Evaluation Report

United Nations Development Assistance Framework 2017 - 2021
UN Bangladesh

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This independent evaluation is commissioned by the United Nations Country Team in Bangladesh. The methodology of the evaluation follows UNEG Norms and Standards. This evaluation is the product of an independent evaluation by Ann Lund and the content, analysis and recommendations of this report do not necessarily reflect the views of the United National Country Team in Bangladesh.

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2. Abbreviations and acronyms

BRAC	Building Resources Across Communities
BPRP	Bangladesh Preparedness and Response Plan
CCA	Common Country Assessment
CEDAW	Convention to End all forms of Discrimination Against Women
CPD	Country Programme Document
COVID-19	Corona Virus 19
CSO	Civil Society Organisation
FCFO	Foreign Commonwealth & Development Office (Gov of UK)
GEEW	Gender Equality and Women's Empowerment
GoB	Government of Bangladesh
INGO	International Non-Government Organisation
ISERP	Immediate Socio-economic Response Plan for COVID-19
M&E	Monitoring and Evaluation
MIC	Middle income Country
NGO	Non-Government Organisation
NRA	Non Resident Agency
OCHA	Office for the Coordination of Humanitarian Affairs
OECD/DAC	Organisation for Economic Cooperation and Development/Development Assistance Committee
PEDP4	Fourth Primary Education Development Programme
PMT	Programme Management Team
RCO	Office of the UN Resident Coordinator/Resident Coordinators Office
7FPY	Seventh Five-Year Plan
SDGs	Sustainable Development Goals
UN	United Nations
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Fund
UNEG	United Nations Evaluation Group
UNHCR	United Nations High Commission for Refugees
UNSDCF	United Nations Sustainable Development Cooperation Framework

3. Executive Summary

The UNDAF 2017-2020 was formulated by the UN System with the Government of Bangladesh to support national development priorities as outlined in the Seventh Five Year Plan 2016-2020. The UNDAF identifies three priority outcomes People; Planet and Prosperity and positions nine key sub outcomes to respond to the interconnected nature of the 2030 Agenda and Bangladesh's unique development needs. The UNDAF multi-year period has run parallel to the UN's reform agenda, which has increased expectations globally for restructured ways of working, collaborative programming and joined up work.

The period of the UNDAF's implementation has been heavily characterised by a succession of severe climatic events, the August 2017 massive influx of Rohingya Refugees triggered an emergency refugee response and further assistance to the specific humanitarian-development-peace challenge of Cox's Bazaar, and the global COVID-19 pandemic that triggered immediate and detailed response planning. In the second quarter of 2020 the Government's formulation of the Bangladesh Preparedness and Response Plan (BPRP) was then responded to by the UN system with formulation of the Immediate Socioeconomic Response Plan (ISERP) that required an extension of the UNDAF to 2021 as a means to maintain a legal basis for the UN systems 'development in emergency' priorities. The ISERP aligns with the Eighth Five Year Plan of Government and presents the whole of UN approach to the pandemic. This unique programming context hallmarked by crisis and emergency has created a programming environment that has required flexibility and responsiveness, and is the backdrop for the UN in Bangladesh's continued programme response and this independent evaluation.

The methodology of the evaluation is evidence based and has relied on semi-structured interview, desk research and an online survey. The evaluation, as mentioned, has been conducted in the midst of a global pandemic and has therefore been undertaken remotely against a number of constraints unique to the country context, including a lack of joint monitoring from which to draw results and a significant turn-over of government representatives.

The UNDAF is considered to hold general overall relevance to Bangladesh's socio-economic priorities and successfully outlines the UN's normative mandates but UN entities have only used the UNDAF 'a little' to promote or guide their work. Programme or project based monitoring linked to joint UN outcomes and the UNDAF results framework was undertaken through established results groups in the early part of the UNDAF cycle but has not remained consistent. This has led to an overall limited profile or use of the UNDAF amongst the UN and its stakeholders. The UN's comparative advantage and the success of the UN's engagement and leadership in the wider development community is respected and considered to be unique in comparison to all other development partners. Whilst externally the comparative advantage of the UN as a whole and its individual agencies is understood, internally issues of fragmentation and mistrust are reported as stalling next steps in joint programming and joint resource mobilisation.

The Gender mainstreaming within the UNDAF is not considered to be strong however the achievements of the Joint Theme Group on Gender has influenced positively the identification fo gains through the Gender score card process and subsequent reporting, setting targets for further improvement and progressively meeting global standards across all areas of programming. The positioning of human rights and humanitarian resources within the Office of the UN Resident Coordinator and their connection to mainstreamed capacities across UN entities has increased results and contributed significantly to the formulation success of the ISERP in particular.

Results are identified across all UNDAF outcomes and whilst some programmes directly reference the UNDAF most results have been loosely identified with reference to joint UN team or individual

agency programme reports. There is some evidence of collaboration between agencies to realise results and to enhance partner engagement and there is an increasing number of joint programmes. There is however a need in the future to more clearly link programmes to outcomes and in turn the results framework to enable a realisation of results against agreed indicators and to establish an evidence base for future planning cycles. The UN systems recent focus on data and the success of those joint initiative is identified as extremely beneficial to strengthening of the evidence base moving forward and the sustainability of relevant national statistical institutions.

The UNDAF's effectiveness has been challenged by the unique set of events in Bangladesh in the programming period, resulting in a low level of recognition or awareness of the UNDAF and no use of the UNDAF as an overarching framework for programming in the fast evolving country context. Rights based language is well noted in the UNDAF however its use as a tool to strengthen rights based approaches in less evident. The UNDAF is seen to have considered the needs of marginalised populations and designed to include those otherwise left behind, however future programming will benefit from more explicitly targeting marginalised populations. There is a disconnect between results realised and monitoring and whilst results have been achieved and reported at the UN entity level through individual and joint programmes, with reference to national priorities, these cannot be directly attributed to UNDAF outcomes.

Under *People* results relate to HIV and reduced levels of morbidity and mortality noting also concerns regarding the stagnation of results. In the area of Agriculture food security, forestry and climate change have been addressed. A school feeding policy now exists having benefited from collaboration with the Education working group. Whilst having no UNDAF reference points results have been achieved around labour standards and working conditions contributing to good governance. Health results are tracked through the incorporation of universal health indicators into the UNDAF results framework as are WASH indicators. Education results include a reduction of out of school children aligning with national primary education programme; and establishment of the legal framework to guarantee rights to education. Social justice and rights priorities have reduced support for child marriage particularly at the district level. The UN has made significant contributions to development of an alternate dispute resolution mechanism and strengthened the work of Bangladesh's National Human Rights Commission. Under *Planet* results relate to resilience building, afforestation and reforestation, and disaster management. Within these outcome priorities is the recognised focus on the humanitarian development peace nexus of ensuring humanitarian interventions link to longer term development priorities particularly in relation to those of the GoB in Cox's Bazaar. Under *Prosperity* livelihoods improvement initiatives were effected by delays in implementation and a lack of strategy on how to take pilot initiatives to scale but are recognised for having prioritised the needs of disadvantaged women. The UN's niche role in social protection systems and supporting the improvement of national social welfare system were noted as was UN support for the sustainability of occupational health and good jobs in the garment sector. The UN's priority work to address Gender Based Violence through jointly strengthening the sexual harassment legislation is captured as a result.

Key issues related to efficiency such as the urgent need to establish effective coordination mechanisms and monitoring regimes that reduce transaction costs, reinforce evidence backed results and accountability are amongst a number of key efficiency recommendations. In addition, and in light of Bangladesh's MIC transition and economic development priorities, there is recognised importance to redouble policy advocacy and programming that focusses on rights based approaches to programming and demonstration of the principles of Leave No One Behind.

This evaluation's conclusions recognise that the UNDAF has been a silent partner to the UN in Bangladesh in its current format. Moving forward the changing development environment is increasingly focussed on economic development, Global UN Reform implementation and

programming that mainstreams the development humanitarian peace nexus across all outcomes in longer term sustainability strategies and crises response. These issues present in the current programming cycle have and will continue to create a highly pressured rapidly changing environment within which to establish priorities for programming, development advocacy, leadership, and partnership.

4. Introduction

The UNDAF 2017-2020 was formulated for Bangladesh in 2016 through the joint efforts of the Government of Bangladesh (GoB) and the UN System to support national development priorities as outlined by the GoB In its First Perspective Plan 2010 – 2021 and the Seventh Five Year Plan – 7FYP 2016-2020. The UNDAF identifies three priority/outcome areas: People – all people have equal rights, access and opportunities; Planet – sustainable and resilient environment; and Prosperity – inclusive and shared economic growth. The UNDAF positions nine key sub outcomes under these three priorities. The UNDAF sets out to respond to the interconnected nature of the 2030 Agenda through national ownership and inclusiveness, strategic focus on key areas, effectiveness and technical excellence, and strengthening and building new partnerships.

The UNDAF multi-year period commenced prior to the UN's global reform agenda that became effective January 2019, which aims to transform UN country teams and bring the UN's presence and actions closer to local needs and contexts. The impact of these reforms at the country level in Bangladesh immediately increased expectations for collaborative programming and joined up work, for reduced fragmentation and a stronger coordinated voice, convened and lead by the UN Resident Coordinator, some of which is still a work in progress. The outcome level UNDAF therefore required detailed output level joint programming to meet the aspirations set out in the UNDAF, and to meet the expectations of a reformed programming environment. It is these joint programming requirements that have largely not been realised with all detailed project planning and programming taking place within individual UN entities, with the exception of a number of joint programmes that have successfully responded to country demands.

The period of this UNDAF's implementation has also been heavily impacted by a period of severe climatic events, humanitarian emergency and global pandemic. Bangladesh has a high level of exposure and vulnerability to natural disasters and is sensitive to recurrent severe climate events including landslides and cyclones, and whilst preparedness and response is embedded within the UNDAF, the demands on the UN system as a result of unplanned and unknown shocks has heavily influenced the effectiveness of the UNDAF. The August 2017 influx of Rohingya Refugees with the presence of over 860,000 refugees has put further pressure on finite UN resources. Indeed, it is noted that it was not foreseen that a crisis of this magnitude would take place in the whole UNDAF period.

The global COVID-19 pandemic triggered detailed response planning in Bangladesh as a means to both respond to and mitigate immediate health challenges and socio economic impact. The *Bangladesh Preparedness and Response Plan* (BPRP) was developed by the UN in close coordination with the Ministry of Health as a core health response plan in line with WHO's global guidance - Strategc Preparedness and Response Plan. The BPRP is multi sectoral, approved by government in June 2020 and includes coordination structures and the tracking of information. All of these significant and ongoing crises have impacted heavily on the programming priorities of the UN Country Team and drawn time and priority away from any real focus on the UNDAF. COVID-19 in particular has been recognised as much more than just a health crisis and has impacted every corner of Bangladesh's development including the attainment rate of all Sustainable Development Goals (SDGs).

The UNDAF was extended to 2021 in agreement with the GoB in response to a switch to the 'development in emergency' mode of the United Nations Development System triggered by COVID-19 in the second quarter of 2020. This extension ensured that the UNDAF remained a legal basis for UN programming under the *Immediate Socioeconomic Response Plan for COVID19* in Bangladesh (ISERP). The UNDAF extension has provided the time needed for preparation of the next United Nations Strategic Development and Cooperation Framework (UNSDCF) drawing on the lessons

learned from the current UNDAF period. The ISERP an 18 month development plan June 2020 – December 2021 aligns with the recovery elements of the Eighth Five Year Plan of the GoB, is anchored in the UNDAF and focusses on a 'whole of UN' approach to the effects of the pandemic.

In developing the ISERP the UN in Bangladesh responded to UN guidance and sought to address the impacts of COVID-19 through commitment to an integrated, multi sectoral response structured around the five pillars of Health; Protecting People; Economic Recovery; Macroeconomic Response & Multi-Lateral Collaboration; and Promoting Social Cohesion and Investing in Community-led Resilience and Response Systems. The Strategy, in contrast to the UNDAF is detailed to the output and sub activity level and is designed to provide holistic interventions that would immediately respond to the COVID-19 pandemic's multifaceted impact. The aim being to allow Bangladesh to make a sound recovery and continue its progress towards its mid to long term development goals. These goals include transition to middle-income country status in line with Vision 2021, graduating as a Least Developed Country (LDC) and attaining the SDGs by 2030[1]. As the document explains, it is a 'rethink' of how to deliver to stakeholders and to approach response and recovery hand in hand. Only one of the five pillars however indicates the linkage of ISERP sub activities to the outcomes of the UNDAF and whilst there is some alignment of indicators this is not consistent.

A broad outcome level UNDAF, the expanding expectations of UN reform and this unique programming context hallmarked by crisis and emergency has created an environment of intense joint strategy development and implementation that has required flexibility and responsiveness on the part of the UN. It has however also created a scenario where the strategic outcomes of the UNDAF have not been monitored and knowledge of the UNDAF has been compromised. The conclusions drawn in this evaluation therefore reflect these extraordinary pressures and the relative shortcomings of a broad outcome level framework in the Bangladesh context and aim to support steps forward in a changed national and global context.

5. Objectives

This independent evaluation is the responsibility of the UN Country Team in Bangladesh under the leadership of the UN Resident Coordinator and is an important reference in the development of the new UNSDCF. This UNDAF evaluation focuses on results achieved through UN cooperation in Bangladesh during the five years of the current programming cycle. It considers the relevance, effectiveness, coherence, and efficiency/coordination of the UNDAF, and seeks to generate evidence and lessons learned based on the assessment of current performance. It aims to provide a set of actionable recommendations based on credible findings, which will in turn be used for organisational learning, and to support greater accountability of the UNCT to UNDAF stakeholders in the future.

6. Scope

This evaluation takes note of all three UNDAF outcome/priority areas and considers the strategic intent laid out in the document, specifically in contributing to the national development results embedded within the UNDAF results framework.

Priority 1 – People 'good governance reduction of structural inequalities and advancement of vulnerable individuals and groups'	Priority 2 – Planet 'management of the natural and man-made environment, focusing on improved sustainability and increased resilience	Priority 3 – Prosperity 'contribute and benefit from economic progress'

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[1] ISERP

Health, Water and Sanitation	Food security and nutrition	Education	Social justice and rights	Social expenditure	Environment	Disaster Management	Poverty and inequality	Social protection and employment

Figure 1: UNDAF Priorities and outcome areas

The evaluation does not evaluate the individual programmes or activities of the UN in Bangladesh but does seek to understand their contribution to realisation of the UNDAF outcomes. The evaluation has therefore drawn on a range of literature provided by UN entities and the Office of the UN Resident Coordinator. In addition, the evaluation seeks to capture the extent of the UN system's adaptability in the face of reform and crises and any contributions to transformational change.

7. Methodology

The evaluation has been carried out in accordance with the principles outlined in both the UNEG Norms and Standards for Evaluation in the UN System and by the UNEG Ethical Guidelines for Evaluation, plus the OECD/DAC Evaluation criteria respecting the specifics of the country context, inclusive of impartiality; independence; confidentiality; inclusivity; and gender equality and human rights.

The evaluation is evidence-based and consultative and has involved a desk-based analysis of existing literature, data and reports, supported by an on line evaluation survey (presented in Annexe 12.6) and structured interviews. The research method has been guided by a set of key questions (see Annex 12.5) correlated with available data sources.

Criteria	Key question
Relevance	Are we doing the right thing?
	To what extent are the outcomes of the UNDAF consistent with the needs of the Bangladesh people, the GoBs national development priorities, its international obligations, the SDGs and the policies and priorities of Bangladesh's main international partners.
	Have the UN programming principles been reflected in the UNDAF and its implementation?
Effectiveness	Have we made a difference?
	To what extent has the UNDAF contributed to progress towards the outcomes and achievement of the planned development results?
Coherence	How well does the UNDAF fit?
	Is the UNDAF compatible with the other interventions in the country, sector, or institutions?
	What are the partnerships and linkages and interventions within the broader development system?
Efficiency /Coordination	Have the UNDAF design and implementation modalities (management, coordination and delivery mechanisms across agencies) been efficient and to what extent have they lead to transformational change?

Figure 2: summary table of key questions

The evaluation has been as participatory as possible seeking inputs from key stakeholders regarding their views on the performance of the UNDAF, its processes, supporting mechanisms and key lessons learned. These inputs have included those from UN staff, representatives of the GoB, national organisations and International Development Partners.

8. Limitations, challenges and constraints

- The short time frame and the timing of the evaluation have had a bearing on the depth of the evaluation and the availability of some stakeholders for interview. The request however has been for a 'light' evaluation process and the evaluation has been rolled out accordingly.

- Since the UNDAF's inception there has been a large turnover of government personnel in key positions relevant to the UNDAF, which has made finding government counterparts with knowledge of the current UNDAF limited.

