



## **Integrating Community-based Adaptation into Afforestation and Reforestation Programmes in Bangladesh**

**UNDP PIMS: 4878**

**GEF Project ID: 4700**

**Atlas Project ID: 00075892**

**GEF Agency: United Nations Development Programme**

**Executing Agency: Ministry of Environment & Forests (MoEF)/Bangladesh Forest Department (BFD)**

**Focal Area: Climate Change**



### **Mid-term Review Report**

**February 2019**

**Dr. Arun Rijal (Independent International Consultant)**

**Mr. Junaid K. Choudhury (Independent National Consultant)**

# **Integrating Community-based Adaptation into Afforestation and Reforestation Programmes in Bangladesh**

**UNDP PIMS: 4878**  
**GEF Project ID: 4700**  
**Atlas Project ID: 00075892**  
**GEF Agency: United Nations Development Programme**  
**Executing Agency: Ministry of Environment & Forests**  
**Implementing Partner: Bangladesh Forest Department (BFD)**  
**Focal Area: Climate Change**

**Programme Period: 2015-2019**

**Evaluation Team**  
**Arun Rijal, Ph.D. (Independent International Consultant)**  
**Mr. Junaid K. Choudhury (Independent National Consultant)**

**Mid-term Review Report**  
**Project period reviewed: 30 December 2019**  
**Reporting date: 9<sup>th</sup> February, 2019**

## Acknowledgements

This report is a joint effort of the Mid-term Review Consultants and all the staff and people connected with the Project “Integrating Community-based Adaptation into Afforestation and Reforestation Programmes in Bangladesh” who gave freely their time to share ideas to make the evaluation process a success. There are many people to mention by name – and everyone who contributed are included in the lists of names annexed to this report – but special mention must be made of Mr. Mohammad Yamin Chowdhury, NPD of the project and Additional Secretary, MoEFCC, Mr. Shamshur Rahman Khan, Deputy NPD, MoEFCC, Mr. Md. Khurshid Alam, ARR UNDP, Mr. Arif M. Faisal, Programme Specialist, UNDP, Kazuyoshi Hirohata, M&E Officer UNDP, Mr. Md. Rezaul Haque, Programme Associate UNDP for taking their valuable time from busy schedule to talk with me on the project issues. We also like to thank Dr. Mohammed Muzammel Hoque, Project Manager, Mr. Abdullah Zahiruddin Ahamad, M&E Officer, Mr. Kabir Hossain, Communication Officer and Mr. Md Bahadur Hossain, Admin & Finance Associate for providing me project related information and PM and M&E Officer for also joining field visits. All of these personnel answered every question I asked and discussed the points raised.

We are very thankful to all experts and staffs of project management unit and at the project office in project Districts and Upazillas.

The views expressed in this report are intended to offer an overview of the project. We have tried to balance our thoughts and to offer fair perspectives of what was observed and learned from people far more knowledgeable about the Project and its context than we will ever be.

And finally, one of the delights of this sort of work remains for the international consultant that of visiting new and extremely welcoming country and going home again having made new friends, seen new things, and witnessed with great admiration the dedication and enthusiasm that so many people bring to their work in accomplishing Mid-term level targeted activities of Community-based Adaptation in Forestry sector Project. We would like to thank them and wish them every success in their continuing endeavours.

Mr. Junaid K. Choudhury  
National Consultant  
Bangladesh

Arun Rijal, Ph.D.  
International Consultant  
Nepal  
arunrijal@yahoo.com

9<sup>th</sup> February 2019

# Table of Contents

<b>Table of Contents</b> .....		<b>iv</b>
<b>Acronyms and Terms</b> .....		<b>vii</b>
<b>Executive Summary</b> .....		<b>viii</b>
<b>1 Introduction</b>		<b>Error! Bookmark not defined.</b>
1.1 Purpose of the Evaluation .....		1
1.2 Scope & Methodology .....		1
1.3 Constraints .....		2
1.4 Structure of the Evaluation Report .....		2
<b>2 Project Description and Background Context</b> .....		<b>3</b>
2.1 Project Development Context .....		3
2.2 Problems that the Project sought to Address .....		4
2.3 Project Description and Strategy .....		5
2.4 Implementation Arrangement .....		5
2.5 Project Timing & Milestones .....		6
2.6 Main Stakeholders .....		6
<b>3 Findings</b>		<b>7</b>
3.1 Project Strategy .....		7
3.1.1 Project Design/Formulation .....		7
3.1.1.1 Lessons from other Relevant Projects incorporated into Project Design Result.....		8
3.1.2 Framework/Logframe Analysis .....		8
3.2 Progress Towards Results .....		9
3.2.1 Progress Towards Outcome Analysis.....		9
3.2.2 Remaining barriers to achieving the Objectives.....		11
3.3 Project Implementation & Adaptive Management.....		12
3.3.1 Management Arrangement.....		12
3.3.2 Work Planning .....		13
3.3.3 Project Finance and Co-finance .....		14
3.3.4 Project Level M&E System.....		16
3.3.5 Stakeholders Engagement .....		18
3.3.6 Reporting.....		18
3.3.7 Communication .....		19
3.4 Sustainability .....		19
<b>4 Conclusion, Recommendation</b> .....		<b>21</b>
4.1 Conclusion .....		21

4.2 <b>Recommendation:</b> Corrective Actions for the Design, Implementation, Monitoring and Evaluation of the Project .....	22
Annex I: Terms of Reference for Mid-term Review.....	28
Annex II: MTR Evaluation Matrix .....	40
Annex III: Summary Evaluation of Project Achievements by Objectives and Outcomes.....	42
Annex IV: MTR Rating .....	49
Annex V: Itinerary of the Mid-term Review Mission.....	50
Annex VI: Persons Interviewed .....	52
Annex VII: List of References .....	55
Annex VIII: Revised Table of Project Indicators .....	56
Annex IX: Organizational Structure of Project/Management Structure .....	61
Annex X: Project Deliverables .....	62
Annex XI: Evaluation Consultant Agreement Document.....	63
Annex XII: MTR Report Clearance form .....	64
Annex XIII: UNDP-GEF MTR Report Audit Trail .....	65

## Acronyms and Abbreviations

AWP	Annual Work Plan
BCCRF	Bangladesh Climate Change Resilience Fund
BCCSAP	Bangladesh Climate Change Strategy and Action Plan
BFRI	Bangladesh Forest Research Institute
CBACC	Community Based Adaptation to Climate Change
CDMP	Comprehensive Disaster Management Programme
CO	Country Office
COSS	Country Office Support Service
CRPAR	Climate Resilient Participatory Afforestation and Reforestation
CMC	Co-management Committee
CPAP	Country Programme Action Plan
CPP	Cyclone Preparedness Programme
CREL	Climate Resilient Ecosystems and Livelihoods
EA	Executing Agency
EWS	Early Warning System
3F	Fish-Fruit-Forest
FD	Forest Department
FRPG	Forest Resource Protection Group
GEF	Global Environment Facility
GoB	Government of Bangladesh
HACT	Harmonized Approach to Cash Transfer
IA	Implementing Agency
IC	International Consultant
ICBAAR	Integrating Community-based Adaptation into Afforestation and Reforestation Programmes in Bangladesh
LDCF	Least Developed Country Fund
IPAC	Integrated Protected Area Co-Management
MACH	Management of Aquatic Ecosystems through Community Husbandry Project
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
MEA	Multilateral Environmental Agreement
MoDMR	Ministry of Disaster Management and Relief
MoEFCC	Ministry of Environment, Forestry and Climate Change
MoL	Ministry of Land
MoU	Memorandum of Understanding
MTR	Mid-term Review
NAPA	National Adaptation Plan of Action
NGO	Non-Government Organisation
NIM	National Implementation Modality
NPD	National Project Director
NPM	National Project Manager
NSP	Nishorgo Support Project
IPAC	Integrated Protected Area Co-management Project
PD	Project Board
PIR	Project Implementation Report
PIW	Project Inception Workshop
PMU	Project Management Unit
Prodoc	Project Document

PSC	Project Steering Committee
ROtI	Review of Outcome to Impact
RRF	Result and Resources Framework
SDG	Sustainable Development Goal
SMART	Specific, Measurable, Achievable, Relevant, Time-bound
SNC	Second National Communication
ToR	Terms of Reference
UNDAF	UN Development Assistance Framework
UNDP	United Nations Development Programme
UNDP HQ	UNDP Headquarter
UNESCO	United Nations Education, Scientific and Cultural Organisation
UNFCCC	United Nations Framework Convention on Climate Change
USAID	United States AID
US\$	United States Dollar

Currency of Bangladesh is the Bangladeshi Taka. At the time of the Mid-term Review, US\$ 1 = BDT83

## Executive Summary

The MTR is conducted to assess progress towards the achievement of the project objectives and outcomes as specified in the Project Document, and assess early signs of project success or failure with the goal of identifying the necessary changes to be made in order to set the project on-track to achieve its intended Results. The MTR also reviewed the project’s strategy, its risks to sustainability. This Mid-term Review (MTR) has been conducted as part of the Monitoring and Evaluation plan of the UNDP/GEF Project: “Integrating Community-based Adaptation into Afforestation and Reforestation Programmes in Bangladesh (ICBAAR)”, and will be referred to as the “Project” in the scope of this report. The MTR mission to Bangladesh was conducted from 13<sup>th</sup> January to 27<sup>th</sup> January 2019. Extensive consultations with the project partners were also conducted prior and following the mission to ensure a good understanding of the project’s results; leading to the submission of the MTR report on the date of this report.

## Project Information Table

Project Title	Integrating Community-based Adaptation into Afforestation and Reforestation Programmes in Bangladesh (ICA-ARP)		
UNDP Project ID (PIMS #):	4878	PIF Approval Date:	27 December 2011
GEF Project ID (PMIS #):	4700	CEO Endorsement Date:	10 February 2014
ATLAS Business Unit, Award #, Project ID:	0075892 0087558	Project Document (ProDoc) Signature Date (date project began):	27 May 2015
Country:	Bangladesh	Date project manager hired:	22 March 2017
Region:	South Asia	Inception Workshop date:	22 March 2017
Focal Area:	Climate Change	Midterm Review completion date:	March 2019
GEF Focal Area Strategic Objective:		Planned closing date:	
Trust Fund:	NA		
Executing Agency/Implementing Partner:	Ministry of Environment and Forest Bangladesh Forest Department		
Other execution partners:	USAID UNDP		
Project Financing	<i>at CEO endorsement (US\$)</i>	<i>at Midterm Review (US\$)</i>	
[1] GEF financing:	5,650,000 (Cash)	2,795,870.40	
[2] UNDP contribution:	2,000,000	0	
[3] Government:	35,000,000	17,500,000	
[4] Other partners:	USAID: 10,000,000	0	
[5] Total co-financing [2 + 3 + 4]:	47,000,000 (in-kind)	17,500,000	
<b>PROJECT TOTAL COSTS [1 + 5]</b>	<b>52,650,000</b>	<b>20,295,870.48</b>	



**Table 1. MTR Ratings and Achievement Summary Table for ICBA-AR Project**

<b>Project Strategy</b>	N/A	The project aim to enable the GoB to design measures for mitigation and adaptation to address climate change, through (1) supporting communities living in coastal afforestation/reforestation sites to adopt resilient livelihoods, (2) regulatory reform and fiscal incentive structures introduction that incorporate climate change risk management, and (3) training CPP volunteers for climate risks, disaster preparedness and the benefit of coastal forest for climate risk mitigation. The project aims to assist the GoB to carry out all the necessary activities to increase climate resilience of costal belt communities and through adaptation and mitigation activities.
<b>Progress Towards Results</b>	Objective Achievement Rating: <b>Moderately Satisfactory</b>	Plantation conducted is less than half of the target (only 200ha out of 650ha). FRPG formation with livelihood support program is assigned in NGO activities and due to delay of NGO recruitment, it is not formed yet. NGO hiring process is almost complete and expect to accomplish FRPGs formation and livelihood support activities (NGO part) in 2019. Only 17% of the target of F-3 model is achieved and Killa construction was not initiated and even land for Killa construction was only identified in one sight which also need further investigation on land tenure. Not able to identify land for the remaining targeted area of F-3 model and canal construction and also yet to initiate drinking water activates.
	Outcome 1 Achievement Rating: <b>Satisfactory</b>	<ul style="list-style-type: none"> <li>• Due to unrealistic budget for 3F model, the activities initiated late after approval of revised budget. Hence only 17% of the total target is met.</li> <li>• Livelihood support program through input support for agriculture, fisheries and livestock accomplished more than half of the target. Remaining with more innovative programs planned for the remaining years.</li> <li>• Livelihood activities assigned to NGO were yet to initiate.</li> <li>• Seedlings produced as per target and enrichment plantation conducted in 200ha.</li> <li>• Plan for monitoring of impact of the project intervention developed but monitoring was not initiated yet. Specially, it was weak in implementation of monitoring plan so issues are not reflected in PIR. In PIR only budget issue related to FFF, Land scarcity for such activities and possible threats from elites were mentioned issue of weak monitoring, issues related to livestock mortality, beneficiary selection issues, lack of monitoring of</li> </ul>

	<p>forest etc. were not raised in the PIR and due to that management could not address them timely.</p> <ul style="list-style-type: none"> <li>• Analysis of data and synthesizing results from the monitoring of impact of the intervention is not done yet because monitoring is not initiated yet.</li> </ul>
<p>Outcome 2 Achievement Rating: <b>Unsatisfactory</b></p>	<ul style="list-style-type: none"> <li>• 40 FRPGs not formed.</li> <li>• CMC and FRPG training not conducted yet.</li> <li>• CMC membership and operation rules need approval.</li> <li>• Arrangement of meeting between CMCs and FRPGs not conducted due to delay in NGO selection FRPGs are not formed yet.</li> <li>• Drafting of an official policy detailing structure, functions, decision-making and monitoring processes of FRPGs and CMCs not done yet.</li> <li>• 40 FRPGs not formed.</li> <li>• CMC and FRPG training not conducted yet.</li> <li>• CMC membership and operation rules need approval.</li> <li>• Arrangement of meeting between CMCs and FRPGs not conducted due to delay in NGO selection FRPGs are not formed yet.</li> <li>• Drafting of an official policy detailing structure, functions, decision-making and monitoring processes of FRPGs and CMCs not done yet.</li> <li>• FRPGs are not formed yet due to this all activities related to this is not done.</li> <li>• CMCs are formed but FRPGs are not formed yet.</li> <li>• Training to CMC and FRPG is not initiated yet as FRPG is not formed due to delay in NGO selection.</li> <li>• All activities assigned to NGO is not done yet.</li> </ul>
<p>Outcome 3 Achievement Rating: <b>Moderately Satisfactory</b></p>	<ul style="list-style-type: none"> <li>• Disaster warning materials handed over to the relevant local level institutions and Mock drill conducted where 2000 volunteer participated.</li> <li>• Out of 20 Sluicgate 8 completed (beyond the mission 3 additional completed) of which few need modification from Flap type to manual type. Renovation of remaining gates are also ongoing.</li> <li>• No activities related to fresh water supply was initiated. Only sites for freshwater supply infrastructure were identified and planned to construct in 2019.</li> <li>• Not able to find land for Killa Contraction and Killa construction was not initiated.</li> <li>• Canal construction site identified by the project is included in government program so project has to find a new location for canal construction. New location for canal construction was not identified and canal construction was not initiated.</li> <li>• Rating considered the difficulties of finding appropriate land and also complications related to land ownership.</li> </ul>

<p><b>Project Implementation &amp; Adaptive Management</b></p>	<p><b>Moderately Satisfactory</b></p>	<p>The Project’s adaptive management was weak. Due to budget limitation project staffs and also government personals were not able to visit widely distributed project sites frequently and also visit was not able to cover all areas and due to this project management could not receive timely feedback. Similarly, inception workshop was very short and unable to thoroughly revise and analyze each and every activities, indicators, means of verification, first annual work plan, roles and responsibilities, decision making structures, reporting, communication, conflict resolution mechanism, ToR of all staffs, risks and assumptions. This workshop was not able to provide detail overview of reporting, monitoring and evaluation, agree on M&amp;E budget and schedule, discuss financial reporting procedures, obligation and arrangements of annual audit, plan steering committee meetings and clarify roles and responsibilities of all stakeholders. In PIR only budget issue related to FFF, Land scarcity for such activities and possible threats from elites were mentioned but not able to raise issue of weak monitoring, issues related to livestock mortality, beneficiary selection issues etc. were not raised in the PIR and due to that management could not address them timely.</p>
<p><b>Sustainability</b></p>	<p><b>Likely</b></p>	<p>The outlook for the long-term financial sustainability of the project is likely as it is connected to the interest of the local and national government. Ministry of Environment and Forestry and partner institutions mentioned that they are committed to continue their support to these projects’ activities. Similarly, the state government mentioned that they will continue their support and will utilise information in planning exercise which help to mitigate risk from climate change and different disasters.</p> <p>The increased awareness at the community level have certainly been beneficial and undoubtedly changed people’s minds at the National to local level government and other institutions involved in it in regards to management of Climate Risk. The empowerment of local institutions through technical trainings, renovation of sluice gate for drainage management, providing input in livelihood activities and equipment to local bodies for early disaster announcement help safe guard livelihood and property of the communities and will have impact of long term. It has contributed to the safety environment creation by increasing resilience.</p> <p>The institutional sustainability of the Project is good at grassroots level and also at national and local government level. The agencies directly involved appear committed towards its aims. Project involved all relevant ministries, research institution, local government and community groups in the various activities related to ICBAAR project. Institutional set up was established and their capacity was enhanced to certain level and planned to increase</p>

	<p>more in the remaining period of the project. Communication and coordination was very good and this will support project management in the future also.</p> <p>The project achievement will directly reduce vulnerability of life and property and also ecological resources of Bangladesh.</p>
--	---

**Note:** Justification of rating is given in Annex III

## Brief Description of Project

Bangladesh is a country in South Asia with a total 149,570km<sup>2</sup> of landmass and population of 160million. The population is projected to reach 220million by 2040. Bangladesh’s major natural ecosystems includes terrestrial forest ecosystems, coastal ecosystem, marine ecosystems and inland freshwater ecosystems. Wetlands including both inland and coastal system, lakes, mudflats, mangrove are significant ecosystems of the country. Forest cover of this country has declined by more than 90% over the past 100years. According to the Forestry Sector Master Plan 1993, 2.56million hectares i.e. 11% of land is forested and this represents 17.8% of the country’s landmass. Natural mangroves cover an estimated 601,700ha (37.6% of forest land) and located mainly in Sundarban Reserved Forest (SRF) on the south western part of the country, which is the globally renowned biggest contiguous natural mangroves. It has also been designated as UNESCO World Heritage Site.

Most of the country lies below 12meteres in altitude and about 80% consists of floodplains and wetlands created by more than 300 rivers and channels including major river systems of the Ganges, the Brahmaputra and the Meghna. About 74% of the population lives in rural areas and about 35million or 22% lives in the 710km coastal belt along the Bay of Bengal. More than two-thirds of the rural population is landless or own less 0.2hectares of land. About 50% of the population depend directly on a rapidly degrading natural resource base for their livelihoods and various subsistence products including food, fodder and fuel.

Bangladesh has long experience in afforestation and reforestation efforts. Success of afforestation and reforestation effort has been highly variable due to a range of institutional, technical and socio-economic factors that have affected their sustainability. A number of barriers currently prevent the realisation of the full adaptive potential of coastal greenbelts, including an underlying incentive structure that drives people to exploit and degrade coastal forests rather than preserve them.

The objective of the “Integrating Community-based Adaptation into Afforestation and Reforestation Programmes in Bangladesh” Project is to reduce vulnerability of communities to the adverse impacts of climate change through participative design, community-based management and diversification of afforestation and reforestation programmes.

Project expected to achieve these through 3 major outcomes.

**Outcome 1:** Vulnerability of communities in new afforestation and reforestation sites reduced through diversified livelihood options and more effective greenbelts

**Outcome 2:** Strengthened community involvement in, and ownership of, forestry-based adaptation and climate risk reduction programmes

**Outcome 3:** Communal livelihood assets in afforestation and reforestation sites are protected from extreme climate events through effective early warning and preparedness planning

Project aims to address the problem by:

- Developing and adopting forest product benefit sharing agreement between coastal communities and national government.
- Enhancing capacity of community and government institutions to promote coastal greenbelt co-management.
- Applying existing systems of participatory natural resource management to strengthen the climate resilience of coastal afforestation/reforestation programs.
- Integrating and diversifying community-based adaptation and livelihood measures with afforestation and reforestation activities.

Because it believes that:

- Effective enforcement and effective management practices will help to address threats to the natural resources.
- Diversifying livelihood options will decrease pressure on forests.
- Enhancing capacity of the implementing agencies will strengthen the enforcement of management measures.
- Community involvement in efficient production and utilization of forest products will help to decrease pressure on the natural resources and make environment management effective and sustainable.

The Project Document was approved jointly by Government of Bangladesh (Ministry of Environment and Forest) and UNDP in May 2015 for the duration of four years. The Project is implemented by the Bangladesh Forest Department with the support of a Project Management Unit (PMU) under a National Implementing Modality (NIM) in close coordination with UNDP Country Office (UNDP CO). As an implementing Agency, UNDP has been responsible for the preparation, implementation and quality assurance of all activities, including procurement, recruitment, monitoring, and financial disbursement. The Project has been executed in accordance with the standard rules and procedures of the UNDP NIM Execution Modality. The Project budget is US\$ 52,650,000 of which US\$ 565,000,000 is the GEF Grant from LDCF fund and US\$2,000,000 is provided by the UNDP CO. The remaining financing is provided in-kind by the Government of Bangladesh US\$ 35,000,000 and USAID US\$10,000,000.

