



Empowered lives.
Resilient nations.



Final Report Terminal Evaluation

UNDP/GEF Project

National capacity development for implementing Rio Conventions through environmental governance



GEF Project ID:	5106
UNDP/GEF ID:	4884
Agency's Project ID:	00079684
Evaluation Period:	July-August 2019
Date of Evaluation Report:	18 August 2019
Country and Region:	Bangladesh, South Asia
GEF Operational Program:	CD-2, CD-4
Executing Partner:	DOE
GEF Agency:	UNDP

International Consultant: Amal Aldababseh

Acknowledgments:

The Terminal Evaluation consultant would like to acknowledge the support of the UNDP Bangladesh and the Department of Environment during this evaluation. The consultant is particularly indebted to the Government officials, Programme team-UNDP Bangladesh, and Project team for their help in planning the focus of the review and organizing the mission.

The consultant would like to share the sincerest gratitude to all partners and stakeholders of the Project who gave of their time, and experience during the terminal evaluation and sharing their experiences and insights on this project. Without their valuable input, the work could not have been accomplished.

The consultant wishes to thank the local community representatives of the piloting site and the local NGO-staff in the Sylhet Province who gave of their time during the field visit and proved to be very helpful, and informative, and all of whom were supportive of the project and its delivery.

ii. Table of Contents

1.	Executive Summary	5
1.1	Project Summary Table.....	5
1.2	Project Description	5
1.3	Evaluation Rating Table	6
1.4	Summary of Conclusions, Recommendations, and Lessons learned.....	7
2.	Introduction	12
2.1	Purpose of the Evaluation.....	12
2.2	Scope and Methodology.....	12
2.3	Structure of the Evaluation Report.....	14
3.	Project Description and Development Context.....	15
3.1	Project start and duration.....	15
3.2	Problems that the project sought to address.....	15
3.3	Immediate and development objectives of the project	17
3.4	Baseline Indicators Established.....	18
3.5	Main Stakeholders	18
3.6	Expected Results	19
4.	Findings	20
4.1	Project Design/ Formulation.....	20
4.1.1	Analysis of the LogFrame (LFA)/Results Framework (Project logic/ Strategy, Indicators).....	21
4.1.2	Assumptions and Risks	22
4.1.3	Lessons from other relevant projects incorporated into the project design.....	23
4.1.4	Planned stakeholder participation	23
4.1.5	Replication approach.....	24
4.1.6	UNDP comparative advantage	25
4.1.7	Linkages between the project and other interventions within the sector 25	
4.1.8	Management arrangement	25
4.2	Project Implementation.....	27
4.2.1	Adaptive Management.....	28
4.2.2	Partnership arrangements	28
4.2.3	Feedback from M&E activities used for adaptive management.....	29
4.2.4	Project Finance	30
4.2.5	Monitoring and evaluation: design at entry and implementation (*)	27
4.2.6	UNDP and Implementing Partner implementation/execution coordination, and operational issues (*)	29
4.3	Project Results	31
4.3.1	Overall Results (attainment of objectives) (*).....	31
4.3.2	Relevance (*)	34
4.3.3	Effectiveness and efficiency (*).....	34
4.3.4	Country Ownership	36

4.3.5	Mainstreaming	36
4.3.6	Sustainability (*)	37
4.3.7	Impact.....	39
5.	Conclusions, Recommendations & Lessons	41
5.1	Corrective actions for the design, implementation, monitoring, and evaluation of the project	42
5.2	Actions to follow up or reinforce the initial benefits of the project.....	42
5.3	Proposals for future directions underlining main objectives	43
5.4	Best and worst practices in addressing issues relating to relevance, performance, and success	43
6.	Annexes	44
Annex 1.	ToR.....	45
Annex 2.	List of documents reviewed.....	56
Annex 3:	Itinerary	60
Annex 4.	List of persons interviewed.....	64
Annex 5.	Evaluative Question Matrix	66
Annex 6.	The questionnaire used for the interviews.....	72
Annex 7:	List of Project’s Key Events (Meetings, Training Sessions, and Public Awareness Events).....	74
Annex 8:	Updated Capacity Scorecards.....	77
Annex 10:	Evaluation Consultant Agreement Form	84
Annex 11:	Evaluation Report Clearance Form.....	85
Annex 12:	Audit Trail Report	86

