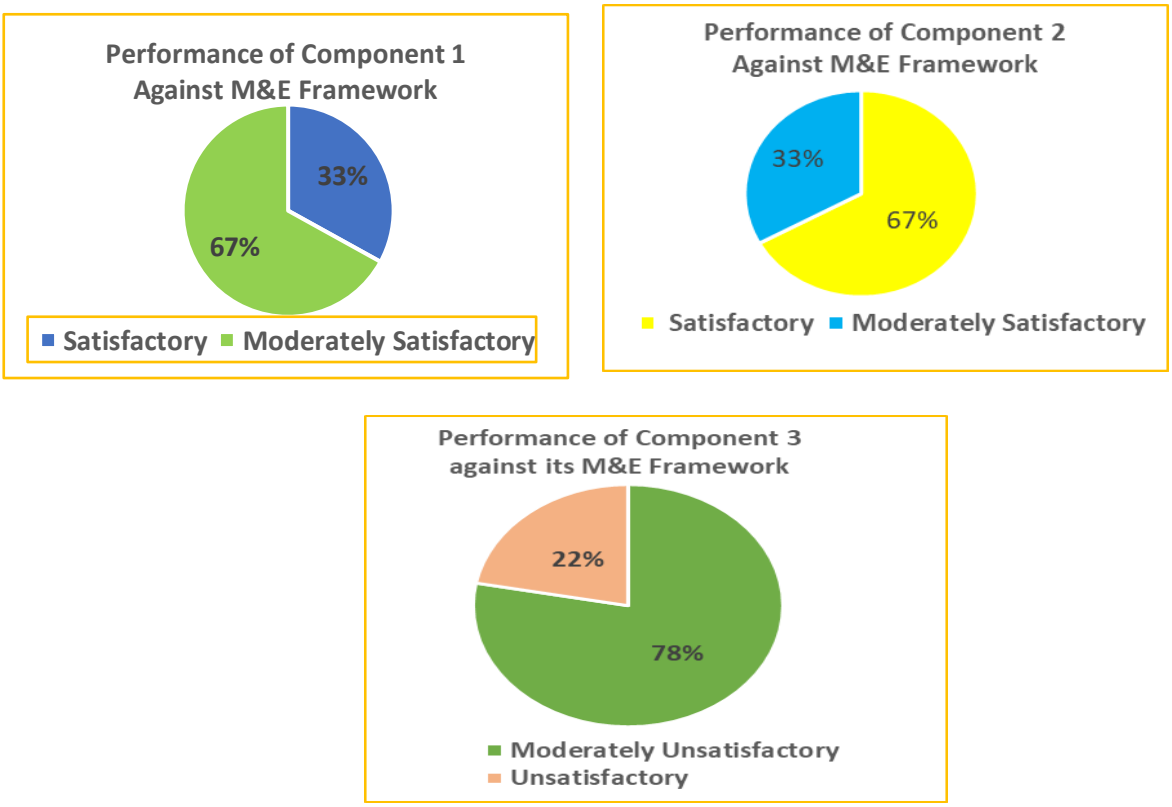
2. Fund for Prototype development established (Output 3)

This is another output for which no initiative was taken to achieve its targets.

3.3 Component wise Performance of the Project against its M&E Framework: Survey Findings

The current evaluative study attempted to measure component wise performance of the project through questionnaire survey (Figure 3.3).

Figure 3.3: Component wise Performance of the Project Against M&E Framework



The finding of the survey as presented in Figure 3.3 demonstrates that majority of the respondents (67%) opined that performance of Component 1 and 2 was "moderately satisfactory" (meant for having moderate shortcomings) while the remaining 33% of the respondents termed the performance as "satisfactory" (meant for minor shortcomings). Thus, on the whole, performance of Component 1 and 2 can be labelled as "moderately satisfactory". On the other hand, majority of the respondents (78%) termed the performance of Component 3 of the Project as "moderately unsatisfactory" (meant for significant shortcomings) while the remaining 33% of the respondents termed the performance of the Component as "unsatisfactory" (meant for major shortcomings). Thus, overall, the survey findings indicate that the performance of Component 1 and 2 of the Project was "moderately satisfactory" while the performance of Component 3 was "moderately unsatisfactory".

3.4 Results that the Project Could Achieve Beyond its M&E Framework

Beyond its M&E Framework the K4DM Project gave significant emphasis on its capacity building initiatives and "gender" was considered as a cross -cutting issue.

3.4.1 Capacity Building

Capacity building initiative of the K4DM Project could achieve significant results. The Project was initiated for enhancing capacity of the ERD officials but while in operation, the Project organized capacity development programs for the officials of ERD and other Ministries/Divisions where UNDP operates.

The ProDoc states that while focusing on bridging the ERD capacity gaps, the K4DM Project seeks to create a broader stake in capacity building for leveraging knowledge in development management by including line ministries. Though the term "capacity building" has not been explicitly used in the M&E Framework but the Prodoc mentioned that the Project would render services that would generate knowledge for development with a target of augmenting capacity of the officials of ERD for broad based development assessment focusing on the areas including policy analysis, finance, communication, advocacy, procurement etc. K4DM accomplished this task very effectively through organizing a series of workshops /trainings. In line with the objectives of the project, series of seminars/workshops/trainings were organized with a view to share/disseminate knowledge on emerging development concepts like South-South Cooperation and other important issues like procurement, GOB's financial system, operational procedure of UN agencies and so on[14].

Contents of Capacity Building Training

Negotiation Skills/Techniques
Economic Diplomacy
Results Based Management and Theory of Change
Aid Management and Aid Effectiveness
Project Management
Orientation of Young Civil Servants on SDGs and its Implementation
South-South and Triangular Cooperation
Right to Information
Use and Administration of ERD Pedia
Communicative English
GoB's Financial System
Leadership and change management skills
Gender and Development
Monitoring and Evaluation challenges and way forward

Source: Minutes of Executive Board Meetings

The Project often organized the training sessions in partnership with institutions having relevant expertise. For instance, trainings on communicative English, international negotiation, and economic diplomacy were arranged with support from the British council. The Box below provides information about the activities carried out by the project as capacity building initiative.

Box: Capacity Building initiatives of K4DM

√ In 2016, the project organized six training sessions and three workshops where more than three hundred officials of ERD, line ministries and UN agencies participated.
√ In 2017, the project organized four training programs on Rules of Business, Project management, aid effectiveness, use of information repository system.
√ In 2018 the project organized trainings on promotion of leadership in public sector, communicative English for ERD officials, managing change for innovations for the ERD officials.
√In May 2018, involving all National Project Directors, an experience sharing workshop was held on implementation of Development Project: issues and challenges".
√ In 2019 the Project organized five trainings and one workshop where more than hundred officials of ERD, line ministries and UN agencies participated.
√On 17th June 2019, a workshop was held for exploring the future opportunities of the K4DM project.
√ In total over 400 GoB Officials were trained under the Project
√ The project invited senior government officials and many experts from private sector/academia to organize trainings/workshops, which helped enhancing the network of government officials along with capacity development.
√ Under the capacity building initiative of the Project, Global Climate Fund's accredited Cell has been created at ERD.

[14] Minutes of the Second Executive Board Meeting held on 02 October, 2016.

Significance and Usefulness of the Capacity Building Initiatives of K4DM: Feedback from the Users

This study conducted two FGDs with training recipients from both ERD and other line ministries who shared their experiences and views about the training sessions organized by the project. Most of the participants opined that trainings benefitted them immensely.

FGD participants mentioned some strengths of training which are as follows:

- Quality of training was reported to be up to the mark.
- Training contents were very good, responsive to the current needs of the officials. The most effective trainings include: negotiations skills development, South-South Cooperation, climate change fund utilization, English language in drafting contracts, official memorandums, new concepts on project formulations, public-private partnership, blue economy, SDG.
- Participants were exposed to many current and emerging development issues including SDG related information, south-South Cooperation and so forth through participating the training sessions and workshops.
- The project provided training to the officials belonging to the Classes I-III, which helped develop their capacity and also a sense of ownership among them.
- The workshops organized by the Project immensely helped both government and UNDP to interact with each other.

- For the officials at different levels training need assessments were done by the Project and training courses organized accordingly.
- Resource persons/facilitators of trainings were highly qualified and knowledgeable. Trainers from British council, CPD, Jahangir Nagar University came to train the officials.

Explaining the significance of receiving training from the k4DM Project, one of the participants of FGD stated, "As per the government rule, it is mandatory for government officials to receive 60 hours training annually but it is not possible to attain this through revenue budget. Under revenue budget not all officials get the opportunity to receive capacity development trainings. Moreover, the framework of training under revenue budget do not always match with the real needs of the officials. Projects usually customize training programs according to the needs of the recipients. Thus, officials mainly rely on different projects for training and the K4DM effectively responds to the requirements of officials through providing need- based training".

Weaknesses of the training sessions mentioned by the FGD participants were as follows:

- Not all the officials of ERD could be covered by the trainings imparted under the project.
- Duration of training was too short (2-3 hours), which was not helpful to make it truly participatory.

3.4.2 Gender Issue

The Project considered "gender" as a cross-cutting issue. A Gender related thematic group titled "Gender Equality and Women Empowerment" was created within the EPG which was later renamed as Consultative Group of ERD (CGE). The group was composed of the representatives of different government and non-government organizations and the academia. A dialogue of the gender thematic group was organized under the title of "Societal and other Related Issues for the Working Mothers" on 19th November, 2017. The dialogue came up with some policy interventions to create an enabling environment for the working women, which included: i) introducing paternity leave in public and private sector; ii) introducing early childhood development services in day care centers; iii) increasing separate transport for working women; and iv) engaging private sector in developing government projects targeting the working women (ERD, 2017)[15].

In addition to this, the Project organized training on "Gender and Development" on 18th November 2018 as part of its capacity development initiative. The key focus of the training was to ensure that women have real voice in all governance institutions as a prerequisite to achieving SDG goals. After a daylong discussions, debates and group works, participants came to the conclusion that although Bangladesh occupies the eighth lowest position with regard to gender gap in political empowerment, overall, women have made little gains in economic well-being. Although the level of awareness of rights has been increased, appreciation of the economic and social values of women's role in national development still falls far short of what is due (ERD, 2018)[16].

3.5 Factors Influencing the Achievement or Non-Achievement of the Project Output

The preceding section demonstrates that in case of some outputs, the Project had great achievements while in case of some, the project took serious attempts but could not produce the targeted outputs. On the other hand, some outputs did not receive due attention to achieve their target. This section attempts to identify the reasons for achievements/nonachievements of the Project.

3.5.1 Factors that influenced the Project Achievements

1. *Political Support/Ownership of Government*

Soon after the project was initiated, some of the Project ideas including NRB engagement in national development, strengthening South-South and Triangular Cooperation and creation of information repository at ERD drew serious attention from the Government. Government supported and owned these ideas. "Former Finance Minister Abul Maal Abdul Muhith acted as an effective patron of the Project whose personal influence and enthusiasm helped flourish the project", informed a respondent during interview. On the other hand, another respondent added, "electoral commitment of the ruling Awami League for "Digital Bangladesh" had conformity with the project idea of having information repository at ERD, which facilitated gaining support from the government for this initiative. Political support thus acted as a driving force for attaining achievements of some project initiatives.

[15] ERD (2017) K4DM Update December, 2017.
[16] ERD (2018), K4DM Update August-December 2018.

2. *Dynamic Leadership and Support of Bureaucracy*

Bureaucratic support, willingness and dynamic leadership helped achieving some of the outputs of the Project mentioned before. ERD was supportive to the Project since it found that many of the project ideas were helpful to achieve its mandates. Leadership role of ERD was a great supporting factor. Former ERD Secretaries and the National Project Directors (NPDs) were also found to be very proactive about the K4DM. NRB issue would not have gained so much momentum had it not been supported by the high-level bureaucrats. During interview, a former NPD informed, "ERD Secretary gave us freedom to work as we preferred. Such flexibility of bureaucracy greatly facilitated the Project to be vibrant".

Supports from different wings of the ERD to the Project was another issue that facilitated a smooth operation of the project. "Whenever the Project convened a meeting by the UN Wing (where the project was based) it was attended by the officials of all other wings demonstrating their positive attitude towards the Project", said a respondent during interview.

3. *Strong Advocacy at the Project End*

Advocacy aspect was given sheer importance by the project. Project arranged a good number of exposure visits since it relied on the principle of "seeing is believing" when it comes to get buy in its ideas by the government officials and to improve understanding of the UNDP officials. A UNDP official informed during interview,

"We thought that advocacy side was important for the government to see and believe. We could manage to have the only relevant officials in the visits. For the government, such visits were important in order to buy in the concepts".

In addition to the exposure visits the Project management also arranged many joint sessions, national and international conferences and workshops attended by the officials of both Government and UNDP, which helped attain government support for the project activities.

3.5.2 Factors Influencing the Non-Achievements of the Project

1. Delayed start and lower disbursement of fund than planned

Delayed start of the Project and lower disbursement of fund had an influence on the non-achievements of the project. The project was approved in 2014 with an ambitious plan with a cost of 3.07 million USD. But the kick start of the project took around two years because both the UNDP and the Government were going through a leadership transition. Following the TPP approval on 9th July 2015, activity wise, actual implementation was started from 2016[17]. At the beginning, the project also saw a kind of reluctance of the UNDP to initiate the Project implementation due to its delayed start. Argument of the UNDP was that project ideas and context as conceived during the designing stage did not seem to be relevant any more but the then ERD Secretary did not agree with UNDP since the project was already approved. Thus, the implementation of the Project was delayed.

In the meantime, fund availability of UNDP also got shrinked with the changing context. Hence, "at the beginning of Project implementation, UNDP agreed with the high-level officials of ERD to act on the

[17] Minutes of the Third Meeting of Project Executive Board held on 31st January, 2017

priorities/doables during the implementation period (2015- 2017 of which one year was already elapsed) for which 3 million USD would not be required" informed a UNDP official during interview. Thus, setting priorities became the focus of the project and funds were also disbursed along that line. Minutes of the First Project Executive Board Meeting also stated that fund would be disbursed as per requirement. Thus, project activities which were not considered as priority, received less or no attention. Besides, with the reduced funding of only .911 million USD (in place of 3 million USD) by UNDP also contributed to the implementation gap. An official noted during interview, "As UNDP could not manage *a donor* for this project and only depended on its core fund, the planned inputs could not be invested for planned outputs".