## **PROJECT PROGRESS SUMMARY**

The ICBAAR project helped to identify 5065HH as beneficiaries and collected socio-economic baseline data. 3F model was implemented in 17ha of degraded forest land benefitting 85 households. The project target is 100 hectares. Similarly, 1800 household received training and input support for agriculture-based options like cultivation of saline tolerant rice, mixed fruit orchard, vegetables, pulses etc. 1680 household benefited from livelihood diversification through training and input support for livestock rearing option and 1500 household benefited from fisheries option. Project also completed enrichment plantation in 200ha forest areas and also developed monitoring plan. Project also distributed various equipment to support disaster early warning system.

To regulate drainage system, project targeted to restore 20 damaged sluice gates and by the mid-term evaluation period 8 of them were completed. Project identified two sites for Killa development and also more land for 3F model implementation. Some of the achievements of the project are listed below:

- Fish-Fruit-Forest (F<sup>3</sup>) program model implemented in 17ha i.e. 17% of the target. 85 household (17%) provide F<sup>3</sup> model-based livelihood training and input support. Similarly, 1800 households (72%) provided training and agriculture-based livelihood support (cultivation of saline tolerant rice variety, mixed fruit orchard, vegetables, pulses, fish-rice rotation etc.). Also livelihood diversification through training and input support for livestock rearing (improved pigeon and ducks) provided to 1680 (67.2%)

household. Livelihood diversification through fisheries options (fish, small scale crab farming) was provided to 1500 households (60%).

- 8 management committees have been established to ensure the quality of work implemented by different partners.
- Project established mangrove nursery and raised 572,000 mangrove seedlings. Similarly, project also carried out enrichment plantation to increase diversification in 200ha (30.8%) of previous monoculture plantation.
- Project distributed mikes, hand siren, signal flag, jacket, mask, motorcycle to support early warning on disaster. While handling over materials demonstration on use of them is done. Around 2000 volunteers gathered from all sites to observe the demonstration.
- Out of 20 Sluice Gate, 8 were completed and remaining under renovation. (Recently, i.e. after the mission, it is informed that additional 3 are also completed)
- Project conducted awareness activities which included large number of vulnerable women.

### Key problem areas

To address the climate change related problems main obstructions are:

- Lack of livelihood diversification and lack of coastal forest diversification, both of which adversely impact coastal forest sustainability, mostly because of poor funds for maintenance.
- Poor costing for F<sup>3</sup> model is also a key problem.
- Limitation of local participation in coastal greenbelt management and insufficient incentives for communities to ensure their long-term maintenance.
- Weak inter-sectoral coordination on coastal greenbelts.

### Main conclusions and recommendations

#### Conclusion

The ICBAAR Project designed included appropriate activities to address the climate change and socio-economy related issues for building resilience to climate change through adaptation into afforestation and reforestation programme in Bangladesh but the fund allocations was not realistic in several cases while few activities specially research activities to support program and also to see impact of interventions was missing.

#### Recommendations

Rec #	Recommendation	Responsible Party
<b>Outcome 1</b>		
1.	The beneficiary selection process used in 2017 was short and not up to the mark. Some of the agricultural beneficiaries were found to be economically well off than what was targeted. In 2017, the distribution of the supports were delayed and in turn missed the right crop calendar. Hence, it is recommended to select beneficiaries following the standard procedure and crop support should be done on right time so that it could follow crop calendar.	Project Management
2.	The agriculture support given to each beneficiary varies from 6 to 9 thousand BDT. The total amount received by the beneficiaries did not agree with the budgeted total support for the year 2017. The shortfall has been explained as expenditures for the payment of VAT, audit costs, etc.	Project Management

	The VAT should have been borne by the suppliers. These costs should not have been deducted from the supports given to the beneficiaries. Hence it is recommended to resolve this issue of VAT, audit costs once for all.	
3.	Mission found that duck mortality was high in the first year, because of probable infection and exhaustion from long distance transportation. In the second year in some areas, when locally purchased and vaccinated ducklings were distributed, mortality rate was very low. Hence, it is recommended to purchase locally pre-vaccinated ducklings of at least 2 months old, for distribution to beneficiaries. It is also recommended to explore other species that are feasible for the local saline environment to diversify livelihood options.	Project Management
<b>Outcome 2</b>		
4.	This project largely involves community and members of the communities. Thus, at the very beginning of the project, a good socio-economic survey to generate a good baseline information of the beneficiaries is essential, to support project formulation, its implementation process and for the analyses of impacts of interventions. The project generated some baseline information but these are inadequate. The NGO engaged in early 2019, has been given the responsibly to generate the baseline information. The NGO engaged is likely to collect information of beneficiaries of livelihood programs of mostly of the FRPG (Forest Resource Protection Group) members, identified as such. The NOG may not collect the socio-economic information of beneficiaries under 3-F model, agriculture, fisheries and livestock. Under such situation, the NGO may be entrusted with the responsibilities to collect baseline information of all the beneficiaries of all sectors such as forest, agriculture, fisheries and livestock. This will be essential to examine the impact of interventions.	Project Management
5.	<p>Identification of the members of the FRPG (Forest Resource Protection Group) and formation of these groups have been entrusted with the NGO engaged on December 15, 2018. The project envisaged that 40 FRPGs will be formed for 8 Upazilla. The main duties and responsibilities of these FRPGs are to protect the coastal plantations. The project stated that these FRPG members will share the benefits from the coastal afforestation in lieu of their protection affords. Since harvest of tangible benefits, including NTFP, from the coastal forest is prohibited by law, sharing of (tangible) benefits will be too low to cater the required.</p> <p>Under such situation, some sort of “Micro Capital Grant” or “Endowment Fund” has to be created. The interest of this fund may be used to pay off the remunerations of the FRPG members, to ensure the sustainability of this FRPG concept. Instead of forming 40 FRPGs, their number may need to be reduced (may be to 14 or so with optimum FRPG members of 30) depending on the extent of forest areas under the project in 8 Upazillas. Similarly, there is no source to meet the operational costs of CMCs. Portion of the interest of this (endowment) fund may also be used for this purpose as well or create a separate endowment fund for CMC.</p>	Project Management with approval from Project Board

<b>Outcome 3</b>		
6.	The project has the target to construct 10 Killas on government Khash land, near the cyclone shelters for the safety of the cattle of the people, coming to the cyclone shelters. It appears that suitable sites, that are Khash land and near to cyclone shelter, are not available. Under such situation, it is recommended that Killa construction target may be reduced and the balance money be diverted to livelihood activity. Since Killa will be of use only as cattle shelter during cyclones and storm surges; it is recommended that, multiple-use structures may be built, which will shelter cattle at ground floor, people on upper floors, during cyclone and tidal surges, while during normal situation may be used as school or moktob (religious school for minor boys and girls), etc.	Project Management with approval from Project Board
7.	Mission observed two types of sluice gates i.e. manually operated and flap type, which are operated by the tide current. This project aims to repair and bring back some of the non-operational sluice gates to operation, to benefit the beneficiary farmers to protect their agricultural fields from saline water intrusion and irrigation. The manually operated sluice gates may be repaired and brought to operation while the flap types need upgrading to manually operated ones. The interest of this project is to support the agriculture, by storing fresh water for irrigation and prohibit the saline water to enter the canal. On the other hand, the interest of the fishermen's group is to have the water running regularly in the canal. Thus, the interest of these two groups are conflicting. The MTR mission came to know that in Monpura, Union has been leasing canal including sluice gate area to fisherman for the personal gain (shared by several local influential). It is also known that there used to be a sluice gate and canal management committee in the past. In the interest of the project and for the benefit of the farmers, it is recommended to reform or revive these sluice gate management committees for the operation of the sluice gates and these should be legalized through Water Development Board, since these sluice gates are under the jurisdiction of the Water Development Board.	Project Management
<b>Project Implementation and Adaptive Management</b>		
8.	Project covers wide range of area with poor accessibility. It needs to strengthen the monitoring and feedback mechanism. Under this situation, it is recommended to conduct frequent monitoring. But the present budget for this is insufficient. To accomplish these, the budget for this item should be enhanced. More of the manpower and logistics, such as motor cycles, etc. be enhanced at field level, to ensure frequent monitoring.	Project Management with approval from Project Board
9.	Bangladeshi foresters are the pioneers of artificial regeneration of mangroves. Since 1962, Bangladeshi foresters initiated these affords, through "trial and error" method. Later, field research supports from the BFRI, took it forward. Based on the close and inquisitive observations of mangrove successions process, especially in Sundarban, coupled with the trial & error affords of professional BFD foresters, with some support of BFRI experiments, undertaken at Plantation Trial Unit Barisal, all together has taken the coastal afforestation, to the present-day achievement of skill	Project Management



	and technological success. Forestry program of this project should utilize BERI's experience.	
10.	Since the project implementation was delayed in the beginning and due to that several works are yet to be implemented. Some of these are very time consuming and the remaining time may not be sufficient to complete the work. Hence it is recommend to make one year no cost extension of the project period.	Project Board/UNDP CO
<b>Sustainability</b>		
11.	Under the livelihood component, it is recommended to explore the possibility of private public partnership (PPP) and attempts be taken to attract private companies in developing market linkage for the beneficiaries of the project.	Project Management
12.	<p>Make arrangement for legal identity for land under 3F models, Killa, Community Center and also Sluice-gate management committee and FRPGs.</p> <p>Some of the recommendation above under outcomes will also contribute to make intervention sustainable e.g. creation of endowment fund will support continuation of FRPGs and CMC activities beyond project life, formation of users committee for management of sluice gate and canal.</p> <p>For present and also future benefit it is recommended to establish Climate Adaptation Hub or Climate Adaptation Learning Centre' so that all the relevant knowledge products, proven technology, innovation, Cyclone Preparedness Programmes etc. related to coastal climate adaptation will be demonstrated in that center and could be used by the coastal communities, students as well as other stakeholders utilize knowledge for generating adaptation to cyclone and storm surges and also to reduce their climate vulnerabilities.</p>	Project Management

More Recommendations are given on pages 22.

# 1. Introduction

## 1.1 Purpose of the Evaluation

As per UNDP's guidance for initiating and implementing Mid-term project Review of UNDP supported projects that have received grant financing from the GEF, this Mid-term Review (MTR) has the following complementary purposes:

- To assess progress towards the achievement of the project objectives and outcomes as specified in the Project Document, and assess early signs of project success or failure with the goal of identifying the necessary changes to be made in order to set the project on-track to achieve its intended results.
- Review the project's strategy, its risks to sustainability
- To promote accountability and transparency, and to assess and disclose the extent of project accomplishments.
- To provide feedback on issues that are recurrent across the UNDP portfolio and need attention and on improvements regarding previously identified issues.
- To contribute to the overall assessment of results in achieving GEF strategic objectives aimed at global environmental benefits.
- To gauge the extent of project convergence with other UN and UNDP priorities, including harmonization with other UN Development Assistance Framework (UNDAF) and UNDP Country Programme Action Plan (CPAP) outcomes and outputs.

Full details of the objectives of the MTR can be found in the TOR, but the evaluation has concentrated on assessing the concept and design of the Project; its implementation in terms of quality and timeliness of inputs, financial planning, and monitoring and evaluation; the efficiency and effectiveness of activities carried out and the objectives and outcomes achieved, as well as the likely sustainability of its results, and the involvement of stakeholders

## 1.2 Scope & Methodology

This Mid-term Review (MTR), carried out by independent consultants, was initiated by UNDP Bangladesh as the GEF Implementation Agency for the "Mid-Term Review of "Integrating Community-based Adaptation into Afforestation and Reforestation Programmes in Bangladesh" Project to measure the effectiveness and efficiency of Project activities in relation to the stated objectives, and to collate lessons learned.

The MTR was conducted over a period of 25 days between 5<sup>th</sup> November 2018 and 30<sup>th</sup> January 2019 by an International consultant and a national consultant. The approach was determined by the terms of reference ([Annex I](#)) which were closely followed, via the itinerary detailed in [Annex II](#).

The evaluation was conducted through the following participatory approach to provide it with sufficient evidence upon which to base conclusions:

- extensive face-to-face interviews with the project management and technical support staff. Throughout the evaluation, particular attention was paid to explaining carefully the importance of listening to stakeholders' views and in reassuring staff and stakeholders that the purpose of the evaluation was not to judge performance in order to apportion credit or blame but to measure the relative success of implementation and to determine lessons learned for the wider GEF context. Wherever possible, information collected was cross-checked between various sources to ascertain its veracity, but in some cases time limited this. A full list of people interviewed is given in [Annex III](#).
- face-to-face interviews with local stakeholders and project staffs;
- face-to-face interviews with National Project Director (Additional Secretary, MoEFCC), Project Manager, representatives of different department and organisations involved in this project, Project Directors, villagers, Head and staffs of Environment and livelihood Unit of UNDP and Programme Manager, UNDP CO and Consultants;

- a thorough review of project documents and other relevant texts, including the Project Document, revised log-frame, and monitoring reports, such as progress and financial reports prepared for UNDP and annual Project Implementation Reviews (PIR), AWP, minutes of Project Steering committee meetings, technical reports and other activity reports, GEF tracking tool, relevant correspondence, and other project-related material produced by the project staff or partners; and

In general, the baseline indicators are very straight forward. This is consistent with the rationale of the project that there is a considerable knowledge gap, lack institutional set up in vulnerable areas and technically weak to manage forest in the coastal belt, which the project intends to fill, or at least tries to contribute to the build-up of a science-based knowledge system. The objective of the project is to reduce vulnerabilities to the adverse impacts of climate change through participation design, community-based management and diversification of afforestation and reforestation programmes. The project seeks to achieve three Outcomes and seven outputs:

The original logframe in the Project Document was not revised thoroughly during Inception Workshop of 22 March 2017 so no change was made in logframe and also no change in activities was made. The project logframe, comprising three Outcomes and 7 outputs, has been used throughout as the basis for this evaluation (see [Annex V](#)), and the MTR has evaluated the Project's performance against these according to the current evaluation criteria provided to it by the GEF. This is reproduced in Annex XII for clarity. Project results were measured against achievement indicators guided by evaluation questions (tracking tools, Annex X).

In addition, other scales have been used to cover sustainability (Annex XII-ii), monitoring and evaluation, and to assess impacts. The ratings for "achievement of outcomes" and "progress towards intermediate states" translate into ratings for the "overall likelihood of impact achievement" on a six-point scale.

The results of the evaluation were conveyed to UNDP and other stakeholders ([Annex IV](#)).

### **1.3 Constraints**

Project covers five districts and within these districts eight Upazilla, sites were distributed in wide areas which demand long time as from one site to another site is very far. Time provided for Mid-term review was not sufficient to visit all sites so review is limited to 5 Upazilla from two Districts. Detail breakdown of provisioned and actual expenses for each component year wise of co-funding from Government of Bangladesh was not available so financial analysis or financial performance of the project is limited to GEF funding only.

### **1.3 Structure of the Evaluation Report**

The MTR report is structured in line with UNDP GEF's guidance. It initially presents an Executive Summary of the evaluation, with project information table, a brief background of the project, a summary of the project progress, MTR Rating and achievement, concise summary of conclusions and summary recommendation. This is followed by an Introduction outlining the purpose of the MTR and objectives, scope & methodology, principles of design and execution of the MTR, MTR approach and data collection methods, limitations to the MTR and structure of the MTR report. Other chapters include the following Sections:

- Project description and development (background) context (this includes project design, its rationale and development context, the problems that project sought to address, the objectives, establishment of baseline, key stakeholders and expected results)
- Findings (Results of implementation and comparison with the targets as set)
  - Project Strategy
  - Progress Towards Results
  - Project Implementation and Adaptive Management,
  - Sustainability
- Conclusions and Recommendations
- Annexes.

## **2 Project Description and Background Context**

### **2.1 Development Context**

Bangladesh signed United Nations Framework Convention on Climate Change (UNFCCC) in Rio in 1993. As a non-Annex 1 country, it is committed to fully implementing the convention. Bangladesh is also one of the world's 49 Least Developed Countries (LDCs) so it is eligible for LDCF funding and technical assistance from UNDP. This project is developed to address the problems faced by the communities from the coastal belt of the Bangladesh. Bangladesh has developed several high level platforms to discuss and disseminate strategies and policies to address climate change and disaster related issues and this project is in-line with country's policies and strategy to climate change adaptation. The project will implement urgent priorities interventions identified in Bangladesh's first NAPA 2005 and reiterated in the country's revised NAPA of 2009, thereby satisfying the criteria outlined in UNFCCC Decision 7/CP.7 and GE/C.28/18. The project is designed to complement and increase the adaptive value of existing major baseline government programmes on coastal afforestation and reforestation, most notably the Climate Resilient Participatory Afforestation and Reforestation (CRPAR) Project supported by the Bangladesh Climate Change Resilience Fund (BCCRF). The Project has also integrated climate change risk considerations into areas that are identified in LDCF guidelines as priority interventions eligible for LDCF support, notably coastal development and forest management. The project is also aligned with UNDAF for 2012-2016, which is assigned on the basis of long-standing technical and financial support to the government of Bangladesh in the implementation of the Bangladesh Climate Change Strategy and Action Plan (BCCSAP), the NAPA, National Plan for Disaster Management (NPDM 2010) and existing disaster risk reduction framework such as the CDMP. The project is consistent with the Conference of Parties (COP-9) and also satisfies criteria outlined in the UNFCCC Decision 7/CP.7 and GEF/C.28/18. Furthermore, the project is aligned with Bangladesh's National Adaptation Plan that has been developed as part of a multilateral environmental agreement (MEA) to combat desertification and preserve biological diversity. It also supports 7 of the 17 Sustainable Development Goals (SDGs) namely: i) No Poverty ii) Zero Hunger, iii) Gender Equality, iv) Clean Water and Sanitation, v) Climate Action, vi) Live below water and vii) Live on Land. The Bangladesh Government's Sixth Five-Year Plan (2011-2015) also makes strong references to achieving the SDGs in Bangladesh. The Ministry of Environment and Forest and other relevant government and non-government institutions were involved in developing the project and also MoEFCC is implementing and executing agency of the project so country's ownership is strong.

### **2.2 Problems that the Project sought to Address**

Bangladesh is one of the most disaster-prone countries in the world and the most disaster-prone of the LDCs. The country is frequently subjected to cyclones, extreme weather events and storm surges, which in turn often lead to riverine and coastal flooding and saline intrusion and exacerbate existing problems of coastal erosion. Climate change is likely to further exacerbate Bangladesh's existing vulnerability to natural hazards. Better disaster preparedness strategies and practices have reduced the numbers of deaths due to disasters, but the loss of assets and livelihoods remains very high with women being most acutely affected. Fishing in the Bay of Bengal, a key source of income and protein for the poor, as well as important contributor to GDP is becoming more risky and unsafe due to increasing erratic, harsh weather conditions at sea. Population living in coastal areas are more vulnerable to the effects of sea level rise, coastal erosion and salinization.

Initial and Second National Communications of Bangladesh to UNFCCC and the NAPA documents made it clear that risk reduction in coastal areas of Bangladesh can only be achieved if the maintenance of protective greenbelts is connected to tangible livelihood support and economic development options for adjacent communities. Hence this project has incorporated urgent priorities identified by Bangladesh's NAPA. This project is designed to reduce the vulnerability of extremely poor and highly exposed coastal communities to existing climate variability and future climate change-related risks

through a combination of measures that will strengthen both people's adaptive capacity and the long-term resilience of coastal greenbelts in Bangladesh. The Project will also help transform the way in which coastal afforestation and reforestation programmes are designed and developed and thereby also contribute to national poverty reduction and development goals.

## 2.3 Project Description and Strategy

The project "Integrating Community-based Adaptation into Afforestation and Reforestation Programmes in Bangladesh" is aimed to enable the GoB to design measures for mitigation and adaptation to address climate change, through (a) supporting communities living in coastal afforestation/reforestation sites to adopt resilient livelihoods, (2) regulatory reform and fiscal incentive structures introduction that incorporate climate change risk management, and (3) training CPP volunteers for climate risks, disaster preparedness and the benefit of coastal forest for climate risk mitigation. The project aims to assist the GoB to carry out all the necessary activities to increase climate resilience of coastal belt communities and through adaptation and mitigation activities.

To measure the achievement of the project baseline indicators were established and are as follows:

**Objective:** The overall (or immediate) objective of the project is:

To reduce vulnerability of communities to the adverse impacts of climate change through participative design, community-based management and diversification of afforestation and reforestation programmes.

**Outcome 1: Vulnerability of communities in new afforestation in new afforestation and reforestation sites reduced through diversified livelihood options and more effective greenbelts.**

*Output 1.1:* Community-based adaptation and livelihood diversification measures are integrated with baseline afforestation and reforestation activities in 4 districts

*Output 1.2:* Diversified trial plantations of up to 9 mangrove and non-mangrove varieties established in 4 districts to increase the adaptive capacity of greenbelt structure on accreted lands.

**Outcome 2: Strengthened community involvement in, and ownership of, forestry-based adaptation and climate risk reduction programmes.**

*Output 2.1:* Existing systems of participatory natural resource management applied to strengthen the climate resilience of coastal afforestation/reforestation programmes

*Output 2.2:* A forest product benefit sharing agreement between coastal communities and natural government is developed and adopted.