- There has been limited joint monitoring of the UNDAF or its priority areas. Data gathering has therefore focussed on the information provided by individual UN entities and joint teams and reports relevant to the priority areas of the UNDAF.

- The evaluation has taken into consideration the multiple challenges placed on the UN system in Bangladesh in this period, most notably emergency level significant climatic events, the global UN reform agenda, the Rohingya refugee crisis and the COVID-19 global pandemic. Each of these key challenges have placed substantial additional pressures on the way in which the UN Country Team has programmed and the programming prioritisation and refocus that has been necessary as a result.

- The evaluation has been undertaken remotely and in the midst of a global pandemic, which has restricted face to face or in person group consultations, however available technologies have been exploited to ensure maximum connection with those available.

9. Independent Evaluator

The evaluation has been conducted by a single independent evaluation consultant **Ann LUND**. Lund has been responsible for undertaking all elements of the evaluation with the support of the Office of the UN Resident Coordinator. Lund has experience in the implementation of global UN reforms, UN response to humanitarian crises including health emergency, and in the drafting implementation, monitoring and evaluation of UNDAF. She has undertaken a number of country, regional and global evaluations for the UN system working in an independent capacity.

10. Evaluation findings

10.1 Relevance

The UNDAF was developed as an outcome level strategic framework and is considered to hold general overall relevance to Bangladesh's socio economic priorities, aligning with the Government of Bangladesh's Seventh Five Year Plan and national sectoral plans. The UNDAF outlines the UN system's normative roles and responsibilities and acts as a broad generic framework that explains the relationship between the UN and government. Some UN entities note that they use the UNDAF 'a little' to promote their programme in the country, but few UN entities or joint UN responses have used the UNDAF as a joint planning or monitoring instrument and there has been no monitoring or evaluation of its implementation. In this regard, the UNDAF is a background framework in an operating environment where UN entities largely focus on their own individual projects, programmes and priorities with little or no reference to the UNDAF.

Outcome level focus
The outcome level focus of the UNDAF directly aligns UN/GoB development priorities with the SDG themes of people, planet and prosperity, and as a result aligns directly with Bangladesh's framework for attainment of the SDGs, within the national strategic development plan. Overall however, there is a lack of ownership and utilisation of the UNDAF as a joint programming tool for attainment of the SDGs. There is a need to strengthen the connection between outcomes achieved by individual UN entities and joint programmes, and the UNDAF results framework, as a means to link the work of the UN system to SDG attainment and in turn more accurately determine the UNDAF's achievement of planned results.

Adaptability
The broad nature of the UNDAF means it is inclusive of the ongoing mandated work and priorities of most UN entities, whilst also maintaining some adaptability to respond to specific country needs. With specific reference to the demands of COVID-19, the UNDAF acted as the legal foundation for the separate ISERP and BPRP (specific health response), which allowed the UN to channel new and urgent humanitarian and programming resources to unplanned but emerging country priorities. The outstanding issue being no link between the monitoring of these new strategic frameworks back to the UNDAF, with linkages to UNDAF outcomes only outlined loosely in one of the five ISERP pillars. This has made it challenging to determine if the UNDAF has achieved planned results through new strategy development, leaving any conclusions around relevance unclear.

Stakeholder engagement
The relevance of the UNDAF is understood by some government counterparts who work closely with UN entities at the technical level that take forward priorities of the UNDAF explicitly aligned with national priorities. However, understanding of relevance across different levels of government and amongst different stakeholders is not consistent, and potentially exacerbated by limited or non-existent participation of stakeholders in UNDAF monitoring. Slow government approval of projects has delayed implementation and slowed momentum by up to two years in some circumstances, which would otherwise engage the technical levels of government much sooner, provide time for pilot initiatives to be scaled up and the relevance of UNDAF to be realised by stakeholder groups. Stakeholders recognise that the UNDAF does resonate with national priorities, but also feel that the future UNSDCF, as is encouraged through the updated guidance, could incorporate intersections with regional programmes as well as non-state actors in addition to demonstrating key relationships with government to broaden stakeholder engagement relevant to the country.

Contextualised humanitarian response

The UNDAF is overall considered helpful to contextualising the humanitarian response of the UN system in Bangladesh with humanitarian priorities presented in all three outcome areas. The work of the Humanitarian team established within the RCO has supported humanitarian affairs across the UN system with Government and other development partners, except for the Rohingya situation which is under the separate hybrid RC-UNHCR-IOM coordination structure,. The team has brought additional relevance to the UNDAF, to which all work is linked. More than 50 percent of survey respondents felt the UNDAF had significant ability to respond to national crises with a further 33 percent indicated sufficient ability.

Leave No One Behind
Leave No One Behind principles are seen as 'not adequately' reflected in the current UNDAF although it is felt that most of the UN's work is geared towards the most at risk groups in Bangladesh, reflecting a disconnect between the UNDAF and its limited presentation of Leave No One behind principles and actual programme implementation that is more comprehensive. The narrative does focus on the most vulnerable and poverty alleviation, however key groups such as climate migrants are not mentioned and the results matrix does not reflect priorities to measure gender/age disaggregated data. Furthermore, gender disaggregated indicators within the UNDAF results matrix, which are key markers for gender mainstreaming, are missing. It is recognised however, that at the time of preparing the UNDAF, guidance on integrating Leave No On Behind principles into UNDAF and more nuanced understanding of specific target groups was not as extensive or detailed as it is today. There are however projects and programmes that do target child marriage, domestic violence and sexual and reproductive health and rights, for example. The issue being the disconnect between these programming priorities and UNDAF monitoring creating a lost opportunity for the presentation of results that could possibly demonstrate deeper levels of relevance.

Sustainability and resilience
The principles of sustainability and resilience are embedded within the UNDAF and there is a clear reference to these principles within the outcome statement dedicated to these priorities. However, again the UNDAF results framework does not include any indicators that allow sustainability and resilience to be measured and the disconnect between indicators and outcome statements is an issue. This highlights the importance of the new UNSDCF adopting indicators that can adequately demonstrate relevance.

A need to work within the changing development context to ensure relevance in the future

It is recognised that the development landscape in Bangladesh is changing and the expectations and demands on the UN system will continue to change. There is a need to reflect these changes within future cooperation frameworks to ensure the UN remains responsive and in turn able to demonstrate relevance. In the past the UN system has been a big financial contributor in key sectoral areas, providing the opportunity to demonstrate relevance through the alignment of available resources to national development priorities. Now, the national context has changed and Government has a larger budget for sectoral priorities. The UN system is reducing its financial contribution and shifting to a focus on upstream change by way of support for policy development and implementation, planning, and institutional strengthening. It is understood this trend will continue as Bangladesh transitions to Middle Income Country status in a post COVID environment. The UN therefore needs to bring its commitment to its normative responsibilities and knowledge of these trends into the new planning cycle and programme accordingly, establishing priorities that maintain and increase relevance within the new UNSDCF and uphold and protect human rights.

10.2 Effectiveness

Response to change
This UNDAF spans a period of significant challenges for the UN in Bangladesh. There are high expectations within the UN Reform agenda that continue to require significant internal change; the 2017 Rohingya crisis; flooding and COVID-19. In addition, the changing development focus in Bangladesh mentioned above is changing the national growth narrative from a focus on human development to one of economic development where the UN is increasingly a smaller player. This trend has had a direct negative impact on key development indicators such as health and education and requires a rethink of joint programming, advocacy priorities and partnership to ensure effectiveness moving forward and continued focus on the humanitarian/development nexus, human development and human rights in an environment prioritising economic growth.

Low level of recognition for the UNDAF
What has turned out to be a protracted multi crisis environment for programme implementation has required the UNCT to lead and engage in additional joint planning and strategy development with Government and other stakeholders, which has created a changed balance of priorities across development programme delivery and humanitarian response, and changed and strengthened partnerships. In this context however, the UNDAF is the least recognised joint programming framework associated with the UN's work in Bangladesh, whereby results are being achieved but their attribution to the UNDAF not being clear. There is recognition that there was joint ownership of issues during the UNDAF's development, however this level of ownership has not been brought through to the implementation stage. Changes of staffing and the complex country context have been provided as reasons, however leadership that continues to addresses accountability is seen as the solution moving forward.

Rights based
The UNDAF is considered to be rich in rights based language and aspirational in addressing some gaps identified within the CCA. It has not however been systematically adopted as a tool to guide project or programme implementation, joint or coordinated work nor the targeting of the UN's collective effort either geographically or towards key target groups on the basis of the original outcomes.

Disconnect between results and monitoring
This disconnect between sectoral level results and monitoring of UNDAF outcomes means it is not possible to determine any formal realisation of UNDAF results against the UNDAF Results Framework. Any inference of results therefore draws on the association of UN entities to outcome areas with reference to programme documents, score card processes and UN entity reporting.

Change and results
Despite all of the challenges faced and a continually changing programming environment UN entities in Bangladesh and the UN system's established and functioning theme groups have brought about change and results in the country and joint programmes have been implemented, demonstrating the ability of UN entities to work across previously siloed ways of working. This is however, more attributable to the convening power, technical guidance and coordination role played by the RCO and thematic groups within the coordination structure, and consistent individual UN entity programming rather than to active overall joint implementation of the UNDAF.

Projectised approaches with some Joint programmes
A high proportion of the UN's work remains project based, influenced by the projectized approach of GoB, and reporting is overall general in nature and does not relate to the UNDAF results framework

and does not generate data that might otherwise support ongoing evidence based programme recalibration or implementation.

A number of joint programmes have been implemented within the period of this UNDAF with demonstrated results, directly linked to national development priorities.

Joint programme	UN entities	timeframe
Strengthening Health, Nutrition and Population services for Rohingya refugees	UNFPA, IOM, UNICEF, WHO	2019-
Inclusive Equitable Local Development (IELD) project	UNDP, UNWomen, UNCDF	2016-2019
Joint programme to End Child Marriage	UNFPA, UNICEF	2016-
Joint programme on Sexual and Reproductive Health, HIV and Prevention of Mother-to-child transmission	UNAIDS, UNFPA, UNICEF, WHO	2017
Joint programme on Mothers@Work	ILO, UNICEF	2018
Enhancing social protection for female tea garden workers and their families in Sylhet Division, Bangladesh	ILO, UNFPA, UNICEF, UNWomen	2020-2021
Small Agricultural Competitiveness Project	IFAD, FAO	2018-2024
Local Government Initiatives on Climate change (LoGIC)	UNDP, UNCDF	2016-2020
National Resilience Programme	UNDP, UNWomen, UNOPS	2017-2021
SAFE PLUS	IOM, FAO, WFP	2018-2021

Figure 3. A select set of joint programmes

Human Rights – Leave No One Behind
The area of Human Rights has been positively impacted by the work of the UN Human Rights Group and its efforts to enhance mainstreaming and human rights specific action. The implementation of the UNDAF is considered to have been less effective, however within a complex national environment for Human Rights the full language of 'leaving no one behind' is now utilised by CSO and NGO and reflects the effectiveness of the UN's work all be it not outlined nor measured within the UNDAF. The UNDAF and the work of the UN system in Bangladesh is therefore recognised for continued steps forward in human rights as is the effectiveness of Human Rights specific coordination mechanisms.

The UNDAF is seen to have considered the needs of marginalised populations and designed to include those otherwise left behind. However, the future UNSDCF would need to more explicitly target marginalised populations, which then leads to more robust and targeted indicators being used to measure results in line with Leave No One Behind principles.

Demand for data
One of the unintended consequences of the global pandemic and severe climatic events within the UNDAF cycle and the heightened concerns for the impact on attainment of the SDGs and national development planning in Bangladesh, has been the focus on and demand for data. Through the UN Thematic Group on Data two key initiatives have been implemented linked to global initiatives focused on country level utilisation of new technologies and uptake of methods for the production and dissemination of better, more timely and disaggregated data for sustainable development. These initiatives link directly to the Bangladesh Bureau of Statistics and involve a partnership with the United Nations Statistical Division funded by FCDO, and Data4Now co led by the UN Statistical Division, the World Bank, the Sustainable Development Solutions Network and the Global Partnership for Sustainable Development Data. These initiatives, in addition to strengthening national statistical systems and providing an evidence base for policy dialogue, link to programming priorities within the UNDAF including the priorities of addressing the data needs of monitoring under nutrition and food insecurity.

Promoting Gender Equality and the Empowerment of Women

Gender is mentioned in the UNDAF as a programming principle alongside Human Rights, however there is limited resonance of Gender in the UNDAF outcomes and indicators. This is considered to have resulted from limited gender advocacy at the time of the UNDAF's drafting, which has created a programming environment with little means to monitor gender equality and women's empowerment against established targets despite the achievements that have been achieved by the Gender Equality Theme Group within the programming period. However, it is noted that at the time, the Seventh Five Year Plan of Government, to which the UNDAF is aligned, did have a gender equality and women's empowerment focused section but UN programming did not take advantage of it at the time of drafting the UNDAF. The Gender score card was developed in 2019, and the lessons learned, issues identified and recommendations presented in the score card are being taken into consideration in the UNSDCF preliminary visioning and planning processes. This takes account of the UNSDG 2019 guidance for UNSDCF that states that "UN development entities should put gender equality at the heart of programming, driving the active and meaningful participation of both women and men, and consistently empowering women and girls, in line with the minimum requirements agreed upon by the United Nations Sustainable Development Group in the UNCT System-wide Action Plan (SWAP) Gender Equality Scorecard". Of particular priority is the need to turn around the low ratings for Gender specific cooperation framework outcomes, gender specific results and indicators, gender parity, and resource allocation and tracking. This has included the continuation and strengthening of the Gender Theme Group, which leads further Score Card Monitoring and strengthened mainstreaming of gender across all UN entities including the training of staff.

There is a priority therefore for the implementation of the score card action plan to be monitored regularly by the UNCT building upon the first annual reporting of the Scorecard in 2020 noting significant improvements across 5 indicators.

UNCT-SWAP Gender Equality Scorecard Performance 2019

- Four out of 15 (27%) performance indicators were met or exceeded by the UN in Bangladesh, which did not meet the QCPR requirements for minimum reporting requirements to meet or exceed at least half of the performance indicators.
- The gender score card findings indicate that the UNCT has exceed in Leadership for Gender Equality, and rates highly cooperation framework indicators; communication and advocacy, and organisational culture.
- The noted 'missing' elements are in cooperation framework outcomes; cooperation framework M&E; gender parity, and resource allocation and tracking.

The ISERP is gender mainstreamed and the RC's strong commitment and leadership with regard to Gender is recognised, however system wide accountability for Gender is considered the next step if the next UNSDCF is going to adequately meet the targets set within the Gender Equality Scorecard process. A combination of clear programming outputs, mainstreamed gender priorities and clear links to the results framework are considered an effective way forward.

PEOPLE

In the area of joint HIV programming there is evidence of positive change and reduced levels of morbidity and mortality. There has been an increase in the proportion of people accessing treatment, however overall there is considered to be stagnation in results due to changes in the quality of services delivered, overconfidence in current disease status and consequent lowered priority. This change in priority is considered to be connected to shifts in priority resulting from the transition to Middle Income Country (MIC) status. Maintenance of the 'push' priorities of the UNDAF into the new UNSDCF is therefore seen as a priority.

> **Joint programme for HIV Results**
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> 2020 reporting by the joint programme for HIV presents results and identifies areas of slow progress, on track status or completion relevant to the priority outcomes of the UNDAF.
> - Completed – Evidence and advocacy, and Innovation
> - On track – Increase coverage; Address epidemic; Multisector approach; Effective Management; Strengthen skills; Cost effectiveness; Governance and UN Reform
> - Slow progress – Accountability; Link test to treat; Social security; Access and dignity
>
> Strategies to address bottlenecks in attainment of outcomes prioritise advocacy and engagement with government; further strengthening of monitoring and reporting mechanisms; involvement of the private sector in service provision; integration strategies within national strategic plans; key advocacy strategies; address national policy update as a means to support ongoing law reform.

The connection between the UN and the Ministry of Food has been key to the effectiveness of UN programming at the sectoral level for Agriculture. The work of the UN supports and links directly to the Government Country Investment Plan 1 and 2 for Agriculture and is referred to in the sections of food security, forestry and climate change. These priorities link the UNDAF to the Government's five year plan.

Within the timeframe of this UNDAF, but resulting from some 20 years of progress a school feeding policy now exists which has transitioned to meals. This process has involved leadership and collaboration between UN entities, as part of the education working group. Whilst results have been achieved in this UNDAF period they are not attributable to any joint implementation of the UNDAF. Likewise the results achieved around labour standards and working conditions do not have an UNDAF reference point but are seen as a contribution to good governance and the focus of long term agency programme planning and implementation

In Health the UN incorporates the universal health indicators into the UNDAF results framework providing an exception in the alignment of UNDAF outcomes to the results framework and a direct monitoring link to the national development strategy. Likewise, the UN's priorities for WASH align with national WASH priorities. However, only a number of elements of the full UN WASH programme were included in the UNDAF, with no clear understanding as to how this prioritisation was determined or why, appearing as an incomplete UN approach to WASH and only partial effectiveness against the broader Water programme of Government.