Interviews also informed that fund shortage was one of the factors that hampered the preparation of NHDR and activating EPG. A Project Official noted, "EPG did not work well. Four dialogues were held but due to a lack of fund we could not progress further".

Besides, due to the delayed start of the project, some of the initiatives like South-South Cooperation and EPG got very little time to achieve their objectives in full.

2. Weaknesses in Project Design

Project design had some weaknesses. The activities articulated in the project document were quite broad. Given the reduced available resources and time, achievement of all the project targets was not practically possible.

Lack of conceptual clarity in the design was also evident. For instance, the concept of project prototype was not clear to many project officials interviewed. Consequently, it was left unattended by the Project management.

3. Frequent change of Project leadership

Frequent change of the project leadership was another challenge for the project. Both the NPD of the Project and the Secretary of ERD were changed thrice and each time, the newly appointed officials required some time to conceive the project and their level of interest, commitment and also time for the project also differed, which affected the overall implementation of the Project.

4. Repeated extension of the Project

Practically the project was started in 2016 and was supposed to be terminated in 2017. Due to the delayed start the Project found it difficult to achieve the targets in full within such a short period of time. Given this, the project had six months no-cost extension for thrice. This sort of extension led the project implementation follow a piecemeal approach and created a sense of insecurity among the project officials which affected the overall implementation of the project.

5. Manpower shortage

The Project had a severe shortage of manpower, which influenced its nonachievement of the outputs. It was mostly 1-2 member team. As per the ProDoc only two positions had service contract which included: i) Project Manager; and ii) Administrative Officer (Finance). While describing the manpower shortage, a high official noted, "Initially, a Project Manager was appointed who used to do everything. He used to do typing, writing speech, organizing meetings/workshops and so forth. The Project actually

became a 'one-man show'. Later an administrative officer (finance) was appointed to assist the Project Manager".

Project manager was always over burdened with various kinds of responsibilities. "The Project did not have any Monitoring and Evaluation (M&E) staff, as Project Manager, I used to perform monitoring and evaluation function in a limited scale as per my understanding", noted a former Project Manager of K4DM during interview.

Although the ProDoc had a mention of employing a Component Manager but the post was never created. Moreover, since the Project used to be extended for six months competent persons didn't feel interested to work for the project. "As a result, we had to rely on hiring short term consultants", informed a Project Official. Frequent transfer of project officials created additional strain on the performance of various interventions of the project.

6. Lack of Government Support

Despite taking a huge initiative a good number of the expected outputs of the project could not see the light due to a lack of government support. "The Project was not solely responsible for incomplete achievement of integration of NEX/NIM. Instead, since ERD did not agree to revise NEX it remained incomplete" opined a respondent during interview.

In case of collaboration on resource mobilization also, government support was unavailable. Initial idea was to introduce collaboration between UNDP and other actors for resource mobilization at the local level through cost sharing. Later, the objective was revised further as to establish collaboration between government and UNDP-where in some cases, UNDP would lend its expertise and government would buy that but ERD did not accept it. As a result, no initiative was undertaken in this regard.

Similarly, knowledge partnership with civil society through forming EPG could not be flourished as expected due to a lack of support from the new leadership of ERD in this regard. "No meeting of EPG was held between 2018-2019 due to the change of NPD and Secretary of ERD. After this change this issue did not receive due attention from the top leadership", informed an official during interview. On the other hand, the project initiative of rendering service for transformational result couldn't be considered as priority neither by the government nor by the UNDP, which caused its nonachievement.

Preparation of NHDR couldn't also be completed due to a lack of government support. NHDR had some technical issues which made the initiative politically sensitive particularly during the changeover of the political regime. There were some development issues in NHDR which might not demonstrate positive achievement of government, hence it was not considered politically attractive for the newly formed government (in its second term) to proceed with. As a result, preparation of NHDR failed to get the nod of the incumbent Finance Minister for a certain period of time. Consequently, the process got stalled even after getting all initial works done. However, after a while, in 2019, by the time the new government got settled down, the initiative of NHDR preparation started to regain its momentum. Recently, preparation of NHDR through ERD has been approved by the Honourable Prime Minister.

3.6 Changes Driven by the Project-Supported Interventions

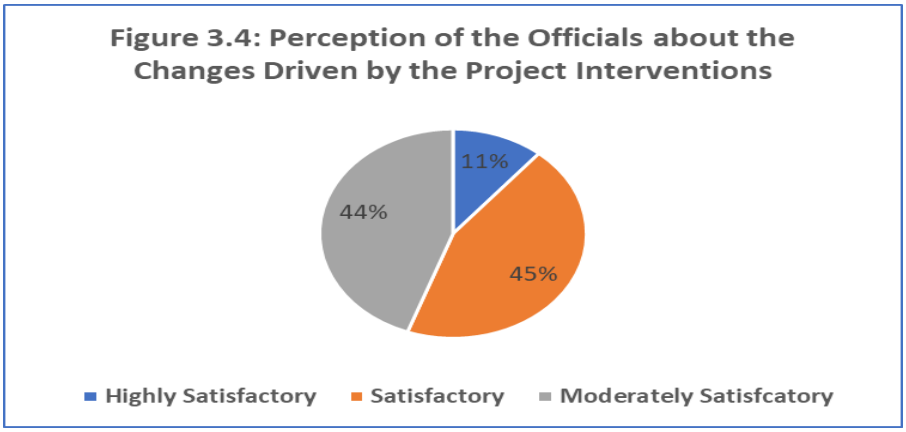
Although the tangible achievement of the project was few due mainly to the nature of the Project itself but lots of initiatives were undertaken to achieve various project outputs. Overall the project supported interventions brought a huge positive change in terms of the exposure of the government officials to the new knowledge and ideas. FGDs held under the current study informed, "Exposure of the officials to the issues like NRB engagement in development process, South-South Cooperation, EPG, ERD pedia, and NHDR and activities taken in these regards were the unique changes brought by the project".

Among others, sensitization about NRB issue among the government officials was a unique change initiated by the Project. During interview, an official noted, "NRB issue was not given that importance while designing the program. The way the issue was dealt with while the project was in operation was way more practical and effective than it was mentioned in the Pro-doc". Initially, some officials were skeptical whether dealing with NRBs was the mandate of the ERD or the Ministry of Expatriate and Welfare. While in operation, the project found that the Ministry of Expatriate and Welfare works only for the migrants not for diaspora/NRBs. Although it is not the mandate of the ERD to deal with foreign migrants but when it comes to resource mobilization from foreign sources it becomes the mandate of the ERD. Currently, government officials have a very positive attitude towards the NRB issue and wants the Project facilitates its further flourishment.

The project made a significant contribution to capacity building of government officials. In addition to the ERD officials' project imparted training to the officials of other stakeholder ministries in order to bridge the knowledge gap between the ERD and other ministries. The idea was that while working on the issues like SSC, NRB, NHDR it would not be justified to keep capacity building efforts limited to the ERD officials only. As a result, other ministries were included in capacity building initiative and thereby the project could create a wider impact on the government officials.

The unforeseen changes that the project encountered included: i) reduced disbursement of fund; ii) ii) delayed project implementation; and iii) reluctance of government about some initiatives of the project. How these unforeseen changes affected the project performance has already been discussed above.

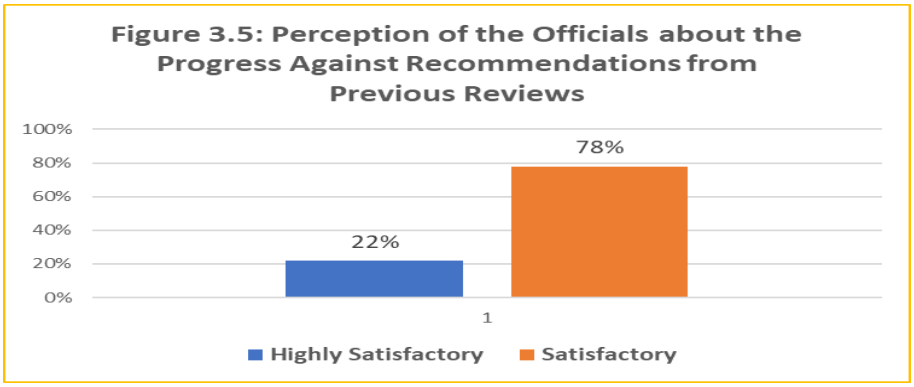
Through administering a survey, the current study assessed the perceptions of the officials about the extent of changes that took place driven by the project interventions. The survey finding presented in Figure 3.4 depicts that the majority of the officials have expressed satisfactions over the changes brought about by the project since around 45% of the respondents termed it satisfactory while 11% termed it as highly satisfactory. On the other hand, 44% of the respondents termed the change as moderately satisfactory.



3.7 Progress against Recommendations from Previous Reviews

The Project Executive Board Meetings used to be held twice a year and during the Project period seven such meetings were held. These meetings used to act as monitoring the progress of the project regularly. A scrutiny of the minutes of these meetings reveals that the Project could progress in almost all fronts as per the resolutions of the previous meetings.
In addition to the Executive Board Meetings, the project also published five Quarterly Progress Reports starting from 2016 and two Annual Reports published in 2017 and 2018. Review of these reports indicates that the Project achieved continuous progress as per the recommendations came up in the earlier reports.

The survey findings also demonstrated that the majority of the respondents (78%) expressed their satisfaction about the progress of the Project from previous reviews (Figure 3.5).



3.8 Conclusion

The chapter has assessed the effectiveness of the K4DM Project from various dimensions from which it emerges that the project could make a significant tangible and also non-tangible achievements within its brief life span. It could successfully achieve almost all the targets of M&E with regard to institutionalizing the issues of leveraging NRBs and South-South Cooperation for national development, and the creation of an information repository at the ERD. It was also successful in bringing about significant improvements in skill, knowledge and awareness of the officials of the ERD and other line

ministries with respect to various emerging development issues through its capacity development initiative.

On the other hand, despite having good progress in initiating many activities of the project they were left incomplete for many reasons and consequently, could not achieve the M&E targets but considering the nature of the initiatives (producing results of which is time consuming), amount of work done and progress achieved, these initiatives can also be labelled as Project achievements. However, the Project had some nonachievements too. For 2 outputs under Component 3, little or no initiative was undertaken by the Project, which falls under the category of nonachievement. Majority of the survey respondents under the current study termed the effectiveness of Components 1 and 2 of the Project as "moderately satisfactory" while the effectiveness of Component 3 was termed as "moderately unsatisfactory". Corroborating both the secondary and primary data and information, the Project can be termed as "moderately effective".

Numerous factors both internal and external to the project were found to be responsible for project achievements and nonachievements. Ownership of government, dynamic leadership of bureaucracy, strong advocacy at the Project end were the key factors that helped achieve some of the targeted outputs of the project. They include: institutionalization of NRB engagement, South-South Cooperation and creation of ERD Pedia. On the other hand, delayed start and lower disbursement of fund than committed, weaknesses in project design, repeated extension of the project, acute manpower shortage and lack of government support influenced the non-accomplishment of a good number of initiatives. Due to a lack of government support project initiatives of integration of NEX/NIM, activation of EPG, collaboration for resource mobilization, preparation of NHDR, rendering service for transformational result could not achieve their targets.

Chapter 4
Efficiency of the Project

4.1 Introduction

In simple sense, efficiency refers to achieving maximum output with minimum inputs. In other words, efficiency is about examining the extent to which value for money has been achieved. This chapter evaluates the efficiency of the K4DM Project through examining its budgeting and procurement procedures and the relevance of various activities of the Project with its objectives.

4.2 Budgeting and Procurement Procedures of K4DM

The approved budget of the K4DM project was 3 million USD of which GOB's contribution was 2.5% (in cash and kind) while the remaining amount was supposed to be contributed by the UNDP. Since the project start was delayed UNDP expressed its inability to provide the committed fund in full and agreed to provide only .911 million USD to the Project.

4.2.1 Budget Spent vs. Planned

This subsection examines the extent to which the allocated budget for the Project was spent as planned. Since the project Budget was funded by the UNDP and the GOB the current study has examined the budgetary allocation and its expenditure for both the cases.

Based on the data obtained from the K4DM project management, funds released from UNDP and the expenditure incurred during the project cycle have been shown in Figure 4.1. The Figure provides a detailed picture about the amount of UNDP funds that was spent against the released fund in every year of the 5-year Project life. In the first two years (2014 and 2015) of the Project the amount of money spent was negligible while the Project expenditure increased during the active years of the Project (2016-18). Figure 4.1 shows that the highest amount of expenditure was incurred in the FY 2017-18 when the Project procured IT equipment for ERD Pedia, furniture & ICT equipment for conference room, conducted a good number of studies, and organized several workshops, conferences, capacity development trainings, negotiation capacity enhancement trainings, study tours for ERD officials and other partner ministry officials. In 2018 both the released fund and expenditure declined. Expenditure for 2019 could not be shown fully as the Project has been rescheduled to be completed on 31st December 2019.