*Output 2.3:* Awareness and capacity of local communities and government staff to promote coastal greenbelt co-management and benefit sharing improved

**Outcome 3: Communal livelihood assets in afforestation and reforestation sites are protected from extreme climate events through effective early warning and preparedness planning**

*Output 3.1:* Strengthened CPP network capacity for effective early warning communications for extreme climate events in coastal afforestation sites.

*Output 3.2:* Communal livelihood assets in new afforestation and reforestation sites are protected from extreme climate events through dedicated disaster preparedness and risk reduction measures (such as freshwater supply infrastructure, safe havens for livestock and improved drainage)

### Expected Results

The project aims to achieve its objective through 3 outcomes which will have a total of 7 outputs. These outcomes and outputs are as follows:

**Outcome 1: Vulnerability of communities in new afforestation in new afforestation and reforestation sites reduced through diversified livelihood options and more effective greenbelts.**

*Output 1.1:* Community-based adaptation and livelihood diversification measures are integrated with baseline afforestation and reforestation activities in 4 districts

*Output 1.2:* Diversified trial plantations of up to 10 mangrove and non-mangrove varieties established in 4 districts to increase the adaptive capacity of greenbelt structure on accreted lands.

***Outcome 2: Strengthened community involvement in, and ownership of, forestry-based adaptation and climate risk reduction programmes.***

*Output 2.1:* Existing systems of participatory natural resource management applied to strengthen the climate resilience of coastal afforestation/reforestation programmes

*Output 2.2:* A forest product benefit sharing agreement between coastal communities and natural government is developed and adopted.

*Output 2.3:* Awareness and capacity of local communities and government staff to promote coastal greenbelt co-management and benefit sharing improved

***Outcome 3: Communal livelihood assets in afforestation and reforestation sites are protected from extreme climate events through effective early warning and preparedness planning***

*Output 3.1:* Strengthened CPP network capacity for effective early warning communications for extreme climate events in coastal afforestation sites.

*Output 3.2:* Communal livelihood assets in new afforestation and reforestation sites are protected from extreme climate events through dedicated disaster preparedness and risk reduction measures (such as freshwater supply infrastructure, safe havens for livestock and improved drainage)

## **2.4 Implementation Arrangements**

### **2.4.1 Project Implementation**

The project was implemented under the National Implementation Modality – Country Office Service Support (NIM-COSS), where Ministry of Environment, Forest and Climate Change (MoEFCC) was implementing agency. The implementing partner was expected to be responsible and accountable for managing the project. UNDP had responsibility on the quality assurance and other relevant project implementation support (identification and recruitment of project and programme personnel, procurement of goods and services, administration of GEF financial contributions and provision of other technical and administrative supports). The PMU managed day to day activities of the project. As informed by the Project team, the sites were selected with the help of the experts by the project to conduct vulnerability and adaptation impact assessment.

The Project had a Project Board (PB) that meets quarterly or if necessary more frequently. The PB is the main decision-making body of the project. Project Board review, alignment and approval of Annual Work Plans (AWPs), which will be endorsed by the implementing partners and UNDP. The PB will have NPD (executive) as chairperson, project directors from FD, DAE, Fisheries & Livestock, BFRI, MoL who will be nominated by the respective ministry and will be responsible for implementing relevant project components, a UNDP representative in the role of Senior Supplier and representatives of other implementing partner organisations as the direct beneficiaries. The PB plays a critical role in project monitoring and evaluations by assuring quality of the project's processes and products, and using evaluations for performance improvement, accountability and learning. It ensures that the requested resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems with external bodies.

### **2.4.2 Partnership Arrangement**

Without contribution of various ministries, local government, research institutes and community member, project couldn't succeed. Hence this project was designed to involve wide range of partners

to accomplish various activities related to climate change adaptation in the forestry sector. Stakeholders' involvement plan was clearly designed in the project document.

Ministry of Environment and Forest established partnership with USAID to leverage its experience for forming Forest Resource Management Group, with Department of Meteorology to implement early warning system (EWS). But before the initiation of this project USAID project and UNDP projects completed so support expected from those projects was not available to this project. Similarly, partnership with ministry of Land (MoL), Ministry of Agriculture for agriculture diversification and land use related activities, partnership with resource user group to use resources sustainably and with CDMP for baseline activities and additional support required to achieve greater improvement in the capacity of the CPP volunteer network.

## 2.5 Project timing and milestones

The Project Document was signed in 27 May 2015 for the duration of four years. However, no project activities were undertaken in the first year i.e. in 2016 but only recruitment of four staffs conducted. Project conducted one day Inception workshop on 22 March 2017 and in addition to this 7 more inception workshop in Upazila to familiarise local level stakeholders. Project activities were officially launched in 22 March 2017 after the recruitment of a Project Manager. As per the project document the end date of the Project is June 2019 but as it was initiated only in 2017, the end date will be June 2020. The Mid-term Evaluation was conducted in December 2018-Jan 2019. After a thorough analysis of gaps identified and lessons from past co-management initiatives undertaken by CBACC and several USAID-funded programmes including NSP, MACH and IPAC, the project identified activities for this project.

The key timelines which are planned or expected for project implementation are shown in Table below.

Key project's milestones	Date
PIF Approval	27 Dec. 2011
CEO Endorsement Date	10 Feb. 2014
Submission to GEF of a Full Project Proposal	?
PAC Meeting Date	25 August 2013
Project Document Signature date	27 May 2015
Inception Workshop Date	22 March 2017
Actual Mid-term Review Date	10 November 2018 - 30 January 2019
Original Planned Closing Date	27 May 2019
Expected Terminal Evaluation Date	February 2020

## 2.6 Main stakeholder

In project development process involved many stakeholders at the national, district, upazila and union level including government agencies, non-environmental agencies, village level resource users, community leaders, donors and civil society. Process included workshops, focus group discussions and bilateral consultations. The inception workshop of project development was held on 8th August 2012 in Dhaka. Consultations identified threats, opportunities, gaps and activities. Detail list of participants is provided in the Annex 2 of the project document. Main stakeholders of the project include the following: i) Ministry of Environment, ii) Forest and Climate Change, iii) Ministry of Land, Ministry of Fisheries and livestock, iv) Ministry of Agriculture, v) Ministry of Disaster Management and Relief, vi) Ministry of Local Government, Rural Development and Cooperatives, vii) Ministry of Water Resources, viii) Bangladesh Forest Research Institute, ix) Forest Resource Protection Groups, x) Local Political Bodies (Union), xi) UNDP and xii) various community groups .

## **3 Findings**

### **3.1 Project Strategy**

#### **3.1.1 Project Design/Formulation**

The project was designed to address the problem related to climate change and disasters by community-based adaptation and livelihood diversification measures, diversity plantation, participatory natural resource management, improving/establishing institutions, develop and adopt benefit sharing between coastal communities and national government, strengthen CPP network capacity for effective early warning communications, and protecting communal livelihood assets in new afforestation and reforestation sites. The project aimed to strengthen capacity of community and government institution in monitoring and management of coastal forests to avoid climate and disaster risks. The design of the RRF was very clear with clear outputs milestones, activities for each outputs and SMART indicators to monitor implementation and achievements for most of the activities. The project was designed to work at both a macro level (national government scale) and a micro level (local government and pilot sites or local scale). On the national level, it aimed to develop guidelines and MoU and decision making on various activities, establish institutional set up and enhance capacity of these institutions and also make legal basis for benefit sharing. Similarly, at the micro level it aimed to work at establishing community groups, conduct afforestation and reforestation activities, enhance capacity of community member on climate change adaptation and disaster risk management and arrange early warning to communities.

The implementing and executing institutions were involved in the project from the project design phase. The project design involved a thorough analysis of capacities of various partners and their interests (see 2.4.2-2.6). Project design has incorporated lessons learned from the first phase of CBACC project (see 3.1.1.1) in some areas but failed to utilise lessons regarding Killa, 3F model, livelihood programs and several relevant projects in the country and also from other countries. Role and responsibilities of implementing partner and other institutions was very clearly defined in the project design (see 3.3.1) and articulated in PIF. The project in its developed discussed gender issues and development interactions also included female. The indicator of the project specify gender wise disaggregated results and within the community women will also benefit from the outcome of the project. Hence to address these problems, the project was designed to apply following approaches:

Bangladesh is one of the most disaster-prone countries in the world and the most disaster-prone of the LDCs. The country is frequently subjected to cyclones, extreme weather events and storm surges, which in turn often lead to riverine and coastal flooding and saline intrusion and exacerbate existing problems of coastal erosion. Climate change is likely to further exacerbate Bangladesh's existing vulnerability to natural hazards. ICBAAR project is developed to address the problems faced by the communities from the coastal belt of the Bangladesh. Bangladesh has developed several high level platforms to discuss and disseminate strategies and policies to address climate change and disaster related issues and this project is in-line with country's policies and strategy to climate change adaptation. The project will implement urgent priorities interventions identified in Bangladesh's first NAPA 2005 and reiterated in the country's revised NAPA of 2009, thereby satisfying the criteria outlined in UNFCCC Decision 7/CP.7 and GE/C.28/18. The project is designed to complement and increase the adaptive value of existing major baseline government programmes on coastal afforestation and reforestation, most notably the Climate Resilient Participatory Afforestation and Reforestation (CRPAR) Project supported by the Bangladesh Climate Change Resilience Fund (BCCRF). The project is also aligned with UNDAF for 2012-2016, which is assigned on the basis of long-standing technical and financial support to the government of Bangladesh in the implementation of the Bangladesh Climate Change Strategy and Action Plan (BCCSAP), the NAPA, National Plan for Disaster Management (NPDM 2010) and existing disaster risk reduction framework such as the CDMP. The Ministry of Environment and Forest and other relevant government and non-government institutions were involved in developing the project and also MoEFCC is implementing and executing agency of the project so country's ownership is strong.



Project document identified 6 key risks of which 1 of low level, 1 of high level and 4 of medium level. IT has arranged mitigation measures to address the risks. Day to day activities are coordinated by the project management unit and activities are implemented by the relevant implementing partners. Project has as Project Board which is represented by all partner institutions makes major decisions regarding project activities and is headed by Additional Secretary of the MoEFCC.

### **3.1.1.1 Lessons from other Relevant Projects incorporated into Project Design**

During the formulation of this project, lessons from first NAPA follow-up project CBACC that started in 2009 was used. This project also helped to recognize vulnerable communities both as victims of climate change as well as critical partners for finding and sustaining adaptation solutions. This project was well recognised internationally also for its success on community-based adaptation. Despite this, there were still some gaps remained in policy implementation and compliance as well as terms of misaligned incentives of various key actors. It is also learned from this project that there is still need change for reducing anthropogenic threats to coastal forests. With these learning, present project was developed to replicate and scale up adaptation measures that are successfully tested through CBACC and with additional measures targeted at the most vulnerable coastline to institutionalize climate-smart afforestation and reforestation.

### **Gender**

Women and children are the one who are most vulnerable to disasters related to climate change. There is still a lot to be done for equal opportunity in Bangladesh. Women has less employment opportunity and earning is less than half compare to men. The project design has recognised risks associated with climate change and vulnerability of women to such risks. Poor women with limited access to resources, restricted rights, limited mobility and voice in community and household decision-making can make them more vulnerable than men to climate change. The knowledge provided by this project will help women to empower women and advance resilience to climate change. The LDCF financing will also be used to promote participation of female members in the Forest Resource User Groups and Co-management Committee that are established to pilot forest-benefit sharing mechanisms. Project also has activities to increase women's participation in CBOs and selection as project beneficiaries is adhered to according to the agreed selection criteria and proposed areas of improvement. It also specifically address the differentiated needs of women during the time of climate-induced natural disasters.

### **3.1.2 Result Framework / Logframe Analysis**

The log frame has a single development objective, three outcomes and 7 outputs. The extensive activities are also listed in full, complete with their own indicators. The objectives, components and outputs are clear and appropriate to the issues and also designed considering the timeframe of the project.

The logical framework was revised in Inception workshop (22 March 2017) but no change was made in indicators or activities. There has not been any change in number of output or activities from the original logframe.

Most of the indicators of the logframe are all SMART (Specific; Measurable; Achievable and attributable; Relevant and realistic; Time-bound, timely, trackable and targeted) and are relevant and precise. Some indicators were not developed and confusing. All are based on sound scientific monitoring protocols using the most relevant measures for a given criteria. But the indicators were not gender wise disaggregated. Also the detail baseline information regarding socio-economic situation was not available to analyse the impact in the future. MTR observed that communities were benefited from the livelihood activities like fisheries, livestock programs and agriculture activities. The project should monitor annually the economic and social impact of project activities.

## 3.2 Progress Toward Results

### 3.2.1 Progress towards Outcomes Analysis

(For Progress, rating and justifications See Annex III)

**Outcome 1: Vulnerability of communities in new afforestation in new afforestation and reforestation sites reduced through diversified livelihood options and more effective greenbelts.**

**Output 1.1:** Community-based adaptation and livelihood diversification measures are integrated with baseline afforestation and reforestation activities in 4 districts

- 5065 household (48.2%) selected in 5 project sites. Fish-Fruit-Forest (3F) program implemented in 17ha i.e. 17% of the target. 85 household (17%) provide 3F model-based livelihood training and input support. Similarly, 1800household (72%) provided training and agriculture-based livelihood support (cultivation of saline tolerant rice variety, mixed fruit orchard, vegetables, pulses, fish-rice rotation etc.). Also livelihood diversification through training and input support for livestock rearing (improved pigeon and ducks) provided to 1680 (67.2%) household. Livelihood diversification through fisheries options (fish, small scale crab farming) was provided to 1500 household (60%). Planned National and local level knowledge sharing workshop on successful demonstrations of investments was not conducted. About 50% of the duck in the 2017 died due to disease and exertion due to transfer from long distance (Dhaka).

**Output 1.2:** Diversified trial plantations of up to 10 mangrove and non-mangrove varieties established in 4 districts to increase the adaptive capacity of greenbelt structure on accreted lands.

- Project established mangrove nursery and raised 572000 mangrove seedlings. Similarly, project also carried out enrichment plantation to increase diversification in 200ha (30.8%) of previous monoculture plantation. Project developed monitoring plan for the systematic assessment of the impact of enrichment plantation in older plantations where some diversification has already been trailed, such as those under CBACC.

The outputs has not achieved all its major MTR targets, and yielded some global environmental benefits, with few minor shortcomings. Considering the delays caused due to recruitment of NPD, PM and other staffs, unrealistic budget that needed revision and wide area of project sites these outputs can be presented as “good practice” and is rated as **Satisfactory**. Project has accomplished some activities of outcome 1 that were required to reduce vulnerability of communities in new afforestation and reforestation sites through diversified livelihood options and also make more effective green belts, hence the outcome achievement is rated as Satisfactory.

**Outcome 2: Strengthened community involvement in, and ownership of, forestry-based adaptation and climate risk reduction programmes.**

**Output 2.1:** Existing systems of participatory natural resource management applied to strengthen the climate resilience of coastal afforestation/reforestation programmes

- Project finalised structure of CMCs and FRPGs. The CMCs were formed in all 8 Upazila. The formation of FRPGs and training for these groups and training for CMCs were not conducted as these were to be conducted by NGO which was in the contracting phase. The rules for CMC membership and operation including decision-making processes, roles and responsibilities of members, engagement with FRPGs, and engagement with Upazila Disaster Management Committees and monitoring and reporting was developed and submitted for approval. Similarly, drafting of official policy detailing structure, functions, decision procedure and monitoring processes of FRPGs and CMCs was not completed.

**Output 2.2:** A forest product benefit sharing agreement between coastal communities and National government is developed and adopted.

- A consultant is hired instead of establishing working group to develop a draft forest product benefit-sharing agreement document. Since there is negligible benefit from the coastal forest, having such activities in the project document is limitation of knowledge among the consultant involved in project document development and money spend developing this document is wasted. The activities of making agreement with each FRPGs on benefit-sharing of forest is not done but since there is very limited benefit from forest, livelihood support provided by the project to FRPGs should be indicated in the agreement and in return their contribution in forest protection/management should be included. Another activity identified under this output is testing of benefit sharing agreement which was not done as such agreement was not made. As benefit sharing agreement is not made and not tested, facilitation of broader discussions at sub-national and national level on draft notification on forest product benefit-sharing and livelihood support for contributing in protection and management of coastal plantation was not done.

**Output 2.3:** Awareness and capacity of local communities and government staff to promote coastal greenbelt co-management and benefit sharing improved

- Due to delay in NGO selection, formation of FRPGs, need assessment of FRPGs and CMCs, awareness was not done, capacity need assessment also not carried out, awareness generation and training programmes for FRPGs and CMCs were also not done. Similarly, peer-to-peer exchange and learning between FRPGs and CMCs and beneficiaries and other key stakeholders from USAID project sites were also affected due to delay in NGO selection. Number of such exchange visit target need to be finalised to make program planning easier. Design and production of awareness materials on a coastal forest benefit-sharing agreement in consultation with USAID was also not done because the USAID project completed before the implementation of ICBAAR project was initiated. PMU brought issue of benefit-sharing to PSC meeting for action but due to limited benefits from the coastal forests, government decided to create protective greenbelt and not to provide any earlier mentioned benefits. Hence alternative benefiting mechanism is needed.

The outputs has not achieved its MTR targets, and not able to yield substantial global environmental benefits, due to many major shortcomings in program design and also delay in recruitment of NGO. These outputs can be presented as “poor practice” and is rated as **Unsatisfactory**. Project has not accomplished most of the activities of outcome 2 that were required to strengthen community involvement in, and ownership of, forestry-based adaptation and climate risk reduction, hence the outcome achievement is rated as **Unsatisfactory**.

**Outcome 3: Communal livelihood assets in afforestation and reforestation sites are protected from extreme climate events through effective early warning and preparedness planning**

**Output 3.1** Strengthened CPP network capacity for effective early warning communications for extreme climate events in coastal afforestation sites.

- Project reviewed beneficiary selection criteria but need to include it in training materials and also need to finalise the combined criteria for FRPG and CPP volunteer membership. Training manual developed on climate change adaptation and coastal forest components to integrate into the CPP. The finalising of MoU with CDMP-II (or CPP) on the specific locations and target groups of the training program is not conducted due to ending of CDMP II project but MoU with the CPP is completed. The activity to finalising an agreement with MoDMR (CPP) about the expansion plan into Rangabali Upazila is dropped by the project because government already taken initiative to this area for this activity.
- Project distributed mikes, hand siren, signal flag, jacket, mask, motorcycle to support early warning on disaster. While handling over materials demonstration on use of them is done. Around 2000 volunteer gathered from all sites to observe the demonstration.

**Output 3.2** Communal livelihood assets in new afforestation and reforestation sites are protected from extreme climate events through dedicated disaster preparedness and risk reduction measures (such as freshwater supply infrastructure, safe havens for livestock and improved drainage)

- The site identified to excavation of canal is included in the government program so Project has to identify new site for the canal construction. As it also include survey of the area and land issues, the work need to be initiated immediately otherwise will be difficult to complete on time.
- Project faced difficulties to find suitable land for Killa construction especially nearby Cyclone shelter it is not available. Moreover, land tenure issue was complicate and investing without analysing land tenure would be risky. Two sites identified for Killa but still land tenure issue was not verified.
- This activity is delayed and by MTR mission only identification of 150 (100%) spots for instalment of climate proof fresh water supply infrastructure in the project sites is done. Now money has been disbursed and it is planned to complete in 2019.
- Out of 21 Sluice Gate, only 8 (40%) were completed by the MTR mission. More than a week after the mission, it is learned that additional 3 Sluice gates were also completed. One Sluice gate was of flap type which need to be modified to manual type to use as per need of the farmer as flap type is operated by the wave of the water not as per need of the farmers. In Monpura, it was observed that sluice gate and canal is tendered by local Union to fishermen. The fishermen want water flowing but for farmers, water need to be stored for irrigation during winter and stop saline water from sea during high tide. The contradiction of interest of farmer and fishermen will hamper the interest of the project to support farmer and also protect their property.

The outputs has achieved few of its major targets, and able to yield few results, had major shortcomings also due to difficulties in finding land for killa and finding new area for canal excavation and also phase out of the partners projects to which some of the activities were tied up. These outputs can be presented as “moderate practice” and is rated as **Moderately Satisfactory**. Project was not able to accomplish all activities of outcome 3 that were required to protect community livelihood assets from extreme climate events through effective early warning and preparedness, hence the outcome achievement is rated as **Moderately Satisfactory**.

### 3.2.2 Remaining barriers to achieving the project objective

As mentioned in the progress statements above, many activities are yet to be completed and some are not even initiated. Some of the targets are not supported by the budget e.g. F<sup>3</sup> and some are difficult to achieve due to unavailability of suitable land (e.g. Killa) so in such cases targets may need to be decreased and balance budget should be used for increasing livelihood programs and supporting monitoring and future management. Identification of beneficiaries is very challenging due to political influences at the village level. Similarly, there is possibility of intrusion of affluent people to grab benefit of the project. If sufficient attention is not paid while selecting target beneficiaries and land tenure is not secured then it may not contribute to the project objective. There are several challenges related to procurement of livestock and agriculture program items e.g. reducing mortality, transportations, taxes, auditing etc. and these need to be addressed. Similarly, to make implementation efficient and effective, there is need of regular monitoring for which mobility issues and cost of monitoring need to be addressed. Vacancy of the local level assistants in two areas had also affected activities implementation and monitoring so these vacancies must be filled in soon. The canals where sluice gates are constructed, are also tender for fishing. Interest of fishermen is against the intension of

construction of Sluice gates. Hence, a management committee of the canal and sluice gates should be formed and be registered for legal identity.