Whilst the outcome indicators for education within the UNDAF have not been monitored the outcome priorities are considered to have advanced equitable access to inclusive quality education and a reduced number of out of school children, aligning with the priorities of the Fourth Primary Education Development programme (PEDP4) and engaging UN entities in the supporting sector wide approach. These efforts are recognised as aligning with the Education Act 2016 contributing to the establishment of a legal framework to guarantee rights to education. With regard to social justice and rights there have been advancements in a strengthened social movement at the district level against child marriage and maternal mortality and whilst not quantifiable it is recorded that a number of local administrations have declared their districts as child marriage free. There have been advancements in combined development/humanitarian approaches addressing gender based violence, particularly in Cox's Bazaar, and through NGO partnerships to the district level.

UN entity reporting supports conclusions that the UN has made significant contributions to the development of the GoB's system of alternate dispute resolution and strengthening the work of Bangladesh's National Human Rights Commission.

The UNDAF prioritises Gender Based Violence within its narrative but provides no specific indicators that could be used to monitor progress at a project or programme level. Strengthening of the sexual harassment legislation has progressed, however the goal of establishing a law against sexual harassment was not achieved. More effective coordinated approaches now in place will allow these goals to be taken forward in a joined up way in the next UNSDCF cycle and for transformational change within this area to be understood through joint monitoring and reporting.

PLANET

One recognised significant positive has been in the area of resilience building, where there is a direct link between the COVID-19 response and the UNDAF in that the UN's support for the COVID-19 response links to the 'resilience building' priorities of the UNDAF. There is an ongoing focus on supporting Government response and community service teams, building social safety nets, linking at the same time to UN–Government programming priorities, and focussing on participatory action.

Interventions focussed on afforestation and reforestation are considered to be well designed, however weaknesses in delivery and monitoring and evaluation are seen to threaten sustainability of outcomes and significantly impact the potential to take initiatives to scale.

The activities of UN entities related to disaster management are recognised as having contributed to Bangladesh's shift from relief and response to risk reduction which has led to the upgrade of legislation, rules and policy through the established Ministry of Disaster Management and Relief, including a strong gender perspective. UN entities have strengthened partnerships seeking to ensure humanitarian interventions increasingly link to longer term development priorities.

PROSPERITY

There have been 'major and costly' delays in delivering programmes focussed on livelihoods improvement in urban poor communities related to the quality of implementation at the preparation phase and stalling at inception phase. So much so it is noted that it is too early to access outcomes. There is recognition that the outcome priorities of addressing the needs of disadvantaged women are an effective way or addressing national prosperity indicators, however there are no clear strategies to take these issues to scale. These circumstances warrant further investigation as a means to address the potential of UNDAF outcomes to directly affect transformational change.

The UN in Bangladesh has a niche role in strengthening Bangladesh's social protection systems and supporting sustainable improvement of Bangladesh's social welfare system through joint programmes. There are foreseen opportunities to capitalise on this niche role programmatically through building on the positive outcomes of the joint programme, through leading policy advocacy in collaboration with partners and exploring new and different partnerships to achieve set outcomes in the future..

The UN has directly supported the Bangladesh Garment Manufacturers and Exporters Association and it recently published a sustainability report with consideration for occupational health and good jobs.

10.3 Coherence

The UN's position in Bangladesh is recognised by Government and development partners as being coherent and active, and is seen collectively as operating on the basis of its comparative advantage. The UN is also recognised as an active and experienced leader in the development partner forum

and at the sectoral level where its technical knowledge is sought through partnership and collaboration. It is recognised that it is not possible to get such a broad technical specialisation within any other one development partner.

Leading policy advocacy
The UN has strengthened the view of its coherence by successfully leading policy advocacy with other development partners in areas reflected in the UNDAF including the normative responsibilities of the UN that underpin the UNDAF. The one exception being in relation to humanitarian 'planning' priorities and the needs of the Rohingya refugees sit outside of the UNDAF framework due government sensitivities. It is noted that without the UN and its clear mandate and comparative advantage there would be no impartial advocacy, given all other partners represent their own individual mandates. This impartiality has extended to the sectoral level where there is success in policy advocacy including in areas of health, education, children's rights, local government policy, garment sector reform, occupational safety and health, and sexual harassment.

Clear mandates build coherence
Coherence is strong at the sectoral level in areas where the Government and all other partners understand the UN's comparative advantage. In some circumstances the UNDAF is consulted and used as a reference document in planning where it aligns with national development priorities. In others, the UNDAF is not referenced and maintained coherence relies purely on the long term profile and working relationships of individual agencies. Gender is an example where there is recognised increased coherence underpinned by a strong coordination mechanism with a strong lead, which will allow the UN System in Bangladesh to better position itself to action the Gender priorities within the Government's Eighth five year plan but not in the UNDAF. Coherence is therefore strengthened when UN entity mandates are clear, and where alignment with the national development strategy is evident and understood by government and partners.

Development – humanitarian nexus
The ability of development focussed UN entities to collaborate with humanitarian entities and quickly move forward jointly in the context of humanitarian emergency is widely recognised as a reflection of strong UN coherence and capable leadership, and has strengthened perceptions of UN coherence in the wider development community and with Government.

Lack of monitoring or joint resource mobilisation
The UNDAF is overall not used by the UN system for resource mobilisation. Its results framework is costed, however these joint values are not monitored. Whilst the number of joint programmes and joined up work is growing UN entities still primarily mobilise resources individually and plan projects on the basis of where funds are made available by donors. These ways of working, often made worse by minimal interagency communication, have led to concerns around mission creep and blurred mandates. It's recognised that individual agencies increasingly 'try' to align their five year framework with the UNDAF, but first and foremost adhere to their individual multi-year plans and bilateral financing strategies.

Requirement for greater harmonisation
There is a sense that internal coherence needs to be strengthened through greater harmonisation across UN entities and a stronger commitment to UN reform - harmonised approaches, joint programming and joint resource mobilisation. Indeed, it is mentioned that the UNDAF does promote some strategic partnerships however these are largely built around existing joint projects and long standing partnerships between agencies and not directly attributable to the UNDAF nor any novel partnership needs indicated at the time of its development. As a result smaller specialised agencies see little gain from current partnership approaches and are looking for more strategic approach to building partnerships and the inclusion of valued technical specialisation in the future UNSDCF. UN

entities have the opportunity to use their sister entities in a more coordinated way to draw on specialised skills rather than creating duplication and competition for resources, and in doing so create opportunities for smaller specialised agencies to access funds. Historic mistrust amongst agencies is believed to drive some current bilateral ways of working and is recognised as an issue that needs to be addressed by the UNCT and through engagement with the technical level in the new programming cycle.

Partnership development
Partnership development like resource mobilisation is driven primarily by individual agency programming priorities linked to Government sectoral plans. In this regard it is felt there is considerable room to move beyond government partnering to include a greater number of partnerships with non-state actors including the private sector. This future expansion and diversification of the UN's partnership base is seen as a productive way to gain access to needed capacity and to explore further opportunities for finance blending and the building of relationships with partners that have higher risk profiles than the UN, government or traditional implementing partners and may create different opportunities to reach desired results. For this to be possible attention needs to be given to the scale of project interventions presented in bidding processes which, when large, can preclude smaller capable local actors.

Data management needs
For partners to understand what the UN does, where and with what resources, they currently rely on the Government's development financing tracking system. There is an opportunity in the future to link to these key monitoring instruments of government, but not use them as the primary source of information regarding the UN's budgeting or utilisation of resources against UNDAF outcomes. This will ensure the UN's strategic intent, results and resource utilisation is presented first and foremost through the strategic joint programming framework of the UNDAF, and in line with UN reform priorities, focus on the joint presentation of resources utilisation moving away from a projectized and individual entity based system of reporting.

10.4 Efficiency/Coordination

Whilst UN entities and the UNCT as a whole collaborate with other development partners in effective and efficient ways, the UNDAF generally does not have a presence and has not played a strategic role in these contexts. The UNDAF overall is not seen to have increased efficiency nor strengthened coordination. The UNDAF is however seen to have the potential to play a role in partnership development, joint and consistent messaging and demonstrated accountability, but the structures, accountabilities, interlinkages (both internal and external) need to be clearly articulated in the future UNSDCF.

A less fragmented approach
Fragmentation of the UN system in Bangladesh has been high in the past and has been discussed within this evaluation as an ongoing challenge, however there is now evidence of a stronger commitment to coordinate and work more efficiently together through joined up approaches, coordinated sectoral collaboration and joint programmes. The reforms achieved are not attributed to the UNDAF directly but has been invigorated by the current leadership of the UN in Bangladesh, by the strategic planning around recent whole of UN humanitarian crises that broadly link to the UNDAF. This has included strengthening of the Office of the UN Resident Coordinator, an element of UNDAF coordination not detailed in the past, and to some extent driven by funding opportunities from donors who insist on a joined up approach.

Policy dialogue

The UNDAF is not being utilised as a platform for policy dialogue and the UNDAF Joint Steering committee (JSC) has not been used as a forum for this current UNDAF's coordination with government. Whilst, the ISERP Guidance and oversight structures that have proceeded the UNDAF's validation refer to the JSC, co-chaired by the Secretary, Economics Relations Division (ERD), Government of Bangladesh and the UN Resident Coordinator, ISERP discussion in that forum was less strategic and more project based. More recent JSC dialogue on the UNSDCF CCA has however been more strategic in nature and perhaps provides some indication as to how the same structure has the potential to provide oversight for the new UNSDCF and to be a forum for jointly agreed policy dialogue in the future.

The transaction costs of coordination
The programming demands of the emergencies and crises Bangladesh has faced have diverted energy and focus away, rather than built on the existing UNDAF. From a coordination point of view, this has led to all actors needing to engage in a growing set of coordination mechanisms, contributing to feelings of overburden, and an environment of decreased accountability for planned UNDAF results. Overall the transaction costs of coordination are considered to be high, but there is evidence of increased coordination in some key areas such as maternal health and in the areas of human rights and humanitarian response, Gender and Communication. There is evidence of joint site visits for monitoring purposes being undertaken, which have reduced transaction costs for UN entities, implementing partners and beneficiaries.

UN coordination is sometimes undermined by the parallel bilateral approaches of UN entities. The need for close engagement between individual UN entities and key counterparts, particularly in relation to service delivery, is the reason given for maintaining these historical bilateral ways of working. But, it is felt that there is room to increase coordination in all sectoral areas without negatively affecting efficiency. A lack of clarity around agency mandates, has caused delays in interagency dialogue where overlaps need to be addressed and resolved.

Discussion around the efficiency of the coordination structures of the UNDAF highlighted the need to prioritise the training of UN staff in effective meeting management, agenda planning and fulfilling chairing roles. It is foreseen that the transaction costs associated with coordination of the future UNSDCF will increase rather than decrease, and will need to include a focus on sub national implementation and monitoring, including contexts such as Cox's Bazaar.

There are high transaction costs associated with engagement in Government lead coordination structures. The UNSDCF process would benefit from a review of all internal and external coordination structures so as to fully understand the current demands on UN staff and in turn review the coordination needs of each outcome area, understanding that all sectoral needs are different and 'one size does not fit all'. The UNDAF provides little advice or guidance on how to establish and maintain effective coordination structures in Bangladesh's complex development context and the UNSDCF would benefit from these mechanisms being clearly outlined, defining how they will be resourced and monitored over time, and highlighting the linkages to external coordination mechanisms.

Efficient humanitarian response
There is no OCHA presence in Bangladesh and no Humanitarian Coordinator role attached to the RC. As a result humanitarian response coordination capacity has been positioned within the Office of the UN Resident Coordinator. This work has been successful in coordinating humanitarian responses across all disciplines within the UNDAF and has capitalised on the existing coordination structures of the UNDAF where they are functioning efficiently, namely the Human Rights Working Group and the Communications Group. Where UNDAF results groups are ineffective, coordination around humanitarian response has been undertaken through the Government led cluster approach, except

for the Rohingya refugee situation. The humanitarian response to the Rohingya crisis is coordinated through the Strategic Executive Group in Dhaka, Co-chaired by the UN Resident Coordinator, UNHCR Representative and IOM Chief of Mission. In Cox's Bazaar, the Inter-sectoral Coordination Group (ISCG) and is composed of thematic sectors and working groups in Cox's Bazaar. Moving forward, there is a need for the review of UNSDCF coordination structures to clarify the entry points for humanitarian response and in doing so confirm that the components of the coordination mechanism can meet these needs.

Government led coordination structures require coordinated UN inputs
Government led coordination structures do not form part of the UNDAF coordination system, yet the interlinkages are strong and UN entities are required to engage in both to increase efficiency and demonstrate the linkage between the contribution of UN results to SDG attainment. Local Consultative Groups co-chaired by a sectoral line ministry and a development partner are important to sectoral rollout of projects and programmes, and the Development Forum is key to the overall efficiency of the Development Community, within which the UN system has a convening role. However, the UN's efficiency is reduced if there are no results groups or UN specific spaces within which to coordinate the UN's work in any one area of specialisation prior to engaging in external coordination mechanisms. Whilst the transaction costs of coordination need to be monitored greater efficiency of the UN system will be increased when UN entities utilise the results group mechanism to discuss, prepare and coordinate their sectoral inputs prior to engagement in external coordination fora.

UN Coordination structures

Office of the UN Resident Coordinator
The Office of the UN Resident Coordinator is seen as well-resourced and as having an important role to play in increasing awareness of expectations of UN reform, building rapport between agencies and strengthening internal coordination systems. The work around Gender policy advocacy and Humanitarian Response is recognised for having strengthened joint programming. Whilst it was recognised that the RCO take a proactive role in monitoring joint programmes there is the opportunity for the RCO to play an increasingly proactive role in building strengthened coordination mechanisms and implementation of monitoring cycles. This is seen to include the facilitation of regular information sharing in relation to joint programming and advising the UNCT of upcoming milestones in UNDAF roll out; results groups activities and monitoring outcomes.

Programme Management Team
The Programme Management Team, reporting to the UNCT has responsibility for coordination related to implementation of the UNDAF with overall oversight of all results groups. The PMT is an experienced group of Deputies and senior national officers that has been effective in bringing about stronger overall coordination related to UNDAF, but have been challenged by the lack of active results groups that would otherwise coordinate inputs at a technical level. PMT meetings are very large, and senior people do not necessarily attend, which regularly compromises the decision making capacity of the team and increases the time required to find agreed ways forward. The future strength of the PMT is considered to be contingent on a strengthened UNSDCF coordination structure and functioning results groups.

Results groups
Results groups have not been active, which has directly contributed to a lack of coordinated monitoring and implementation of the UNDAF, however their potential role in interagency review of progress through the sharing of results and activities is seen as critical to increased knowledge sharing and continued UN reform. There were efforts to invigorate UNDAF results groups mid

UNDAF cycle, however this work was interrupted by the coordination demands of strategies related to the Rohingya crisis, humanitarian emergency responses and COVID-19, which built their own coordination structures and time pressures for results, overriding any focus on UNDAF coordination needs. The activity of the results groups for Outcome One and Outcome Three faced some programmatic overlap at their inception which took some time to resolve but did result in some programmatic synergies, indicating the future value of results groups. There is a call for the future UNSDCF to establish and maintain active and inclusive results groups that are chaired by heads of agency and report to the UNCT as a means to bring experience, authority and accountability to the system. Inclusivity referring to all specialist agencies with comparative advantage in the outcome area, including non-resident agencies.

Cross cutting thematic groups
There are a number of cross cutting thematic groups that are functioning well and have demonstrated efficiency, most notably the Human Rights, Gender, Data and Communication thematic groups. There is also a UN network on Migration which has been an active inter-agency group. The Joint UN Team on HIV/AIDS continues to coordinate with government and is strong in reporting, information sharing and the tracking of results. For humanitarian response coordinated by specialists in the Office of the UN Resident Coordinator these functioning thematic groups along with groups within the national cluster approach have been a key mechanism for ensuring efficient humanitarian response.

> **Increased coordination – Sexual Harassment Law example**
> Coordination through the gender theme group has increased efficiency around the sexual harassment law when UN entities realised that they were all supporting a different stakeholder or partner and individually pushing for the sexual harassment law. This resulted in five different drafts of the law being supported by five different UN entities. The UN entities involved decided to sit together and work towards one UN communication and advocacy approach. Through the UNDAF the UN entities realised they had a stake in the law's development but no one was approaching it in a coordinated manner and as a result this silo approach was making it harder to reach the results. No one knew what the other was doing. They had a joint priority through the UNDAF but were not working jointly. They are now however, working more effectively together through the Gender Theme Group although joint monitoring or reporting is yet to be realised.