Figure 4.1 Budget vs Expenditure of UNDP Fund during 2014-2019 (in USD million)

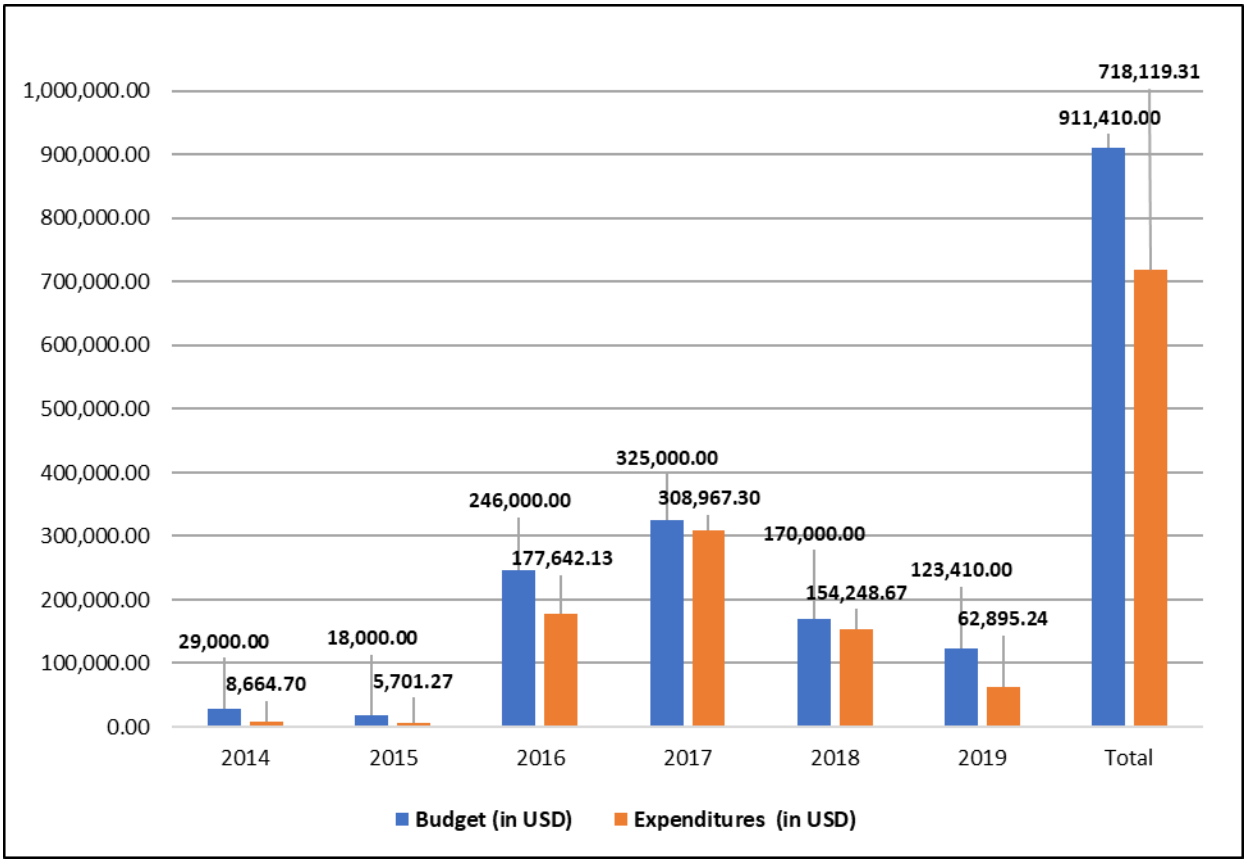


Figure 4.1 reveals a gap between the released UNDP fund and its expenditure. During the entire period the Project could utilize 0.72 million USD i.e.79% of .911 million USD. Year wise expenditure data shows that the expenditure gap was wider in 2016 and 2019 which were the beginning and the final year of Project's active time. Figure 4.1 shows that only 72% of the released fund was spent in 2016. Such expenditure gap in the beginning year of the Project's active life can be explained by the Project's humble start. As mentioned in Chapter 3, due to the delayed start and the budgetary constraints of UNDP, it was decided to act on the priorities and for implementation, only 6 months were left in that year. As a result, funds released could not be spent in full in 2016.

Figure 4.1 reveals another big gap between the released fund and the expenditure incurred in 2019. It shows that 51% of the released fund has been spent until August 2019 and 4 months are still left to end the project. However, "the expenditure gap created so far has been the consequence of non-accomplishment of some Project activities for which budget was allocated which include: organizing an International Conference on South-South Cooperation scheduled to be held in August and preparation of NHDR", informed a Project official during interview.

Figure 4.2 Budget and Expenditure of GOB fund (in BDT lakhs)

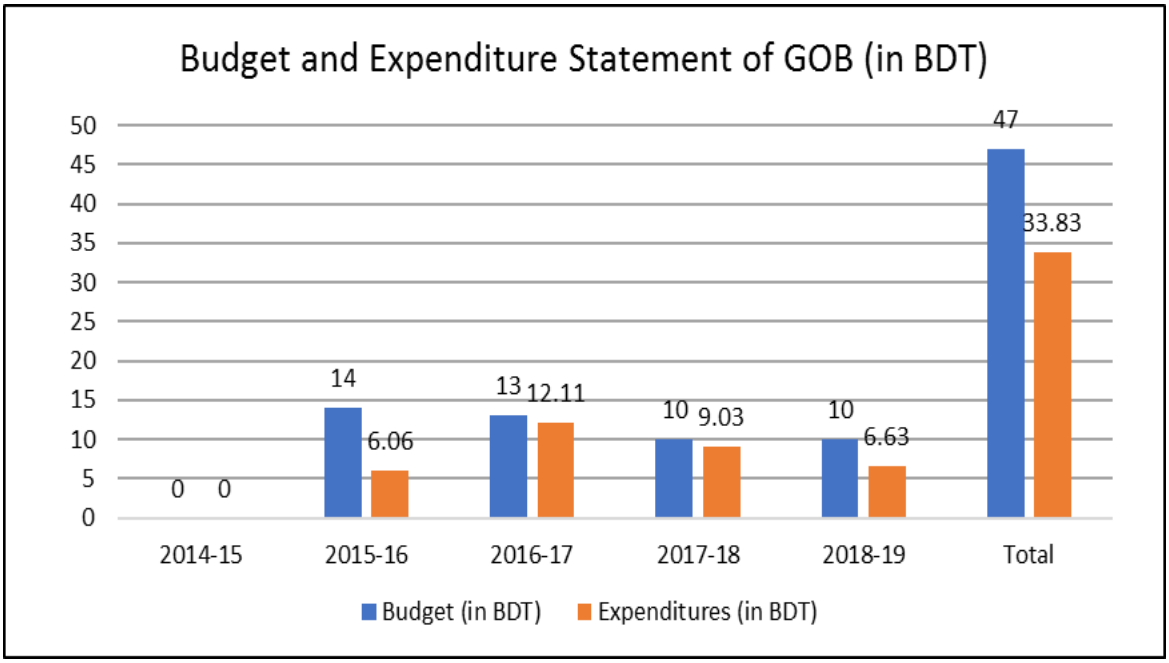
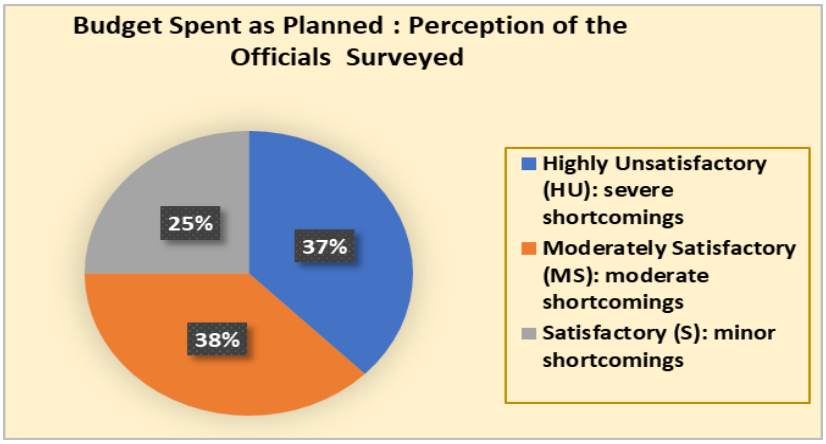


Figure 4.2 shows the GOB contribution to the Project and the expenditure incurred during the Project life. The GOB's fund was spent for paying CD-VAT and allowances of the project staff. GOB's total budget was BDT 47 lakhs out of which BDT 33.8 lakhs was spent during the Project period. Thus altogether 72% of the allocated fund was spent leaving a gap between the budget and expenditure.

Similar to the pattern of expenditure of the UNDP fund, in the first year of the project life (2015-16), expenditure from GOB fund was also meagre and the gap between the budget and expenditure was the widest among other years. Again in 2018-19 the expenditure gap has widened. Factors that caused the expenditure gaps in case of UNDP fund may explain the gaps in GOB expenditure as well. Above Figures (4.1 and 4.2) show that the greatest expense took place in 2017 (after 3 years of project life) when the Project reached its momentum.

Survey findings show (Figure 4.3) that with regard to the budget spent as planned, the majority of the respondents (38%) expressed moderate satisfaction (meaning moderate shortcomings) while another 25% of the respondents termed it satisfactory (meaning minor shortcomings). Majority of the respondents (63%) thus, were found to have positive impression about the budget spent as planned. While on the other hand, 37% of the respondents termed it unsatisfactory (meaning severe shortcomings). One explanation for the dissatisfaction of the respondents might be that with the change of the UNDP fund allocation for the Project the ProDoc was not revised, which might have created some confusion regarding the budget and the expenditure.

Figure 4.3: Budget Spent as Planned: Perception of the Officials



4.2.2 'Value for money' Achieved through Effective Procurements and Contracting

Most of the K4DM project's budgeting and procurement procedures were carried out through a mix of NEX (followed by the GOB) and NIM (followed by UNDP) modality. The Procurement Unit of UNDP-Bangladesh provided direct support to the K4DM project to ensure transparent purchasing processes that could help achieve best value for money. This was achieved through direct assistance, innovative tools and systems to facilitate the procurement process. By employing modern supply chain management practices, procurement Unit of UNDP-Bangladesh helped the K4DM project to ensure high standards of transparency and accountability. Procurement of quality IT equipment of globally recognized brands with after-sales support services of supplies, furniture, printing and publications, workshops, conferences, capacity development trainings for the officials of ERD and other ministries, local consultants and contractual services of companies & individuals was done while minimizing costs and maximizing quality meaning value for money.

Value for money refers to the optimal use of resources to achieve the intended outcomes. To examine the extent to which the K4DM Project could achieve '*value for money*' through effective procurement and contracting, the evaluators have analyzed the Component wise yearly expenditure in order to compare it with the results/outputs achieved out of the money spent. For all outputs the total expenditure was 73,6705 USD which was equivalent to 81% of the funds released by the UNDP-Bangladesh.

Component 1: Coordination for Transformational Results

Table 4.1 shows that for output 1 under Component 1- 'Programming manuals revised and implemented' 25,363.05 USD was spent which was equivalent to 3.44% of the total expenditure (**736,705** USD). With this money a number of joint meetings/consultation sessions/workshops were organized but the approval of NEX/NIM manual by GOB and UNDP could not be achieved. However, as mentioned in Chapter 3 despite the fact that revision was not done but through a series of consultations GoB and UNDP reached an agreement that the revision was not necessary. Hence, evaluators conclude that the expenditure for this output was moderately efficient and value for money achieved was moderately high.

Table 4.1. Output wise Yearly Expenditure of the K4DM Project

Project components	K4DM project outputs (activities)	Year-wise expenditure (in US $)						Total expenditure	% Of total expenditure
		2014	2015	2016	2017	2018	2019		
1.Coordination for transformational results	Programming manuals revised and implemented		-	6,242	1,000	6,480	11,639	25,363	3.44
	Information repository created		-	10,597	99,000	17,397	481	127,476	17.3
	Collaboration on resources mobilization strengthened		-	12,817	53,000	9,827	1.45	75,645	10.27
2. Collaboration for transformational results	Strategic research collaboration supported		26	17,032	30,500	35,473	7,584	90,615	12.3
	Platform for engagement with NRBs established		-	27,403	18,000	17,594	18,841	81,839	11.11
	South-South/Triangular and public-private partnership promoted		-	27,855	14,000	5,426	1,797	49,078	6.66%
3. Support for transformational results 3	Services for Transformational results rendered		-	-	-	-	-	0	0
	Strategic mechanisms to review progress towards human development established		-	-	700	1,416	-	2,116	0.29
	Fund for prototype development established	8,664	-	-	-	-	-	8,664	1.18
Workforce	Project support staff, management		5,675	75,693	92,767	60,633	41,136	275,906	37.45
	Total amount spent	**8,664**	**5701**	**177642**	**308,967**	**154248**	**81481**	**736,705**	**100**

For output 2 -'Project information repository platform operationalized' the Project spent 127,476.20 USD which was 17.3% of the total expenditure. With this large investment the Project has established the information repository at ERD titled ERD Pedia where almost all the agreements and other valuable documents preserved in ERDOC have been uploaded. Chapter 3 has also informed that 90-95% of the ERDOC information has been updated in the ERD Pedia and the target indicators for achieving the

output mentioned in the M&E Framework has been achieved. Thus, the expenditure for this output can be called highly efficient and value for money achieved was high.

For output 3– 'Collaboration on resources mobilization strengthened', 75,645.63 USD was spent which is equal to 10.27% of the total expenditure. This amount of money was spent to conduct a study to identify the scopes and areas of collaboration for resource mobilization and for organizing experience sharing events for GOB officials with other countries and the concerned stakeholders. But at the end of the project period no collaboration for resource mobilization took place. Thus, it can be said that expenditure incurred on this front was not efficient and value for money achieved was low.

Component 2: Collaboration for transformational results

Expenditure for output 1- Strategic research /collaboration supported (knowledge partnership with civil society and systems of regular consultation with grassroots institutionalized) 90615.35 USD was spent which was equal to 12.3% of the total expenditure. As the output of this expenditure, as mentioned in Chapter 3 Eminent Persons' Group (EPG) composed of 48 resource persons from the academia, civil society, and private organizations was formed with a view to take their recommendations as inputs for policies of different ministries. In this regard, ten thematic groups have been formed and four workshops were organized. But to date, no policy recommendation of these groups has been prepared or published. Thus, despite undertaking various initiatives this particular initiative could not produce any visible output and the Project expenditure on this front can be called inefficient and value for money achieved was low.