Strong communication and coordination between NPD, PM and other stakeholders is very important to implement activities efficiently and to address obstruction timely. Due to distance between NPD office and Project Management office the communication was affected. Hence communication/coordination need to be strengthened.

### **3.3 Project Implementation and Adaptive Management**

#### **3.3.1 Management Arrangement**

UNDP National Implementation Modality – Country Office Service Support (NIM-COSS) was applied to ensure broad stakeholder participation and to create both a high flexibility and an enabling environment for innovation. Project was implemented by the Bangladesh Forest Department, Ministry of Environment, Forest and Climate Change (MoEFCC). A project management unit (PMU) was established in Dhaka with a full time National Project Manager and other core project staffs. The Project Executive i.e. MoEFCC appointed the Additional Secretary of MoEFCC as the National Project Director (NPD). Department of Forest (DF) is designated as responsible implementing project activities. FD is also responsible for the delivery of the results towards achieving outcomes and is accountable to the NPD. The Project had two National Steering Committee and is chaired by the Additional Secretary of the MoEFCC and the members include the UNDP Resident Representative and senior officials of the respective ministries, implementing agencies, District Commissioners and those cooperating organisations/institutions. This committee meets on a six-monthly basis or more frequently if necessary.

The Project also had a Project Board (PB) that meets quarterly or if necessary more frequently. The PB is the main decision-making body of the project. Project Board review, alignment and approval of Annual Work Plans (AWPs), which will be endorsed by the implementing partners and UNDP. The PB will have NPD (executive) as chairperson, project directors from FD, DAE, Fisheries & Livestock, BFRI, MoL who will be nominated by the respective ministry and will be responsible for implementing relevant project components, a UNDP representative in the role of Senior Supplier and representatives of other implementing partners' organisations as the direct beneficiaries. The PB plays a critical role in project monitoring and evaluations by assuring quality of the project's processes and products, ad using evaluations for performance improvement, accountability and learning. It ensures that the requested resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems with external bodies.

Audit is conducted as per UNDP NIM audit policies and procedures and based on UN Harmonized Approach to Cash Transfer (HACT) policy framework.

#### **Partnership Arrangement**

Without contribution of various ministries, local government, research institutes and community member, project couldn't succeed. Hence this project was designed to involve wide range of partners to accomplish various activities related to climate change adaptation in the forestry sector. Stakeholders' involvement plan was clearly designed in the project document.

Ministry of Environment and Forest established partnership with USAID to leverage its experience for forming Forest Resource Management Group, with Department Disaster Management to implement early warning system (EWS). But before the initiation of this project USAID project and UNDP projects completed so support expected from those project was not available to this project. Similarly, partnership with ministry of Land (MoL), Ministry of Agriculture for agriculture diversification and land use related activities, partnership with

resource user group to use resources sustainably and with CDMP for baseline activities and additional support required to achieve greater improvement in the capacity of the CPP volunteer network. Bangladesh Forest Research Institute was identified as partner but in implementation they were not actively involved and project was not able to utilise their expertise from long forest related research activities in Bangladesh.

### **Adaptive Management**

The Project's adaptive management was moderate, because project inception workshop was very short and didn't conducted through revision and analysis of each and every activities, indicators, means of verification, first annual work plan, roles and responsibilities, decision making structures, reporting, communication, conflict resolution mechanism, ToR of all staffs, risks and assumptions. This workshop was not able to provide detail overview of reporting, monitoring and evaluation, agree on M&E budget and schedule, discuss financial reporting procedures, obligation and arrangements of annual audit, plan steering committee meetings and clarify roles and responsibilities of all stakeholders. But project staffs, UNDP personnel and implementing institution made visits to the sites and provided feedback to improve the implementation process. Limitation of budget for regular monitoring in such wide areas was barrier for regular monitoring and strengthening adaptive management. The PIR indicated short coming of budget for F<sup>3</sup> model, risk of damage to F<sup>3</sup> model from unexpected weather events like heavy rain, cyclone and tidal surge, difficulties of finding land for killa construction and potential impact on quality of implementation due to increase financial and human resource pressure created due to inclusion of a new Upazila. As response from management to these issues raised in PIR were, increase in budget for F<sup>3</sup>, selection of safe sites for F<sup>3</sup> using local knowledge, explore land for killa and prioritize the project sites (Uapazillas) to carryout project interventions in different sites in different phases and rearrange staffs accordingly to address human and financial pressures.

Project was designed to pilot in 4 districts based on the suggestion from the experts.

### **3.3.2 Work planning**

The Project Document was signed in 27 May 2015 for the duration of five years but no project activities were undertaken in the first year i.e. in 2016 but only recruitment of four staffs took place. Project activities were officially launched in 22 March 2017 after the recruitment of a Project Manager but implementation was further delayed due to delay in appointment of National Project Director (NPD) and latter also repeatedly obstructed due to change of NPD which took place three time. Project conducted one day Inception workshop on 22 March 2017. As per the project document the end date of the Project is June 2019 but as it was initiated only in 2017, the end date will be June 2020. The Mid-term Evaluation was conducted in December 2018-Jan 2019. After a thorough analysis of gaps identified and lessons from past co-management initiatives undertaken by CBACC and several USAID-funded programmes including NSP, MACH and IPAC, the project identified activities for this project. Due to delay in recruitment of NGO several activities were delayed.

Quantity of activities provisioned in work-plan were not based on the actual cost information and also without ground information. Due to this the F<sup>3</sup> model activities were delayed as it has wait for approval from the project boar to decrease the target number. Similarly, due to

unavailability of suitable land, Killa construction was not initiated. In recommendation, way out to resolve the problems are provided.

The log frame has a single development objective, three outcomes and 7 outputs. The extensive activities are also listed in full, complete with their own indicators. The objectives, components and outputs are clear and appropriate to the issues and also designed considering the timeframe of the project. The logical framework was revised in Inception workshop (22 March 2017) but no change was made in indicators or activities. There has not been any change in number of output or activities from the original logframe. Most of the indicators of the logframe are all SMART (Specific; Measurable; Achievable and attributable; Relevant and realistic; Time-bound, timely, trackable and targeted) and are relevant and precise. Some indicators were not developed and confusing. All are based on sound scientific monitoring protocols using the most relevant measures for a given criteria.

### 3.3.3 Project Finance and co-finance

The total project cost is US\$52,650,000 which includes US\$5,650,000 in cash and US\$47,000,000 in kind. Of these the GEF contribution is US\$565,000,000 in cash, UNDP contribution US\$2,000,000 in cash, and kind support from Government of Bangladesh US\$35,000,000 and USAID contribution US\$10,000,000 (Table 1 and 4). If Project spending is used as a basis of measure of the progress of implementation, then the Project has not achieved the progress originally envisaged for the MTR period due to various reasons like delay in NPD appointment, change of NPD three times, delay in some staff recruitment, unrealistic budgeting in project document, complication of land tenure etc. Co-financing was well planned and clearly mentioned in the project document but contribution as per commitment from USAID and UNDP projects was not received as those projects terminated by the time this project started. The executing and implementing agencies were able to monitor financial transactions and program implementation and also able to materialise the fund for activities by re-allocation of fund.

- As informed by the project staff, Project management costs were primarily funded by GEF (\$250,000).
- Project management cost already increased by 56.5% and borne from the GEF fund.
- Project management costs were proposed US\$270,000 (for whole project period and half of this for mid-term level) and primarily funded by GEF and kind contribution from other agencies including GoB, but the actual management cost by the end of December 2018 was US\$211,230.67 which was from the GEF money and this amount is 56.5% more than budgeted amount of GEF money for management of half-life of the project.
- The project was co-financed by the GEF, UNDP, GoB and USAID. But no support from UNDP and USAID was received, hence for management only GEF contributed financially and government of Bangladesh in kind;
- GEF funding was allocated for all components and no contribution for any of the component from co-financing agents GoB support was for Components 4 (management).

Table 1: Total disbursement of funds by output (end of November 2018) (US\$) against full project budget as per Project Document.

	GEF (LDCF)			UNDP			Government of Bangladesh (BCCRF)-In kind			USAID			Total		
	Budget (Based on Pro DOC)	Actual	%	Budget (Based on Pro DOC)	Actual	%	Budget (Based on Pro DOC)	Actual	%	(Based on Pro DOC)	Actual	%	Budgeted	Actual	%
Component 1	3,240,000	1,639,433.23	51										3,240,000	1,639,433.23	51
Component 2	640,000	208,710.09	33										640,000	208,710.09	33
Component 3	1,500,000	736,496.49	49										1,500,000	736,496.49	49

Component 4 (Management)	270,000	211,230.67	78									270,000	211,230.67	78
<b>Total</b>	<b>5,650,000</b>	<b>2,795,870.48</b>	<b>49</b>	<b>2,000,000</b>	<b>0</b>	<b>0</b>	<b>35,000,000</b>	<b>17,500,000</b>	<b>50</b>	<b>10,000,000</b>	<b>0</b>	<b>52,650,000</b>	<b>20,295,870.48</b>	<b>39</b>

Analysis of budgeted and actual expenditure shows that the expenses had exceeded the budgeted amount (half of the total budget for MTR level) in component 4 (management). Government contribution (kind) could not be analysed as information on exact expenses was not available. The planned management cost from GEF money was US\$135,000 (half of the total management budget for MTR level) and US\$17,500,000 (GoB kind contribution) while actual management cost was US\$211,230.67 (GEF) and US\$17,500,000 (GoB). The cost increase from GEF budget was US\$76,230.67 (56.5% more) which is comparatively big because half of the project life is left and more than half of the targeted activities are to be accomplished. It is mentioned that the increase in management budget was due to increase in one of the district which was not proposed in the project document and also due to increase in salary of staff twice (in 2014 and 2018). Since more than one year is left for the project and many also need extension to accomplish remaining activities, the management cost will increase furthermore. The reason for exceeding management costs from the provisioned management budget is because project hired four staffs in 2016 before NPD was appointed and no activities took place in 2016 but the salary has to be paid to four staffs.

Tables 1 show the disbursement of GEF and UNDP, GoB and private sector funds by component. Detail expenses that the kind contribution from GoB cover is not known. UNDP and USAID contribution was not available due to close of the projects from which contribution was provisioned. GoB contribution covers Project Management Unit office rent at Headquarters and in the states, furniture for the office at the states, electricity, telephone, water etc.

Personnel from Ministry of Environment and Forest, research institute and UNDP CO, were satisfied from the project considering the constraints that project faces. Ministry officials, UNDP CO and other line ministries expressed that the project is very important for Bangladesh and expressed their concern and willingness to support to the project activities.

Table 2: Total Disbursement of GEF funds (US\$) by Component by Year against budgeted as per Project document.

	2016			2017			2018			Total		
	Budget (Based on approved workplan)	Actual	%	Budget (Based on approved workplan)	Actual	%	Budget (Based on approved workplan)	Actual	%	Budget (Based on approved workplan)	Actual	%
Component 1	16,800	16,315.75	97	670,350	674,538.01	101	989,325	944,509.90	95	1,676,475	1,635,363.66	98
Component 2	16,800	16,376.91	97	71,400	68,179.14	95	101,888	128,223.61	126	190,088	212,779.66	112
Component 3	0	0		422,000	397,824.85	94	402,421	338,671.64	84	824,421	736,496.49	89
Component 4	33,400	30,185.71	90	86,250	104,272.49	121	76,366	76,772.47	101	196,016	211,230.67	108
<b>Total</b>	<b>67,000</b>	<b>62,878.37</b>	<b>94</b>	<b>1,250,000</b>	<b>1,244,814.49</b>	<b>99</b>	<b>1,570,000</b>	<b>1,488,177.62</b>	<b>95</b>	<b>2,887,000</b>	<b>2,795,870.48</b>	<b>97</b>

Table 2 shows the actual funds spent for each component by year from GEF budget. GEF budget was allocated for all four components with highest spending on Component 1 in 2018. In overall spending on program is less while the management budget exceeded allocated budget in all years except in 2016 in which no activities were conducted. Spending from GEF budget for program i.e. component 1 and 3 was always less than budgeted but component 4 always exceeded the budgeted amount. Overall GEF expenses does not coincide with the progress of activities and this also makes implementation expensive. No contribution from UNDP and USAID was observed. Project management costs (Component 4) peaked in 2017 and from GEF budget.



Due to delay in appointment of NPD and other staffs, work plan formulation and budget disbursement was delayed which has affected accomplishment of the activities on time and meet the target in 2017. Delay in appointment of NPD and staffs, no activities was initiated in 2016.

Table 3: Total disbursement of Government of Bangladesh Co-funding (US\$)

	2016			2017			2018			Total		
	Budget	Actual	%	Budget	Actual	%	Budget	Actual	%	Budget	Actual	%
Component 1												
Component 2												
Component 3												
Component 4												
In Kind	0	0	0	8,750,000	8,750,000	25	8,750,000	8,750,000	25	17,500,000	17,500,000	100
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,750,000</b>	<b>8,750,000</b>	<b>25</b>	<b>8,750,000</b>	<b>8,750,000</b>	<b>25</b>	<b>17,500,000</b>	<b>17,500,000</b>	<b>100</b>

Source: UNDP CO

Table no 4: Co-financing of the project.

Co-financing (type/source)	UNDP Direct financing (mill. US\$)		LDCF (GEF) (mill. US\$)		USAID (mill. US\$)		Govt. of Bangladesh (mill. US\$)		Total (mill. US\$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grants			5,650,000	2,795,870.48					5,650,000	2,795,870.48
Loans/Concessions										
• In-kind support	2,000,000	0			10,000,000	0	35,000,000	17,500,000	47,000,000	17,500,000
• Other										
<b>Totals</b>	<b>2,000,000</b>	<b>0</b>	<b>5,650,000</b>	<b>2,795,870.48</b>	<b>10,000,000</b>	<b>0</b>	<b>35,000,000</b>	<b>17,500,000</b>	<b>52,650,000</b>	<b>20,295,870.48</b>

Source: UNDP CO

### 3.3.4 Project-level Monitoring and Evaluation Systems

#### M&E Design

The Project design contained a good monitoring and evaluation (M&E) plan which is comprehensive in its depth and scope. The project had logframe to monitor achievement and logframe had clear objectives, components and outputs and appropriate to the issues and also designed considering the timeframe of the project. A detailed survey was conducted with the help of research institutes following the standard scientific methods to identify the most vulnerable site which will help to judge impact of intervention. Role and responsibilities of the partners were made clear from the project design phase. The indicators of the logframe were all SMART (Specific; Measurable; Achievable and attributable; Relevant and realistic; Time-bound, timely, trackable and targeted) and are relevant and precise. Inception workshop involved through revision and analysis of each and every activities, indicators, means of verification, first annual work plan, roles and responsibilities, decision making structures, reporting, communication, conflict resolution mechanism, ToR of all staffs, risks and assumptions. This workshop also supposed to provide detail overview of reporting, monitoring and evaluation, agree on M&E budget and schedule, discuss financial reporting procedures, obligation and arrangements of annual audit, plan steering committee meetings and clarify roles and responsibilities of all stakeholders. All activities were listed and

explained, and a table was included determining responsibilities, budgets and timeframe for each. Budgets were set realistically for all components. A total of USD 99,250 (Ninety Nine Thousand Two Hundred Fifty) being set aside for M&E activities does not seem realistic considering the large number of sites distributed in big area. Log-frame indicators were quantitative, SMART (Specific; Measurable; Achievable and attributable; Relevant and realistic; Time-bound, timely, trackable and targeted) and results-oriented. Baselines were already set in the Project Document. The inclusion of indicators for each activities were not only very appropriate and useful for evaluation but also very good for management purposes.

The design of M&E was of a standard over that normal for the design period, with a fully itemised and costed Plan included in the Project Document covering all the various M&E steps including the allocation of responsibilities; hence monitoring and evaluation design has been evaluated as Satisfactory.

### **M&E Implementation**

Monitoring and evaluation of Project activities have been undertaken in varying detail at three levels:

- i. Progress monitoring
- ii. Internal activity monitoring
- iii. Impact monitoring

Progress monitoring at the field and national level was good and quarterly and annual reports were developed with the information from the field monitoring and sent to the UNDP-CO. The annual work plans were developed at the end of each year with inputs from Project staffs and from implementing partners. The annual work plans were then submitted for endorsement by the Project Board, and subsequently sent to UNDP for formal approval. The implementing team was not in regular communication with the UNDP-CO regarding progress, the work plan, and its implementation. The indicators from the logframe were effective in measuring progress and performances and further discussion on each and every activities and indicators was conducted in the project inception workshop.

The Project's risk assessment has been updated quarterly together by the UNDP-CO with the main risks identified along with adequate management responses and person responsible (termed the risk "owner"), who in most cases differs from the person who identified the risk.

Internal activity monitoring undertaken by UNDP CO, Ministry of Environment and Forestry and the National Project Director and Project Manager appears was able to provide immediate feedback to correct the problem.

Due to thorough analysis of activities, indicators, role and responsibilities, monitoring, assumptions and risks and also monitoring and evaluation of activities by PMU, project board, technical committee and UNDP, the adaptive management of the Project was positively influenced to a greater extent and could help to overcome the problems. At the same time internal monitoring was also good. Annual practice of reviewing risk and assumption was also conducted and that had supported project implementation. Although impact monitoring was well-developed, with formal protocols in place to measure function of early warning system, assessment of adaptation programs and community-based

management policies implementation, detailed baseline information was missing to analyse impact of interventions.

### **3.3.5 Stakeholder Engagement**

At the project development phase, the project development team undertook extensive consultations with wide range of stakeholders from National government bodies, Non-government institutions, regional government bodies, civil society and local communities through a series of opinion polls, presentations, interviews, group discussion and workshops. These wide-ranging consultations were undertaken to ensure that stakeholders at all levels are aware of the project and its objectives and that they assist in the implementing, monitoring and reporting. A thorough assessment of relevancy, experience and capacity of implementing partner and other implementing stakeholders was also conducted. This assessment also helped to understand and utilise strength of the implementing partners and also develop capacity enhancement programs. Project design, criteria for potential sites and site selection for piloting was carried out with the stakeholders' participation.

Project was implemented following the UNDP National Execution (NIM) modality in close coordination with the Ministry of Environment, Forest and Climate Change (MoEFCC). Other partners engaged in this project were Ministry of Land, Ministry of Fisheries and livestock, Ministry of Agriculture, Ministry of Disaster Management and Relief, Ministry of Local Government, Rural Development and Cooperatives, Ministry of Water Resources, Bangladesh Forest Research Institute, Forest Resource Protection Groups, Local Political Bodies (Union) and various community groups. Bangladesh Forest Research Institute was identified as partner but project was not able to utilize expertise of this institution.

Field level staffs were monitoring jointly involving all partners and also monitoring visits from the central level (high level) involved all senior level implementing partners. Besides, progress and issues were also discussed in steering committee meeting which also involves representatives from all partner organisations.

### **3.3.6 Reporting**

From the quarterly reports, the UNDP-CO has prepared Quarterly Operational Reports which have been forwarded to UNDP/GEF Regional Coordination Unit, and also upload all the information on ATLAS. The major findings and observations of all these reports have been given in an annual report covering the period July to June, the Project Implementation Review (PIR), which is also submitted by the Project Team to the UNDP-CO, UNDP Regional Coordination Unit, and UNDP HQ for review and official comments, followed by final submission to the GEF. All key reports were presented to steering committee members ahead of their half-yearly meetings and through this means, the key national ministries and national government has been kept abreast of the Project's implementation progress.

The UNDP-CO generated its own quarterly financial reports from Atlas. These expenditure records, together with Atlas disbursement records of any direct payments, served as a basis for expenditure monitoring and budget revisions, the latter taking place bi-annually following

the disbursement progress and changes in the operational work plan, and also on an ad hoc basis depending upon the rate of delivery.

### **3.3.7 Communication**

The implementing team was in good communication with the UNDP-CO regarding progress, the work plan. Communication was maintained for entire phase with all stakeholders. With good communication project was able to receive suggestions and supports. UNDP-CO received quarterly progress reports providing updates on the status of planned activities, the status of the overall project schedule, the products completed, and an outline of the activities planned for the following quarter. The major findings and observations of all these reports have been given in annual report covering the project period July to June, the Project Implementation Review (PIR), which is also submitted by the Project Team to the UNDP-CO, UNDP Regional Coordination Unit, and UNDP HQ for review and official comments. All key reports were presented to project board members ahead of their half-yearly meetings and through this means, the key national ministries and national government has been kept abreast of the project's implementation progress.

The Project management Unit and UNDP-CO were able to maintain a close working relationship with project staff members and partners and discussed issues and problems. Project was updating information, progress reports, achievement, technical reports etc. to wide audience through websites.

National Project Director was making regular check on project implementation.

Occasionally expert consultations was conducted with the institutions involved in the implementation of the project, including the local government and other related stakeholders. This also helped in the involvement of line ministries and local governments in implementation of the project activities. Project Management was able to ensure wider representation and transparency by involving key stakeholders, including, among others, experts from different line ministries, academic institutions, CSOs, and community groups.

## **3.4 Sustainability**

The evaluation of the sustainability of this Project is most likely to be sustainable beyond the project life. As will be seen below, the sustainability at the Project level is actually very strong and it is difficult to see what more those involved could have done.

### **Financial risks to sustainability**

The outlook for the long-term financial sustainability of the project is likely as it is connected to the interest of the local and national government. Ministry of Environment, Forestry and Climate Change and partner institutions mentioned that they are committed to continue their support to these projects' activities. Similarly, the state government mentioned that they will continue their support and will utilise information in planning exercise which help to mitigate risk from climate change and different disasters. If the project management increase communication with the private sector to convince them to contribute in similar activities or support in livelihood components then financial sustainability will be even more likely.