11. A summary of survey responses

Relevance
44 percent of survey respondents indicated that the UNDAF sufficiently addressed the main priorities of Bangladesh and its people, however 16 percent indicated that they did not know. 44 percent also indicated that the UNCT sufficiently addressed human rights issues, with 55 percent indicating they felt the UN contributed to the fulfillment of Bangladesh's international commitments, norms and standards. When asked if the UN in Bangladesh has influenced the national development agenda and the implementation of the SDGs the strongest response of 37 percent indicated slightly, with significantly a lower 27 percent response.

The survey indicated a strong positive response to questions around the UN's demonstrated adaptability to respond to national crises, with 50 percent indicating significant capacity and 33 percent indicating sufficient.

Overall, the greatest number of survey respondents indicated being slightly familiar with outcome areas. There was a 21 percent response of not being at all familiar with any element of the UNDAF and did not know of UNDAF outcome progress.

The priority area of People has the highest weighted average of familiarity. 47 percent of respondents felt that sufficient or significant progress has been made with the highest perceived significant progress being in the outcome areas of Disaster Management (Planet); Education (People); and Health, Water and Sanitation (People).

Effectiveness

UN staff surveyed indicated that they either did not know or considered the UNDAF to have low levels of use for monitoring and resource mobilisation. 38 percent of staff indicated that the UNDAF indicators only slightly meet the quality needs to measure the outcomes of the UNDAF and of concern is the 28 percent who indicated that they did not know. When asked if the design of the results framework allowed for easy monitoring and evaluation of outcomes 33 percent responded slightly but 27 percent responded not at all and 16 percent indicated that they did not know. 38 percent of UN staff responding to the survey consider that the budgetary framework of the UNDAF Is not used as a funding instrument with 44 percent indicating that they did not know. 52 percent of staff responding felt that only sometimes resources are mobilised against UNDAF priorities with 23 percent stating that they did not know.

The survey asked if the work of the UN consistently considers how it can influence women's and girl's empowerment and equality, the majority of respondents indicated sufficiently (33 percent) and significantly (33 percent)

Coherence

The survey responses indicated an overall strong perception that the UN is contributing to building the capacities of government and civil society sufficiently (44 percent) and the UN's comparative advantage has been sufficiently (61 percent) leveraged in comparison to other development partners.

The survey indicated that the UN is considered to have sufficiently forged effective partnership and strategic alliances to reach the UNDAF outcomes in partnership with International Partners and the Government of Bangladesh. The partnerships that the UN were considered only slightly effective in forging were with civil society and external support agencies.

Efficiency/Coordination

Only 22 percent of survey respondents felt that UN coordination mechanisms in Bangladesh lowered transaction costs. 38 percent indicated not at all and 16 percent indicated that they did not know, concluding a low level of appreciation for the efficiency of UN coordination mechanisms.

12. Conclusions, lessons learned and recommendations

12.1 Conclusions

The UNDAF has been something of a silent partner to the work of the UN system in Bangladesh in its current format. A changing development environment, a significant agenda of Global UN Reform, and humanitarian crises have created the perfect storm from which to learn lessons for future joint programming. Within these exceptional circumstances there has been leadership that is recognised for its inclusiveness and propensity for partnership, and there have been results achieved, albeit not

linked to the UNDAF results framework. These results resonate with the priorities set out within the UNDF outcomes for People, Planet and Prosperity, and in some cases have taken forward effective cross sector coordination, joint programmes and strengthened policy dialogue. Whilst levels of fragmentation within the UN in Bangladesh have been reported, yet slowly being replaced by more joined up and reformed ways of working, the UN's comparative advantage continues to be recognised and respected and key mandates within the UN system in Bangladesh have continued to address the sectoral and cross cutting development priorities within the UNDAF outcomes.

The UNDAF as an outcome level document needs to be supported by robust joint output planning, implementation and monitoring for results to be realised. Whilst output level programming has proceeded at the agency level, there has been no joint monitoring of outcomes against the UNDAF results framework. The evidence base for programming has however been strengthened through the initiatives of the joint data group which will support the monitoring of subsequent strategic frameworks. In addition, there has been effective joint policy advocacy, led by the UN and engaging key development partners, that has increased the potential for extended partnership development, including with the different levels of government and with key partner groups including private sector and civil society.

Key issues such as the GoBs policies related to the refugee response and the nexus between development and humanitarian emergency response for climate disasters, need to be addressed in each outcome area and mainstreamed in all programming responses, understanding that government policy does not currently support this. This then builds on the Humanitarian Coordination work positioned within the Office of the UN Resident Coordinator, which has brought together a unique distribution of joint and individual responsibilities within the UN country team in the absence of a Humanitarian Country Team and non-resident OCHA. This includes the 'unique to Bangladesh' hybrid coordination structure for the Rohingya refugee response, functioning under the lead of the SEC Co-chairs. There is an opportunity to meaningfully address Gender mainstreaming so as to directly advance the indicators of the Gender Score Card and the policy advocacy of the UN Gender theme group understanding that the extent of gender mainstreaming within the current UNDAF is not adequate.

Bangladesh's development environment continues to evolve, with LDC graduation weighing heavily on national priorities, potentially changing established relationships and requiring joint programming instruments to grow and change to maintain relevance. Whilst there is little evidence of transformational change there is a sense of urgency to progress programming objectives that prioritise policy development, and implementation that directly contributes to the sustainability of development results and the national institutions that have responsibility for them. In addition, the UN in Bangladesh feels both a responsibility and a mandate to continue to advocate for a balanced approach to economic development that will allow for gender equity, a continued and growing focus on Bangladesh's marginalised and most vulnerable, and realisation and protection of human rights within a broader and more prominent agenda of economic development. The UN in Bangladesh understands the importance of continuing to demonstrate technical capacity and leadership roles in these areas as part of maintaining and growing the UN's comparative advantage.

The current UNDAF has not held the UN in Bangladesh to account, to a large extent because of the priority given to additional joint strategic frameworks developed within the planning cycle. This reinforces the need for a flexible robust results framework that can accommodate novel strategic priorities and additional monitoring needs whilst still supporting implementation of the UNDAF's planned results. Any future UNDAF will need to provide the detail and guidance needed to ensure interagency coordination mechanisms are established and functioning, and contribute to reduced transaction costs for interagency coordination. These structures need to be designed in such a way to increase levels of accountability, increase knowledge sharing, and finesse joint implementation and

monitoring practices. This would include articulating the links to external coordination mechanisms and outlining the roles and responsibilities of the Office of the UN Resident Coordinator, elements missing in the current UNDAF.

12.2 Lessons Learned

The evaluation of this UNDAF and the realisation of outcome results has been challenged as a result of annual monitoring not taking place and the coordination structures planned to support UNDAF implementation and monitoring ultimately not functioning despite early efforts.

Relevance and coherence

The UN system in Bangladesh is recognised for being responsive, partnership ready and inclusive by other development partners. Reduced fragmentation is needed however to ensure it can continue to bring to bear its unique breadth of specialisation, something other organisations do not have.

The UN's relevance is strongest and the UN's comparative advantage is understood the most and by the widest group of stakeholders when the alignment with national development plans is very clear and the positive outcomes of UN reform can be seen through reduced fragmentation and transaction costs for partners.

The impact of COVID-19 on policy advocacy and programming has been extensive and the impacts of the global pandemic will not be addressed short term. Future joint programming will therefore need to continue to prioritise the specific demands of a post COVID-19 environment.

The UN system in Bangladesh require an increase in joint resource mobilisation strategies directly related to outcome priorities that can build trust, mitigate the overlap or duplication of programme strategies. This will increase opportunities to incorporate smaller specialised UN entities into joint programming.

Effectiveness

Joint programming does need to build in priorities for adaptation to shocks and crises. This nimbleness, whilst requiring agreement with national counterparts and donors, needs to include the ability to channel current resources to new and pressing priorities, to build new or different partnerships and diversify funding streams.

Strong leadership has a direct bearing on the UN's capacity to remain nimble and responsive in the face of national and global crisis and to continue to implement UN reform.

There is a need to strengthen the connection between results achieved by individual UN entities and joint programmes, and the UNDAF results framework, as a means to more accurately determine the UN's contribution to the achievement of planned national development results.

Steps towards transformational change have been slow. There has been a realisation that the focus needs to not only be on the quality of the specialised work undertaken or the focus on capacity development as an activity, but also on the way in which the UN entities work together to translate policy development into long term and sustainable change through jointly engaging with key institutions, implementing partners and beneficiaries.

Sectoral joint programmes or individual UN entity plans must link UNDAF outcomes with the UNDAF results framework to allow for monitoring and evaluation that is able to demonstrate clear results.

The transition from a priority for Official Development Assistance (ODA) to trade impacts the influence base of development partners. This context reinforces the importance of the UN remaining committed to advocating for key human development and human rights priorities whilst also contributing to the government's agenda for economic growth and trade.

Delays in government approval of programmes, in some cases up to two years, has had a negative effect on building and maintaining partnership around UNDAF priorities and being able to achieve planned results within the UNDAF timeframe.

For the UN system in Bangladesh to meet its gender mainstreaming targets it needs to give particular attention to the mainstreaming of gender in all UNDAF outcomes, within the results framework and within UNDAF resources tracking, and use the score card exercise to positively shift key indicators.

Efficiency and coordination

Commitment to joint programming remains aspirational unless UNDAF coordination and management structures aim to mitigate fragmentation and build in levels of accountability that are monitored on an ongoing basis. In the future this should include senior leadership at the results groups level.

The establishment of UNDAF coordination mechanisms at the commencement of the programming cycle can establish a firm basis from which to incorporate additional coordination needs should new programming priorities emerge, as has been the case in Bangladesh.

New strategy development needs to utilise existing coordination structures (or commit to strengthening structures that are not yet fully formed) and link to the UNDAF results framework to both reduce transaction costs of joint programming and ensure the linkage between outcomes and indicators and monitoring that can present evidence based reporting of results against UNDAF outcomes.

Cross cutting thematic groups, because of their interagency nature are effective mechanisms for coordinating cross sectoral responses such as humanitarian response, gender and HIV/AIDS. In this UNDAF cycle humanitarian coordination has been particularly effective due to the positioning of centrally located dedicated resources in the Office of the UN Resident Coordinator and the commitment to working through established interagency coordination structures.

Government led coordination structures are an important mechanism to engage in and to ensure clear linkage between the UN system's contributions and national development priorities. They do not however replace the need for UN specific forums for information sharing, development of agreed positions, joint monitoring and the synergising of project and programme priorities, particularly in common geographic locations or institutions.

The Office of the UN Resident Coordination has an important role to play in the ongoing implementation of UN reform and support for the coordination mechanisms of the UNDAF including ensuring regular reporting to the UNCT on outcome status and resource utilisation and therefore a senior level of accountability for joint programming results.

12.3 Recommendations

Development – humanitarian scope

Ensure the future UNSDCF clearly outlines the unique development-humanitarian country context of Bangladesh, the flexibility needed within the framework to be able to respond to emergency and humanitarian crises in a joined up way[2] that reflects existing mandates but explicitly reference the need for understanding of the development humanitarian nexus in such country contexts. This includes commitment to linking all subsequent outputs to the key indicators within the accountability framework and the mainstreaming of emergency and humanitarian priorities in all outcomes.

MIC transition and continued human rights advocacy and programming
Ensure the UNSDCF reflects the changing development context as Bangladesh transitions to MIC status and that partnership development strategies and resource mobilisation approaches are developed to directly respond to this changing environment, whilst at the same time redoubling the UN's commitment to advocacy of the promotion and protection of human rights and the needs of those most vulnerable and marginalised , in line with the principles of Leave No One Behind, in a national context that will increasingly prioritise economic development.

System wide joint monitoring and evaluation
Ensure system wide commitment to ongoing monitoring and evaluation of the UNDAF through annual monitoring of key performance indicators and annual dissemination of those results to all relevant stakeholders.

Address fragmentation
Address issues of persistent fragmentation through a consistent rollout of UN reforms with particular focus on outcome level joint programming, joined up work and resource mobilisation in areas of common sectoral and geographic priority monitoring of outcomes, and stakeholder engagement. Resource mobilisation and UN partnership strategies linked to joint programming developed to ensure the maximised inclusion of specialist UN entities.

Gender, human rights and humanitarian response mainstreaming
Ensure Gender mainstreaming translates into key policy and programming within the future UNSDCF framework with advancements reflected in future Gender Score Cards in particular with regard to gender-responsive performance management and strategic planning, the collection and use of sex-aggregated data, reporting and resource tracking, and drawing on available gender expertise in the system at all levels to assist in mainstreaming gender equality in the UNSDCF. In addition, ensure that Gender focussed coordination mechanisms are inclusive of all UN entities' representatives with decision making authorities, and that capacity building in Gender mainstreaming remains a priority alongside the coordinated implementation and monitoring of key gender priorities. Development of indicators to incorporate gender resource mobilisation and the tracking of gender spending over the life of the UNDAF framework.

Maintain the centralised approach to gender sensitive data strengthening and coordination around human rights and humanitarian response with a focus on evidence based cross sector coordination and knowledge management.

Bottlenecks and scalability
Learn lessons from initiatives that have been significantly hampered from reaching their potential either through long delays in approvals or through slow implementation. At the same time learn

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[2] This recommendation takes into account the GoB position with regard to Rohingya refugees and their view that Rohingya refugee humanitarian needs should be responded to through short term humanitarian assistance only, prohibiting UN entities to respond through the development of multi-year planning and programming. The refugee response in Bangladesh is governed by a separate hybrid coordination structure.

lessons from initiatives that will not reach their full potential as a result of having no strategy to take pilot initiatives to scale.

Communications
Use the recent work around communications for transparent Humanitarian response to institutionalise the use of the UN website and other communications strategies for the dissemination of information related to outcome results and resources mobilised.

Strengthened oversight. coordination and accountability
Ensure progress in the implementation of UNDAF outcomes is a standing item on UNCT agenda to increase oversight, create a clear line of reporting from the PMT, ongoing addressing of identified blockages, joint approaches, monitoring reporting, issues of mission creep or policy implementation challenges.

Ensure establishment of a robust and active coordination mechanism for the UNDAF with clear roles and responsibilities of each element clearly outlined, embedding senior level leadership, inclusive of reference to the role of the UN Resident Coordinator and linkages to external aid and development coordination mechanisms of government.

13. Annexes

13.1 Reference List

ILO, 2019, Normative stocktaking for Decent Work in Bangladesh, 2019

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13.2 Interview Questions

UN BANGLADESH
UNDAF INDEPENDENT EVALUATION
Evaluator – Ann Lund

Interviewee:		**Date:**	
Organisation:		**Time:**	

Introduction: This survey will inform the independent evaluation of the UNDAF 2017 – 2021. All responses are handled confidentially and will only be known to the independent evaluator. The evaluation will present a set of recommendations to inform the next UNSDF 2022 – 2025 programming cycle.

Interview approach – The **KEY QUESTIONS** will be asked and the **SUB-QUESTIONS** will be used to expand the discussion, depending on the focus, engagement and responsibilities of the respondent.

1.   RELEVANCE

KEY QUESTION - How relevant is the UNDAF to Bangladesh's national priorities?

a. Do the outcomes address key issues and underlying causes as identified in national development plans?
b. Is the document being used by UN agencies and their counterparts to strategically guide their activities? Yes – how/in what ways? No – why not?
c. To what extent does the UNDAF consider the needs of those most vulnerable to being left behind – poor, at risk, marginalised, women, girls?
d. Do you consider gender equality effectively mainstreamed in the implementation of the UNDAF? Yes – how/in what ways? No – why not?
e. To what extend and in what ways does the UNDAF contribute to capacity development of government, NGOs, civil society? Do you have a specific example/s of strategies adopted by the UN?
f. How have the principles of sustainability and resilience been mainstreamed in both the design and implementation of the UNDAF? Are they effective?
g. How effective are UNDAF indicators to measure changes facilitated by UNDAF?

2. EFFECTIVENESS

KEY QUESTON - What are the changes/results you can observe by specific priority areas (this will draw on the priority area of the UNDAF that the respondent is most familiar with)?

a. To what extend do you feel the UN managed to contribute to the results you have observed? What would have happened in the absence of the UNDAF intervention?
b. What are the past, current and foreseen challenges that have or could hinder progress in this area?
c. Where there unintended results – positive or negative – of UNDAF implementation? If negative, how have they been addressed by the UNCT?
d. How would you assess the quality of UNCT SDG focussed policy support? What role did UNDAF play in this?
e. Was the UNDAF able to inform the national development agenda and the implementation of the Sustainable Development Goals?
f. What are the main results achieved in terms of advancing Human Rights and Gender Equality?
g. Does the UN work manage to reach out to those most at risk of being left behind?