List of Tables:

Table 1:	Rating Project Performance.....	6
Table 2:	Overview of the Terminal Evaluation of the Project's Log-frame	21
Table 3:	Project Budget and Expenditures (US\$)	31
Table 4:	Co-financing of Project Partner (US\$).....	31
Table 5:	Matrix for rating the Achievement of Outcomes	32

1. Executive Summary

1.1 Project Summary Table

Project Title: National capacity development for implementing Rio Conventions through environmental governance.		
GEF Project ID:	5106	
UNDP ID	00089619	
UNDP GEF Project ID (PIMS #):	4884	
ATLAS Business Unit, Award # Project ID:	BDG10, 00079684	
Country(ies):	Bangladesh	
Region:	South Asia	
Focal Area:	Multi-focal	
GEF Focal Area Strategic Objective:	CD-2, CD-4	
Trust Fund (GEF)	GEFTF	
Executing Agency/ Implementing Partner	UNDP, Implementing Partner: MoEFCC/ DOE	
Project Financing	at CEO endorsement	at TE – July 2019 (US\$)
[1] GEF financing:	660,000	579,397.04
[2] UNDP contribution (cash):	200,000	217,352.96
[3] Government (in-kind):	460,000	460,000
[4] Other partners:	-	13,856
[5] Total co-financing [2+3+4]:	660,000	691,208.96
PROJECT TOTAL COST [1+5]	1,320,000	1,270,606
Project Document Signature Date	27 May 2015	
Closing date	Proposed 30 April 2018	Actual 30 October 2019

1.2 Project Description

The ***National capacity development for implementing Rio Conventions through environmental governance*** Project implementation is through the United Nations Development Programme (UNDP) in Bangladesh and project execution is through National Government Execution, following the National Implementation Modality (NIM), namely the Ministry of Environment, Forest and Climate Change (MoEFCC)/ Department of Environment (DoE).

The **goal** of the Project is to *strengthen information management and other support systems that contribute to policy development and improved implementation of the three Rio Conventions*. The project's strategy emphasizes a long-term approach to institutionalizing capacities to meet Rio Conventions obligations through a set of learn-by-doing activities to integrate Rio Conventions and other key related MEAs obligations into the country's national development framework.

The **objective** of this project is to *enhance the capacity of relevant policy and institutional stakeholders to enable compliance with the three Rio Conventions and other MEAs*. Specifically, the project was supposed to achieve that by carrying out specific training targeting government staff at the local, regional and national levels

on the specific interpretation of Rio Conventions provisions as they apply to their respective roles and responsibilities to implement associated development policies.

To achieve the project's goal and objective, the project has **three components/outcomes**, and **sixteen outputs**. The project's **components** are *Developing institutional capacities for management of the global environment, Mainstreaming of the Rio Conventions into human resource development, and Raising awareness of the linkages between Rio Conventions and sustainable development*. The Project document describes the Project's components as Project's outcomes.

The Project's design focused on strengthening institutional and technical capacities and skills for improved implementation of the Rio Conventions. A co-benefit of the Project is described in the Project document as *"the improvement of technical capacities for reporting on Rio Conventions implementation."* Through partnerships with key stakeholder organizations, the project was expected to help strengthen the capacities of civil societies and community-based organizations and has a high potential to contribute significantly towards improving the performance of national and local institutions.

The Project document stated the most critical constraints affecting the implementation of MEAs in Bangladesh as identified in the National Capacity Self-Assessment (NCSA); limited technical and managerial capacity of human resources in the relevant MEAs areas. The NCSA identified the noticeable features of obligations under the Rio Conventions, priority environmental issues, capacity development needs, either common to or cutting across the climate change, biodiversity and land degradation thematic areas.

1.3 Evaluation Rating Table

The project got delayed for 18 months during its inception phase, yet, the Project managed to deliver all outputs and has had several substantial achievements. Overall project's rating is provided in Table 1.