### **Socio-economic to sustainability**

The social sustainability of the project appears good. The increased awareness at the community level have certainly been beneficial and undoubtedly changed people's minds at the National to local level government and other institutions involved in it in regards to management of Climate Risk. The empowerment of local institutions through technical trainings, renovation of sluice gate for drainage management, providing input in livelihood activities and equipment to local bodies for early disaster announcement help safe guard livelihood and property of the communities and will

have impact of long term. It has contributed to the safety environment creation by increasing resilience.

### **Institutional framework and governance risks to sustainability**

The institutional sustainability of the Project is good at grassroots level and also at national and local government level. The agencies directly involved appear committed towards its aims. Project involved all relevant ministries, research institution, local government and community groups in the various activities related to ICBAAR project. Institutional set up was established and their capacity was enhanced to certain level and planned to increase more in the remaining period of the project. Communication and coordination was very good and this will support project management in the future also. Frequent change of officials at higher position and turnover of staffs has affected project implementation but is expected that it may not remain in the future. For the sustainability of the intervention, there is need of legal identity for land under 3F models, Killa, Community Center and also Sluice-gate management committee and FRPGs.

### **Environmental risks to sustainability**

Environmental sustainability is one of the important elements of the project strategy. The project achievement will directly reduce vulnerability of life and property and also ecological resources of Bangladesh. At mid-term review stage expected level of establishment of institution, capacity development, policy formulation for benefit sharing and providing early warning to communities on disaster and securing community through diversification of livelihood resources were partly completed and project expect to complete all by the end of the project. At completion of all targeted activities and achievement of the expected impacts make the project outcomes environmentally sustainable.

## 4. Conclusion and Recommendation

### 4.1 Conclusion

To address the Climate Change problems in coastal areas of Bangladesh, ICBAAR project attempted various approaches and by mid-term level it implemented Fish-Fruit-Forest (F<sup>3</sup>) model in 17ha benefiting 85 household. Similarly, 1800 households were provided training and agriculture-based livelihood support (cultivation of saline tolerant rice variety, mixed fruit orchard, vegetables, pulses, fish-rice rotation etc.) and livelihood diversification through training and input support for livestock rearing (improved pigeon and ducks) provided to 1680 household. Livelihood diversification through fisheries options (fish, small scale crab farming) was provided to 1500 household. Project also established mangrove nursery and raised 572000 mangrove seedlings and carried out enrichment plantation to increase diversity in 200ha of previous monoculture plantation. Besides, project distributed mikes, hand siren, signal flag, jacket, mask, motorcycle to support early warning on disaster. While handling over materials demonstration on use of them is done. Around 2000 volunteer gathered from all sites to observe the demonstration. Project also repaired 8 sluice gates and another 12 under renovation to manage drainage for the benefit of the farmers.

The ICBAAR Project is well designed except budgeting of few activities were not realistic and missed provisioning impact study. Similarly, activities like benefit-sharing from forest was provisioned without knowledge of non-availability of forest products other than NTFP (Non-Timber-Forest-Products) from coastal forests. All types of timber harvest from any natural and mangrove forests is strictly prohibited, as a matter of policy. Besides these during project formulation, it was not considered that the major benefits of the coastal forest is to combat climate change adversities such as cyclones, storm surges, etc. Project document development also failed to use lessons learned from the previous projects. Project formulation process also failed to envisage the problems related to land availability, land tenure complications, etc. Project provisions of 10 Killa, benefit sharing of FRPGs from coastal forests and 3-F model for 100 hectares are facing problems during implementation. Land issues were not sorted out. Though the Project has been underpinned by good science and a good technical approach, sufficient exercise seems lacking as sequencing and linking of activities during work-plan development and due to that NGO selection was not included in the first year plan which delayed all activities provisioned to be implemented through NGO. Project was delayed due to delay in appointment of NPD and change of NPD three times in two years period and also delay in recruitment of staffs. The delay in initiation of project also affected co-financing as two of the projects of UNDP and USAID which were linked to provide co-funding, terminated before initiation of this project and their support was not available. The project had good communication with UNDP and also partners, but frequency of communication between NPD and PM is limited due to placement at two separate offices which are far away from each other and also project had only two project board meeting which is less than provisioned in the project document. These need to be improved and there is need of frequent communication between NPD and PM to speed up the implementation of activities and also resolve problems that arise during implementation. Some of the targets of the project is very ambitious e.g. targeted number of beneficiaries, number of 3F compare to budget, number of killa in compare to availability of land and number of FRPGs, the number of FRPG members, etc.

## 4.2 Recommendations

Rec #	Recommendation	Responsible Party
	<b>Outcome 1</b>	
1.	The beneficiary selection process used in 2017 was short and not up to the mark. Some of the agricultural beneficiaries were found to be economically well off than what was targeted. In 2017, the distribution of the supports were delayed and in turn missed the right crop calendar. Hence, it is recommended to select beneficiaries following the standard procedure and crop support should be done on right time so that it could follow crop calendar.	Project Management
2.	The agriculture support given to each beneficiary varies from 6 to 9 thousand BDT. The total amount received by the beneficiaries did not agree with the budgeted total support for the year 2017. The shortfall has been explained as expenditures for the payment of VAT, audit costs, etc. The VAT should have been borne by the suppliers. These costs should not have been deducted from the supports given to the beneficiaries. Hence it is recommended to resolve this issue of VAT, audit costs once for all.	Project Management
3.	<p>This project has a target to go for 3F model over 100 hectares, which involves huge earth cutting to construct ditches and dykes. The project has an original allocation for earth excavation @ of 0.9 BDT per Cft, which was enhanced to 1.8 BDT per Cft. by the steering committee. With this increase in cost, the remaining budget of 3F model will not be sufficient to achieve the target set. Hence, it is recommended, to reduce the target of 3F model to 50 hectares. It is learned from the people involved in such activities that it costs 5.8 BDT per Cft and according to the figure from WAPDA (<a href="https://www.homewyse.com/services/cost_to_excavate_land.html">https://www.homewyse.com/services/cost_to_excavate_land.html</a>) it costs 26.96 BDT per Cft. Project allocated BDT 79,000 for each 3F model. These indicates that the assumed poor landless farmers involved in 3F model need to contribute more than 40,000 BDT towards construction. On the top of that, due to seepage loss from the pond, during 4 winter months, the beneficiaries need to invest 2000 BDT each week to pump in water into the pond. In fact, landless poor household beneficiaries cannot afford these. Critical analysis of these beneficiaries is thus recommended to examine the possible fraudulent intrusion of elites to get the program benefit and to grab the land.</p> <p>It is recommended to follow the standard criteria of beneficiary selection process and monitor closely and also to make 3F program poor-friendly. On the top of all these, it is recommended to utilize dilapidated pond in the public or private land for the 3F activity to decrease the program costs.</p> <p>Learnings from previous projects, indicates that enhancing the depth of pond to avoid seepage loss, does not work. Rather, deeper excavation causes the bottom of the pond to reach more porous</p>	Project Board

	<p>sandy layer causing higher seepage. Thus, less deep pond is better and costs less and this help to make program more poor-friendly. Similarly, to address water loss from the ponds, under 3-F model, it is recommended to initiate digging on time, so that it is complete before rain and the floor and walls of the pond be painted with the mixture of cow-dung and mud; to combat water loss through seepage.</p> <p>It is recommended to expedite the signing of MOU of the beneficiaries with BFD (Government of BD) to secure their ownerships and participation.</p> <p>It was observed that most of the fishponds have fruit trees around. Integrated vegetable gardening need to be encouraged to enhance their income. Similarly, some of the homesteads already have small ponds. It is recommended to encourage them to expand size of the pond and providing technical support for fish farming and integrating other activates for increasing their income.</p>	
4.	<p>Decrease in number of 3-F model to 50 hectares, decreasing the depth will save some budget allocations. In worse scenarios, if even 50ha suitable land for the 3-F models are not available in landless people's sites then it should be done only in the land areas available. Similarly, reduction of Killa and the three headings of NGO (Internal program monitoring, documentation and video filming &amp; report preparation), will generate a good amount of money. It is recommended that these could be used for supporting monitoring activities, impact studies, establishing endowment for CMCs and FRPGs and also increase livelihood activities.</p>	Project Management with approval from Project Board
5.	<p>Mission found that duck mortality was high in the first year, because of probable infection and exhaustion from long distance transportation. In the second year in some areas, when locally purchased and vaccinated ducklings were distributed, mortality rate was very low. Hence, it is recommended to purchase locally pre-vaccinated ducklings of at least 2 months old, for distribution to beneficiaries. It is also recommended to explore other species that are feasible for the local saline environment to diversify livelihood options.</p>	Project Management
<b>Outcome 2</b>		
6.	<p>This project largely involves community and members of the communities. Thus, at the very beginning of the project, a good socio-economic survey to generate a good baseline information of the beneficiaries is essential, to support project formulation, its implementation process and for the analyses of impacts of interventions. The project generated some baseline information but these are inadequate. The NGO engaged in late 2018, has been given the responsibly to generate the baseline information. The NGO engaged is likely to collect information of beneficiaries of livelihood programs of mostly of the FRPG (Forest Resource Protection Group) members, identified as such. The NOG may not collect the</p>	Project Management



	<p>socio-economic information of beneficiaries under 3-F model, agriculture, fisheries and livestock. Under such situation, the NGO may be entrusted with the responsibilities to collect baseline information of all the beneficiaries of all sectors such as forest, agriculture, fisheries and livestock. This will be essential to examine the impact of interventions.</p>	
7.	<p>Identification of the members of the FRPG (Forest Resource Protection Group) and formation of these groups have been entrusted with the NGO engaged on December 15, 2018. The project envisaged that 40 FRPGs will be formed for 8 Upazilla. The main duties and responsibilities of these FRPGs are to protect the coastal plantations. The project stated that these FRPG members will share the benefits from the coastal afforestation in lieu of their protection affords. Since harvest of tangible benefits, except NTFP, from the coastal forest is prohibited by law, sharing of (tangible) benefits will be too low to cater the required.</p> <p>Under such situation, some sort of “Micro Capital Grant” or “Endowment Fund” has to be created. The interest of this fund may be used to pay off the remunerations of the FRPG members, to ensure the sustainability of this FRPG concept. Instead of forming 40 FRPGs, their number may be reduced with 30 members in each (may be to 14 FRPG or so) depending on the extent of forest areas under the project in 8 Upazillas. Similarly, there is no source to meet the operational costs of CMCs. Portion of the interest of this (endowment) fund may also be used for this purpose as well.</p>	Project Management with approval from Project Board
<b>Outcome 3</b>		
8.	<p>The project has the target to construct 10 Killas on government Khash land, near the cyclone shelters for the safety of the cattle of the people, coming to the cyclone shelters. It appears that suitable sites, that are Khash land and near to cyclone shelter, are not available. Under such situation, it is recommended that Killa construction target may be reduced and the balance money be diverted to livelihood activity. Since Killa will be of use only as cattle shelter during cyclones and storm surges; it is recommended that, multiple-use structures may be built, which will shelter cattle at ground floor, people on upper floors, during cyclone and tidal surges, while during normal situation may be used as school or moktob (religious school for minor boys and girls), etc.</p>	Project Management with approval from Project Board
9.	<p>Mission observed two types of sluice gates i.e. manually operated and flap type, which are operated by the tide current. This project aims to repair and bring back some of the non-operational sluice gates to operation, to benefit the beneficiary farmers to protect their agricultural fields from saline water intrusion and irrigation. The manually operated sluice gates may be repaired and brought to operation while the flap types need upgrading to manually operated ones. The interest of this project is to support the agriculture, by storing fresh water for irrigation and prohibit the saline water to enter the canal. On the other hand, the interest of the fishermen’s</p>	Project Management

	<p>group is to have the water running regularly in the canal. Thus, the interest of these two groups are conflicting. The MTR mission came to know that in Monpura, Union has been leasing canal including sluice gate area to fisherman for the personal gain (shared by several local influential). It is also known that there used to be a sluice gate and canal management committee in the past. In the interest of the project and for the benefit of the farmers, it is recommended to reform or revive these sluice gate management committees for the operation of the sluice gates and these should be legalized through Water Development Board, since these sluice gates are under the jurisdiction of the Water Development Board.</p>	
<b>Project Implementation and Adaptive Management</b>		
10.	<p>Project covers wide range of area with poor accessibility. It needs to strengthen the monitoring and feedback mechanism. Under this situation, it is recommended to conduct frequent monitoring. But the present budget for this is insufficient. To accomplish these, the budget for this item should be enhanced. More of the manpower and logistics, such as motor cycles, etc. be enhanced at field level, to ensure frequent monitoring.</p>	Project Management with approval from Project Board
11.	<p>Bangladeshi foresters are the pioneers of artificial regeneration of mangroves. Since 1962, Bangladeshi foresters initiated these affords, through “trial and error” method. Later, field research supports from the BFRI, took it forward. Based on the close and inquisitive observations of mangrove successions process, especially in Sundarban, coupled with the trial &amp; error affords of professional BFD foresters, with some support of BFRI experiments, undertaken at Plantation Trial Unit Barisal, all together has taken the coastal afforestation, to the present-day achievement of skill and technological success.</p> <p>The Bangladesh Forest Research Institute (BFRI) has very long experience and is well equipped. It has arboretum with 60 species of local and 20 exotic tree species and developed “Tissue Culture Protocols” for 12 Bamboo and 5 Tree species. BERI’s experience in forestry program of this project would be very beneficial and as per project document it is one of the partners of the project. It is recommended to involve BFRI for their knowledge on applied forest science, by awarding them some activities that may help this project.</p>	Project Management
12.	<p>Since the project implementation was delayed in the beginning and due to that several works are yet to be implemented. Some of these are very time consuming and the remaining time may not be sufficient to complete the work. Hence it is recommend to make one year no cost extension of the project period.</p> <p>Similarly, policy/Institution expert, environmental and social screening consultants may not be required rather a consultant for the impact study is needed.</p>	Project Board/UNDP CO
13.	<p>Many of the project activities such as 3F model, community center, killa, etc. are closely connected to land. Under the prevailing</p>	Project Management

	complex land tenure situations, it is recommended that while implementing these activities, all concerned need to be thorough and conversant about the prevailing land laws. While implementing the activity of establishing community center, it is recommended that the construction of the building should be good enough to endure cyclones and tidal surges.	
14.	The project is facing a large number issues and challenges. It has already backlogs. To take all the desired activities forward, it is recommended to hold more frequent meetings between NPD, PD, PM and other project officials to discuss the relevant issues and problems, prioritize the issues, find out the solutions and implement with speed and utmost sincerity. Similarly, district level staff has no major role so should be moved to Upazilla. Two local assistants' position were vacant from more than a year. Hire staff to fill the vacant position of two Upazilla immediately so that project activities will not be affected. Also there is no use of keeping District level staff. Hence to improve efficiency of implementation and also monitoring, District level staffs should be relocated to Upazilla or local level.	NPD
<b>Sustainability</b>		
15.	Under the livelihood component, it is recommended to explore the possibility of private public partnership (PPP) and attempts be taken to attract private companies in developing market linkage for the beneficiaries of the project.	Project Management
	Some of the recommendation above under outcomes will also contribute to make intervention sustainable e.g. creation of endowment fund will support continuation of FRPGs and CMC activities beyond project life, formation of users committee for management of sluice gate and canal.  For present and also future benefit it is recommended to establish Climate Adaptation Hub or Climate Adaptation Learning Centre' so that all the relevant knowledge products, proven technology, innovation, Cyclone Preparedness Programs etc. related to coastal climate adaptation will be demonstrated in that center and could be used by the coastal communities, students as well as other stakeholders utilize knowledge for generating adaptation to cyclone and storm surges and also to reduce their climate vulnerabilities.	PMU  PMU

### **Corrective actions for the design, implementation, monitoring and evaluation of the project**

- All recommendations above are to correct the weakness and improve efficiency for the program implementation and monitoring.

### **Actions to follow up or reinforce initial benefits from the project**

- The recommendations under sustainability are to reinforce the achievements of the project.

#### **Proposals for future directions underlining main objectives**

- Project is piloted in 8 Upazilla but there are many other areas within Bangladesh that need such interventions. Lessons from this projects could be used to upscale and replicate in new areas.

## Annex I: MTR ToR

### ToR of MTR of 'Integrating Community-based Adaptation into Afforestation and Reforestation (ICBA-AR) Programmes in Bangladesh (PIMS # 4878)'

This is the Terms of Reference (ToR) has been produced for the Mid Term Review (MTR) of the full size GEF project titled as '**Integrating Community-based Adaptation into Afforestation and Reforestation (ICBA-AR) Programmes in Bangladesh (PIMS # 4878)**' which is to be under taken in October 2018. The project is being executed by the Ministry of Environment and Forests (MoEF) of the Bangladesh Government. The project started in July 2016 and currently it is in its second year of implementation. This ToR sets out the expectations from the MTR. The MTR must be carried according to the guidance outlined in "Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects ([http://web.undp.org/evaluation/documents/guidance/GEF/mid-term/Guidance\\_Midterm%20Review%20\\_EN\\_2014.pdf](http://web.undp.org/evaluation/documents/guidance/GEF/mid-term/Guidance_Midterm%20Review%20_EN_2014.pdf))".

Coastal greenbelts have long been seen as an important strategy for reducing the vulnerability of coastal populations to climate-related hazards in Bangladesh. Since 1960s the country has planted nearly 200,000 ha. of mangrove along the coast. However, due to a number of institutional, technical, policy related and socio-economic factors long term sustainability of coastal greenbelt could not be ensured. To address the sustainably issues of coastal greenbelt 'the Community Based Adaptation to Climate Change through Coastal Afforestation in Bangladesh (CBACC) Project' was implemented between 2009 to 2015 with support from UNDP-GEF (LDCF). The CBACC project was aimed at reducing the vulnerability of coastal communities to the impacts of climate change through coastal afforestation and livelihood diversification. Later in July 2016 UNDP Bangladesh with GEF/LDCF funding has taken up the 'Integrating Community Based Adaptation into Afforestation and Reforestation (ICBA-AR) Programmes' to be implemented by MoEF to further strengthen and expand the efforts of previously implemented CBACC project in addressing the barriers to sustainability of coastal mangrove forests. The ICBA-AR project is expected to bring revolutionary advancement in the country's coastal greenbelt management system by linking it with livelihood aspirations of coastal communities and reducing their climate change vulnerabilities. The project will end in June 2020. Total financial resource allocated for the project is US \$ 5,650,000.

The project is being implemented in eight climate vulnerable coastal Upazilas of five districts. It has the following Objectives and outcomes and outputs.

The overall objective of the project is to reduce climate vulnerability of local communities in the project areas through participatory planning, community-based management, and integration of livelihood with coastal afforestation and reforestation.

The project has the following three outcomes. The Outcome-1 addresses existing barriers relating to lack of livelihood diversification and lack of coastal forest diversification, both of which adversely impact coastal forest sustainability. Thus outcome-1 seeks to reduce the vulnerability of local communities in new afforestation and reforestation sites through livelihood diversification more effective greenbelts, by a) linking livelihood diversification interventions to improved coastal forest stewardship and b) diversifying coastal plantations to increase their ecological and social sustainability by, respectively becoming more heterogenous and dense and by increasing the range of tangible benefits the forests can provide. The Outcome-2 seeks to strengthen community engagement and ownership of forestry-based adaptation and climate risk reduction programmes by developing and demonstrating effective co-management and benefit-sharing for coastal greenbelt plantations. Finally, while mangrove greenbelts are a vitally important adaptation measure for coastal areas, there will always remain a need

for complementary measures to further protect human lives and livelihoods assets in the face of extreme climate events. In recognition of this, the Outcome-3 of the project focuses on protecting communal livelihood assets in afforestation and reforestation sites from extreme climate events through effective early warning and preparedness planning. Altogether, over 60,000 vulnerable people will benefit from a range of LDCF-supported interventions. Capacity development of local communities and key government actors is central to the project approach and will enhance the long-term sustainability of project impacts.

## Duties and Responsibilities

### OBJECTIVE AND SCOPE

The MTR will assess progress towards the achievement of the project objectives and outcomes as specified in the Project Document, and assess early signs of project success or failure with the goal of identifying the necessary changes to be made in order to set the project on-track to achieve its intended results. The MTR will also review the project's strategy, its risks to sustainability.

The MTR will be carried out by a MTR team which will comprise of an International Consultant (Team Leader) having experience of evaluative projects and programs at international level, and a National Consultant having experience of national level project/program evaluation. The MTR team will assess the following four aspects of project progress. See the 'Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects' for extended descriptions.

#### i) Project Strategy

##### Project Design:

- Review the problem addressed by the project and the underlying assumptions. Review the effect of any incorrect assumptions or changes to the context to achieving the project results as outlined in the Project Document.
- Assess the relevance of the project strategy and assess whether it provides the most effective route towards expected/intended results. Were lessons from other relevant projects properly incorporated into the project design
- Assess how the project addresses country priorities. Review country ownership. Was the project concept in line with the national sector development priorities and plans of the country (or of participating countries in the case of multi-country projects)
- Review decision-making processes: were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, taken into account during project design processes
- Assess the extent to which relevant gender issues were raised in the project design. See Annex 9 of Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects for further guidelines.
- If there are major areas of concern, recommend areas for improvement.