3. COHERENCE

KEY QUESTIONS - How well does the UNDAF fit? Is it compatible with other interventions in the country, sector or institution? What are the partnerships and linkages and interventions within the broader development system?

a. Have UN comparative advantages been properly leveraged especially in relation to other development partners? In what ways? If not why not?
b. Has the UNDAF been effective in promoting partnerships and strategic alliances around the main UNDAF outcomes. If so what? If not, why not?

4. EFFICIENCY/COORDINATION

KEY QUESTIONS - Is the implementation of the UNDAF efficient in terms of building partnerships and ensuring a UN coherent contribution?

a. Has the UNDAF facilitated the identification of and access to new financing flows at scale for national partners?
b. Have resources been mobilised according to the UNDAF priority areas or opportunistically (based on funding availability and individual agency agenda)?
c. How effective are the UNDAF coordination mechanisms in ensuring a minimisation of transaction costs and a building of programmatic synergies for the UN and its partners (funds, expertise, time, administrative costs)? In what ways could these be further reduced?
d. Are there any missed opportunities in terms of coordination that could have led to higher-level joint results?

5. CONCLUSION

a. Do you have any suggestions on how the next UNDAF should be designed and implemented?
b. What could be the strategic interventions for the next partnership framework, taking into account the national SDGs, emerging issues, UN comparative advantage?

13.3 Survey

DRAFT QUESTIONNAIRE OUTLINE

The results of the survey will only be viewed by the independent evaluator and will not be shared. Only aggregated findings will be used to inform the evaluation and reference will only be made to the category of the respondent not to individuals.

The questionnaire is structured around the four main themes of this evaluation – relevance, effectiveness, coherence and efficiency.

The contributions made through this questionnaire will inform the recommendations of the evaluation focussed on strengthening and alignment of the UNCT's contribution to national development priorities.

Time requirement: no more than 10 minutes

THANK YOU

BACKGROUND

The United National Development Assistance Framework Bangladesh 2017 – 2021 focuses on 3 outcome areas of priority: 1. People; 2. Planet; 3. Prosperity, supported by a number of key sub outcomes.

1. To what extent are you familiar with the UNDAF and its outcome areas?

		not at all	slightly	sufficiently	significantly
	UNDAF				
PEOPLE	**Health, Water and Sanitation**				
	Food security and nutrition				
	Education				

	Social justice and rights				
	Social expenditure				
PLANET	Environment				
	Disaster Management				
PROSPERITY	Poverty and inequality				
	Social protection and employment				

RELEVANCE

2. Do you think the above priority areas and outcomes of the UNDAF address the main priorities of Bangladesh and its people?

Not at all	slightly	sufficiently	significantly	I don't know

3. Has the UNCT's work properly addressed human rights issues?

Not at all	slightly	sufficiently	significantly	I don't know

4. To what extent does the UN contribute to the fulfilment of Bangladesh's international commitments, norms and standards?

Not at all	slightly	sufficiently	significantly	I don't know

5. Do you think that the UNDAF guides the work of UN agencies in supporting Bangladesh's fulfilment of international commitments (SDGs, UN treaties and conventions)?

yes	no	To a certain extent	I don't know

6. Do you think the UN has been able to influence the national development agenda and the implementation of the Sustainable Development Goals at a national level?

Not at all	slightly	sufficiently	significantly	I don't know

EFFECTIVENESS

7. To what extent is progress being made in each UNDAF outcome?

		not at all	Slight progress	Sufficient progress	Significant progress	I don't know
PEOPLE	Health, Water and Sanitation					
	Food security and nutrition					
	Education					
	Social justice and rights					
	Social expenditure					
PLANET	Environment					

	Disaster Management					
PROSPERITY	**Poverty and inequality**					
	Social protection and employment					

Sufficient and significant – if you think progress has been sufficient and significant, what do you think has been the UN contribution to these changes?

8. How successful is the UN in reaching its intended beneficiaries and consider its specific interests (the most vulnerable and marginalised)?

Not at all	**slightly**	**sufficiently**	**significantly**	**I don't know**

9. To what extent has the UN shown adaptability to respond to national crises with consideration for to priorities of the UNDAF?

Not at all	**slightly**	**sufficiently**	**significantly**	**I don't know**

Sufficient and significant – if you think adaptability has been demonstrated, what do you think has been the most significant responses?

COHERENCE

10. Does the work of the UN in Bangladesh consistently consider how it can influence women's and girl's empowerment and equality?

Not at all	**slightly**	**sufficiently**	**significantly**	**I don't know**

11. To what extent is the UN contributing to build the capacities of government and civil society?

Not at all	**slightly**	**sufficiently**	**significantly**	**I don't know**

12. Have UN comparative advantages been properly leveraged especially in comparison to other development partners?

Not at all	**slightly**	**sufficiently**	**significantly**	**I don't know**

13. Has the UN forged effective partnerships and strategic alliances to reach the UNDAF outcomes?

	Not at all	**slightly**	**sufficiently**	**significantly**	**I don't know**
Government of Bangladesh					
Civil Society					

International Development Partners					
Other external support agencies					

RESPONDENT

14. Where do you work?

	United Nations
	Government of Bangladesh
	National Civil Society Organisation
	International Development Organisations/Embassy
	Other partners

EFFICIENCY/COORDINATION

15. **UN STAFF ONLY** - Are the UNDAF indicators relevant and do they meet the quality needs to measure the outputs and outcomes of the UNDAF?

Not at all	slightly	sufficiently	significantly	I don't know

16. **UN STAFF ONLY** - Did the design of the UNDAF results framework allow for easy monitoring and reporting against the stated outcomes?

Not at all	slightly	sufficiently	significantly	I don't know

17. **UN STAFF ONLY** - Was the UNDAF's budgetary framework used as a funding instrument?

	Yes
	No
	Sometimes
	I don't know
	Please provide examples:

18. Have resources been mobilised according to the UNDAF priority areas or opportunistically (ie based on funding availability and individual agency agenda)?

	Yes
	No
	Sometimes
	I don't know
	Please provide examples:

19. Is the UN in Bangladesh greater than the sum of its parts? Have the synergies across the UNCT agencies been adequately leveraged?

Not at all	slightly	sufficiently	significantly	I don't know

20. Do the UN coordination mechanisms lower transaction costs and allow for higher value for money?

Not at all	slightly	sufficiently	significantly	I don't know

THANK YOU

Thank you very much for taking the time to complete this questionnaire. Your contributions will inform the UNDAF Evaluation and provide recommendations for UNSDF 2022 – 2025.

If you have any additional recommendations for the future of the UN in Bangladesh please outline below.

21. Recommendations

22. Optional

Name of your organisation:
Your title:

13.4 Evaluation Matrix

The criteria and primary questions are taken from the objectives stated in the evaluation TOR and further elaborated into sub questions around four main criteria: relevance; effectiveness, coherence and efficiency. The matrix indicates the planned data collection method and source, and indicators of success. As stated in the UNDAF the evaluation is guided by the United Nations Evaluation Group's evaluation norms and standards and OECD-DAC revised and updated evaluation criteria. The evaluation will assess the extent to which the UN has been successful in mainstreaming the normative principles, responding to crises, and the extent to which the UN system in Bangladesh has effected transformational change.

Criteria	Primary question	Sub question	Data collection method/sources	Indicators of success/what looking for in responses
Relevance (including normative)	Are we doing the right thing? To what extent are the outcomes of the UNDAF consistent with the needs and interests of the Bangladesh people, the GoB's national development priorities, its international obligations, the SDGs and the policies and priorities of Bangladesh's main international partners.	To what extent does the UNDAF address the main priorities for Bangladesh and its people as identified in the CCA and other assessments?	**Desk review:** UNDAF document CPD's country programme doc CCA Govt Strategic Plan UN Agencies' programme evaluations **Interviews:** UNCT Government Development Partners Others **Survey:** to all stakeholders	Clear connection between UNDAF outcomes and programmes with the CCA findings, government plans and other assessments. Stakeholder perception of relevance of the UN programme to country development priorities.
		Was the UNDAF able to inform the national development agenda and achievement of output targets under the **Sustainable Development Goals**?	**Desk review** of UNDAF, annual reports, UN agency reports and national/sub-national SDG plans **Interviews** with GOB counterparts at national and sub-national level	Clear reference in UN programme documents to efforts made to support national planning processes and inclusion of the SDGs agenda. Reflection of SDGs in government planning document supported by the UN. Acknowledgment by the GoB counterparts of the role played by the UN in setting the national

			agenda and mainstreaming the SDGs.
	To what extent does the UNDAF contribute to fulfillment of Bangladesh international and regional commitments, norms and standards, In particular, commitments specific to gender equality and human rights? Does the UNDAF guide the work of the UN agencies in this regard?	**Desk review** of UNDAF results framework, UPR reports; CRC and CEDAW reports and recommendations UN agency country programmes	Specific reference to the norms and conventions in UNDAF and UN agency programmes.
Have the **UN programming principles** been reflected in the UNDAF and its implementation? If not, or not adequately, how has this affected the coherence of UN programmes?	**Human Rights:** Does the UNDAF seek to programme for and reach its intended beneficiaries? Does the UNDAF consider the specifics of vulnerable groups? Does the UNDAF prioritise who need assistance the most (most vulnerable, poor, marginalised)? Does the UNDAF address human-rights issues adequately? **RBM:** Are the UNDAF indicators relevant and are they quality measures of outputs and outcomes of the UNDAF? Does the design of the UNDAF results framework allow for easy monitoring and reporting against stated outcomes? Human Rights/gender: To what extent have human rights principles and gender equality been effectively mainstreamed in the implementation of the UNDAF? Has a Human Rights based approach been effectively streamlined in the implementation of the UNDAF? Has the UNDAF mainstreamed gender? **Capacity Development:** Does the UNDAF adequately invest in and focus on national capacity development? To what extent and in what ways did UNDAF contribute to capacity development of government, NGOs, civil society institutions?	Interviews with PMT and UNDAF M&E Group, UNCT members, main GoB counterparts and civil society. Survey of relevant UN programme staff (resident and NRA) GOB and CSOs. **Desk review** of UNDAF and related monitoring and evaluation documents; Gender score card	The UNDAF M&E Framework has clearly considered human rights and gender as well as capacity building. Results and indicators use rights based language and are logically linked, are SMART. Indicators are disaggregated by vulnerable populations. UN through response is able to articulate the importance of the programming principles and provide examples of how these have been incorporated in the UNDAF design and implementation. UN staff report familiarity with the principles and their role in guiding the work of the UN through UNDAF. UN partners recognise and rate highly the UN's attention to vulnerable groups, gender mainstreaming, human rights issues, resilience and capacity building.

		Sustainability and resilience: How has the principle of sustainability and resilience been mainstreamed in the design and implementation of the UNDAF?		
Effectiveness (results)	Have we made a difference? To what extent has the UNDAF contributed to progress towards the outcomes and the achievement of the planned development results?	Was **progress** made in each outcome area? What are the recorded changes? What has been the UN contribution? Were there positive or negative **unintended results** of UNDAF implementation? Has the UNCT ensured that unintended or negative consequences on population or social groups outside the programmes scope properly addressed or minimised? What were the main results achieved towards the realisation of **Human Rights and Gender Equality?**	**Desk review** of UNDAF, annual reports, UN agency reports. **Statistical data** relevant to indicators and clear baselines. **Survey** to UN staff, partners, GoB, CSO, international partners. **Interviews** with sectoral partners and stakeholders – line ministries, thematic NGOs/CSO, UNCT/PMT/UNDAF M&E group.	Results reported by UN agencies indicate logical connection with outcomes and show contribution to realisation of Gender Equality and Human Rights, where relevant. Progress in the desired direction in the value of the M&E framework indicators. UN staff, partners and stakeholders can outline progress made in the UNDAF outcome area related to their work and can report unintended results and overall perception of the UN's capacity to deal with them can be built.
		Do results reflect the ability of the UN system to **adapt during crises** with a focus on leaving no one behind, gender equality and human rights?	**Desk review** of UNDAF, annual reports, UN agency reports. **Statistical data** relevant to indicators and clear baselines. **Survey** to UN staff, partners, GoB, CSO, international partners. **Interviews** with sectoral partners and stakeholders – line ministries, thematic NGOs/CSO, UNCT/PMT/UNDAF M&E group.	Recognition of the UN System's ability to adapt during crises including flood, Rohingya refugee influx and COVID-19 and evidence of this ability to adapt.
Coherence	How well does the UNDAF fit? Is the UNDAF compatible with other interventions in the	Has the **UN comparative advantage** been leveraged in relation to other development partners (including universality, neutrality,	**Desk review** of UNDAF and related documents; other international partner documents/frameworks.	Adequate division of labour along identified UN comparative advantage.

		multilateralism and the special mandates of UN agencies?	**Survey** with GoB, partners, INGOs, CSOs, UNCT	The UN and partners understand the effectiveness of utilising the UN's comparative advantage, minimising overlaps and inefficiencies.
	country, sector or institution? What are the partnerships and linkages and interventions within the broader development system?			
		Has the UNDAF promoted **effective partnerships** and **strategic alliances** around the main UNDAF outcomes with and GoB, national partners, civil society, donors, and external support agencies?	**Interviews and survey** to UNCT, development partners and government counterparts	Examples of strategic and effective partnerships provided by the UN, confirmed by counterparts. Overall perception that the UN has been successful in fostering partnerships around the UNDAF pillars.
Efficiency, sustainability – management, coordination, delivery, transformational change	Have the UNDAF design and implementation modalities (management, coordination and delivery mechanisms across agencies) been efficient and to what extent have they lead to **transformational change**?	Have **resources** been mobilised according to the UNDAF priority areas or more opportunistically (based on funding availability and individual agency agenda)?	**Desk review** of UNDAF annual reports and UN agency reports **Interview /Survey** with PMT, UNDAF M&E group, UNCT.	Resources mobilised clearly align with the UNDAF priorities. UN staff report that resources are mobilised in accordance with the UN joint priorities.
		Was the UNDAF's **budgetary framework used** as a funding instrument? Has the UNDAF helped identify access to new financing flows at scale for national partners?	**Desk review** of resource mobilisation information and delivery by outcome area, UNDAF reports. **Interview** with PMT, UNDAF M&E group and s**urvey**.	Evidence of joint resource mobilisation and identification of new financing mechanisms. UN representatives report that the UNDAF was used as a funding instrument and facilitated new financing opportunities for the country
		Have the synergies of the UN in Bangladesh been leveraged adequately to lead to **transformational change**[3] in culture and work	**Desk review** of UNDAF governance structures and related documents.	Efficiency of governance structure (ie clear TOR, proof of functioning and facilitated joint approaches

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- [3] **Transformational change** is the process whereby positive development results are achieved and sustained *over time* by institutionalizing policies, programmes and projects within national strategies. It should be noted that this embodies the concept of institutionally sustained results – consistency of achievement over time. This is in order to exclude short-term, transitory impact (UNDP, 2011)

		processes? Has the UNDAF fostered innovative approaches to enhance national capacities (govt, civil society, NGOS) in order to ensure sustainability? Does the UNDAF coordination mechanism lower transaction costs and allow for higher value for money?	**Interview and survey** with UNCT, PMT, UNDAF M&E group, key counterparts and development partners.	that have led to transformational change and innovative approaches to development challenges. UN staff and partners see UNDAF as favouring synergies across the system and acknowledge that existing coordination mechanisms have lower transaction costs and heightened efficiency.

13.5 Survey response summary

19 surveys were completed in total. 89 percent of respondents were from the UN with 11 percent from the Government of Bangladesh.

Overall the greatest number of respondents indicated being slightly familiar with outcome areas. Those with slight familiarity indicated most knowledge of Health, Water and Sanitation (People); Education (People); Social Expenditure (People); Environment (Planet); and Disaster Management (Planet). The much smaller proportion that indicated significant familiarity noted Social Protection and Employment (Prosperity) most highly. The priority area of People had the highest overall weighted average of familiarity. Of concern was a 21 percent response of not being at all familiar with any element of the UNDAF.

44 percent of respondents indicated that the UNDAF sufficiently addressed the main priorities of Bangladesh and its people, however 16 percent indicated that they did not know. 44 percent indicated that the UNCT sufficiently addressed human rights issues, 33 percent indicated significantly, and again, 11 percent indicated that they did not know. Just over half (55 percent) of the respondents felt that the UN contributed to the fulfillment of Bangladesh's international commitments, norms and standards. When asked if the UNDAF guides this work 50 percent responded, to a certain extent, with a definitive yes scoring slightly higher than the no at 27 percent. These responses indicate a somewhat mixed view of the UNDAF's usefulness in this regard. When asked if the UN in Bangladesh has influenced the national development agenda and the implementation of the SDGs the strongest response at 37 percent indicated 'slightly' with 'significantly' a lower 27 percent response.