For output 2 'Platform for engagement with NRBs established' the K4DM Project has spent 81,839.13 USD, which was **11.11%** of the total expenditure. Through this initiative, ERD has been able to engage the non-resident Bangladeshis into the development process, identified potential areas of diaspora engagement, number of conferences and workshops on NRB engagement was facilitated, NRB website has been developed, NRB Cell has been developed at ERD and a Task Force has been formed and overall, institutional arrangement for NRB engagement has been done. Thus, the expenditure incurred for this initiative was highly efficient and thereby value for money achieved was high.

For Output 3- South-South and Triangular Cooperation partnership established and strengthened for development solution, the Project has spent 49,078 USD, which was equivalent to 6.66% of the total expenditure of 736,705 USD. The money was mainly spent for organizing one inter-ministerial meeting, one national seminar, three exposure visits organized in China, Malaysia, Saudi Arabia, establishment of South-South Cooperation cell, conducting a study on SSC for financing SDGs. Thus, achievement wise, expenditure for this initiative was highly efficient and value for money attained was high.

Component 3: Support for transformational Result

For output 1- 'Services for Transformational results rendered' -no money spent and consequently no result was achieved

For output 2-'Strategic mechanisms to review progress towards human development established', the project spent 2,116.41$ which was 0.29% of the total expenditure of the Project. With this money, an advisors' pool was formed, study areas were selected, writers' pool was finalized and a number of

meetings were organized for this purpose. Yet no draft NHDR report was prepared and circulated as planned. Although the target of preparing the draft was not achieved but considering the achievements made by the Project with little amount of money the project expenditure for this initiative can be termed as moderately efficient and value for money achieved was moderately high.

For output 3- Fund for prototype development, the project spent 8,664.70 which was 1.18% of the total project's expenditure, but not a single project prototype scaled up in partnership with donors and government. Thus, the expenditure incurred for this initiative was inefficient and value for money was achieved was low.

Expenditure Incurred for the Project Workforce

For the support staff of the Project and their managements the Project spent 275,906.33 USD, which was 37.45% of the total Project cost. This was the highest expenditure the Project incurred. The Project ran mostly with two full time officials (Project Manager and Administrative Officer) supported by the part time consultants. Thus, the Project tended to overutilize the capacities of two Project staff and in terms of expenditure efficiency it was efficient and value for money attained was high although the project suffered from acute shortage of human resources.

Thus overall, although not all the project outputs were achieved, the evaluators consider that with limited financial resources, the project could manage to achieve a lot. In fact, due to the very nature of the project, some initiatives could not produce tangible outputs due to time constraints. Considering the achievements of the Project initiatives and the expenditure incurred, Table 4.2 summarizes the findings of this evaluative study about the value for money attained by each initiative.

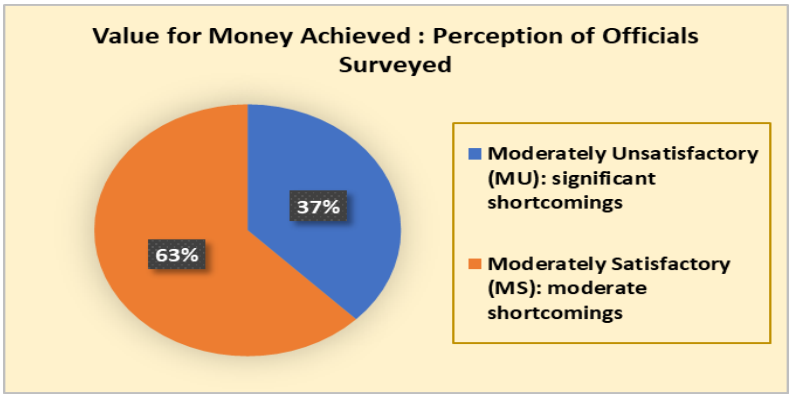
Table 4.2: Value for Money Achieved by the Project Initiatives

Project Outputs	% of Expenditure Incurred out of the Total Project Expenditure	Value for Money Achieved
Component 1		
1. Programming manuals revised and implemented	3.44	Moderately High
2. Information repository created	17.3	High
3. Collaboration on resources mobilization strengthened	10.27	Low
Component 2		
1. Strategic Research Collaboration Supported (EPG)	12.3	Low
2. Platform for engagement with NRBs established	11.11	High
3. South-South/Triangular and public-private partnership promoted	6.66	High
Component 3		
1. Strategic mechanisms to review progress towards human development established	0.29	Moderately High
2. Fund for prototype development established	1.18	Low
Project Staff and their Management	37.45	High

Table 4.2 demonstrates that value for many achieved by 3 out of 9 initiatives was low while 2 attained moderatly high value for money. On the other hand, 4 initiatives of the project could achieve high value for money. Thus, overall value for money achieved by the Project was moderately high. This finding also corroborates the findings of the survey conducted under this study .

Figure 4.4 shows that a great majority of the survey respondents (63%) opined that value for money achieved by the project was moderately satisfactory while the remaining 37% of the respondents labelled it as moderately unsatisfactory. Taking the majority opinion under consideration it can be said that the Project had moderate shortcomings towards achieving the best value for money.

Figure 4.4 Value for money achieved: Perception of the Officials



4.3 Relevant Project Activities and its Bearing on the Project's Objectives

As mentioned in Chapter 1, the specific objectives of the K4DM Project are as follows**:**

1. Simplify programming procedures and improve knowledge management
2. Promote new knowledge and resources partnership under the canopy of South-South and Triangular cooperation as well as PPP modality
3. Support a common expert pool, strategic knowledge generation

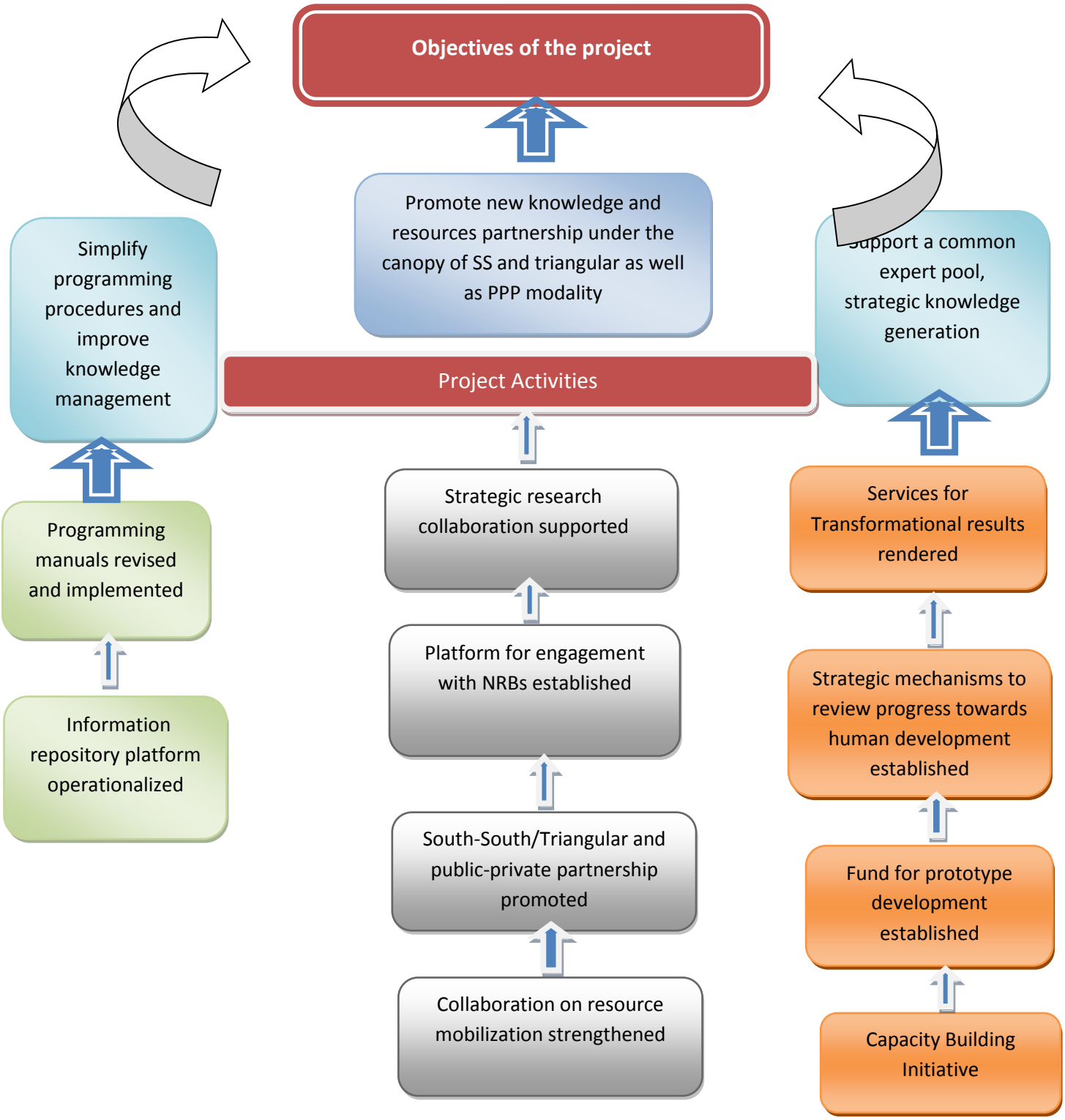
This study finds that the Project activities were closely aligned with the Project's objectives. Project activities including the revision of program manual (NEX/NIM), creation of information repository at ERD (ERD Pedia) had close relevance with the Project objective of simplifying the programming procedures and improve knowledge management.

The activities including strategic research collaboration through forming EPG, establishment of a platform for NRB engagement, South-South Cooperation and strengthening collaboration for resource mobilization were relevant to the Project objective of promoting knowledge and resource partnership through SSC and PPP.

Project activities of providing common services (monitoring & evaluation and other support services) to other UNDP led projects for transformational results, strategic mechanisms to review the progress towards human development through the preparation of NHDR, fund for prototype development and

capacity building initiative were aligned with the project objective of providing support for a common expert pool and strategic knowledge generation. Figure 4.5 depicts the relevance of project activities with project objectives.

Figure 4.5: Relevance of Project Activities with Project Objectives



Relevance of Project activities with the Project objectives as demonstrated in Figure 4.5 testifies that the funds for the project was spent judiciously.

4.4 Conclusion

This chapter has examined the efficiency of the Project against three parameters: budget spent as planned, value for money achieved and relevance of Project activities with the Project objectives.

The findings of the study reveal that overall, the Project could spend 81% of the allocated funds. At different stages of the Project a gap between the budgetary allocation and the expenditure incurred was noticed. Due to some valid reasons, the gap was found bigger in the Project start and ending years compared to other years. In 2017, when the Project reached its momentum there was no significant expenditure gap. Overall, performance of the Project on the front of spending the budget as planned was satisfactory. The survey finding in this regard also substantiates this finding.

In terms of value for money, the Project performance was moderately high. This finding also corroborates the finding of the survey conducted under this study. A great majority of the survey respondents (63%) opined that value for money achieved by the Project was moderately satisfactory (meaning the Project had moderate shortcomings on this front). Activities carried out by the project were also found to be closely relevant to the Project objectives. Considering all these, on the whole, the Project can be labelled as “moderately efficient” one.

Chapter 5
Sustainability

5.1 Introduction

Sustainability refers to the continuation of the benefits of a project/initiative after its termination. Assessing sustainability involves evaluating the extent to which relevant social, economic, political, institutional and other conditions are present and, based on that assessment, making projections about the national capacity to maintain, manage and ensure the development results in the future[18].

The current chapter evaluates the sustainability of the K4DM Project from three dimensions: i) ownership of the Project results by the GOB; ii) capacity of the Project supported interventions to continue to deliver benefits for an extended period after it terminates; and iii) Project's role in influencing the wider policy at national and international level.

5.2 National Ownership of the Project Achievements

K4DM Project floated a good number of ideas having national policy level importance. Some of its ideas were tried by the government even before the K4DM did it. South-South Cooperation (SSC) initiative is an example of this. "ERD organized a workshop on SSC before the K4DM Project emerged in 2014. Under the Aid Effectiveness project at ERD there was a desk on South-South Cooperation. Later, SSC was included in K4DM", recalled an ERD official during interview. In addition to this, "at the national level, an initiative for preparing NHDR was also undertaken in 1992 but no institutional memory in this regard is available", informed another respondent. Thus, GOB already had appetites for institutionalizing these ideas what the K4DM Project brought in and it has already demonstrated its interest to own the Project ideas through different attempts, which are as follows:

- The first International Conference on South-South Cooperation (SSC) was Chaired by the Honourable Prime Minister
- The Second International Conference on SSC which was due in August 2019 could not be held since the Prime Minister could not make herself available at that time to Chair it.
- Convention of NRB Engineers (CONE) organized in February 2019 was chaired by the Honourable Prime Minister
- The Honourable Prime Minister has given approval for the preparation of NHDR in September, 2019.
- At the Conferences of NRB and SSC, the Honourable Prime Minister gave a formal Declaration that Government will own these initiatives.
- Every ministry has already deployed a focal point for SSC.
- The National Task Force on NRB is composed of the high-level policy makers and it is based at the Prime Ministers' Office.

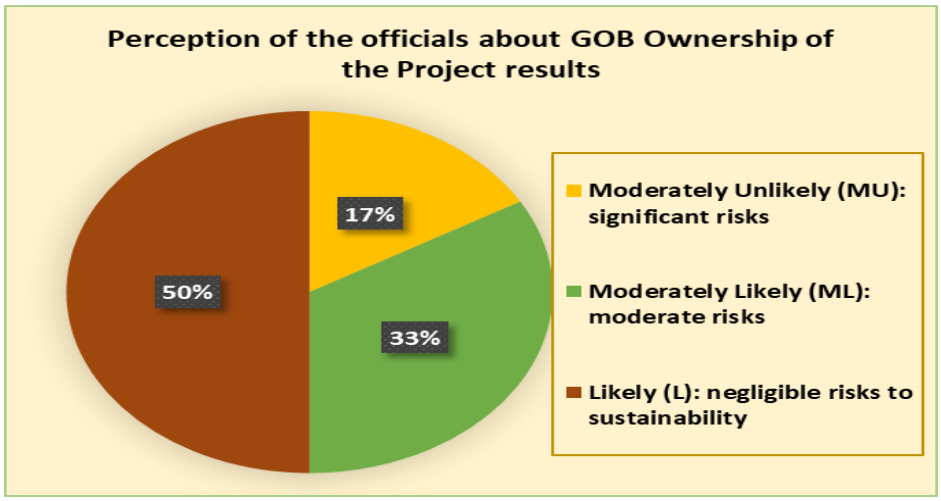
[18] handbook on planning, monitoring and evaluating for development results(UNDP Handbook Web site: http://www.undp.org/eo/handbook , 2009 page-170

- ERD has owned the ERD Pedia. To sustain it, the Focal Point of each Wing of ERD was given two days training so that initially, other officials can take assistance from them with regard to using the Pedia instead of going to the Data Centre, refresher training course was conducted, a manual was also prepared and shared with everyone.
- Project Executive Board meetings were always headed by the ERD Secretary.