##### Results Framework/Logframe:

- Undertake a critical analysis of the project's logframe indicators and targets, assess how "SMART" the midterm and end-of-project targets are (Specific, Measurable, Attainable, Relevant, Time-bound), and suggest specific amendments/revisions to the targets and indicators as necessary.
- Are the project's objectives and outcomes or components clear, practical, and feasible within its time frame

- Examine if progress so far has led to, or could in the future catalyse beneficial development effects (i.e. income generation, gender equality and women’s empowerment, improved governance etc.) that should be included in the project results framework and monitored on an annual basis.
- Ensure broader development and gender aspects of the project are being monitored effectively. Develop and recommend SMART ‘development’ indicators, including sex-disaggregated indicators and indicators that capture development benefits.

ii. Progress Towards Results

Progress Towards Outcomes Analysis:

- Review the logframe indicators against progress made towards the end-of-project targets using the Progress Towards Results Matrix and following the Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects; colour code progress in a “traffic light system” based on the level of progress achieved; assign a rating on progress for each outcome; make recommendations from the areas marked as “Not on target to be achieved” (red).

Table. Progress Towards Results Matrix (Achievement of outcomes against End-of-project Targets)

Project Strategy	Indicator (1)	Baseline Level (2)	Level in 1st PIR (self-reported)	Mid-term Target 3	End-of-project Target	Midterm Level & Assessment 4	Achievement & Rating 5
Objective:	Indicator (if applicable):						
Outcome 1:	Indicator 1:						
	Indicator 2:						
Outcome 2:	Indicator 3:						
	Indicator 4:						
	Etc.						
Etc.							

Indicator Assessment Key

Green= Achieved	Yellow= On target to be achieved	Red= Not on target to be achieved
-----------------	----------------------------------	-----------------------------------

In addition to the progress towards outcomes analysis:

- Compare and analyse the GEF Tracking Tool at the Baseline with the one completed right before the Midterm Review.
- Identify remaining barriers to achieving the project objective in the remainder of the project.

By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits

[1] Populate with data from the Logframe and scorecards

[2] Populate with data from the Project Document

[3] If available

[4] Colour code this column only

[5] Use the 6 point Progress Towards Results Rating Scale: HS, S, MS, MU, U, HU

Project Implementation and Adaptive Management

Management Arrangements:

- Review overall effectiveness of project management as outlined in the Project Document. Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement.

- Review the quality of execution of the Executing Agency/Implementing Partner(s) and recommend areas for improvement.
- Review the quality of support provided by the GEF Partner Agency (UNDP) and recommend areas for improvement.

#### Work Planning:

- Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved.
- Are work-planning processes results-based? If not, suggest ways to re-orientate work planning to focus on results
- Examine the use of the project's results framework/ logframe as a management tool and review any changes made to it since project start.

#### Finance and co-finance:

- Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions.
- Review the changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions.
- Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds
- Informed by the co-financing monitoring table to be filled out, provide commentary on co-financing: is co-financing being used strategically to help the objectives of the project Is the Project Team meeting with all co-financing partners regularly in order to align financing priorities and annual work plans

#### Project-level Monitoring and Evaluation Systems:

- Review the monitoring tools currently being used: Do they provide the necessary information? Do they involve key partners? Are they aligned or mainstreamed with national systems? Do they use existing information? Are they efficient Are they cost-effective? Are additional tools required How could they be made more participatory and inclusive?
- Examine the financial management of the project monitoring and evaluation budget. Are sufficient resources being allocated to monitoring and evaluation? Are these resources being allocated effectively

#### Stakeholder Engagement:

- Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?
- Participation and country-driven processes: Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?
- Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives?

#### Reporting:

- Assess how adaptive management changes have been reported by the project management and shared with the Project Board.
- Assess how well the Project Team and partners undertake and fulfil GEF reporting requirements (i.e. how have they addressed poorly-rated PIRs, if applicable?)
- Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.

#### Communications:



- Review internal project communication with stakeholders: Is communication regular and effective? Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?
- Review external project communication: Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?)
- For reporting purposes, write one half-page paragraph that summarizes the project's progress towards results in terms of contribution to sustainable development benefits, as well as global environmental benefits.

#### iv. Sustainability

- Validate whether the risks identified in the Project Document, Annual Project Review/PIRs and the ATLAS Risk Management Module are the most important and whether the risk ratings applied are appropriate and up to date. If not, explain why.
- In addition, assess the following risks to sustainability:

##### Financial risks to sustainability:

- What is the likelihood of financial and economic resources not being available once the GEF assistance ends (consider potential resources can be from multiple sources, such as the public and private sectors, income generating activities, and other funding that will be adequate financial resources for sustaining project's outcomes)?

##### Socio-economic risks to sustainability:

- Are there any social or political risks that may jeopardize sustainability of project outcomes? What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there sufficient public / stakeholder awareness in support of the long term objectives of the project? Are lessons learned being documented by the Project Team on a continual basis and shared/ transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future?

##### Institutional Framework and Governance risks to sustainability:

- Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize sustenance of project benefits? While assessing this parameter, also consider if the required systems/ mechanisms for accountability, transparency, and technical knowledge transfer are in place.

##### Environmental risks to sustainability:

- Are there any environmental risks that may jeopardize sustenance of project outcomes?

#### Conclusions & Recommendations

The MTR team will include a section of the report setting out the MTR's evidence-based conclusions, in light of the findings.

Recommendations should be succinct suggestions for critical intervention that are specific, measurable, achievable, and relevant based on the data analysis conducted in the MTR. Recommendations need to be practical and applicable for actual project implementation, as they intended to be used for adaptive programming and course correction. A recommendation table should be put in the report's executive summary. See the Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects for guidance on a recommendation table.

The MTR team should make no more than 15 recommendations total.

#### Ratings

The MTR team will include its ratings of the project’s results and brief descriptions of the associated achievements in a MTR Ratings & Achievement Summary Table in the Executive Summary of the MTR report. See Annex E for ratings scales. No rating on Project Strategy and no overall project rating is required.

**Table. MTR Ratings and Achievement Summary Table for ICBA-AR Project**

Measure	MTR Rating	Achievement Description
Project Strategy	N/A	
Progress Towards Results	Objective Achievement Rating: (rate 6 pt. scale)	
	Outcome 1 Achievement Rating: (rate 6 pt. scale)	
	Outcome 2 Achievement Rating: (rate 6 pt. scale)	
	Outcome 3 Achievement Rating: (rate 6 pt. scale)	
	Etc.	
Project Implementation & Adaptive Management	(rate 6 pt. scale)	
Sustainability	(rate 4 pt. scale)	

**Approach & Methodology:** The MTR must provide evidence-based information that is credible, reliable and useful. The MTR team will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Environmental & Social Safeguard Policy, the Project Document, project reports including Annual Project Review/PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based review). The MTR team will review the baseline GEF focal area Tracking Tool submitted to the GEF at CEO endorsement, and the midterm GEF focal area Tracking Tool that must be completed before the MTR field mission begins.

[1] Alternatively, MTR conclusions may be integrated into the body of the report.

While the MTR needs to employ various types of data as well as data collection tools, the MTR team is highly encouraged to use as much quantitative data as possible to make the analysis more objective and evidence-based. Qualitative approaches, including the document reviews and interviews, are required for this MTR, but it is strongly discouraged to use only qualitative data/ methods

The MTR team is expected to follow a collaborative and participatory approach [1] ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), the UNDP Country Office (UNDP CO), UNDP-GEF Regional Technical Advisers, and other key stakeholders.

Engagement of stakeholders is vital to a successful MTR.[2] Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to concern representatives of implementing and executing agencies, NPD, DNP, PDs of Partner Agencies, representatives of Project Board and PMU, key experts and consultants in the subject area, local level stakeholders including local government, academia and CSOs, etc. Additionally, the MTR team is expected to carryout field missions to more than one of the following project sites, namely Bhola, Borguna, Noakhali, Patuakhali and Pirojpur districts of Bangladesh.

The MTR team will develop detailed evaluation methodologies and tools in a separate methodology note (in English and, if necessary, in Bengali), including for data collection, data quality control, and data analysis, and share with the UNDP Country Office for clearance.

The final MTR report should be prepared maintaining enough quality and it should describe the full MTR approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the review.

Arrangements for the MTR: The principal responsibility for managing this MTR resides with the MTR Commissioning agency, i.e., the UNDP Bangladesh Country Office (CO). UNDP CO will contract the consultant – after review of the selected candidate by UNDP CO together with the Project Management Unit- and ensure the timely provision of per diems and travel arrangements to all countries to be visited for the MTR Consultant. The MTR consultant will work under over all supervision of the UNDP Country office and in collaboration with the PMU. UNDP CO and PMU will be responsible for liaising with the MTR Consultant to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

[1] For ideas on innovative and participatory Monitoring and Evaluation strategies and techniques, see [UNDP Discussion Paper: Innovations in Monitoring & Evaluating Results](#), 05 Nov 2013.

[2] For more stakeholder engagement in the M&E process, see the [UNDP Handbook on Planning, Monitoring and Evaluating for Development Results](#), Chapter 3, pg. 93.

#### **DUTIES AND RESPONSIBILITIES**

The evaluator is expected to frame the evaluation effort using the criteria of relevance, effectiveness, efficiency, sustainability, and impact, as defined and explained below, as defined and explained in the UNDP Guidance for Conducting Terminal Evaluations of UNDP supported, GEF-financed Projects. The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, in particular the GEF operational focal point, National Implementing Partner of the Project, UNDP Country Office, project team, UNDP GEF Technical Adviser based in the region and key stakeholders. The evaluation team is expected to deliver the following:

Inception Report: Evaluator provides clarifications on timing and method no later than 2 weeks before the evaluation mission.

Presentation: Initial Findings has to be presented at the end of evaluation mission.

Draft Report: Full report with annexes (and data where applicable) within 7 days of the evaluation mission/presentation.

Final Report: Revised report within 3 days of receiving UNDP comments on draft.

#### **SUPERVISION AND PERFORMANCE EVALUATION:**

The National Consultant will work closely with UNDP Bangladesh and Under the overall guidance from Assistant Country Director, UNDP Bangladesh, the consultant will directly report to and Program Specialist and Project Manager of UNDP. The Consultant will work with the Integrating Community-based Adaptation into Afforestation and Reforestation (ICBA-AR) Programmes.

#### **TIMEFRAME AND DEADLINE**

Expected duration of the assignment is 25 days over a time period of 7 of weeks starting from early Oct 2018.

**Including 1 Mission in Bangladesh:** The Consultant is require to visit he project Office in Dhaka and other project sites to see field level interventions of Project. So total Mission in Bangladesh will be at least 15 Days. Rest 10 days will be work from home for Inception and MTR methodology (5 days) and finalization of MTR (5 days).

<b>Timeframe</b>	<b>Activity/Deliverables</b>
4 days	Review project's documents and prepare MTR Inception Report Finalize and validate of MTR Inception Report- latest start of MTR mission
11 days	MTR mission: stakeholder meetings, interviews, field visits
1 day	Mission wrap-up meeting and presentation of initial findings- earliest end of MTR mission
5 days	Prepare draft report and share it concern agencies for their comments
3 days	Incorporate feedback into the draft report and finalize of MTR report
1 day	Expected date of completion of all activities related to MTR

Options for site visits should be provided in the Inception Report. The final MTR report must be in English.

#### **DOCUMENTS:**

The Consultant will prepare and submit the above-mentioned documents during the assignment period. The format for the GEF Midterm Evaluation should be agreed on at the beginning of the assignment and cleared by the task force. Further work or revision of the documents may be required if it is considered that the documents do not meet the ToR, errors of fact or the documents are incomplete or not of an acceptable standard.

#### **7. INPUTS:**

Project office will arrange the office space for the consultant and also assist in arranging meetings, consultations and interviews and ensure access to key officials as mentioned in the proposed methodology.

#### **8. Travel:**

All envisaged travel costs must be included in the financial proposal. This includes all travel to join duty station/repatriation travel. In general, UNDP should not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel on a higher class he/she should do so using their own resources. In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and Individual Consultant, prior to travel and will be reimbursed.

**Including 1 Mission in Bangladesh:** The Consultant is required to visit Bangladesh including the project Office in Dhaka and other project sites to see field level interventions of Project. So total Mission in Bangladesh will be at least 15 Days. Rest 10 days will be work from home for Inception and MTR methodology (5 days) and finalization of MTR (5 days).

**PAYMENT MILESTONE FOR SERVICE**

<b>Deliverables</b>	<b>Days required</b>	<b>Payment Schedule</b>
1. Upon Receipt of Final MTR Inception Report	within four days of the signing of contract.	20% of the contracted amount
2. Upon Receipt of Draft MTR Report	within 18 days of the signing of contract.	40% of the contracted amount
3. Upon Receipt of Final MTR Report	within 25 days or after the submission of the Final deliverables.	40% of the contracted amount

**Competencies**

Technical competencies: Expertise in Environment or Natural Resources or Biodiversity or Climate Change or Development Studies or in closely related field with special reference to data and information Management. Evaluation experience related to the national level multi-disciplinary projects.

b. Partnerships:

- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Maturity and confidence in dealing with senior members of national institutions;
- Excellent written communication skills, with analytical capacity and ability to synthesize relevant collected data and findings for the preparation of quality analysis for the project evaluation.

C. Results:

- Promotes the vision, mission, and strategic goals of UNDP;
- Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback;
- Good team player who has ability to maintain good relationships.

Consultant Independence:

The Consultant cannot have engaged in the project preparation, formulation, and/or implementation (including the writing of the Project Document) and should not have a conflict of interest with project's related activities.

**Required Skills and Experience**

**REQUIRED SKILLS AND EXPERIENCES**

**Qualifications:**

The evaluator must present the following qualifications:

**Education:**

A Master's degree in Environment or Natural Resources or Biodiversity or Climate Change or Development Studies or in closely related field.

**Professional Experiences:**

- A Master's degree in natural resources management, climate change, forestry, development studies, project management, M&E, rural development or in other closely related field.
- Demonstrated experience of taking part in evaluating at least **3** development projects and programs of which at least **1** must be related to Environment or Natural Resources or Biodiversity or Climate Change or livelihood related projects. Experience of evaluating GEF and UN financed projects and programs of similar nature will be considered as advantage;
- Demonstrated experience of working with UN agencies, development partners, national level and local level governmental and non-governmental agencies, and rural communities in one or more developing country
- Understanding of results-based management principles, theory of change /logical framework analysis for programming;
- Demonstrated understanding of issues related to gender.
- Capability of handling necessary logistics.
- Experience of communicating a wide range of partners and stakeholders.
- Demonstrated ability of quantitative and qualitative data collection, analysis and report writing;
- Proven ability to produce analytical reports and high quality academic publications in English;
- Experience of working in coastal area of Bangladesh will be considered a plus point.

**Additional Competency:**

- Demonstrated experience of working with UN, development partners, national level and local level governmental and non-governmental agencies, and rural communities in one or more developing country
- Proven experience with quantitative and qualitative data collection and analysis; evaluation methodologies, tools and sampling;
- Proven ability to produce analytical reports and high quality academic publications in English;
- Experience of managing evaluation teams, and the capability to handle necessary logistics.
- Experiences in using results-based management principles, theory of change /logical framework analysis for programming;
- Ability to bring gender dimensions into the evaluation, including data collection, analysis and report writing;
- Experience of communicating a wide range of partners and stakeholders.
- Experience of working in the South or South East Asia.

**Language:**

Fluency in reading, writing and speaking in English and excellent Communication skills.

**Price Proposal and Schedule of Payments**

Consultant must send a financial proposal based on **Lump Sum Amount**. The total amount quoted shall be all-inclusive and include all costs components required to perform the deliverables identified in the TOR, including professional fee, travel costs, living allowance (if any work is to be done outside the IC's duty station) and any other applicable cost to be incurred by the IC in completing the assignment. The contract price will be fixed output-based price regardless of extension of the herein specified duration. Payments will be done upon completion of the deliverables/outputs and as per below percentages-

In general, UNDP shall not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel on a higher class he/she should do so using their own resources. Lodging, meals and transport cost for field visit related to this assignment will be paid by the project as per UN standard.

In the event of unforeseeable travel not anticipated in this TOR, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and the Individual Consultant, prior to travel and will be reimbursed.

#### **Travel and DSA:**

No DSA will be paid at the duty station. If unforeseen travel outside the duty station not required by the Terms of Reference is requested by UNDP, and upon prior agreement/approval, such travel shall be UNDP's expenses and the individual contractor shall receive a per-diem not to exceed United Nations daily subsistence allowance rate in such other location(s).

**Including 1 Mission in Bangladesh:** The Consultant is required to visit Bangladesh including the project Office in Dhaka and other project sites to see field level interventions of Project. So total Mission in Bangladesh will be at least 15 Days. Rest 10 days will be work from home for Inception and MTR methodology (5 days) and finalization of MTR (5 days).

#### **Evaluation Method and Criteria:**

Individual consultants will be evaluated based on the following methodology.

Cumulative analysis-

The award of the contract will be made to the individual consultant up on Cumulative Analysis/evaluation and determined as:

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

Only candidates obtaining a minimum 70% mark in technical evaluation will be considered eligible for financial evaluation.

#### **Technical Criteria for Evaluation (Maximum 70 points)**

- Criteria 1 Year of experience of in the field of development project evaluation- **25 Marks**
- Criteria 2 Experience of evaluating at least 3 development projects and programs of considerable size of which 1 should be related to rural community-based Environment or Natural Resources or Biodiversity or Climate Change adaptation or livelihood related projects in Asia and Pacific Region – **25 Marks**
- Criteria 3 Experience of evaluating GEF and UN financed projects and programs of similar nature- **Max 20 Marks**

#### **Financial Evaluation (Total 30 marks)**

All technical qualified proposals will be scored out 30 based on the formula provided below.

The maximum points (30) will be assigned to the lowest financial proposal. All other proposals received points according to the following formula:

$$p = y (\mu /$$

Where:

- p = points for the financial proposal being evaluated;
- y = maximum number of points for the financial proposal;
- $\mu$  = price of the lowest priced proposal;
- z = price of the proposal being evaluated.

#### **Documents to be included when submitting the proposals:**

Interested individual consultants must submit the following documents/information to demonstrate their qualifications. Proposers who shall not submit below mentioned documents will not be considered for further evaluation.

- **Personal CV or P11**, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3)

professional references; P11 can be downloaded from the link

below: <http://www.bd.undp.org/content/bangladesh/en/home/operations/jobs/>

- **Technical proposal**, including a) a brief description of why the individual considers him/herself as the most suitable for the assignment; b) a brief methodology, on how you will approach and complete the assignment, including a tentative table of contents for the final report; and c) a list of similar assignment with topic/name of the assignment, duration, role of consultant and organization/project
- **Financial Proposal**: Financial Proposal has to be submitted through a standard interest and availability template which can be downloaded from the link below:

<http://www.bd.undp.org/content/dam/bangladesh/docs/Jobs/Interest%20and%20Submission%20of%20Financial%20Proposal-Template%20for%20Confirmation.docx>

**Please combine all your documents into one (1) single PDF document as the system only allows to upload maximum one document.**



## Annex II: MTR Evaluation Metrix

<u>Evaluation Criteria/Questions</u>	<u>Indicators</u>	<u>Sources</u>	<u>Methodology</u>
<p><b>Relevance:</b> How does the project related to the main objective of the GEF focal area, and to the environment and development priorities at the local, regional and national level?</p>	<ul style="list-style-type: none"> <li>• Project objectives and activities related to objective of GEF focal area and priorities at national, local and regional level</li> <li>• Consistency and contribution to GEF focal area objectives and to national development strategies</li> <li>• Stakeholder views of project significance and potential impact related to the project objective</li> </ul>	<ul style="list-style-type: none"> <li>• Project documents, report vs GEF document</li> <li>• Interview with authorities at different level</li> </ul>	<ul style="list-style-type: none"> <li>• Project report review in the light of GEF document</li> <li>• Interviews with relevant personnel</li> </ul>
<p><b>Effectiveness:</b> To what extent have the expected outcomes and objectives of the project been achieved?</p>	<ul style="list-style-type: none"> <li>• Level of achievement of expected outcomes or objectives to date</li> <li>• Long term changes in forest/mangrove management processes, practices and awareness that can be attributable to the project</li> <li>• Enhanced capacity of relevant institutions</li> <li>• Favourable management option and effective implementation of efficient and sustainable forest production and utilisation</li> <li>• Participation of women in every activities of the project</li> </ul>	<ul style="list-style-type: none"> <li>• Change in the ground situation observed.</li> <li>• Policy/strategy or program formulation activities included women and their issues incorporated.</li> <li>• Policies/strategies/ programs effectively implemented</li> <li>• Institutions strengthened</li> </ul>	<ul style="list-style-type: none"> <li>• Report with information on effective implementation of activities and strategies</li> <li>• Report on intuition setup</li> <li>• Interaction with the policy level people to ground level communities and field staffs.</li> <li>• Polity document review report.</li> <li>• Field verification of activities</li> </ul>
<p><b>Efficiency:</b> Was the project implemented efficiently in-line with international and national norms and standards?</p>	<ul style="list-style-type: none"> <li>• Reasonableness of the costs relative to scale of outputs generated</li> <li>• Efficiencies in project delivery modalities</li> <li>• Consistency and contribution to GEF focal area objectives and to national development strategies</li> <li>• Changes in project circumstances that may have affected the project relevance and effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>• Financial statements</li> <li>• Project structure and function</li> <li>• Project document and annual reports</li> <li>• Experience of project staffs and other relevant stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis of financial statements.</li> <li>• Analysis of project structure and functionalities</li> <li>• Analysis of project circumstances in project document (past and present)</li> <li>• Interaction with relevant stakeholders</li> </ul>
<p><b>Sustainability:</b> To what extent are there financial, institutional, socio-</p>	<ul style="list-style-type: none"> <li>• Degree to which outputs and outcomes are embedded within the</li> </ul>	<ul style="list-style-type: none"> <li>• Project report</li> <li>• Observation in the field</li> </ul>	<ul style="list-style-type: none"> <li>• Review of project reports.</li> </ul>

<p>economic, and/or environmental risks to sustaining long-term project results?</p>	<p>institutional framework (policy, laws, organizations, procedures)</p> <ul style="list-style-type: none"> <li>• Implementation of measures to assist financial sustainability of project results</li> <li>• Observable changes in attitudes, beliefs and behaviours as a result of the project</li> <li>• Measurable improvements from baseline levels in knowledge and skills of targeted staffs.</li> </ul>	<ul style="list-style-type: none"> <li>• Interview with stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Observation in the field to see impact on the ground</li> <li>• Interaction with stakeholders</li> </ul>
<p><b>Impacts:</b> Are there indications that the project has contributed to, or enabled progress towards reduced emission of greenhouse gases and stress on the natural resources and/or improved environment status?</p>	<ul style="list-style-type: none"> <li>• Favourable policies/strategies formulated/amended</li> <li>• Improved monitoring mechanism</li> <li>• Technically capacity of relevant institution strengthened.</li> <li>• Regular monitoring helped to generate updated information which helped National Communication and also evidence based planning exercise.</li> <li>• Improved level of awareness made activities sustainable.</li> <li>• Measurable improvements from baseline levels in technical knowledge and skills of targeted staff/other stakeholders.</li> <li>• Measurable improvements from baseline levels in the emission and improvement in environment.</li> </ul>	<ul style="list-style-type: none"> <li>• Project Reports</li> <li>• Interview with stakeholders.</li> <li>• Observation in the field.</li> </ul>	<ul style="list-style-type: none"> <li>• Review of project reports/documents.</li> <li>• Interaction with local to national level stakeholders.</li> <li>• Field observation.</li> </ul>

### Annex III: Summary Evaluation of Project Achievements by Objectives and Outcomes

The Project logframe in the Project Document was revised in the Inception Report. The present evaluation matrix uses the version contained in the Inception Report.