47 percent of respondents felt that 'sufficient' or 'significant' progress had been made, with the highest perceived significant progress being in the outcome areas of Disaster Management (Planet); Education (People); and Health, Water and Sanitation (People). 22 percent however indicated that they did not know of UNDAF outcome progress. Only 11 percent of respondents felt that the UN in Bangladesh reached its intended beneficiaries in a significant way. The remainder noted slightly (47 percent) and sufficiently (41 percent).

There was a strong positive response to the question around the UN's demonstrated adaptability to respond to national crises, with 50 percent indicating significant capacity and 33 percent stating sufficiently. Only 5 percent of respondents indicated not at all. When asked if the work of the UN consistently considers how it can influence women's and girl's empowerment and equality the majority of respondents indicated sufficiently (33 percent) and significantly (33 percent).

There is an overall strong perception that the UN is contributing to building the capacities of government and civil society sufficiently (44 percent), and the UN's comparative advantage had been sufficiently (61 percent) leveraged in comparison to other development partners. The UN is considered to have sufficiently forged effective partnership and strategic alliances to reach the UNDAF outcomes in partnership with International Partners (44 percent) and Government of Bangladesh (39 percent). The partnerships that the UN were considered only slightly effective in forging were with civil society and external support agencies.

Questions of relevance directed only at UN staff paint a somewhat bleak picture with staff either not knowing or considering low levels of relevance and use of the UNDAF for monitoring and resource mobilisation. 38 percent of UN staff indicated that UNDAF indicators only slightly meet the quality needs to measure the outputs and outcomes of the UNDAF, and of real concern is the 28 percent who indicated they did not know. Likewise, when UN staff were asked if the design of the results framework allowed for easy monitoring and evaluation of outcomes 33 percent responded slightly, but 27 percent indicated not at all, and 16 percent of respondents indicated that they did not know. The largest proportion of UN staff (38 percent) consider that the UNDAF's budgetary framework is not used as a funding instrument with 44 percent indicating that they did not know. 52 percent of respondents felt that only sometimes resources are mobilised against UNDAF priorities with 23 percent of total respondents stating that they did not know. 61 percent of respondents felt that synergies across the UNCT agencies were only slightly leveraged, and only 22 percent of respondents felt that UN coordination mechanisms in Bangladesh lowered transaction costs. 38 percent indicated not at all and 16 percent indicated that they did not know, overall indicating a low level of appreciation or lack of understanding of the efficiency of UN coordination mechanisms.

There were a number of written comments provided within the survey:

o   Recognising that the ability of the UN to adapt to crises and changes in the country has been despite the UNDAF not as a result of it.

o   Stressing the importance of seeking and facilitating the inputs from all staff (field office to national office) to ensure a bottom up approach, highlighting that currently the process is seen as a top down approach focussing on the UN Deputy/PMT and UNCT levels in the planning phase, TOC and Strategic Prioritisation. National office staff were included at a later date but field office staff have not been included. It was felt that there is a need to consider the comparative advantage of all agencies not just the larger agencies (those with the most staff and funds).

o   Reinforcing the opportunity to look for future pooled funding mechanisms to support UNSDCF implementation and to drive joint resource mobilisation.

Individual question responses

Q1: To what extent are you familiar with the UNDAF and its outcome areas?

Respondents indicated that individuals were mostly 'slightly' 66 percent familiar with the outcome areas with 46 percent stating 'sufficient' familiarity. Within this highest 'slightly' response group respondents were most familiar with Health, Water and Sanitation (People); Education (People); Social Expenditure (People); Environment (Planet); Disaster Management (Planet). Within 'significant' familiarity Social protection and employment (prosperity) ranked the highest.

Across the priority areas People has the highest weighted average of familiarity at 10.7; followed by Prosperity at 4 percent and Planet at 3.7 percent.

Of concern, (particularly for the UN given the high proportion of UN respondents), is the noted average 21 percent who indicated they are not at all familiar with any element of the UNDAF.

Outcome	Priority area	Weighted average (familiarity)	Weighted average % per priority area
People	Health, water and sanitation	2.47	10.7
People	Food security and nutrition	2.39	
People	Education	2.56	
People	Social justice and rights	2.83	
People	Social expenditure	2.42	
Planet	Environment	2.5	3.7
Planet	Disaster Management	2.53	
Prosperity	Poverty and inequality	2.68	4
Prosperity	Social protection and employment	2.79	

	NOT AT ALL	SLIGHTLY	SUFFICIENTLY	SIGNIFICANTLY	TOTAL	WEIGHTED AVERAGE
People - Health, Water and Sanitation	15.79% 3	42.11% 8	21.05% 4	21.05% 4	19	2.47
People - Food security and nutrition	16.67% 3	38.89% 7	33.33% 6	11.11% 2	18	2.39
People - Education	11.11% 2	44.44% 8	22.22% 4	22.22% 4	18	2.56
People - Social justice and rights	10.53% 2	36.84% 7	31.58% 6	21.05% 4	19	2.63
People - Social expenditure	10.53% 2	52.63% 10	21.05% 4	15.79% 3	19	2.42
Planet - Environment	11.11% 2	44.44% 8	27.78% 5	16.67% 3	18	2.50
Planet - Disaster management	10.53% 2	42.11% 8	31.58% 6	15.79% 3	19	2.53
Prosperity - Poverty and inequality	15.79% 3	26.32% 5	31.58% 6	26.32% 5	19	2.68
Prosperity - Social protection and employment	15.79% 3	26.32% 5	21.05% 4	36.84% 7	19	2.79

i.   Relevance

Q2: Do you think the above priority areas and the outcomes of the UNDAF address the main priorities of Bangladesh and its people?

44 percent of respondents indicated that the UNDAF 'sufficiently' addressed the main priorities of Bangladesh and its people. 27 percent indicated that it did 'significantly'. Some 16 percent however indicated 'I don't know'.
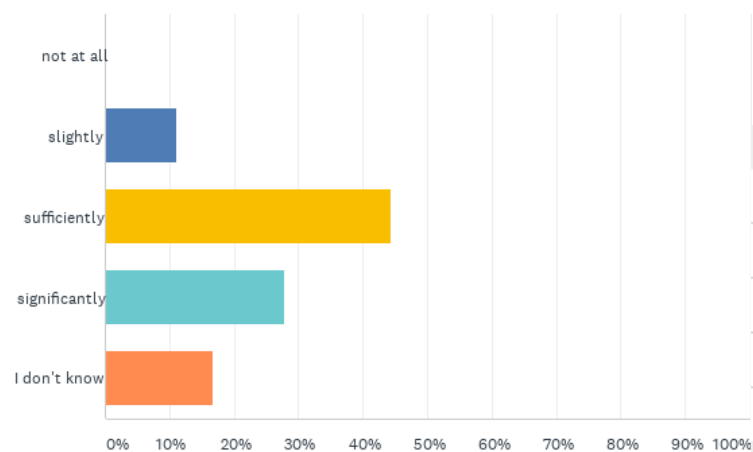
ANSWER CHOICES	RESPONSES	
not at all	0.00%	0
slightly	11.11%	2
sufficiently	44.44%	8
significantly	27.78%	5
I don't know	16.67%	3
TOTAL		18

**Q3: Has the UNCT's work properly addressed human rights issues?**

There is a 44 percent belief that the UNDAF has 'sufficiently' addressed human rights issues. A further 33 percent indicated 'significantly'. Whilst these percentages are positive 11 percent indicated 'I don't know'.
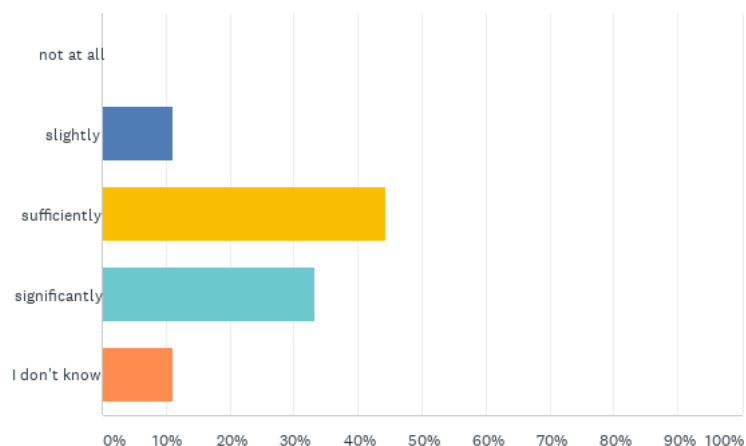
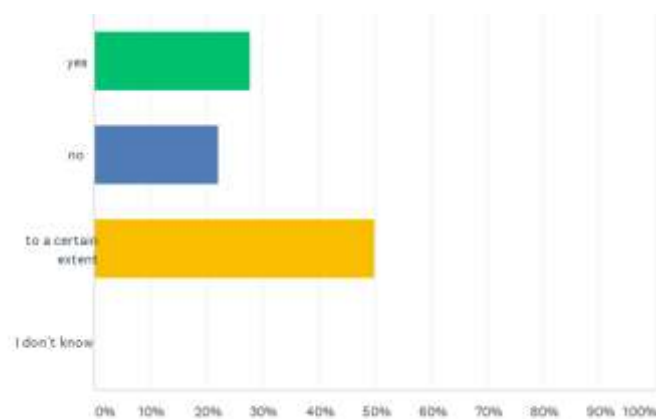| ANSWER CHOICES	RESPONSES	
not at all	0.00%	0
slightly	11.11%	2
sufficiently	44.44%	8
significantly	33.33%	6
I don't know	11.11%	2
TOTAL		18

Q4. To what extent does the UN contribute to the fulfilment of Bangladesh's international commitments, norms and standards?

Responses regarding the extent to which the UN contributes to Bangladesh's fulfillment of international commitments (SDGs, UN treaties and conventions) is marked with a 55 percent 'sufficiently'. A combined 'sufficiently' and 'significantly' indicates an 83 percent view of respondents. 5.6 percent of respondents indicated that they 'did not know'.

ANSWER CHOICES	RESPONSES	
not at all	0.00%	0
slightly	11.11%	2
sufficiently	55.56%	10
significantly	27.78%	5
I don't know	5.56%	1
TOTAL		18
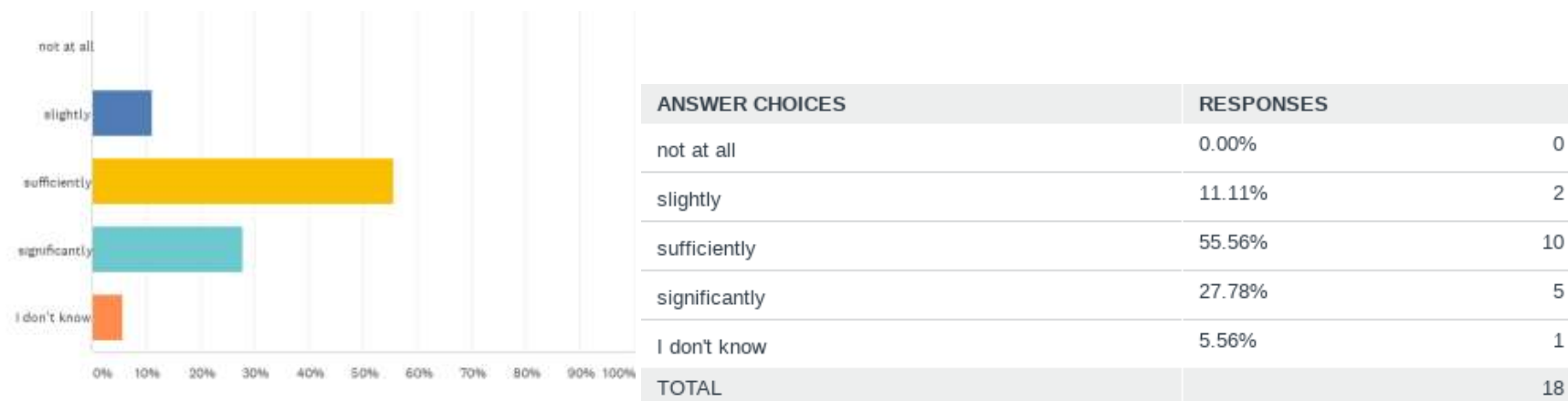
Q5. Do you think that the UNDAF guides the work of the UN agencies in supporting Bangladesh's fulfillment of international commitments (SDGs, UN treaties and conventions)?

When asked a yes/no question as to whether the UNDAF guides the work of the UN in this area the highest response at 50 percent was 'to a certain extent'. This along with a yes no response being relatively equal at 27 percent and 22 percent respectively indicates a somewhat level mixed view on this question.

ANSWER CHOICES	RESPONSES	
yes	27.78%	5
no	22.22%	4
to a certain extent	50.00%	9
I don't know	0.00%	0
TOTAL		18

Q6: Do you think the UN in Bangladesh has been able to influence the national development agenda and the implementation of the Sustainable Development Goals at a national level?

Asked if the UN in Bangladesh has been able to influence the national development agenda and the implementation of the SDGs at a national level, an almost equal spread of responses across 'slightly' (39 percent); 'sufficiently' (33 percent); 'significantly' (27 percent) is realised.
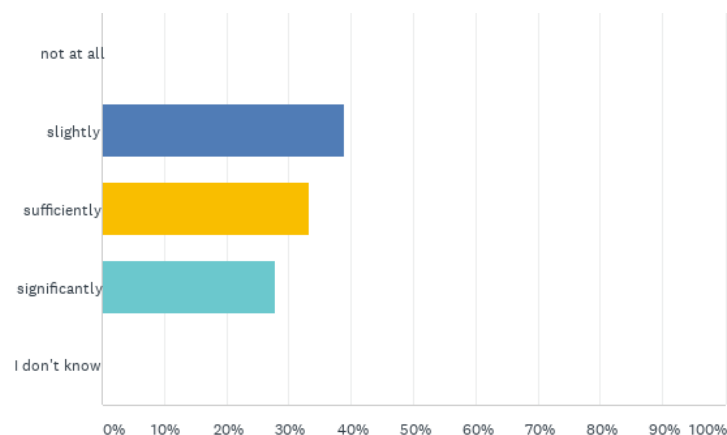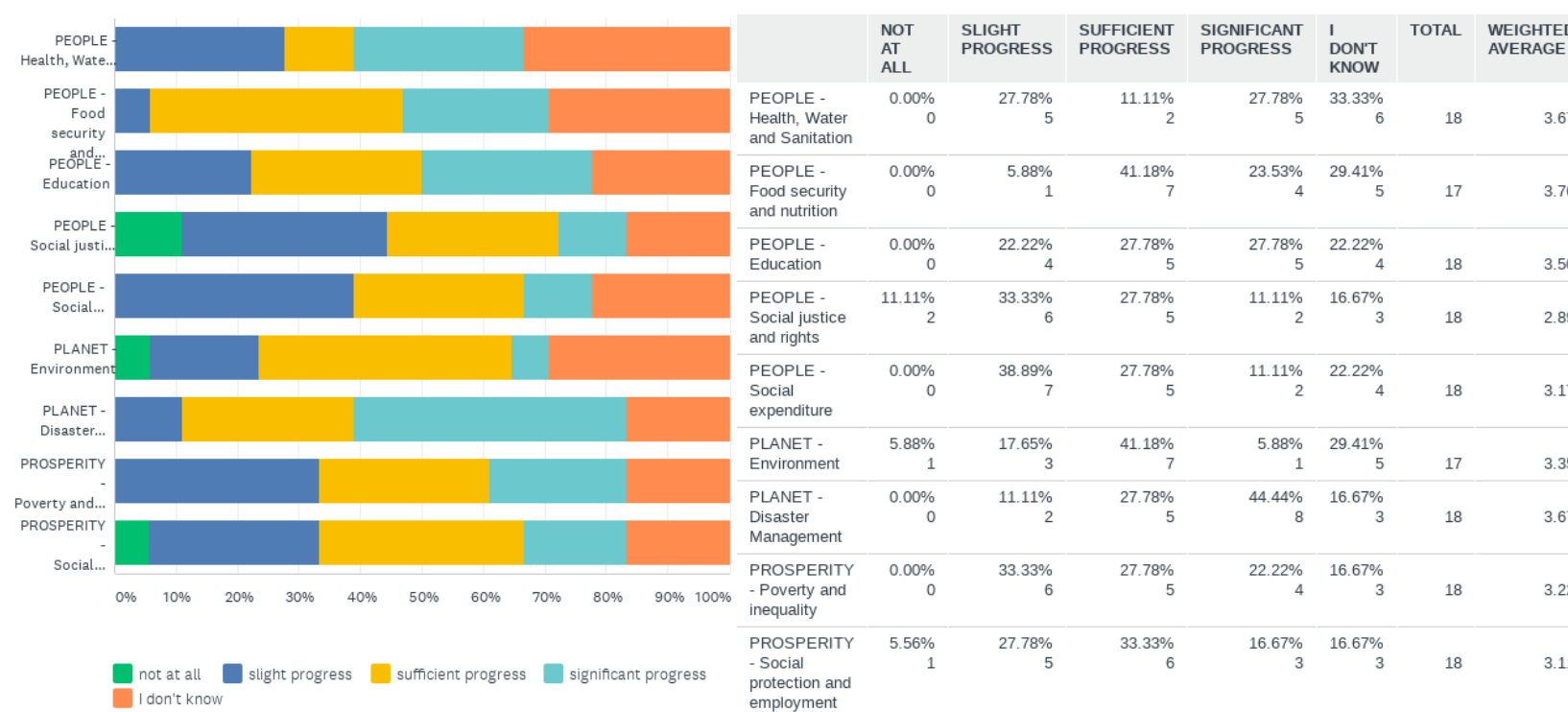