Given this context, it can be said that GoB has already owned the ideas/results of the Project. The Annual Report of the Project (2017)[19] notes that after its closure, GOB will own the results/achievements of the K4DM project. ICT cell of ERD will take over the responsibility of ERD Pedia and will continue to oversee its maintenance and regular operation.

The survey carried out under this study also substantiates the statement made by the Annual Report. Majority of the officials surveyed (50%) are in favour of the opinion that the risks towards the GOB ownership of the Project results is negligible while another 33% of them opined that *risks* towards achieving GOB ownership was moderate (Figure 5.1). On the other hand, a small percentage of the respondents (17%) opined that it involves significant risk. Thus, above all, the study concludes that it is highly likely that the GOB will own the results of the Project.

Figure 5.1: National Ownership of the Results of the Project



5.3 Capacity of project-supported interventions to continue to deliver benefits for an extended period after completion

The K4DM Project institutionalized a good number of interventions which are expected to continue deliver benefits even after the Project terminates. The initiatives include: NRB engagement, SSC and ERD Pedia. As noted in chapter 3 the key achievement of the Project initiative of NRB engagement is that the concept has been institutionalized through the creation of a formal platform in the shape of a National Task Force for dealing with the issue. It is highly likely that it will continue its operation even after the

[19] K4DM, UNDP annual report 2017.

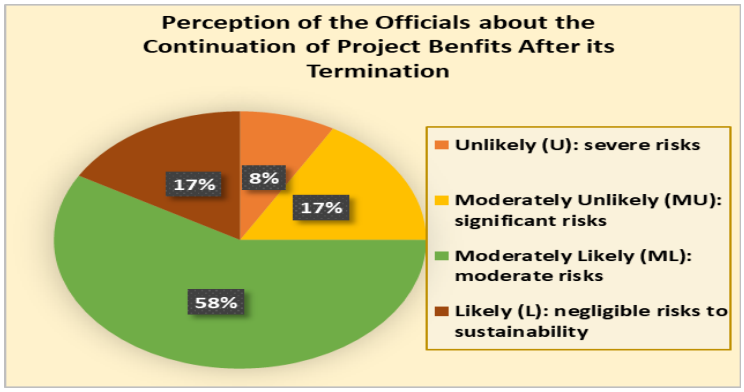
Project terminates unless it is constrained by any unexpected challenge. In addition, the Project supported to create the NRB website, which will not be deactivated even after the project terminates.

For both NRB and South-South Cooperation initiatives separate Cells have been created at the ERD, which are also supposed to continue delivering the expected benefits if ERD continues to provide its support to them, which is very likely.

ERD Pedia is another tangible output of the project which will continue deliver its benefits to the ERD officials even after the Project terminates. Albeit, the quality of its service will depend on how it is maintained by the ERD.

The survey on the perceptions of the officials regarding the capacity of Project interventions to deliver benefits for an extended period of time after it terminates revealed that majority (58%) of the respondents were optimistic about it (Figure 5.2). They opined that the risk involved in it is 'moderate'. Another 17% of the respondents opined that there were only 'negligible risk' to it while only a small portion of the respondents (8%) expressed pessimism assuming that severe risks are involved in delivering benefits by the project interventions after its termination. Considering all these perceptions of the officials this can be said that it is "moderately likely" that the Project interventions will continue deliver benefits after it terminates.

Figure 5.2. Project interventions will continue to deliver benefits for an extended period after its termination



5.4 Assessing Project's Role in Influencing Wider Policy at National and International Level

As mentioned in Chapter 2, objective wise, the K4DM Project has relevance to the national and international development goals whereby it has tremendous potentialities to create some influence over the wider policies at national and international level. However, during the brief period of time (2016-19) when the Project was in operation, it could have a very limited policy level impact.

Project activity about NRBs has already been able to influence the policy makers to think about the modalities of their engagements in the development process both at the national and international level but no policy decision has been made in this regard yet.

Under the South-South Cooperation initiative, the Project advocates for partnership between the governments and between countries whereby it could initiate some policy level thinking in this regard and have significant potentiality to create an impact on the relevant policies.

Another initiative of the Project-- strategic research collaboration between the government and the members of the civil society/think tank through forming Eminent Persons' Group (EPG) aimed to identify the development needs of different sectors and to utilize the recommendations of EPG as the inputs for national policies. During the brief functional Project life (2016-19), this initiative could generate huge enthusiasm among the resource persons in different sectors and also among the policy makers but it could not proceed further for some reasons explained earlier (in Chapter 3). However, this initiative has a great potentiality to make policies effective if implemented as designed in phase II of the Project.

The Project initiative of preparation of NHDR also aimed to influence the development policies through reporting the status of human development and facilitating the attainment of the global development goals called the SDGs. Through arranging some high-level meetings and accomplishing the preparatory task for this, it has also sensitized the policy makers in favour of having such Report but could not proceed further. However, in recent times, the initiative has been able to gain the approval from the Prime Minister to proceed.

Through the capacity building initiatives, the Project could facilitate sensitization and internalization of some emerging development issues among the government officials, which could also play some role in influencing the national policies.

Thus, it can be said that due to its short span of time although the K4DM Project could create very limited impact on the wider policy at the national and international level but a good number of ideas of the Project has a great potentiality for creating such policy level impact.

5.5 Conclusion

The above discussion reveals that the K4DM Project has a great potentiality to be sustainable. Government has already owned many of the Project ideas and results whereby some of the Project initiatives (NRB, SSC) have already been considered by the policy makers as the national development issues. Some initiatives of the Project also have taken such an institutional form that it is unlikely that the benefits delivered by them will be discontinued. Moreover, by virtue of its relevance to the national and international development goals, a good number of ideas of the Project has a great potentiality for creating policy level impact. During the brief active project period the Project could play a limited role in influencing the national and international policies. The findings of the survey on the perceptions of the officials about the sustainability of the project also corroborates these facts. Majority of the respondents expressed their optimism by saying that risks involved in achieving GOB ownership of the project results and the capacity of project interventions to deliver benefits after the project terminates are "moderate".

Chapter 6
Lessons Learned

Based on the preceding discussions the current chapter identifies the lessons that can be learnt from the implementation experience of the K4DM project. At this attempt, the chapter in the subsequent sections discusses what worked and what did not, what were the value additions by the project, what was UNDP's contribution to the achievements of the project, for attaining better results what could be done and what other results that the project could produce.

6.1 What Worked and What did not Work?

6.1.1 What worked?

Overall, the K4DM Project could achieve a lot with a small budget and time. To name a few, establishing an information repository at ERD- a long felt need of the ERD could see the light through the Project. Another great achievement included formalizing the concepts of NRB and SSC, details of which has been provided in chapter 3. In addition to that, beyond the Project's M&E Framework capacity building initiative of the Project can be considered as one of the best practices of the Project activity which could produce significant impacts on the officials of ERD and other ministries. From these best practices of the Project following lessons can be learnt:

1. Government support and ownership was found to be one of the key determining factors leading to the Project success. Without the ownership of the government, no good initiative can succeed.

2. It is important to understand the right time for selling a project. In other words, in the wider national context, projects have to be timely. This is an important lesson that can be learnt from the K4DM experience. Some of the initiatives of the Project gained government support and ownership since it was a timely initiative. "It was launched at a time when Bangladesh had an appetite for many new things and K4DM brought in those ideas", commented an official during interview. In recent years Bangladesh has been trying very hard to make a place in the globe and it has now become a global player. For its survival, the country needs innovative ideas and initiatives and the Project rightly responded to these demands.

3. Strong ownership of the implementing agency (ERD) is the central determining factor for achieving the success of a Project. Strong ownership of the ERD made itself committed to make the K4DM project as effective as possible. Core objective of the K4DM project (exploring the innovative alternatives for external resource mobilization) was closely aligned with the central focus of the ERD, which helped the Project ideas get buy in from the senior bureaucrats of the ERD. In many events ERD provided its facilities to the project free of cost, which helped save Project money. In addition to this, each of the Project Steering Committee meetings was chaired by the Secretary of the ERD, which demonstrates high level of commitment of the ERD for the Project. "Compared with other projects investing billion dollars, K4DM gained a huge attention from the ERD", commented an official during interview.

4. Flexibility in determining project strategies and its implementation depending on the emerging needs has a positive influence on project performance. The K4DM preserved a certain degree of flexibility in setting its strategies and funding since UNDP was the lone external funder of the Project. Since UNDP was the only custodian of funds the project enjoyed a huge flexibility of adopting different strategies for achieving its objectives depending on the emerging needs from time to time. During interview, a respondent noted, "The Project could lend an opportunity for the ERD to look at the wider Civil service system and see how their capacity could be improved in a changing development context of Bangladesh and its changing profile. It was the value of the project that it was kept flexible to respond to the emerging issues since development is not a static issue".

5. Spontaneous participation of stakeholders in different project initiatives was another facilitating factor for the Project. The Project could easily attract, appeal to and engage the stakeholders from other ministries, which greatly facilitated the project to sell its ideas and to move forward. FGDs informed that the prestigious status of the ERD and the unique ideas of the Project itself helped achieving this.

6. A congenial relationship between ERD and the UNDP facilitated the Project achieving its objectives. This Project facilitated better relationship and cooperation between the Government and the UNDP. Through the project UNDP could meet many government policy makers in different meetings where many problems/issues could be solved informally, which greatly facilitated the project implementation.

7. A well-designed M&E Framework of the Project was one of its significant strengths. The expected targets/indicators across the Project initiatives were found to be rightly set, which immensely helped the Project to measure its quarterly progress. More importantly, the M&E Framework provided a useful guideline to make the final evaluation as scientific as possible.

6.1.2 What didn't work?

1. In some cases the Project could not play the expected role. For instance, initiatives like forming EPG to contribute to the effective policy making, preparation of NHDR and Government-UNDP collaboration for resource mobilization could not achieve the expected outputs because they were not in the priority list of the ERD and also lacked the required support from the national level policy makers.

2. ERD Pedia was established but could not function well. Frequent transfer of government officials affected the use of ERD Pedia. Trained officials were transferred, new officials without relevant training were posted there, which affected the efficacy of the Pedia.

3. Gender responsiveness was not clearly identified in the ProDoc. The Project did not have gender strategy although it was considered as a cross cutting issue. While the Project was in its operation, gender issue received attention in some of its activities only (i.e. capacity building initiative, formation of EPG).

4. Despite the fact that the K4DM as a strategic project drew a lot of attention from senior management of UNDP but it failed to draw the same from the Cluster (governance)

management of UNDP where it belonged to. “The reason behind this was that the Project was very small in monetary terms compared to other UNDP projects and the Cluster has a general tendency to focus more on bigger projects” commented a UNDP official during interview. Moreover, the project was placed under Governance Cluster at its intermediate stage. As a result, the project failed to get due priority from the cluster management of UNDP.

6.2 Observations Related to Project Design and Management

6.2.1 Weaknesses in Project Design

Project Objectives were too broad and Ambitious

The objectives of the project were too broad to achieve within the time and resources available, which prompted it to opt for advancing with the priorities. This left some of its components neglected leading to the nonachievement of the expected outputs.

Project objectives were also too ambitious. Almost all the most recent, innovative and challenging issues were incorporated in the project design without considering the implementation capacity of the ERD.

Lack of clarity of project concepts

The Project had a lack of clarity in its concepts. Though the ERD was the implementing agency, initially, it was not that clear about some of the concepts of the Project. Immediately after the agreement was signed, the ERD people had to struggle with the Project concepts when at the same time, UNDP leadership was also changed. This was one of the reasons why the project started its operation on a piecemeal basis and some initiatives could not receive due attention.

Project strategies were not clear

Although the project floated many good ideas but the strategies for materializing them were often unclear. At the formation stage, the Project spelt out many issues, which were not well conceived and well planned. For instance, in case of SSC, various sporadic steps were undertaken but no specific, planned strategy was designed to make the initiative successful. For instance, a high-powered Task Force was formed for SSC but there was no working group to operationalize the decisions of the Task Force.

Although capacity building initiative was one of the positive achievements of the project but this had some weaknesses. Some training activities were undertaken whimsically, in an unplanned way, which were not even aligned with project objectives. Besides, in many cases, without doing training needs assessment (TNA) many trainings were imparted. Many well-known resource persons imparted training but selection of participants was not right in many cases.

With extensions ProDoc was not revised

The Project was extended thrice but the ProDoc was not revised accordingly. UNDP could not disburse the agreed amount of fund but the ProDoc did not see any revision. This was a great weakness of the project for which the evaluation result is likely to be affected.

There was no EXIT and sustainability plan of the project

Preparation of the ProDoc was not a well thought out exercise. In its design, the Project proposed many brilliant ideas but did not have any exit and sustainability plan. As a consequence of this, at the termination stage, there remains uncertainty with regard to the sustainability of many achievements of the project. For instance, who will incur the ERD pedia after the project terminates remains as a question yet.

6.2.2 Weaknesses in Project Management

Delayed start of the project

The project started its operation two years after its approval causing many setbacks. At the beginning, the Project saw a downsize of the financial portfolio and in its first year the project had a very humble start. Finally, the delayed start of the project shortened the Project life leading to the nonachievement of various project outputs.