**KEY:**

**GREEN** = Achievement of MTR level target.

**YELLOW** = On target to be achieved.

**RED** = Not on target to be achieved.

HATCHED COLOUR = estimate; situation either unclear or indicator inadequate to make a firm assessment against.

**Project Title: Integrating Community-based Adaptation into Afforestation and Reforestation Programmes in Bangladesh.**

Project Strategy	Indicator	Baseline Level	End-of-project Target	Midterm Level Assessment	Achievement Rating	Justification for Rating
<b>Project Objective:</b> Reduce vulnerability of communities to the adverse impacts of climate change through participative design, community-based management and diversification of afforestation and	Differential survival rate of new coastal mangrove plantations with and without associated integrated livelihood diversification support	<ul style="list-style-type: none"> <li>There is no linking of coastal afforestation /reforestation with livelihood support</li> </ul>	The survival rate of mangrove forests linked to livelihood support in CRPAR project afforestation sites is at least 15% higher than in afforestation sites without linked livelihood support	Enrichment plantation conducted in 200ha (30.8% of target) and FRPGs formation with livelihood support is not initiated yet.	<b>MS</b>	Plantation conducted is less than half of the target. FRPG formation with livelihood support program is assigned in NGO activities and delay of NGO recruitment, it is not formed yet. NGO hiring process is almost complete and expect to accomplish FRPGs formation with livelihood support will take place in 2019.

reforestation programmes	% of community members (gender disaggregated) who feel 'ownership' of coastal mangrove forest resources measured through change in score obtained through simplified adaptation of Knowledge, Attitude & Practices (KAP) survey method	'Ownership' will be defined in the process of adapting KAP methodology for monitoring this indicator. A gender- disaggregated baseline will be established during the inception phase of the project	30% improvement in the sense of ownership towards coastal mangrove resources	FRPGs are not formed yet due to delay of NGO recruitment. Baseline of beneficiaries is also to be collected by NGO. Hence, no meaning of measuring improvement in the sense of ownership towards coastal mangrove resource is	<b>MU</b>	As above
<b>Outcome 1:</b> Vulnerability of communities in new afforestation and reforestation sites reduced through diversified livelihood options and more effective greenbelts	% of targeted households that have adopted resilient livelihoods under existing and projected climate change [AMAT 1.3.1.1]	Currently, livelihood strategies are not meaningfully integrated into coastal afforestation / reforestation programs, reducing the resilience of both livelihoods and coastal forest resources	At least 70% of 10,500 target households living adjacent to CRPAR coastal afforestation / reforestation sites have adopted resilient livelihoods introduced in the project	85 HH (17% of target) benefited with Fish-Fruit-Forest (FFF) model program  1800 HH (72% of target) benefited from training and input support for agriculture based adaptation program 1680 HH (67.2% of target) benefited from training and input for livestock based livelihood support. 1500 HH (60% of target) benefited from fisheries support program.	<b>S</b>	Due to unrealistic budget for 3F model, the activities initiated late after approval of revised budget. Hence only 17% of the target is met. Livelihood support program through input support for agriculture, fisheries and livestock accomplished more than half of the target. Remaining with more innovative programs planned for the remaining years.

	<p>Diversified trail plantation of up to 10 mangrove and non-mangrove varieties established in 4 districts to increase the adaptive capacity of greenbelt structure on accreted lands</p>	<p>0ha</p>	<p>-552500 seedlings production</p> <p>-650ha enrichment mixed species plantation</p> <p>-Development of monitoring plan for systematic monitoring</p> <p>-Analyze and synthesize for sharing broader audience</p>	<p>-Target seedlings produced</p> <p>-Enrichment plantation in 200ha (30.8% of target)</p> <p>-Plan developed but monitoring not initiated.</p> <p>-Monitoring not conducted so this activity is not done.</p>	<p><b>MS</b></p>	<p>Seedlings produced as per target and enrichment plantation conducted in 200ha. Monitoring plan developed but monitoring is not initiated yet. Analysis of data and synthesizing results from the monitoring is not done yet because monitoring is not initiated yet.</p>
--	---	------------	--	--	------------------	---

<p><b>Outcome 2:</b> Strengthened community involvement in, and ownership of, forestry-based adaptation and climate risk reduction programmes</p>	<p>Regulatory reform and fiscal incentive structures introduced that incorporate climate change risk management [AMAT 1.1.1.3]</p>	<p>Currently there is no regulatory mechanism in place to provide sufficient incentives, through the security of future stream of benefits, to protect coastal forest resources</p>	<p>A formal government policy on benefit sharing agreement pertaining to coastal forest resources is in place</p>	<p>-Finalize the CMCs structures and 8CMCs formed in 8 Upazilas          - Structure of FRPG but need approval.          -40 FRPGs not formed due to delay in recruitment of NGO.          -Development and agree rules for CMC membership and operation, including decision-making process, roles and responsibilities need approval.          -Training for CMCs and FRPGs not organized yet.          -Arrangement of meeting between CMCs and FRPGs and report back to national level project technical working group was not constructed.          -Drafting of an official policy detailing structure, functions, decision-making and monitoring processes of FRPGs and CMCs not done.</p>	<p><b>U</b></p>	<p>40 FRPGs not formed. CMC and FRPG training not conducted yet. CMC membership and operation rules need approval. Arrangement of meeting between CMCs and FRPGs not conducted due to delay in NGO selection FRPGs are not formed yet.</p> <p>Drafting of an official policy detailing structure, functions, decision-making and monitoring processes of FRPGs and CMCs not done yet.</p>
---	--	---	---	--	-----------------	---

	Number of Forest Resources Protection Group (FRPG) members (gender- disaggregated) who gain access to coastal forest resources underpinned by a formal benefit- sharing agreement	Currently, benefit-sharing agreement pertaining to coastal forest resources does not exist and hence any benefits extracted from coastal forests are not legally permitted	By the end of the project, at least 2,500 FRPG members (or 50% of all FRPG members) will have obtained access to coastal forest benefits	<ul style="list-style-type: none"> <li>-Consultant hired to draft forest product benefit-sharing agreement</li> <li>-Agreement on forest benefit-sharing with each of the FRPGs was not done.</li> <li>-Testing, monitoring and evaluation of forest benefit-sharing agreements in selected sites was not done.</li> <li>-Analysis and synthesizing of results and lessons learned from demonstration forest benefit sharing was not done.</li> <li>-Facilitate broader policy discussions at national and sub-national level on draft on forest benefit-sharing was not done.</li> </ul>	<b>U</b>	FRPGs are not formed yet due to this all activities related to this is not done.
	Awareness and capacity of local communities and government staff to promote coastal greenbelt co-management and benefit sharing improved	No such pro	40FRPG 8 CMC	<ul style="list-style-type: none"> <li>-Capacity needs assessment of FRPGs and CMCs not done.</li> <li>-Develop and implement targeted awareness generation and training programmes for FRPGs and CMCs relevant to local coastal forest context including components on adaptive role of co-management and forest benefit sharing not done.</li> <li>-Facilitation of peer-to-peer exchange and learning between project FRPGs and CMCs and beneficiaries and other key stakeholders from USAID project sites not done.</li> <li>-Design and produce awareness materials on costal forest benefit-sharing agreement in consultation with USAID not done.</li> </ul>	<b>MU</b>	<p>CMCs are formed but FRPGs are not formed yet. Training to CMC and FRPG is not initiated yet as FRPG is not formed due to delay in NGO selection.</p> <p>All activities assigned to NGO is not done yet.</p>

<p><b>Outcome 3:</b> Communal livelihood assets in afforestation and reforestation sites are protected from extreme climate events through effective early warning and preparedness planning</p>	<p>The number of CPP volunteers trained for climate risks, disaster preparedness, and the benefits of coastal forests for climate risk mitigation</p>	<p>There are currently some 10,000 CPP volunteers in the 7 target project upazilas (50,000 in total in 27 coastal upazilas covered by CDMP). However, the existing CPP training methodology does not contain any elements pertaining to climate risks or benefits of coastal mangrove forests on mitigating such risks</p>	<p>By the end of the project, at least 6,000 volunteers (representing 60% of the existing CPP network in the project target sites) are trained on additional elements on climate change and disaster preparedness</p>	<p>-Review of beneficiary selection criteria, jointly with CRPAR project/AF and DCMP to finalise the combined criteria for FRPG and CPP volunteer is done but need to include in training material. -Training manual designing on climate change adaptation and coastal forest components is completed -MoU with CPP I completed -Finalization of agreement with CDMP-II and MoDMR (CPP) about the expansion plan into Rangabali Upazilla is dropped because government taken this area for this activities. -Distributed mikes, hand siren, signal flag, jacket, mask, motorcycles. -Mock drills conducted by the consultant where 2000 volunteer participated.</p>	<p><b>MS</b></p>	<p>Disaster warning materials handed over to the relevant local level institutions and Mock drill conducted where 2000 volunteer participated.</p> <p>Remaining target set for the year 2019.</p>
--	---	--	---	--	------------------	---



	<p>The number and types of communal livelihood assets safeguarded from the potential impacts of extreme and localized climate events</p>	<p>Only around 50% of existing length of coastal embankment (or 1250 km of a total of 2,500 km) currently has adequate drainage provision.</p> <p>There are currently only 300 killas compared to nearly 3,500 cyclone shelters most of which do not have killas nearby or provision for housing livestock within the shelter.</p> <p>Baselines on the number of freshwater supply infrastructure will be updated during the project inception phase and established for specific target districts and upazilas</p>	<ul style="list-style-type: none"> <li>• By the end of the project, the following investments are complete: <ul style="list-style-type: none"> <li>• At least 25 km of embankment is equipped with sufficient drainage channel</li> <li>• At least 10 killas are constructed providing additional safe havens for livestock</li> <li>• At least 150 sets of freshwater supply infrastructure is safeguarded from floods</li> </ul> </li> </ul>	<p>-20 Sluicgate sites identified for renovation -8 Sluicgate renovation completed. (more than a week after the mission, it is learned that additional three were also completed)</p> <p>-Tube well, Killa construction and canal excavation activities not initiated yet.</p>	<p><b>MS</b></p>	<p>Out of 20 Sluicgate 8 completed (beyond the mission 3additional completed) of which few need modification from Flap type to manual type. Renovation of remaining gates are also ongoing. Sites for freshwater supply infrastructure is identified and planned to construct in 2019.</p> <p>Due to difficulty to find land Killa construction not initiated yet.</p> <p>Canal construction site identified by the project is included in government program so project has to find a new location for canal construction. Rating considered the difficulties of finding appropriate land and also complications related to land ownership.</p>
--	--	---	--	--	------------------	--

## Annex IV: MTR Ratings

Ratings for Progress Towards Results: (one rating for each outcome and for the objective)		
6	Highly Satisfactory (HS)	The objective/outcome is expected to achieve or exceed all its end-of-project targets, without major shortcomings. The progress towards the objective/outcome can be presented as “good practice”.
5	Satisfactory (S)	The objective/outcome is expected to achieve most of its end-of-project targets, with only minor shortcomings.
4	Moderately Satisfactory (MS)	The objective/outcome is expected to achieve most of its end-of-project targets but with significant shortcomings.
3	Moderately Unsatisfactory (HU)	The objective/outcome is expected to achieve its end-of-project targets with major shortcomings.
2	Unsatisfactory (U)	The objective/outcome is expected not to achieve most of its end-of-project targets.
1	Highly Unsatisfactory (HU)	The objective/outcome has failed to achieve its midterm targets, and is not expected to achieve any of its end-of-project targets.

Ratings for Project Implementation & Adaptive Management: (one overall rating)		
6	Highly Satisfactory (HS)	Implementation of all seven components – management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communications – is leading to efficient and effective project implementation and adaptive management. The project can be presented as “good practice”.
5	Satisfactory (S)	Implementation of most of the seven components is leading to efficient and effective project implementation and adaptive management except for only few that are subject to remedial action.
4	Moderately Satisfactory (MS)	Implementation of some of the seven components is leading to efficient and effective project implementation and adaptive management, with some components requiring remedial action.
3	Moderately Unsatisfactory (MU)	Implementation of some of the seven components is not leading to efficient and effective project implementation and adaptive, with most components requiring remedial action.
2	Unsatisfactory (U)	Implementation of most of the seven components is not leading to efficient and effective project implementation and adaptive management.
1	Highly Unsatisfactory (HU)	Implementation of none of the seven components is leading to efficient and effective project implementation and adaptive management.

Ratings for Sustainability: (one overall rating)		
4	Likely (L)	Negligible risks to sustainability, with key outcomes on track to be achieved by the project’s closure and expected to continue into the foreseeable future
3	Moderately Likely (ML)	Moderate risks, but expectations that at least some outcomes will be sustained due to the progress towards results on outcomes at the Midterm Review
2	Moderately Unlikely (MU)	Significant risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on
1	Unlikely (U)	Severe risks that project outcomes as well as key outputs will not be sustained

## Annex V: Mid-term Review Mission Itinerary

Date	Agenda	Key partners	Venue	Remarks
Day 1	<ol style="list-style-type: none"> <li>1. Arrive in Dhaka</li> <li>2. Briefing with UNDP security team</li> <li>3. Briefing with UNDP CO</li> </ol>	<ol style="list-style-type: none"> <li>1. UNDP Security Head</li> <li>2. UNDP – Resilience &amp; Inclusive Growth Cluster</li> </ol>	<ol style="list-style-type: none"> <li>1. Hotel</li> <li>2. UNDP CO</li> </ol>	
Day 2	<ol style="list-style-type: none"> <li>1. Meeting with NPD and DNPD</li> <li>2. Meeting with PSC members</li> <li>3. Meeting with PMU staff</li> <li>4. Meeting with CCF</li> </ol>	<ol style="list-style-type: none"> <li>1. MoEFCC</li> <li>2. PMU, Forest Department</li> <li>3. CCF Office, Forest Dept.</li> </ol>	<ol style="list-style-type: none"> <li>1. MoEFCC</li> <li>2. Forest Dept.</li> </ol>	
Day 3	<ol style="list-style-type: none"> <li>1. Review of Project Progress</li> </ol>	<ol style="list-style-type: none"> <li>1. PMU Staff</li> </ol>	<ol style="list-style-type: none"> <li>1. Forest Dept.</li> </ol>	
Day 4	<ol style="list-style-type: none"> <li>1. Review of Project Progress</li> <li>2. Depart Dhaka for field</li> </ol>	<ol style="list-style-type: none"> <li>1. PMU Staff</li> </ol>	<ol style="list-style-type: none"> <li>1. Forest Dept.</li> </ol>	
Day 5 to Day 11	<ol style="list-style-type: none"> <li>1. Field visit to Hatiya, Monpura, Charfession, Golachipa and Patharghata Upazilas</li> <li>2. Meeting with PD – DAE, DoF and BWDB</li> </ol>	<ol style="list-style-type: none"> <li>1. PMU Staff</li> <li>2. Partner Agencies</li> </ol>	<ol style="list-style-type: none"> <li>1. Noakhali, Bhola, Patuakhali and Borguna Upazila</li> <li>2.</li> </ol>	Discussion with beneficiaries, CMCs and Partner agencies
Day 12	<ol style="list-style-type: none"> <li>1. Synthesize field level finding</li> </ol>	<ol style="list-style-type: none"> <li>1. PMU Staff</li> </ol>	<ol style="list-style-type: none"> <li>1. Forest Dept.</li> </ol>	
Day 13	<ol style="list-style-type: none"> <li>1. Synthesize field level finding</li> <li>2. Meeting with PD- FD, PD- DLS, PD-DAE, PD-DoF and PD-BWDB</li> </ol>	<ol style="list-style-type: none"> <li>1. PMU Staff</li> <li>2. DLS office</li> </ol>	<ol style="list-style-type: none"> <li>1. Forest Dept.</li> </ol>	Meeting with PDs of all implementing partners
Day 13	<ol style="list-style-type: none"> <li>1. Synthesize field level finding</li> </ol>	<ol style="list-style-type: none"> <li>1. PMU Staff</li> </ol>	<ol style="list-style-type: none"> <li>1. Forest Dept.</li> </ol>	
Day 14	<ol style="list-style-type: none"> <li>1. Presentation of MTR finding to the stakeholders</li> </ol>	<ol style="list-style-type: none"> <li>1. Project stakeholders (NPD/DNPd, UNDP, PMU)</li> </ol>	<ol style="list-style-type: none"> <li>1. Forest Dept.</li> </ol>	
Day 15	<ol style="list-style-type: none"> <li>1. Meeting with PMU staff</li> <li>2. Depart Dhaka</li> </ol>	<ol style="list-style-type: none"> <li>1. PMU Staff</li> </ol>	<ol style="list-style-type: none"> <li>1. Forest Dept.</li> </ol>	

## Field Visit Summary

International consultant arrived Dhaka on 13<sup>th</sup> January 2019. On 14<sup>th</sup> January International consultant had meeting with PMU team including Project Manager, M&E Officer, Communication Officer, Finance Associate and on 15<sup>th</sup> January International consultant had meeting with UNDP country Assistant Representative, Program specialist, Program associate, M&E Expert et. In the remaining day National and International consultants continued meeting with PMU team. On 16<sup>th</sup> also evaluation team continued meeting with PMU team and in the evening departed from Dhaka to Bhola District. On 18<sup>th</sup> January team visited Char Fokira of Charfession Upazila and observed Fisheries and Agriculture activities and interacted with beneficiaries and also relevant partner organisation representatives including Water Development Board officers. Team also observed one of the Sluice Gate. On 18<sup>th</sup> January team visited Dokkhin Shakuchia Union of Monpura Upazila and observed Sluicagate and livelihood beneficiaries and relevant officers of the government including member of the Union. On 19<sup>th</sup> team visited Anandabazar Para village of Tozumuddin Upazila and observed livestock program and in Rahmanpur visited fish farmers group. Team also had meeting with agriculture sub-officer. On 20<sup>th</sup> team visited enrichment plantation site and interacted with forest officer. Same day team visited Muratnagar and observed homestay garden, livestock program and interacted with beneficiaries. Same day team also had meeting with Upazila co-management committee. On 21<sup>st</sup> team visited Borisal and had meeting with Project Directors of Agriculture and Fisheries. Team also interacted with Project Upazila staffs and acquired information on various aspects of project implementation. In the evening of 21<sup>st</sup> team returned to Dhaka. On 22<sup>th</sup> team continued meeting with Project team. On 23<sup>rd</sup> team had meeting with National Project Director and after that continued meeting at PMU. On 24<sup>th</sup> initial findings were shared with stakeholders at UNDP country office in Dhaka and after that continued meeting at PMU. On 25 and 26 team reviewed documents and also had meeting with Project Manager. On 27<sup>th</sup> International Consultant left Dhaka.