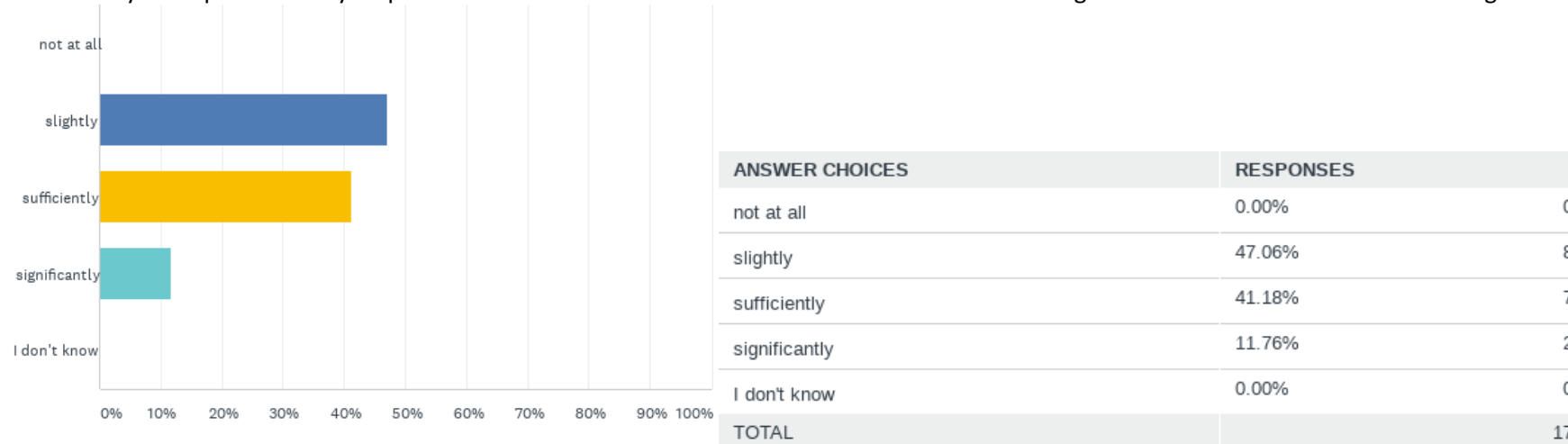| ANSWER CHOICES	RESPONSES	
not at all	0.00%	0
slightly	38.89%	7
sufficiently	33.33%	6
significantly	27.78%	5
I don't know	0.00%	0
TOTAL		18

ii. **Effectiveness**

Q7: To what extent is progress being made in each UNDAF outcome?

When asked to what extent progress is being made in each UNDAF outcome 46 percent felt that there had been sufficient (25 percent) or significant (21 percent) progress. Slight progress of 24 percent was indicated overall. Quite significantly 22 percent of respondents indicated that they 'did not know' of UNDAF outcome progress. The area where the most 'significant' progress was noted was in Disaster Management (Planet) at 44 percent, with Education (People) and Health, Water and Sanitation (People) sitting at 27.7 percent, reflecting the three outcomes with the highest perceived significant progress.

|	NOT AT ALL	SLIGHT PROGRESS	SUFFICIENT PROGRESS	SIGNIFICANT PROGRESS	I DON'T KNOW	TOTAL	WEIGHTED AVERAGE
PEOPLE - Health, Water and Sanitation	0.00% 0	27.78% 5	11.11% 2	27.78% 5	33.33% 6	18	3.67
PEOPLE - Food security and nutrition	0.00% 0	5.88% 1	41.18% 7	23.53% 4	29.41% 5	17	3.76
PEOPLE - Education	0.00% 0	22.22% 4	27.78% 5	27.78% 5	22.22% 4	18	3.50
PEOPLE - Social justice and rights	11.11% 2	33.33% 6	27.78% 5	11.11% 2	16.67% 3	18	2.89
PEOPLE - Social expenditure	0.00% 0	38.89% 7	27.78% 5	11.11% 2	22.22% 4	18	3.17
PLANET - Environment	5.88% 1	17.65% 3	41.18% 7	5.88% 1	29.41% 5	17	3.35
PLANET - Disaster Management	0.00% 0	11.11% 2	27.78% 5	44.44% 8	16.67% 3	18	3.67
PROSPERITY - Poverty and inequality	0.00% 0	33.33% 6	27.78% 5	22.22% 4	16.67% 3	18	3.22
PROSPERITY - Social protection and employment	5.56% 1	27.78% 5	33.33% 6	16.67% 3	16.67% 3	18	3.11

Q8: How successful is the UN in Bangladesh in reaching its intended beneficiaries and consider its specific interests (the most vulnerable and marginalised)?

The responses indicate the highest perception of the UN in Bangladesh reaching its intended beneficiaries being slightly at 47 percent and sufficiently at 41 percent. Only 11 percent felt that the UN's reach to the most vulnerable and marginalised intended beneficiaries was significant.

ANSWER CHOICES	RESPONSES	
not at all	0.00%	0
slightly	47.06%	8
sufficiently	41.18%	7
significantly	11.76%	2
I don't know	0.00%	0
TOTAL		17

Q9: To what extent has the UN in Bangladesh shown adaptability to respond to national crises with consideration for priorities of the UNDAF?

When asked regarding the UN's adaptability with consideration for the priorities within the UNDAF, 50 percent of respondents indicated 'significant' capacity of the UN to show adaptability to respond to national crises with consideration for the priorities of the UN. Only 5 percent of respondents indicated 'not at all', 'slightly' at 11 percent and sufficiently 33 percent. Sufficient and significant totalling 73 percent representing a strong consideration of the UN's adaptability.
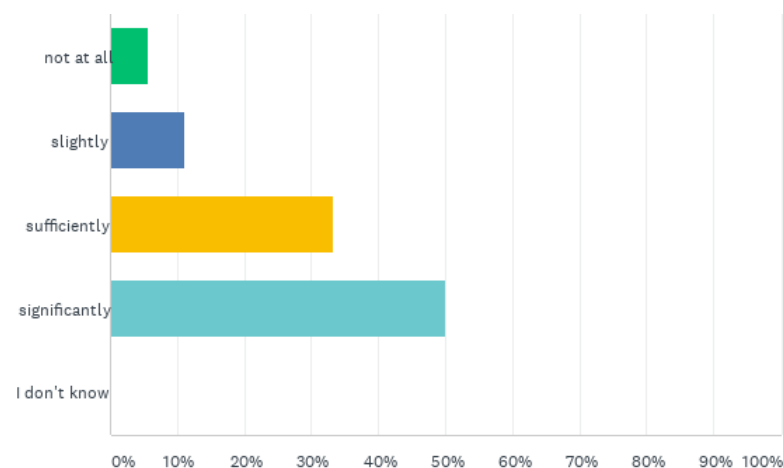
ANSWER CHOICES	RESPONSES	
not at all	5.56%	1
slightly	11.11%	2
sufficiently	33.33%	6
significantly	50.00%	9
I don't know	0.00%	0
TOTAL		18

Q10: Does the work of the UN in Bangladesh consistently consider how it can influence women's and girl's empowerment and equality.

The greatest number of responses indicated 'sufficiently' and 'significantly' with 33 percent each (a total of 66 percent) and 'slightly' at 22 percent. Five percent indicated 'not at all' and a further five percent indicated 'I don't know'.
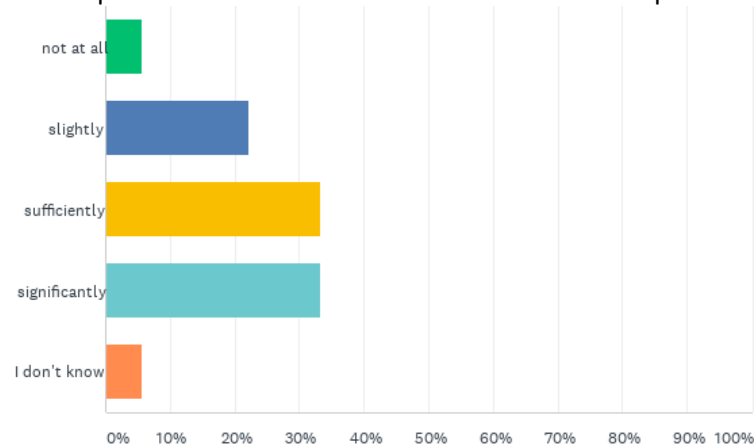
ANSWER CHOICES	RESPONSES	
not at all	5.56%	1
slightly	22.22%	4
sufficiently	33.33%	6
significantly	33.33%	6
I don't know	5.56%	1
TOTAL		18

Q11: To what extent is the UN in Bangladesh contributing to build the capacities of government and civil society?

The extent to which the UN in Bangladesh is considered to contribute to building the capacities of government and civil society were 'sufficiently' 44 percent; 'slightly' 27 percent and 'significantly' 27 percent. This then means that 72 percent of respondents thought the UN contributes sufficiently or significantly to capacity building of government and civil society?
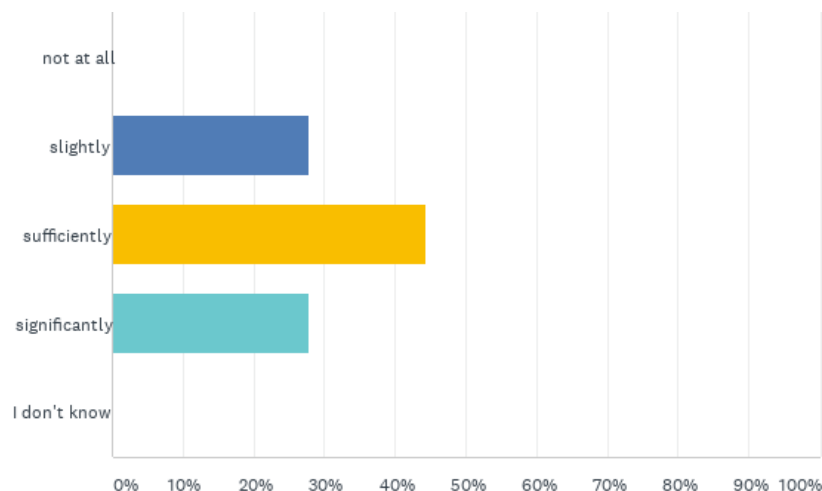
| ANSWER CHOICES	RESPONSES	
not at all	0.00%	0
slightly	27.78%	5
sufficiently	44.44%	8
significantly	27.78%	5
I don't know	0.00%	0
TOTAL		18

Coherence

Q12: Have UN comparative advantages been properly leveraged especially in comparison to other development partners?

When asked if the UN's comparative advantage had been properly leveraged in comparison to other development partners a 61 percent proportion of respondents indicated 'sufficiently'; with 27 percent' indicating slightly'. 'Significantly' only received an 11 percent response.

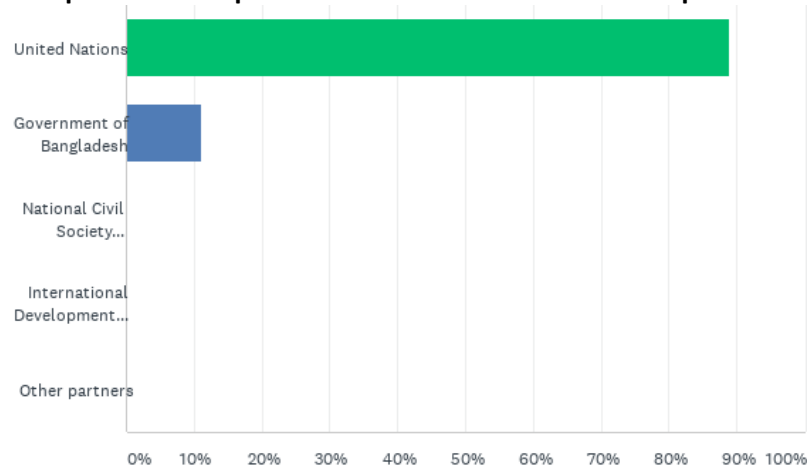| ANSWER CHOICES	RESPONSES	
not at all	0.00%	0
slightly	27.78%	5
sufficiently	61.11%	11
significantly	11.11%	2
I don't know	0.00%	0
TOTAL		18
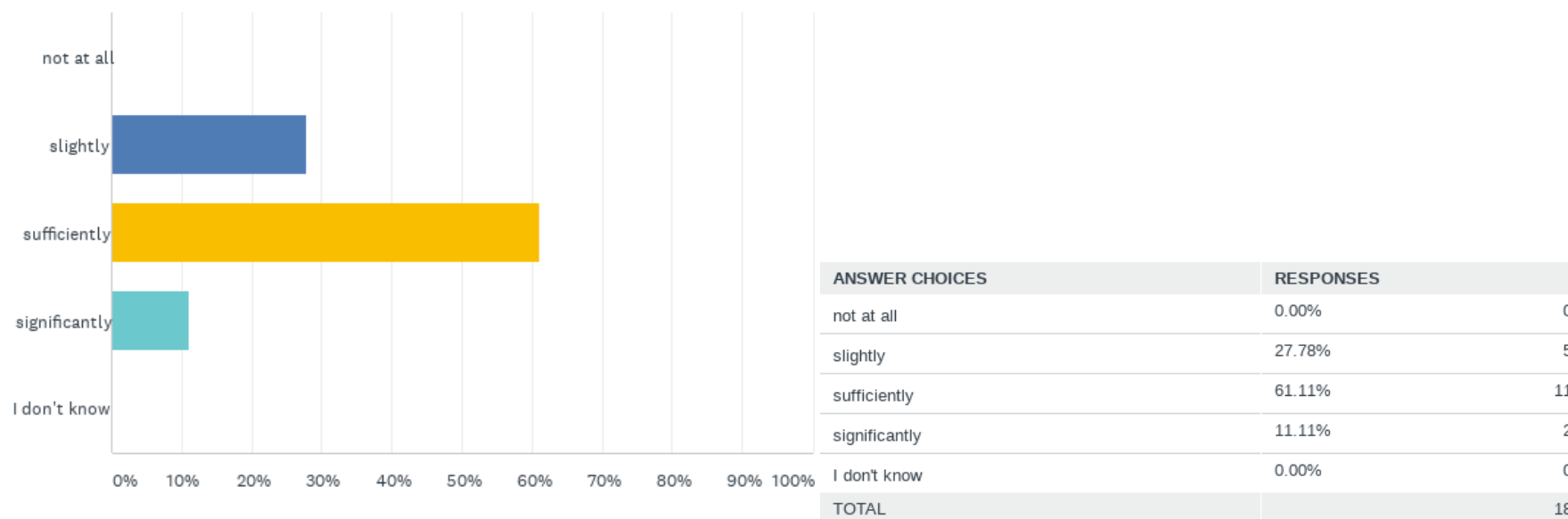
Q13: Has the UN in Bangladesh forged effective partnerships and strategic alliances to reach the UNDAF outcomes?