No Baseline Study, No Mid Term Evaluation, No Log Frame

The Project did not conduct any Baseline Study and had no Logical Framework (results chain) due mainly to its rocky start. As mentioned in Chapter 3 the Project, after its approval, took around two years to kick off and passed these initial years amid grave uncertainties regarding its initiation. As a result, no baseline study could be done during that time. No Mid Term evaluation of the Project couldn't also be done due to its repeated extensions. The final evaluation of the Project faced little difficulty due to the non-availability of these studies.

Manpower shortage

Without workforce a project cannot perform. There was a severe shortage of manpower for the Project as described in Chapter 3. Required number of Project staff was never recruited. Due to a lack of manpower the Project could not achieve its fullest potentials.

Frequent change of leadership

Change of leadership was a great challenge for maintaining the momentum of the Project. The project started its operation amid the change of leadership in both UNDP and ERD. Due to such a volatile situation, at the designing stage, the specific outcome of many initiatives of the Project couldn't be predicted. Moreover, as mentioned in chapter 3, frequent change of the NPD and also the Secretary of ERD was another challenge for the project.

Repeated extensions of the project

Repeated extension of the Project for six months each time affected the commitment among the Project officials and staff. A sense of insecurity used to prevail among the officials, which sometimes acted as a demotivating factor in case of hiring project staff. Due to the repeated extensions, the Project officials were also not confident about speeding up some initiatives of the project (e.g., preparation of NHDR) and the project seemed to proceed on piecemeal basis, based on the availability of fund.

No serious Monitoring &Evaluation of the Project

The Project had its Monitoring and Evaluation (M&E) Framework which was to be updated every after three months but monitoring couldn't be done as planned as there was no project M&E officer. Project Manager used to do this job. M&E reports was mostly used for reporting to UNDP. M&E results did not feed the Quarterly/Annual Reports of the Project much. Year-wise targets could not be fixed by the K4DM project since the project had six months extension each time. During its life span the Project produced six Quarterly Reports and two Annual Reports without having much detailed information about the project performance as per the M&E Framework.

6.3 Value Additions by the Project in Terms of Changes in the Arena of Development Management

Alongside the tangible achievements the project has done significant value additions to the development management of the country. They are as follows:

The "project title" itself can be considered as a great value addition to the development management arena of the country. Knowledge generation for managing development did never receive serious attention from the policy makers before. "In 2003-04, ERD undertook a project on digitization where knowledge was considered as a major component of development but a standalone project focusing on knowledge management did not emerge before", recalled an official during interview. Thus, the K4DM Project was the first initiative of its kind.

The Project has popularized some new concepts among the government officials like NRB engagement in the development process and South-South Cooperation (SSC) as the potentially important sources of mobilization of external resources. The project has facilitated to systematically think about these issues by forming Task Forces, establishing Cells as the formal platforms. "PIE (Philanthropy, Investment and Expertise sharing) model for engaging the NRBs has gained popularity even at the international level", noted a high official during interview.

South-South Cooperation initiative of the Project has popularized the idea of thinking "positive" of Bangladesh. The idea was that alongside adopting the best practices of other countries of the South, Bangladesh can also help other countries in the region to overcome similar challenges [20] through sharing the experiences where the country has attained significant progress. Through the Conferences held on South-South Cooperation some best practices of the country were showcased and many countries have already adopted these models. Kazakastan and Astana showed its interest for the SDG tracker (an initiative of a2i), Ethiopia was positive about adopting the Community Clinic model and ICDDRB's Matlab model. Thus, through the SSC initiative, the Project has initiated a changing role of Bangladesh where the country has emerged as an exporter from an importer[21].

[20] SSC for financing SDGs, ERD, Dec. 2017
[21] PM's conference at BRAC center report 2018

Through forming EPG, the Project has created a formal platform for integrating the civil service with the civil society and think tank for Knowledge generation through dialogue and debate, which was never existed in the country before.

The Project has introduced a culture of having an evidence-based policy. Before initiating any activity, generating knowledge and evidence through conducting in-depth research and publishing them in the form of reports was one of the significant strategies of the Project. This practice has also initiated a new pattern of thinking among the policy makers.

The Project has provided extensive support to strengthen ERD particularly through organizing skill development training and workshops. These have added immense value to the existing knowledge and skill of government officials.

6.4 UNDP's Attribution to the Achievements of the Project

The K4DM was a strategic investment for UNDP. ERD is the principal counterpart of any international agency in Bangladesh. From day -to- day work to dealing with the issues related to foreign affairs, the ERD is an important agency for UNDP. Therefore, it is vital for UNDP to maintain a good working relationship with the ERD and its investment in the K4DM Project was an attempt to serve this purpose.

During the implementation of the Project, UNDP could have some interactions with the ERD, which allowed the UNDP to work closely with them, which is very important. During interview, a UNDP high official noted, "K4DM was a good vehicle for us to being in touch with the ERD and for maintaining a very high-quality relationship with them". From this context, UNDP had a high stake in the k4DM Project. The Project was blessed to have continuous guidance from the senior management of UNDP.

UNDP's attribution to the achievements of the project was not only limited to funding the major portion of the budget but from idea generation and project initiation to facilitating the ERD to implement the Project through employing Project manager and Consultants, UNDP played an active role.
Most of the project ideas were originated from UNDP. To mention a few, ideas including NRB engagement, establishing an information repository, knowledge partnerships with the civil society through forming EPG can be cited.

While the Project was in operation, UNDP extended its support to conducting studies on different issues, arranging study tours/exposure visits, organizing international conferences (on issues both NRB and SSC) and workshops and skill development training, which immensely contributed to the achievements of the Project.

6.5 For Better Results What Could be Done?

The project could perform better if it could run with adequate funds and staff. The project at the beginning committed for 3.07 million USD but in practice only 0.911 million USD was disbursed. If the full amount could be realized performance of the project would have been better.

If the project had an NPD and a Project Manager for the entire duration of the Project then the results would have been better. Employing component-wise staff would also have produced better results.

Duration the project was very short. Project was small but ideas were brilliant. Had the project been given more time the unfinished activities would have been completed.

Another missing area was that ERD could better use the project resources to negotiate with donors to fund for pushing the project ideas further like SSC and NRB.

UNDP should also have paid more attention to the Project, particularly towards activation of EPG whereby it could make a significant contribution to the partnership between government and civil society.

6.6 What Other Results that the Project could Produce?

The project initiated many things but could not accomplish all of them due to the factors both inside and outside the Project. However, with its already ambitious objectives the project could have intensified its focus on environmental management and gender related issues since these issues are related to SDGs.

Chapter 7
Conclusion and Way Forward

7.1 Summary of the Key Findings of the Study

Findings of the study reveal that the project management has been able to spend 81% of the fund released by the UNDP and 72% of the funds released by GOB. However, majority of the survey respondents (63%) termed the pattern of expenditure against the allocated money as 'moderately satisfactory to satisfactory'. "Value for money" that the Project achieved was found to be moderately high. Project activities were also found to be relevant to the Project objectives-- which testifies to the fact that the funds were judiciously spent. Considering all of the above, on the whole, the Project can be labelled as "moderately efficient" one.

On the front of effectiveness, the project has been able to produce a set of significantly tangible and also non-tangible results within a short span of time. With regard to some of its initiatives the Project has successfully achieved almost all the targets set-forth in the M&E Framework, which include: institutionalizing the issues of leveraging Non-Resident Bangladeshis (NRBs) and South-South Cooperation (SSC) for national development and the creation of an information repository at the ERD called the ERD Pedia. In addition to these, beyond the M&E Framework, the Project also achieved a commendable success in developing the capacity of the officials of ERD and other ministries through arranging a series of skill development trainings and workshops. Apart from these tangible achievements, the Project initiated many nationally important activities (revision of NEX/NIM, activating the Eminent Persons' Group (EPG) formed with the objective of benefiting the national policies by utilizing the inputs/recommendations received from the Group, preparation of National Human Development Report (NHDR), collaboration in resource mobilization) and attained reasonable progress but finally, they could not complete the process and consequently, M&E targets corresponding to these initiatives could not be achieved. The evaluators, considering the progress they have achieved already and the nature of the initiatives per se, which need considerable time to produce the tangible results but the Project could not make that available, tended to label them as Project achievements. However, the study found that for 2 outputs under Component 3 the Project took very little or no initiative which can be termed as the "nonachievements" of the Project. Majority of the survey respondents under the current study termed the overall effectiveness of Components 1 and 2 of the Project as "moderately satisfactory" while the effectiveness of Component 3 was termed as "moderately unsatisfactory". Thus, taken together all data and information, in terms of effectiveness, the Project can be termed as "moderately effective" one.

With regard to relevance, the Project objectives were found to be relevant to national, international development goals and also with the UNDP priorities. All the respondents of the survey (100%) also opined that the Project outcomes will remain relevant over time.

The K4DM Project has a great potentiality to be sustainable. Government has already owned many of the Project ideas and results whereby some of the Project initiatives (NRB, SSC) have already been considered by the policy makers as the national development priorities. Majority of the respondents

also expressed their optimism by saying that risks involved in making the project sustainable are only "moderate".

Factors influencing the Project Achievements and Nonachievements

Numerous factors both internal and external to the project were found responsible for project achievements/nonachievements. Ownership of Government, dynamic leadership of bureaucracy, strong advocacy at the Project end were the factors that helped achieve some of the project objectives including NRB engagement, South-South Cooperation and ERD Pedia.

On the other hand, delayed start and lower disbursement of fund than committed, weaknesses in project design, repeated extension of the project, acute manpower shortage and lack of government support influenced the non-accomplishment of a good number of Project initiatives. Due to a lack of government support project initiatives of integration of NEX/NIM, activation of EPG, collaboration for resource mobilization, rendering service for transformational result, Preparation of NHDR could not achieve their targets during the project life.

7.2 Recommendations

The current evaluation puts forward its recommendations from two viewpoints: i) Considering the progress made thus far, what could be the future steps; and ii) What could be further improved if UNDP or any other agency implements a similar project soon.

7.2.1 Considering the Progress Made Thus Far, What Could be the Future Steps

With a small budget and time, the Project could achieve a lot. On the other hand, many good and new initiatives were started but got stalled in its halfway. Thus, many good ideas of the Project could not get enough time to bloom in full. These efforts should not be left incomplete. Moreover, given the changing development context of Bangladesh when the country is aspiring for being the middle-income country that requires embracing new thinking, new initiatives and innovative ideas, the Project has great potentials for connecting the dots in terms of strong, innovative, scalable acceleration of different innovations in the next generation. Given this context, the current evaluative study offers the following recommendations:

1. With a view to accomplish the unfinished agenda of the Project, to uphold the promising changes brought by the project so far and to meet the challenges of the changing development context the current project should be continued in its erstwhile form under Phase II.

   Phase II of the Project should be started with its activities which produced notable and good outcomes. Noteworthy among such activities include: NRB engagement and South-South and Triangular Cooperation (SSTC).

2. The second phase may focus on NRB issue in a much wider scale. Following initiatives might be taken into consideration in this regard:

- NRB Task Force should be made more functionally effective through forming three working groups in it-- focusing on three avenues of NRB engagement: philanthropy, investment and expertise.

- Capturing technical knowledge of NRBs should be the key focus of ERD. ERD in collaboration with the Ministry of Foreign Affairs (MoFA) should try to prepare a database of NRBs having technical knowledge/expertise with a view to help government engaging them in the development process of the country whenever necessary.

- Technical assistance/expertise from NRBs can systematically be utilized through online arrangement. For instance, for a large-scale technical project, government can engage 2-3 NRB engineers who can provide online assistance. NRB doctors may also provide on line medical assistance in hospitals once a week or so. For this they should be offered some lump sum remuneration as well.

- NRB cell at ERD needs to be strengthened. NRB Cell should be incorporated into the organogram of the ERD. A permanent post of NRB Desk Officer should be created at the NRB Cell. Besides, qualified officials having good academic background and interests in the issues relevant to the project objectives should be recruited at the Cell.

- An NRB Pool fund can be created through which it will be easier to invite the NRB experts, facilitate their stay in the country and to connect them with the local experts.

- NRB website at the ERD should be linked to the field administration in order for them to be informed of the needs of the NRBs.

3. Attempts should be undertaken to institutionalize the concept of SSC further. Not only should the Southern expertise, Bangladesh now try to share its good practices with the wider world. Northern countries can also learn many things from Bangladesh. Climate change adaptation can be cited as an example in this regard. With a view to facilitate the widening of the opportunities for such sharing and exchange of ideas and resources and to facilitate developing effective partnerships following initiatives may be undertaken in the next phase of the project:

    - South-South knowledge Centre or a Centre of Excellence for SSC should be established in order to facilitate making the knowledge partnerships more effective.

    - For SSC there has to be a Pool Fund (3-4 million USD) for making small contribution to the countries that are less advanced than us.

    - Like NRB, the SSC Cell at ERD has to be made more effective and sustainable. For this, the Cell should be added to the ERD Organogram and a post should be created for the Desk Officer of the Cell.

    - A Cell on SSC should be created in all ministries.

4. The key objective of the K4DM Project is to improve capacity of the ERD for exploring the innovative alternatives of financing from external sources. This concept will be more relevant in the emerging context of Bangladesh after LDC graduation in 2024. In future, once Bangladesh

loses its preferential market access facilities and other international support measures for LDC graduation, it will be in the open market and the country will have to negotiate for international support. For this, it is imperative to develop international negotiation skill of the civil servants along with the officials of the ERD. This is true that ODA has become smaller (only 2% of GDP) than before but still it is important since donor projects have the flexibility of accepting failure, which government cannot afford. Moreover, for social sector funding ODA is necessary since government does not spend much in social sector. To obtain donor funding, improving international negotiation skill of the officials needs serious attention. The Evaluation Team found that civil servants earnestly feel that there remains a wide capacity gap among them with regard to this skill. This needs to be given serious attention by the second phase of the project.