## Annex VI: Persons Interviewed

**Day-1: 17 January 2019**

**Upazila: Charfession, District: Bhola**

**Location:** Village: Char Fokira, Union: Hajarigonj, Upazila: Charfession, District: Bhola (Meeting with Fisheries and Agriculture beneficiaries)

Name	Designation	Organization
Maruf Hossain Minar	Upazila Fisheries Officer	Department of Fisheries (DoF)
Kamal Uddin	Field Assistant	DoF
Md. Forkan	Field Assistant	DoF
Md. Abbas Uddin	Office Assistant	DoF
A group of male and female beneficiaries of Fisheries component		
Shakhawat Hossain	Sub Assistant Agriculture Officer (SAAO)	Department of Agriculture Extension (DAE)
A group of male and female beneficiaries of Agriculture component		

**Location:** Upazila Parishad, Upazila: Charfession, District: Bhola (Meeting with UNO and other stakeholders)

Name	Designation	Organization
Md. Ruhul Amin	Upazila Executive Officer (UNO)	Upazila Parishad, Charfession
Dr. Atiqur Rahman	Upazila Livestock Officer	Dept. of Livestock (DLS)
Md. Mokammel Hoque	Assistant Director	Cyclone Preparedness Program (CPP)
Md. Ali Ahmad Akhand	Assistant Fisheries Officer (AFO)	DoF
Thakur Krishno Dash	SAAO	DAE

Meeting with Bangladesh Water Development Board (BWDB), Charfession Upazila, Bhola

Name	Designation	Organization
Mizanur Rahmand	Assistant. Executive Engineer	BWDB, Bhola
Belal Hossain	Sub Assistant Engineer	BWDB, Bhola
Abdur Rahim	Section Officer	BWDB, Bhola

**Day-2: 18 January 2019**

**Upazila: Monpura, District: Bhola**

Location: Dokkhin Shakuchia Union (Sluicgate site)

Name	Designation	Organization
Abdul Gaffar	Upazila Assistant Fisheries Officer	Department of Fisheries
Elias Chowdhury	Contractor (for repairing the sluicgate)	
Abul Kalam	Sub Assistant Engineer	BWDB, Charfession, Bhola
Abdur Rahim	Section Officer	BWDB, Charfession, Bhola

Name	Designation	Organization
Shukumar Shil	Range Officer	Forest Department (FD)

Md. Sohel	Union Parishad Member (Ward No. 2)	Uttor Shakuchia Union Parishad
Md. Lokman	Sub Assistant Livestock Officer	DLS
Gopinath babu	Sub Assistant Agriculture Officer (SAAO)	DAE
A number of male and female agriculture, livestock and fisheries beneficiary		

### Day-3: 19 January 2019

#### Upazila: Tozumuddin, District: Bhola

Name	Designation	Organization
Abdul Mannan	Range Officer	FD
Tourfiqur Rahman	Beat Officer	FD
Md. Ameer Hossain	Upazila Fisheries Officer	DoF
Md. Sazzad Hossain Talukder	Upazila Agriculture Officer	DAE

### Day-4: 20 January 2019

#### Upazila: Golachipa, District: Patuakhali

In the field (Enrichment plantation site and )

Name	Designation	Organization
Jahangir Hossain	Range Officer	FD
Narayan Chandra	Beat Officer	FD
Delwar Hossain	Sub Assistant Agriculture Officer	

Meeting with CMC, Upazila Parishad, Golachipa

Name	Designation	Organization
Surid Salehin	Assistant Commissioner, Land	Golachipa Upazila
Mostafizur Rahman	Upazila Livestock Officer	DLS
Mozammel Hoque	Senior Upazila Fisheries Officer	DoF
Shushil Chandra Biswas	Upazila Agriculture Officer	DAE
A.K. M. Mahtabul Bari	Assistant Director	CPP
Md. Jahangir Hossain	Range Officer	FD

### Day-5: 21 January 2019

#### District: Barishal

Name	Designation	Organization
Sainur Azam Khan	Project Director, Agriculture Component	ICBAAR Project
Azizul Haque	Project Director, Fisheries Component	ICBAAR Project

#### Project Team Members

Name	Designation	Duty Station
------	-------------	--------------

Mohammad Yamin Chowdhury	NPD	MoEFCC, Dhaka
Shamshur Rahman Khan	Deputy NDP	MoEFCC, Dhaka
Dr. Mohammed Muzammel Hoque	Project Manager	PMU
Abdullah Zahiruddin Ahamad	M&E Officer	PMU
Md Kabir Hossain	Communication Officer	PMU
Md. Bahadur Hossain	Admin and Finance Associate	PMU
Md. Razibul Alam	Project Assistant	PMU
Md. Safiqur Rahman	Community Development Associate	Patuakhali District
Md. Shafiqul Islam	Community Development Associate	Bhola District
Ms. Mosammate Shahnin Moshrefa	Community Development Associate	Borguna District
Md. Abul Hashem Miah	Community Development Assistant	Charfession Upazila Bhola District
Md. Kamruzzaman	Community Development Assistant	Tozumuddin Upazila Bhola District
MD. Mominul Islam	Community Development Assistant	Monpura Upazila Bhola District
Paltu Kumar Paul	Community Development Assistant	Golachipa Upazila Patuakhali District

## **Annex VII: List of References**

- Project Document
- Key results
- Result Framework+budget
- Project Brief-Afforestation and Reforestation
- M&E Plan
- 1<sup>st</sup> PIC Meeting Minutes
- 1<sup>st</sup> PSC Meeting Minutes
- Final Inception Report
- QPR April to June 2017
- 2<sup>nd</sup> PIC Meeting Minutes
- 2<sup>nd</sup> PSC Meeting Minutes
- QPR July to Sept-2017
- QPR Jan to March-2018
- QPR July to Sept -2018
- QPR April to June -2018
- Final Progress against M&E Plan 2017
- GEF tracking tool for Adaptation



## Annex VIII: Revised Table of Project Indicators

	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
<b>This project will contribute to achieving the following UNDAF Outcome (2012-2016):</b>					
Outcome 5.1: By 2016, populations vulnerable to climate change and natural disaster have become more resilient to adapt with the risk.					
Outcome 5.2: By 2016, vulnerable populations benefit from natural resource management and environmental governance and low emission green development					
<b>UNDAF Outputs:</b>					
Output 5.1.2: Community and local institutions have greater capacity on disaster risk reduction and climate change adaptation					
Output: 5.1.3: Communities, local and national governments have greater capacity to respond in emergencies					
Output 5.14: Communities, local and national authorities have better access to knowledge on climate change impact for better decision making					
Output 5.2.1: Communities and local and national governments are better able to conserve biodiversity and manage natural resources in a pro-poor and sustainable manner.					
<b>Primary applicable Key Environment and Sustainable Development Key Result Area: 3. Promote climate change adaptation</b>					
<b>Applicable Strategic Objective from LDCF Results-Based Management Framework:</b>					
<b>CCA-1: Reduce vulnerability to the adverse impacts of climate change, including variability, at local, national, regional and global level</b>					
<b>Applicable GEF Expected Outcomes:</b>					
Outcome 1.1: Mainstreamed adaptation in broader development frameworks at country level and in targeted vulnerable areas					
Outcome 1.3: Diversified and strengthened livelihoods and sources of income for vulnerable people in targeted areas					
<b>Applicable GEF Outcome/Output Indicators (AMAT):</b>					
<b>1.1.1.3. Regulatory reform and fiscal incentive structures introduced that incorporate climate change risk management</b>					
<b>1.3.1.1. % of targeted households that have adopted resilient livelihoods under existing and projected climate change</b>					
	Indicator	Baseline	End of Project Targets	Source of verification	Risks and Assumptions

<p><b>Project Objective<sup>93</sup></b> Reduce vulnerability of communities to the adverse impacts of climate change through participative design, community-based management and diversification of afforestation and reforestation programmes</p>	<p>Differential survival rate of new coastal mangrove plantations with and without associated integrated livelihood diversification support</p> <p>% of community members (gender disaggregated) who feel 'ownership' of coastal mangrove forest resources measured through change in score obtained through simplified adaptation of Knowledge, Attitude &amp; Practices (KAP) survey method</p>	<p>There is no linking of coastal afforestation /reforestation with livelihood support</p> <p>'Ownership' will be defined in the process of adapting KAP methodology for monitoring this indicator. A gender-disaggregated baseline will be established during the inception phase of the project</p>	<p>The survival rate of mangrove forests linked to livelihood support in CRPAR project afforestation sites is at least 15% higher than in afforestation sites without linked livelihood support</p> <p>30% improvement in the sense of ownership towards coastal mangrove resources</p>	<p>Periodic monitoring PIR report<sup>94</sup> MTR<sup>95</sup> TE<sup>96</sup></p> <p>Administration of KAP survey MTR TE</p>	<p><u>Risks</u> Survival rate of new coastal plantations in CRPAR project sites is negatively impacted by non-anthropogenic factors or other new threats not addressed in the project</p> <p>Economic shocks and/or, environmental disasters further aggravate local poverty and vulnerability making it much more difficult or impossible to alter existing incentive structure that currently leads to coastal forest degradation and loss or to increase local ownership of coastal mangrove plantations</p> <p><u>Assumptions</u> Livelihood support in target project sites combined with benefits from forests will be sufficient to alter underlying incentive structure that currently results in degradation and loss of coastal mangrove plantation</p>
--	---	---	---	--	---

<sup>93</sup> Objective (Atlas output) monitored quarterly ERBM and annually in APR/PIR

<sup>94</sup> Annual UNDP-GEF Project Implementation Review (PIR)

<sup>95</sup> Mid-Term Review (MTR)

<sup>96</sup> End of project Terminal Evaluation (TE)

	Indicator	Baseline	End of Project Targets	Source of verification	Risks and Assumptions
<b>Outcome 1</b> Vulnerability of communities in new afforestation and reforestation sites reduced through diversified livelihood options and more effective greenbelts	% of targeted households that have adopted resilient livelihoods under existing and projected climate change [AMAT 1.3.1.1]	Currently, livelihood strategies are not meaningfully integrated into coastal afforestation / reforestation programs, reducing the resilience of both livelihoods and coastal forest resources	At least 70% of 10,500 target households living adjacent to CRPAR coastal afforestation / reforestation sites have adopted resilient livelihoods introduced in the project	PIR Report MTR TE	<u>Risks</u> Slow local uptake of new knowledge and skills results in slow rate of adoption of resilient livelihoods  <u>Assumptions</u> Local elite capture of livelihood diversification support and other related social conflicts are effectively addressed  Livelihood diversification strategies introduced by the project generate enough benefit for local communities to be prepared to take on greater responsibility for the stewardship of coastal mangrove plantations
<b><u>Outputs Supporting Outcome 1</u></b> 1.1. Community-based adaptation and livelihood diversification measures are integrated with baseline afforestation and reforestation activities in 4 districts 1.2. Diversified trial plantations of up to 10 mangrove and non-mangrove varieties established in 4 districts to increase the adaptive capacity of greenbelt structures on accreted lands					
<b>Outcome 2</b> Strengthened community involvement in, and ownership of, forestry-based adaptation and climate risk reduction programmes	Regulatory reform and fiscal incentive structures introduced that incorporate climate change risk management [AMAT 1.1.1.3]	Currently there is no regulatory mechanism in place to provide sufficient incentives, through the security of future stream of benefits, to protect coastal forest resources	A formal government policy on benefit sharing agreement pertaining to coastal forest resources is in place	Existence of the policy	<u>Risks</u> Delays to formally adopt a policy for benefit-sharing result in limited time demonstrating impacts <u>Assumptions</u> Tangible economic benefits are generated from coastal

	Indicator	Baseline	End of Project Targets	Source of verification	Risks and Assumptions
	Number of Forest Resources Protection Group (FRPG) members (gender-disaggregated) who gain access to coastal forest resources underpinned by a formal benefit-sharing agreement	Currently, benefit-sharing agreement pertaining to coastal forest resources does not exist and hence any benefits extracted from coastal forests are not legally permitted		Official record pertaining to the access of forest resources  PIR Report MTR TE	forests as a result of forest diversification and co-management, which are a sufficient incentive to improve local stewardship of coastal forests  Sufficient capacity for co-management and benefit-sharing is developed by the project resulting in local communities including women being able to engage effectively in Forest Resource Management Groups and, through their representatives, in Co-Management Committees
<b>Outputs Supporting Outcome 2</b>					
2.1. Existing systems of participatory natural resource management applied to strengthen the climate resilience of coastal afforestation/reforestation programmes					
2.2. A forest product benefit sharing agreement between coastal communities and national government is developed and adopted					
2.3 Awareness and capacity of local communities and government staff to promote coastal greenbelt co-management and benefit sharing improved					
<b>Outcome 3</b> Communal livelihood assets in afforestation and reforestation sites are protected from extreme climate events through effective early warning and preparedness planning	The number of CPP volunteers trained for climate risks, disaster preparedness, and the benefits of coastal forests for climate risk mitigation	There are currently some 10,000 CPP volunteers in the 7 target project upazilas (50,000 in total in 27 coastal upazilas covered by CDMP). However, the existing CPP training methodology does not contain any elements pertaining to climate risks or benefits of coastal	By the end of the project, at least 6,000 volunteers (representing 60% of the existing CPP network in the project target sites) are trained on additional elements on climate change and disaster preparedness	QOR <sup>98</sup> PIR MTR TE	<u>Risks</u> Extreme climate events are worse than projected in terms of frequency and/or intensity and CPP network becomes too overstretched.  <u>Assumptions</u> Extreme climate events occur at similar frequency and levels of intensity as in recent past and in line with

<sup>98</sup> Quarterly Operational Report

	Indicator	Baseline	End of Project Targets	Source of verification	Risks and Assumptions
	The number and types of communal livelihood assets safeguarded from the potential impacts of extreme and localized climate events	<p>mangrove forests on mitigating such risks</p> <p>Only around 50% of existing length of coastal embankment (or 1250 km of a total of 2,500 km) currently has adequate drainage provision.</p> <p>There are currently only 300 killas compared to nearly 3,500 cyclone shelters most of which do not have killas nearby or provision for housing livestock within the shelter.</p> <p>Baselines on the number of freshwater supply infrastructure will be updated during the project inception phase and established for specific target districts and upazilas</p>	<p>By the end of the project, the following investments are complete:</p> <ul style="list-style-type: none"> <li>At least 25 km of embankment is equipped with sufficient drainage channel</li> <li>At least 10 killas are constructed providing additional safe havens for livestock</li> <li>At least 150 sets of freshwater supply infrastructure is safeguarded from floods</li> </ul>	<p>QO</p> <p>R<sup>99</sup></p> <p>PIR</p> <p>MT</p> <p>R</p> <p>TE</p>	<p>short-term climate projections. Additional communication equipment, gear and training increase capacity of CPP volunteers sufficiently to deliver effective early warning response for extreme climate events in target coastal afforestation /reforestation sites</p> <p>Sufficient land and access to land can be obtained near existing cyclone shelters without killas in target upazilas</p> <p>Design and construction of killas, climate-proofing of freshwater supply and infrastructure provision of drainage in areas of localized flooding within the embankment are technically sound.</p>

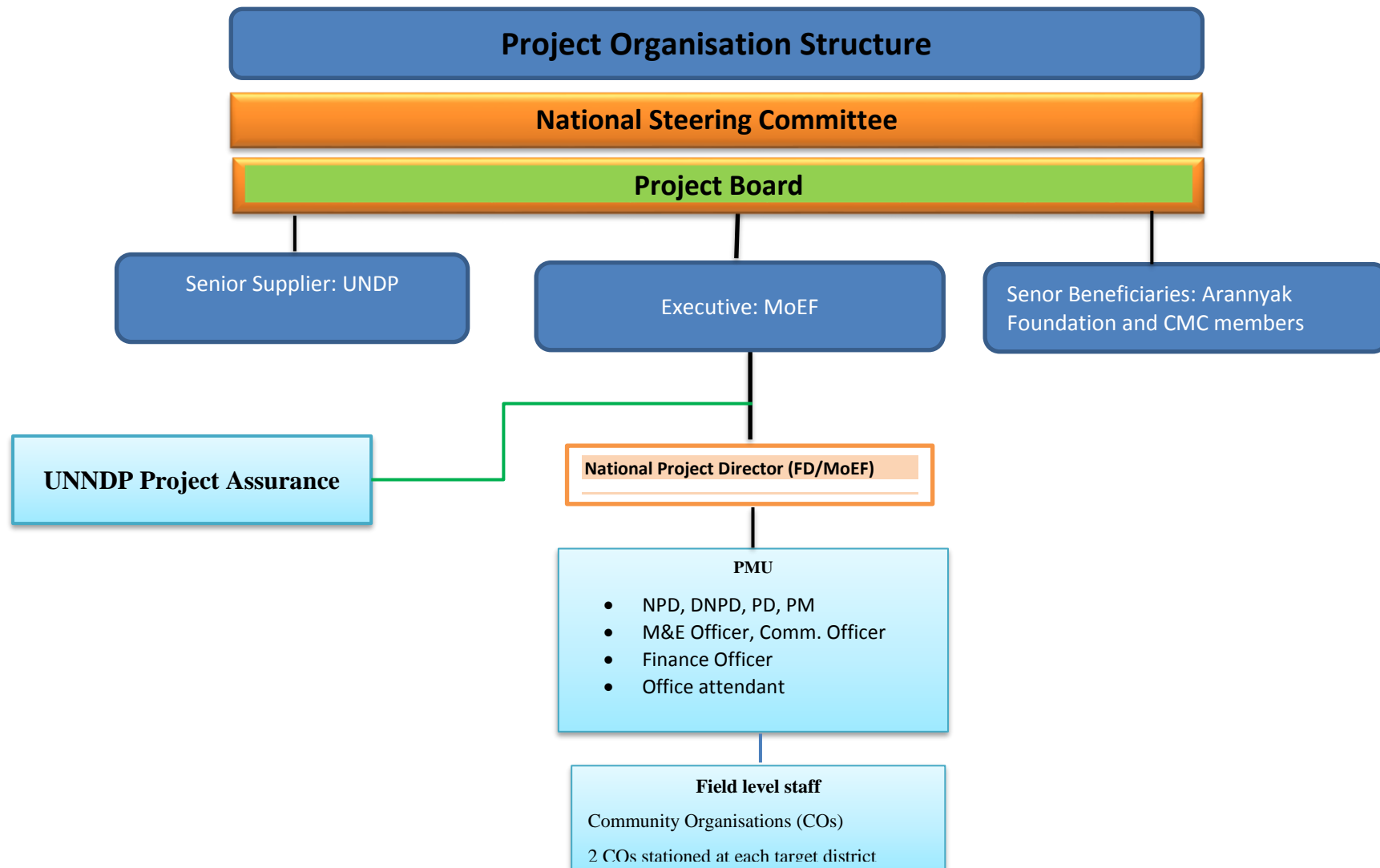
### **Outputs Supporting Outcome 3**

3.1. Strengthened CPP network capacity for effective early warning communications for extreme climate events in coastal afforestation sites

	Indicator	Baseline	End of Project Targets	Source of verification	Risks and Assumptions
	3.2. Communal livelihood assets in new afforestation and reforestation sites are protected from extreme climate events through dedicated disaster preparedness and risk reduction measures (such as freshwater supply infrastructure, safe havens for livestock and improved drainage)				

<sup>99</sup> Quarterly Operational Report

## Annex IX: Organizational Structure of Project



## **Annex X: Project Deliverables**

- 1 Project microsite in November 2016 (www.bd.undp.org/icbaar )
- 2 Project facebook
- 3 ICBAAR Fact Sheet
- 4 Flyers in Bangla and English in March 2017
- 5 8 digital banners to visualize project activities in March 2017
- 6 8 Upazila bill board to set in front of Upazila and 4 bill boards for FFF model site
- 7 Training manual on livestock
- 8 Training manual on fisheries
- 9 Training manual on Cyclone Preparedness Program
- 10 Knowledge product on the role of CPP and coastal forest in reducing climate change impacts
- 11 Poster on Mangrove benefits as shield of climate change impacts
- 12 Flyer on FFF model
- 13 Flyer on diversified mangrove

### **Promotional products**

1. Two types of note pad with project information, year planner and marking UN Days
2. Two types of folder with the message of project objectives, components etc.
3. New year calendar carrying project key activities information, photos and relevant quotes
4. Water bottle to remove plastic, T-shirts, caps, pen etc. as branding of work

### **Videos**

1. Produced a short duration video on mangrove
2. Produce video on CPP
3. Produced video on FFF model
4. Producing a human-interest story video on livestock
5. Producing a human-interest story video on Agriculture
6. Producing a human-interest story video on fisheries
7. Producing a comprehensive documentary on ICBAAR

## Annex XI: Evaluation Consultant Agreement Document

### ANNEX E: EVALUATION CONSULTANT CODE OF CONDUCT AGREEMENT FORM

Evaluators/Consultants:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded. ?
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results. ?
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle. ?
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported. ?
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth. ?
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations. ?
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation. ?

#### Evaluation Consultant Agreement Form<sup>1</sup>

#### Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: Arun Rijal Name of  
Consultancy Organization (where relevant): \_\_\_\_\_

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at (place) on date Signature: Kathmandu, 6.11.2018





## ANNEX XII: MTR Report Clearance Form

*(to be completed by the Commissioning Unit and UNDP-GEF RTA and included in the final document)*

### Midterm Review Report Reviewed and Cleared By:

#### Commissioning Unit

Name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

\_\_\_\_\_

#### UNDP-GEF Regional Technical Advisor

Name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

\_\_\_\_\_

## **Annex XIII: UNDP-GEF MTR Report Audit Trail**

**To the comments received on March 2019 from the Mid-Term Review of the project titled, Integrating Community-based Adaptation into Afforestation and Reforestation Programmes in Bangladesh (UNDP-GEF Project ID-PIMS #4878)**

*The following comments were provided in track changes to the draft Mid-term Review report; they are referenced by institution (“Author” column) and track change comment number (“#” column):*

**Audit Trail is submitted as separate file.**