The UN's partnerships with International Development Partners (44 percent) and the Government of Bangladesh (39 percent) are rated the highest under sufficient. The highest responses for slightly are with civil society and other external support agencies. Against weighted average the most effective partnerships and strategic alliances are considered to be with International Partners and the Government of Bangladesh. And the least are with civil society and other external support agencies. The lowest level of understanding of partnerships and strategic alliances is with other external support agencies.
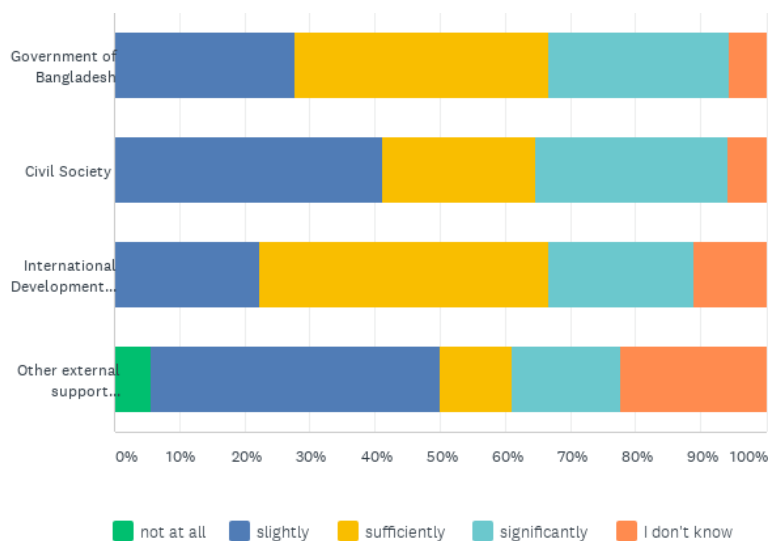
	NOT AT ALL	SLIGHTLY	SUFFICIENTLY	SIGNIFICANTLY	I DON'T KNOW	TOTAL	WEIGHTED AVERAGE
Government of Bangladesh	0.00% 0	27.78% 5	38.89% 7	27.78% 5	5.56% 1	18	3.11
Civil Society	0.00% 0	41.18% 7	23.53% 4	29.41% 5	5.88% 1	17	3.00
International Development Partners	0.00% 0	22.22% 4	44.44% 8	22.22% 4	11.11% 2	18	3.22
Other external support agencies	5.56% 1	44.44% 8	11.11% 2	16.67% 3	22.22% 4	18	3.06

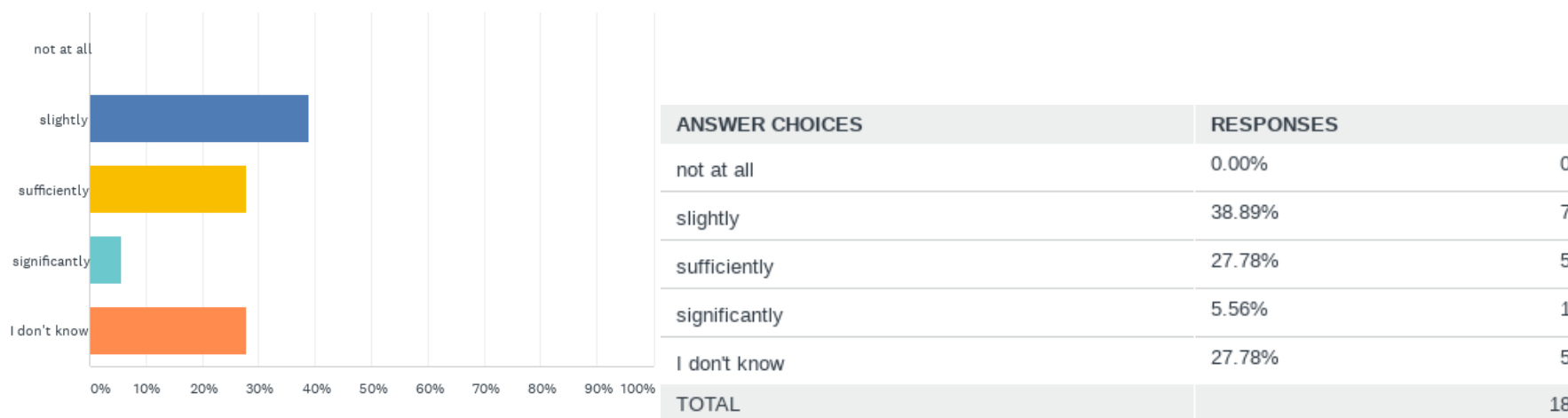**Q14: 89 percent of respondents were from the UN with 11 percent from the Government of Bangladesh.**

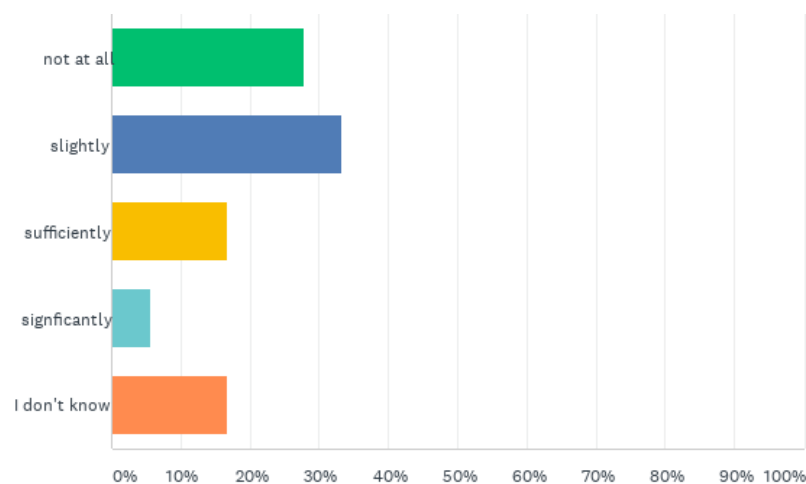| ANSWER CHOICES	RESPONSES	
United Nations	88.89%	16
Government of Bangladesh	11.11%	2
National Civil Society Organisation	0.00%	0
International Development Organisation/Embassy	0.00%	0
Other partners	0.00%	0
Total Respondents: 18		

    i.   Efficiency

Q15: UN Staff only – Are the UNDAF indicators relevant and do they meet the quality needs to measure the outputs and outcomes of the UNDAF?

When UN staff were asked if the UNDAF indicators were relevant and do they measure the outputs and outcomes, 38 percent of respondents indicated only 'slightly', with sufficiently at 27 percent and significantly only 5 percent. Of concern was a 28 percent that indicated 'I don't know'.

ANSWER CHOICES	RESPONSES	
not at all	0.00%	0
slightly	38.89%	7
sufficiently	27.78%	5
significantly	5.56%	1
I don't know	27.78%	5
TOTAL		18

Q16. UN staff only – Did the design of the UNDAF results framework allow for easy monitoring and reporting against the stated outcomes?

When UN staff were asked if the design of the UNDAF results framework allowed for easy monitoring and reporting against the stated outcomes 27 percent indicated 'not at all' and 16 percent indicated 'I don't know'. Only 5 percent indicated 'significantly' with 33 percent indicating 'slightly' and 16 percent indicating 'sufficiently'. These results indicating some concern regarding the ability to use the UNDAF results framework for monitoring outcomes with a relatively high proportion not knowing if this is possible.

ANSWER CHOICES	RESPONSES	
not at all	27.78%	5
slightly	33.33%	6
sufficiently	16.67%	3
signficantly	5.56%	1
I don't know	16.67%	3
TOTAL		18

Q17. UN staff only – Was the UNDAF's budgetary framework used as a funding instrument?

UN Staff responded 39 percent No and only 5 percent yes that the UNDAF budgetary framework was used as a funding instrument. 44 percent of respondents indicated 'I don't know' and only 11 percent indicated this took place 'sometimes'.
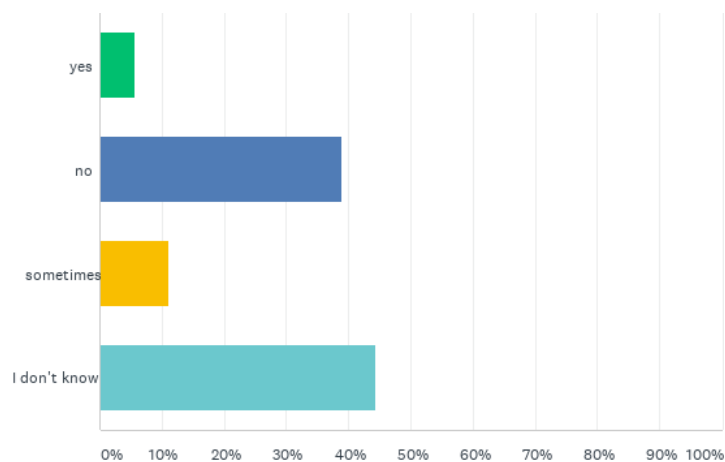
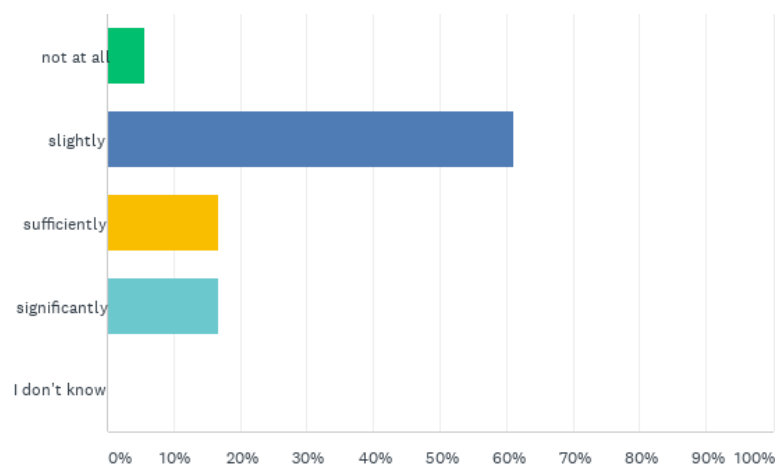| ANSWER CHOICES	RESPONSES	
yes	5.56%	1
no	38.89%	7
sometimes	11.11%	2
I don't know	44.44%	8
Total Respondents: 18		

Q18. Have resources been mobilised according to the UNDAF priority area or opportunistically (ie. based on funding availability and individual agenda)?

When asked if resources have been mobilised according to the UNDAF priority or opportunistically the yes no answers are equal at 11 percent). A quite high 52 percent indicated 'sometimes' and 23 percent indicated 'I don't know'.

ANSWER CHOICES	RESPONSES	
yes	11.76%	2
no	11.76%	2
sometimes	52.94%	9
I don't know	23.53%	4
Total Respondents: 17		
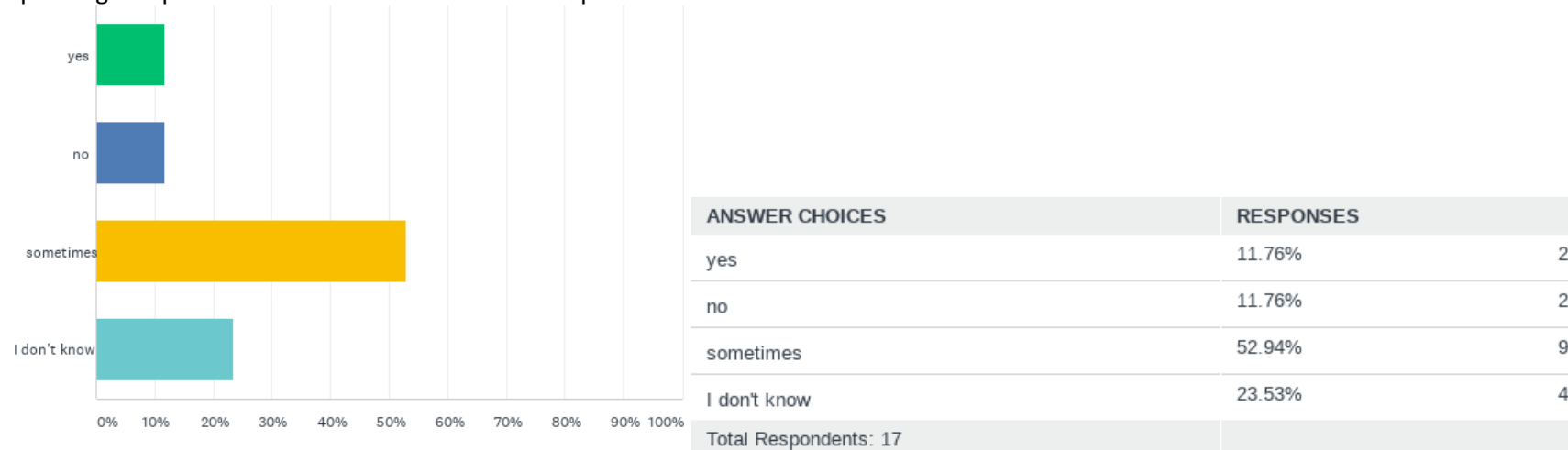
Q19. Is the UN in Bangladesh greater than the sum of its parts? Have the synergies across the UNCT agencies been adequately leveraged?

When respondents were asked if the UN in Bangladesh was greater than the sum of its parts the highest response at 61 percent was 'slightly'. Only 16 percent indicated 'sufficiently'. Likewise, significantly received a 16 percent response. 5 percent indicated 'not at all'.

ANSWER CHOICES	RESPONSES	
not at all	5.56%	1
slightly	61.11%	11
sufficiently	16.67%	3
significantly	16.67%	3
I don't know	0.00%	0
TOTAL		18

Q20. Do the UN in Bangladesh's coordination mechanisms lower transaction costs and allow for higher value for money?

When respondents were asked if the UN in Bangladesh's coordination mechanisms lower transaction costs and allow for high value for money the highest response at 38 percent was 'not at all' and 16 percent indicated 'I don't know'. 22 percent indicated 'sufficiently', 16 percent indicated 'slightly' and 5 percent indicated 'significantly'.
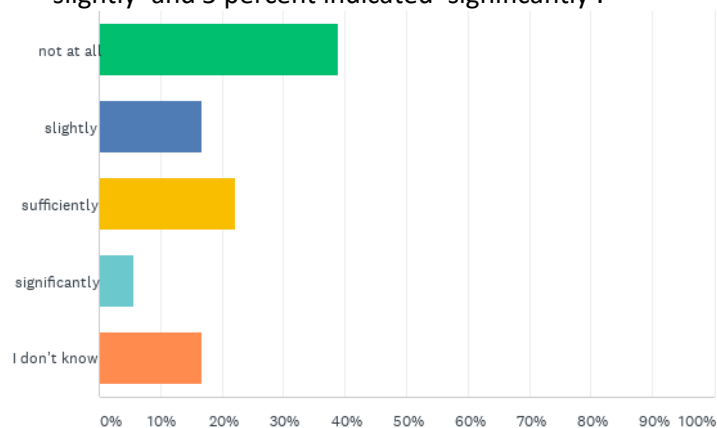
ANSWER CHOICES	RESPONSES	
not at all	38.89%	7
slightly	16.67%	3
sufficiently	22.22%	4
significantly	5.56%	1
I don't know	16.67%	3
TOTAL		18

13.6 Interviewees

Organisation	Person to be interviewed			
United Nations - resident				
UNRC	Mia Seppo	UN Resident Coordinator	mia.seppo@un.org	PMT
UNRCO	Jenni Karoliina Wisung	Gender Affairs Adviser	jenni.wisung@un.org	PMT
	Subhra Bhattacharjee	Strategic Planner	bhattacharjee@un.org	PMT
	Halima Neyamat	Development Coordination Officer	halima.neyamat@un.org	PMT
	Henry Glorieux	Humanitarian Affairs Advisor	henry.glorieux@one.un.org	
	Kazi Shahidur Rahman	Humanitarian Affairs Specialist	shahidur.rahman@one.un.org	
FAO	Nur Khondaker	Assistant FAO Programme	Nur.khondaker@fao.org	PMT
ILO	Tuomo Poutilainen	Country Director	poutiainen@ilo.org	
IOM (written)	Fathima Nusrath Ghazzali	Deputy Chief of Mission	FGHAZZALI@iom.int	PMT
UNAIDS	Saima Khan	Country Manager	KhanS@unaids.org	PMT
UNDP	Van Nguyen	Deputy Resident Representative & PMT Chair	nguyen.thi.ngoc.van@undp.org	PMT
UNFPA	Rumana Khan		rkhan@unfpa.org	PMT
UNHCR	Nodoka Hasegawa		hasegawn@unhcr.org	PMT
UNICEF	Dara Johnston,	WASH Section Chief	djohnston@unicef.org	PMT
UNWOMEN	Palash Das Giulia Pelosi	Programme Specialist	palash.das@unwomen.org giulia.pelosi@unwomen.org	PMT
WFP	Piet Vochten	Deputy Representative	piet.vochten@wfp.org	PMT
United Nations – non resident				
IFAD	Sherina Tabassum	Programme Manager	s.tabassum@ifad.org	PMT
UNIDO	Zaki uz Zaman	Country Representative	Z.ZAMAN@unido.org	PMT
UNODC	Marina Yakunina	Programme Officer	marina.yakunina@un.org	PMT
UN Groups				
UN joint	M&E Group			
External partners				
CPD	Dr Debuypriya Bhattacharya			
BRAC	Mr Kam Morshed			
British High Commission	Judith Herbertson			