During phase II of the Project, a permanent Centre for Capacity Development of International Negotiation Skills of Civil Servants can be created. This will help bridging the capacity gaps that currently exist among the Civil Servants on international negotiation skill particularly considering the rapidly emerging development dynamics of the country. In this regard, it will be cost effective if initiative is undertaken to set up such a Centre within a reputed public university like the University of Dhaka or any other reputed private University. The Centre should run under collaborative modality which will ensure the sustainability of the initiative beyond the project period.

5. In phase II of the Project, the evaluators strongly recommend for making the Eminent Persons' Group (EPG) operational. In case of development management in Bangladesh, formal partnership between the government and civil society is almost nonexistent. There is no formal platform where the civil society/academia/think tanks can take part in the major development discourses, share knowledge and experiences with each other and no mechanism is in place to channel their recommendations to the policy level. Under the K4DM Project this very journey began through forming a formal platform for developing such partnership called the EPG but it got stuck in its halfway.

   In phase II of the Project, initiative should be undertaken to link the EPG to the national policy making initiatives (e.g. formulation of the National Five-Year Plan, Sector Strategies and Sectoral Policies). Although prior to the preparation of National Plans the Planning Commission does this kind of idea sharing exercise in a small scale but there has to be a broad formal platform through which this link can be established. Thus, EPG initiative should be revived and be made sustainable and UNDP should play a proactive role in this great initiative.

6. The Project has tested many new concepts and a number of new initiatives which can also become stand-alone projects. The Project initiatives including NRB, SSTC, preparation of NHDR can be mentioned as potentially suitable in this regard since these have a lot of potentialities to contribute to the development of the country but they are still left severely untapped.

7. Considering the potentials that the ERD Pedia has with regard to increasing the overall access to information by the government officials, the Evaluation Team strongly recommends that ERD should take necessary steps to make the ERD Pedia sustainable. Following measures need to be undertaken for this purpose:

- For improved performance of the ERD Pedia, it is essential that a permanent staff as an "Officer-in-Charge" can be deployed centrally at ERD.

- Monitoring of uploading/updating data in the Pedia is necessary. The centrally appointed "Officer-in-charge"of ERD Pedia should be made responsible for monitoring this. In addition to this, monthly coordination meetings of ERD can also perform this monitoring function.

- In order to increase its utilization training /workshop on the operation/use of the Pedia for the newly joined staff could be arranged under the ERD revenue budget. In addition to this, technical weaknesses of the Pedia also need to be identified and addressed.

- Accessibility to the Pedia should be enhanced to the officials of other ministries and relevant organizations alongside the ERD officials. Access to the Pedia can be enhanced to the general public to facilitate the academics/researchers by categorizing the available documents as: i) public (which can be shared with all); and ii) official (which cannot be shared with all).

8. Preparing National Human Development Report (NHDR) was another significant initiative of the project, which already attained a significant progress with regard to forming the writers' pool, advisors' pool and so forth. In the second phase of the Project, it is important to give serious consideration to accomplish the preparation of NHDR in order to facilitate the National policies to be benefitted from its inputs and to help the government achieving the SDGs.

9. FGDs with the officials of ERD and other ministries stressed the importance of continuing the capacity building initiative of the Project with a view to help reduce their capacity gaps. It was also mentioned by many of them that they could not receive all trainings offered by the Project although they found all of them were very much relevant to their work in the current changing development context. Based on this feedback, the evaluation team strongly suggests for continuing the capacity building initiative in a much wider scale and with more investments in the new phase of the Project.

10. The Evaluation Team did not manage to collect sufficient evidence with regard to gender-specific targets of project components. In the new phase of the project, it is imperative to integrate gender consideration in all components of the project. Some of the examples could be as follows:

    - Capacity building initiative should give stronger focus on gender issue
    - Under the NRB initiative, special attention should be given on the needs/aspirations and expertise of women NRBs and efforts should be taken to address and utilize them.
    - In case of SSC, the best practices of women empowerment of the region can be shared and highlighted.

11. Since the K4DM project has already undertaken many good initiatives with a potentiality of having national policy level impact, these should be driven further. Government should undertake the future initiative to sustain these initiatives on its own. Government may

undertake step to sustain this through self-financing to develop ownership, commitment and sustainability. It may buy technical support from UNDP and other donors. In this regard, the Project initiative of Collaboration on resource mobilization should be rejuvenated.

7.2.2 What could be Further Improved if UNDP or Any Other Agency Implements a Similar Project?

1. Taking greater care in project designing is critically important. The ProDoc should be written candidly and reviewed carefully in order to avoid the confusions and uncertainties while project is in operation.
2. Serious attempts should be undertaken to avoid the delayed start of the project. For this, lengthy bureaucratic procedure needs to be simplified and the Project leadership need to be more proactive.
3. For better performance, project should have the adequate number of full-time employees. There should be an M&E official and a communication official for a project.
4. National Project Directors (NPDs) are to play a catalytic role in managing a project. Hence, an effective leadership role of NPDs is critical for ensuring the optimum performance of a project, for which, dedicating adequate time and attention to the project is indispensable. For this, it is also important to ensure that the NPDs and the Deputy Project Directors (DPDs) have the required willingness, relevant expertise and interest to lead the project. Forming a Project Director's Pool (like DC Pool) may be helpful for getting an NPD suitable for a project.
5. Sufficient care should be taken while selecting the participants of exposure visits and after these visits are held reports should be published on the experience gathered from the visits and its outcome.
6. Projects can be thought of in terms of results chains, whereby certain activities produce a set of outputs to influence the final outcomes sought.
7. Having a baseline study for a project is crucial to measure the success/failure of a project. This should be given serious consideration in formulating the future projects.
8. For future projects, GOB cost sharing should be given serious consideration so that projects do not suffer from uncertainties of funding.

Annex-1: List of the Respondents of KII

#	***Name of the Officials and Organizations***
1	Mr. Monowar Ahmed Secretary Economic Relations Division (ERD), Ministry of Finance, GOB
2.	Ms. Shamima Nargis (Former NPD, K4DM Project) Member, Physical infrastructure Division, Planning Commission, Ministry of planning, GOB
3.	Ms.Sultana Afroz NPD, K4DM Project Additional Secretary, UN wing, Economic Relations Division (ERD), GOB
4.	Mohammad Mejbahuddin Former Senior Secretary, ERD
5.	Dr. Kazi Anwarul Haque (Former NPD K4DM Project) Additional Secretary, LGD Ministry, GOB Bangladesh Secretariat
6.	Mr.Mohammad Nazim uddin Dy. NPD, K4DM, Joint Secretary, GOB
7.	Dr. Khalilur Rahman Additional Secretary, Director General, International Trade and Investment, Ministry of Foreign Affairs, GOB
8	Mr. Mofidul Islam Chief, Planning Commission, General Economic Division, GOB,(member of Project Executive Board of K4DM)
9.	Sudeepto Mukharjee Resident Representative UNDP-Bangladesh
10.	Ms.Shaila Khan, ARR and Advisor, Business Development and Partnership UNDP-Bangladesh Economic Relations Division (ERD)
11.	Ms. Mahmuda Afroz, UNDP Cluster Head, Governance, UNDP-Bangladesh
12.	Dr. Nazneen Ahmed Sr. Research Fellow,

	Bangladesh Institute of Development Studies (BIDS), Dhaka
13.	Dr. S.M. Morshed, Project Manager, Urban Climate Project of UNDP Former communication consultant of K4DM, UNDP-Bangladesh
14.	Dr. Abu Shahin Md. Ashaduzzaman (Former Project Manager K4DM) NPM, EALG, LGD, NILG Bhaban Agargaon,
15.	Ms. Nusrat Noman, DS, UN wing, Economic Relations Division (ERD), GOB
16.	Kazuyoshi Hirohata, M&E Officer, UNDP-Bangladesh
17.	Mr. Mohd. Abdus Sobhan Sr. System Analyst ERDOC/ERDPEDIA, ERD
18.	Mr. Zakaria Program Manager, CIRDAP, Dhaka
19.	Dr. Tomasi Raiyawa Principal Executive officer, CIRDAP, Dhaka
20.	Ms. Marina Shawkat Ali Project Manager, K4DM, UNDP-Bangladesh
21	Mr. Md. Waheed Alam Consultant, K4DM, UNDP-Bangladesh
22.	Mr. Delwar Hossain Finance-Admin consultant, K4DM, UNDP-Bangladesh
23	Mr. Ashraf Hossain Admin-Finance consultant, K4DM, UNDP-Bangladesh
	FGD with ERD officials held on July 8, 2019 at 3:00 PM at ERD
	FGD with Line Ministry Officials held on July 10, 2019 at 10:00 AM at ERD

Annex 2: Questionnaire for KIIs of the Officials

Questionnaire for KIIs of the Officials at the decision-making level at ERD, Planning Commission, UNDP Management and other stakeholders including the representatives of CSOs/IGOs

Name of the respondent: **Date:**

A. Effectiveness

- In your opinion, what are the most positive achievements of the project?
- Any negative achievement driven by project-supported interventions?
- Foreseen and unforeseen changes and effects driven by project-supported interventions
- What were the major factors influencing the achievement or non-achievement of the objectives?

B. Relevance

- Are the project outcomes consistent with the national priorities eg., (7th FYP, Perspective Plan, Vision 2021 and SDGs)
- How are the project outcomes consistent with UNDP priorities?
- Did they remain relevant over time?

C. Sustainability

- To what extent you think that the GOB owns the results of the project?
- How likely it is that the project-supported interventions will continue to deliver benefits for an extended period of time after it terminates?
- How would you assess the project's role in influencing the wider policy at national and international level?

D. Lessons Learned

- What has worked (some best practices) and what has not as well as observations related to the project design, management and operation of the K4DM?
- What were the value additions by the project in terms of change in south-south cooperation?

- For better results what could be done (eg., any future support should consider a greater approach to tackling specific issues and to also utilize wider themes of South-South cooperation)?
- What other results that the project could produce?

E. Recommendations

- Considering the progress made thus far, what could be the future steps for ERD and DPs to promote effective development cooperation?
- What could be further improved if UNDP or any other agency implements a similar project soon?

Annex 3: Questionnaire for KIIs of the Project implementing officials

Questionnaire for KIIs of Project Implementers (Current and previous project managers/Directors at ERD, Planning Commission, concerned officials of line ministries)

A. Efficiency:

- To what extent the budget allocated for the project was spent as planned?
- How value for money is achieved through effective procurement and contracting.
- Do you find any relevance of various other project activities and its bearing on the project's objectives?

B. Effectiveness:

- Component wise, how would you assess the performance of the project against its M&E framework?
- What results the project may have had beyond its M&E framework?
- Could you please identify the positive and negative changes/effects driven by the project interventions?
- Could you please identify the foreseen and unforeseen changes and effects driven by project-supported interventions?
- What were the major factors influencing the achievements and also non-achievements of the project objectives?
- Assessing progress against recommendations from previous reviews

C. Lessons Learnt

- What has worked (some best practices) and what has not as well as observations related to the project design, management and operation of the K4DM?
- What were the value additions by the project in terms of change in south-south cooperation and transparency?
- What was UNDP's attribution to the achievement of the Project?
- For better results what could be done?
- What other results that the project could produce?

D. Recommendations

- Considering the progress made thus far, what could be the future steps for ERD and DPs to promote effective development cooperation?
- What could be further improved if UNDP or any other agency implements a similar project soon?

Annex 4: Questionnaire for Survey

A. Efficiency:

Evaluate the following aspects of the program in terms of **efficiency of the project** by marking "√" in the box of corresponding column according to the scale given:

6 points. Highly Satisfactory (HS): no shortcomings
5 points. Satisfactory (S): minor shortcomings
4 points. Moderately Satisfactory (MS): moderate shortcomings
3 points. Moderately Unsatisfactory (MU): significant shortcomings
2 points. Unsatisfactory (U): major shortcomings
1 point. Highly Unsatisfactory (HU): severe shortcomings

Parameters for evaluation		1	2	3	4	5	6
1.	Budget allocated for the project was spent as planned						
2.	Value for money is achieved through effective procurement and contracting						
3.	Relevance of various other project activities						
4.	Other relevant projects have bearing on the K4DM's objectives						

B. Effectiveness:

Evaluate the following aspects of the program in terms of **effectiveness of the project** by marking "√" in the box of corresponding column according to the scale given:

6 points. Highly Satisfactory (HS): no shortcomings
5 points. Satisfactory (S): minor shortcomings
4 points. Moderately Satisfactory (MS): moderate shortcomings
3 points. Moderately Unsatisfactory (MU): significant shortcomings
2 points. Unsatisfactory (U): major shortcomings
1 point. Highly Unsatisfactory (HU): severe shortcomings

Parameters for evaluation		1	2	3	4	5	6
1.	Performance of component 1 of the project against its M&E framework						
2.	Performance of component 2 of the project against its M&E framework						
3.	Performance of component 3 of the project against its M&E framework						
4.	Performance of the project across the log-frame						
5.	Performance of the project across the note on hand-over of responsibilities from UNDP to ERD?						
6	Changes driven by the project interventions						
7	progress against recommendations from previous reviews						

C. Relevance

Evaluate the following aspects of the program in terms of **relevance of the project** by marking "√" in the box of corresponding column according to the scale given:

1 point. Relevant (R)

0 point. Non-relevant (NR)

Parameters for evaluation		0	1
1.	Project outcomes are consistent with the national priorities eg., (7th FYP, Perspective Plan, Vision 2021)		
2.	Project outcomes are consistent with the international priorities eg., (SDGs)		
3.	Project outcomes are consistent with UNDP priorities		
4.	Project outcomes are and will remain relevant over time		

D. Sustainability

Evaluate the following aspects of the program in terms of **sustainability of the project** by marking "√" in the box of corresponding column according to the scale given:

4 points scale:
4Likely (L): negligible risks to sustainability
3Moderately Likely (ML): moderate risks
2Moderately Unlikely (MU): significant risks
1Unlikely (U): severe risks

Parameters for evaluation		1	2	3	4
1.	GOB owns the results of the project				
2.	Project-supported interventions will continue to deliver benefits for an extended period of time after it terminates				
3.	Project's role in influencing the wider policy at national and international level				
4.	Project's role in influencing the wider policy at international level				

Annex 5: FGD Questionnaire for the Mid -Level Officials of ERD

A. Efficiency:

- To what extent the budget allocated for the project was spent as planned?
- How value for money is achieved through effective procurement and contracting.
- Do you find any relevance of various other project activities and its bearing on the project's objectives?

B. Effectiveness:

- Component wise, how would you assess the performance of the project against its M&E framework?
- What results the project may have had beyond its M&E framework?
- Could you please identify the positive and negative changes/effects driven by the project interventions?
- Could you please identify the foreseen and unforeseen changes and effects driven by project-supported interventions?
- What were the major factors influencing the achievements and also non-achievements of the project objectives?

C. Sustainability

- To what extent you think that the GOB owns the results of the project?
- How likely it is that the project-supported interventions will continue to deliver benefits for an extended period of time after it terminates?
- How would you assess the project's role in influencing the wider policy at national and international level?

D. Lessons Learnt

- What has worked (some best practices) and what has not as well as observations related to the project design, management and operation of the K4DM?
- What were the value additions by the project in terms of change in south-south cooperation and transparency?
- For better results what could be done eg., any future support should consider a greater approach to tackling specific issues and to also utilize wider themes of South-South cooperation
- What other results that the project could produce?

E. Recommendations

- Considering the progress made thus far, what could be the future steps for ERD and DPs to promote effective development cooperation?
- What could be further improved if UNDP or any other agency implements a similar project soon?

Annex 6: FGD Questionnaire for the mid-level officials from other ministries

1. How did you come to know about K4DM project?
2. How many times you have received training from K4DM and on what?

F. Effectiveness:

- Did you find the training effective? Could you please identify the positive and negative aspects of training?

G. Efficiency

- Do you find any relevance of any other project activities in your ministry with the objectives of K4DM?

H. Sustainability

- To what extent you think that the GOB owns the results of the project?
- How likely it is that the project-supported interventions will continue to deliver benefits for an extended period of time after it terminates?
- How would you assess the project's role in influencing the wider policy at national and international level?

I. Lessons Learnt

- What has worked (some best practices) and what has not as well as observations related to the project design, management and operation of the K4DM?

J. Recommendations

- Considering the progress made thus far, what could be the future steps for achieving better results in capacity building?
- What could be further improved if UNDP or any other agency implements a similar project soon?

Annex 7: List of Documents Reviewed

Annual Reports 2017-19, K4DM, UNDP

Hossain, Zakir (2018) South South Cooperation Framework and Institutional Arrangements at ERD, K4DM, UNDP

Hussain, Manjur (2017) Resource Mobilization Strategies and Action Plan for Bangladesh, K4DM, UNDP.

K4DM Updates December, 2017-18 ERD, Ministry of Finance
Minutes of the Meetings of the Executive Board held from 2016-2019.

Monem, M (2018) Engagement of NRBs in National Development: Strategies, Challenges and Way Forward, Economic Relations Division, Ministry of Finance.

Momen Abdul (2017), South-South Cooperation for Financing SDGs, Economic Relations Division, Ministry of Finance, Government of Bangladesh, Dhaka.

Quarterly Project Progress Report 2016-2018, K4DM, UNDP.

Report of the Experience Sharing Workshop titled "Implementation of Development Projects: Issues and Challenges" held on 10-11 May 2018, BCDM, Rajendrapur, Gazipur, organized by ERD and supported by K4DM.

UNDP(2009) handbook on planning, monitoring and evaluating for development results(UNDP Handbook Web site: http://www.undp.org/eo/handbook , 2009

UNDP (2011) UNDP Evaluation Guidance for GEF-Financed Projects Version for External Evaluators.

UNEG (United Nations Evaluation Group) (2010) UNEG Quality Checklist for Evaluation Reports, Guidance Document, United Nations.

Annex 8: TOR of Evaluators

Knowledge for Development Management Project (K4DM)

Economic Relations Division (ERD)

Terms of Reference (ToR)

for National Consultant/ Team Leader for Final Evaluation of K4DM Project

Location	Dhaka Bangladesh
Application Deadline	
Type of consultant	Individual Contract
Post Level	IC-National Consultant
Language required	English
Duration of the contract	30 working days over a period of 2 months

Background

A joint initiative of the Government of Bangladesh (GoB) and UNDP Bangladesh, Knowledge for Development Management (K4DM) Project is being undertaken from September 2014 till June 2019. The project will contribute to objectives of the United Nations Development Assistant Framework (UNDAF) Action Plan. In the wake of declining Official Development Assistance (ODA) and as donors, governments and development partners are placing a greater emphasis on results-based interventions, this project has been designed with a view to:

Simplify programming procedures and improve knowledge management; Promote new knowledge and resource partnerships under the canopy of South-South and Triangular as well as Public-Private Partnership modality; Support a common expert pool, strategic knowledge generation and innovative programming The GoB is faced with the challenge of enhancing its capacity to promote strategic economic and national interests in regional and global policy making arenas. In an effort to achieve this, the GoB must be better equipped to anticipate and respond to externalities that could impact development prospects in a timely manner. Leveraging appropriate knowledge and technology and making use of appropriate knowledge management (KM) tools is a vital element in bringing about a

qualitative improvement in the policy making process and in the public interventions for facilitating the desired development transition. In order to achieve its objectives, the project team will work in conjunction with existing UNDP supported projects 'Capacity Development for Aid Effectiveness' and 'Support to Sustainable and Inclusive Planning'. The project team will work primarily with the UN Wing of the Economic Relations Division (ERD), Ministry of Finance, but will also extend its reach to a host of relevant ministries, think tanks, academicians and development practitioners in order to most successfully affect relevant change.ccording to the ProDoc, a Final Evaluation is supposed to undertake at the end of the project through commissioning one National Consultant. Hence the project has planned to hire one National Consultant to conduct the Final Evaluation of K4DM Project. The Final Evaluation will focus on the relevance, effectiveness, efficiency, and sustainability of project implementation. The findings of the review will be used for designing the next phase of the project.

Purpose

The main purpose of the review is to assess the outputs and results achieved by the K4DM project from 2014 to 2019.

Specific Objectives

The specific objectives of this end review are to assess the following based on OECD DAC criteria for evaluation. A successful bidder shall detail these points in an inception report as well methodology note.

Relevance: are the project outcomes consistent with the national priorities, UNDP corporate priorities, and did they remain relevant over time?

Efficiency: to which extent was best value-for-money obtained (results delivered vs resources expended)? This includes

Assessing programme's budgeting and procurement procedures including analysis of

(i) budget spent vs planned, (ii) how value for money is achieved through effective procurement and contracting

Assessing the relevance of various project activities and its bearing on the project's objectives

Effectiveness: To which extent were the objectives achieved? What were the major factors influencing the achievement or non-achievement of the objectives? This includes

Assessing the performance of the project against its M&E framework, log-frame and against the note on hand-over of responsibilities from UNDP to ERD

Assess results the project may have had beyond its M&E framework

Assessing the positive and negative, foreseen and unforeseen changes and effects driven by project-supported interventions.

Assessing progress against recommendations from previous reviews

Impact: The impact assessment should, inter alia, assess the following issues:

What are the positive and negative changes produced by the project's interventions (direct and indirect)? When evaluating impact it is useful to consider:

- What has happened as a result of the project?
- What real difference has the activity made to beneficiaries?
- Have outputs been achieved?
- And if so, to what extent have outcomes been achieved? **stainability:** national ownership of the results and the likely ability of project-supported interventions to continue to deliver benefits for an extended period of time after completion. Assess project's role in influencing wider policy at national and international level.

Lessons learned: the evaluation will also document the innovations and lessons learned from the project. This includes analysis of what has worked and what has not as well as observations related to the project design, management and operation of the K4DM. Acknowledging that the K4DM project design aimed to support the ERD as a major beneficiary, this assessment shall also analyse the extent to which K4DM was able to influence change in south-south cooperation and transparency. The assessment should also consider the content of relevant reviews that have suggested that any future support should consider a greater approach to tackling specific issues and to also utilise wider themes of South-South cooperation.**Recommendations:** Considering the progress made this far, what could be future steps for ERD and DPs to promote effective development cooperation? What could be further improved if UNDP or any other agency implements a similar project in the near future?

Scope of work

The National Consultant (IC) is expected to provide an independent review of the performance of the K4DM Project. The scope of the review will include the period March to April 2019. The incumbent will work under the guidance of UNDP Governance Cluster lead in close consultation with the M&E analyst of Partnerships unit and the National Project Manager.

The output will be a review report which outlines findings and recommendations with regard to the review objectives listed under "specific objectives' above.

Methodology

Document review: Read key background documentation on K4DM project. These documents include, inter alia: project document, TPP, annual work plans and budgets, quarterly and annual progress reports, quarterly and annual expenditure reports, minutes of Project Executive Board meetings, any other public documents and publication describing K4DM activities

Consultation: Meet key stakeholders-including representatives from ERD and GoB; current and previous project management and directors, UNDP management; other development partners, key CSO representatives. The report should be logically structured, contain evidence-based findings, conclusions, lessons and recommendations, and should be free of information that is not relevant to the overall analysis.

The IC will use UNDP guidelines for reviews and comply with the UNEG "Ethical Guidelines for Evaluation" and will respect confidentiality of information providers. The evaluation activities shall be based on UNDP evaluation principles, norms and standards that are outlined in the UNDP Handbook on Planning, Monitoring and Evaluation (2010).

Management arrangements

The national consultant will report to the UNDP Governance cluster lead, or delegated to Programme Specialist of the Cluster, The Consultant will liaise with the National Project Manager (PM), M&E Specialist in Partnerships unit. In addition, the PM will inform to the Government of Bangladesh, represented by the National Project Director (NPD), and UNDP, represented by the Assistant Resident Representative for Business Development and Partnerships. The NPD and the ARR and the Governance Cluster lead or anyone who is/are delegated by the concerned officials will be responsible for reviewing the output of the consultant and agree on the deliverables. The contract manager in consultation in this case the Cluster Lead will approve the deliverables and ensure payment against the due milestones.

Time frame and deadlines

The review will take 30 working days over a period of 02 months, broken down as follows:

Briefing on the TOR to the evaluator/consultant by UNDP/ERD - 01 day after signing of the contract; (M&E specialist, NPD/DPD/ARR , Partnerships, Governance Cluster Lead/ PM)

Inception report together with detailed methodologies note - 05 days after signing of the contract and present the said report to the project team NPD along with the project team that will include representation from Partnerships and the Governance cluster ;

Desk Review/Documents Review - 10 days after signing of the contract;

Meeting, consultation, interview with stakeholders (mission) - 20 days after signing of the contract;

Submission of draft report - 25 days after signing of the contract;

Submission of final report integrating response from clients - 30 days after signing of the contract.

Competencies

Technical understanding of changing scenario of global and national development agenda; Technical understanding on project evaluation mythologies;

Technical understanding of project management, life cycle of project and use of objectively verifiable indicators;

Excellent communication, facilitation and analytical skills; Strong interpersonal skills;

Academic qualifications

Master's degree in Economics, Public Administration, Public Policy, Political Science, Development Studies, Social Science or related fields;

Experiences

At least 10 years of relevant professional experience;

Minimum 07 years of practical experience in evaluation of comparable programmes;

Minimum 07 years of experience with multilateral or bilateral donor supported technical assistance projects;

Minimum 05 years of experience with Result-Based Management review methodologies;

Minimum 05 years of experience in designing and implementing robust/empiricalevaluations;

Minimum 07 years of experience with qualitative methodologies to assess impact; and

Minimum 05 years of experience in applying UNDP and/or other prominent development partner approaches to planning, monitoring and evaluation;

Minimum 05 years of experience in evaluating government executed programmes is required. Minimum 07 years of experience in governance-related areas

Language

Excellent English and Bangla communication, reading and drafting skills

Evaluation of the candidate:

Individual consultants will be evaluated based on the following methodology

Cumulative analysis

The candidates will be evaluated through Cumulative Analysis method. The award of the contract will be made to the individual consultant whose offer has been evaluated and determined as:

Responsive/compliant/acceptable; and having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

Only candidates obtaining a minimum of 49 points in the technical evaluation would be considered for Financial Evaluation.

Technical Evaluation Criteria (Total 70 marks):

Relevance of Education (masters in evaluation, statistics, governance, etc) – 5 marks;
Experience on evaluation in similar nature- 25 marks;

Knowledge and experience on advanced-level (robust) evaluation – 20 marks;

Understanding on similar thematic areas (government coordination, South-South Cooperation, etc) - 20 marks.

Financial Evaluation (Total 30 marks)

All technical qualified proposals will be scored out 30 based on the formula provided below. The maximum points (30) will be assigned to the lowest financial proposal. All other proposals received points according to the following formula:

$$p = y\ (\mu/z)$$

where:

p = points for the financial proposal being evaluated; y = maximum number of points for the financial proposal; μ = price of the lowest priced proposal; z = price of the proposal being evaluated.

The financial proposal shall specify a total lump sum amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in installments or upon completion of the entire contract). Payments are based upon output, i.e. upon delivery of the services specified in the TOR. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount (including travel, per diems, and number of anticipated working days).

Financial Milestones:

1st payment - 20% upon submission of inception report;

2nd payment - 30% upon submission of draft review report;
Final payment - 50% upon submission of final report.

Candidates are requested to submit their financial proposal
using the template from the below link;

Documents to be include when submitting the proposal

Interested individual consultants must submit the following documents/information to demonstrate their qualifications. Please group them into one (1) single PDF document as the application only allows to upload maximum one document:

Technical Proposal (Max 1000 words);

Explaining why they are the most suitable for the work;

Provide a brief methodology on how they will approach and conduct the work; Financial proposal;

Personal P-11 form/detail CV.

Inputs by UNDP

UNDP will provide office space (no computer) and will also arrange various meetings, consultations, interviews and ensure access to key officials as mentioned in proposed methodologies. UNDP will bear the cost of such meetings.