Table 1: Rating Project Performance¹

	Criteria	Rating
Monitoring and Evaluation²		
The overall quality of M&E		S
	M&E design at project startup	S
	M&E Plan Implementation	S
IA & EA Execution		
The overall quality of Implementation / Execution		HS
	Implementing Agency Execution	HS

¹ The rating for the main evaluation criteria is narratively highlighted in the report; other rating is not. Rating explanations: **HS**- Highly Satisfactory; **S**- Satisfactory; **MS**- Moderately Satisfactory; **MU** – Moderately Unsatisfactory; **U** – Unsatisfactory; **HU** – Highly Unsatisfactory; **UA** – Unable to Assess; **N/A** – Not Applicable Sustainability ratings: **L** – Likely; **ML** – Moderately Likely; **MU** – Moderately Unlikely; **U** – Unlikely. Impact ratings: Significant (**S**); Minimal (**M**); Negligible (**N**).

² M&E rating: Highly Satisfactory (HS), Satisfactory (S) Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU).

Executing Agency Execution	HS
Outcomes:	
Overall Quality of Project Outcomes	HS
Relevance: relevant (R) or not relevant (NR)	R
Effectiveness	S
Efficiency	S
Sustainability³:	
The overall likelihood of sustainability	L
Financial resources	L
Socio-economic	L
Institutional framework and governance	L
Environmental	L
Impact⁴:	
Environmental Status Improvement	S
Environmental Stress Reduction	S
Progress towards stress/status change	S
Overall Project Results	HS

1.4 Summary of Conclusions, Recommendations, and Lessons learned

Summary of Conclusions

The Project has had a remarkable and sustainable effect on enhancing the capacity of relevant policy and institutional stakeholders to enable compliance with the three Rio Conventions and other MEAs in Bangladesh. The Project facilitated the implementation of a set of capacity development, public awareness, and measures aimed at targeting and training government staff at the local, regional and national levels on the specific interpretation of Rio Conventions provisions as they apply to their respective roles and responsibilities to implement associated development policies in Bangladesh.

The Project has achieved key Project's results and most of the Project's targets. Overall, the Project was able to develop institutional capacities for management of the global environment, mainstreaming of global environmental conventions into human resources development and raising awareness of the linkages between the Rio Conventions and sustainable development in Bangladesh. The Project is considered very successful in leveraging considerable co-financing from the government, local community, and UNDP.

The Project delivered all its planned results, however, with some delay from the originally planned timeframe. It took the Project three years and a half (one-year extension was granted with no cost) to achieve the intended results.

Taking into consideration the complex design of the Project that covered different technical areas (biodiversity, climate change, and desertification), and required the

³ Sustainability Rating: Likely (L): negligible risks to sustainability. Moderately Likely (ML): moderate risks. Moderately Unlikely (MU): significant risks. Unlikely (U): severe risks.

⁴ Impact Rating: Significant (S), Minimal (M), Negligible (N)

involvement of many stakeholders, and the difficulties the project's team had faced during project launching phase mainly the delay in the project's commencement, the project overall rating is **Highly Satisfactory**.

The project accounts in an acceptable manner for gender differences when developing and applying project activities; however, as the primary focus of the project is building capacities which are gender-neutral, it is acceptable to limit gender considerations to those project components which do have a gender impact.

The Project is very much recognized and respected by the Government of *Bangladesh*. It is considered very relevant to the national context and to the UNDP programmatic direction. Many positive results have been already achieved at the national and local levels. There are many strong and positive indications for potential sustainability, but more efforts are needed to mobilize the needed fund for follow-up activities. Based on the ongoing discussion between UNDP and the GoB, the project's minutes of meetings, project's review meetings, and the official request from the GoB to UNDP to hire a national consultant to develop a project proposal for the next phase for the Rio project, government commitment prospects for sustainability are almost certain, and overall sustainability is considered **likely**.

Recommendations:

Recommendation 1: The Project managed to produce a set of valued training programs and public awareness products on the Rio Conventions. It is recommended to develop a dissemination plan for those public awareness and outreach tools as well as for the training manuals developed to ensure that future initiatives would build on the Project activities and results and will incorporate the project's products in its work. (**UNDP, DoE**).

Recommendation 2: The training materials developed by the project should be shared with all concerned agencies as soon as possible, including piloting the testing of the local sustainable livelihood initiatives in the *Hakaluka Haor*, that would help in disseminating knowledge and lessons learned from these two valuable project's activities. (**UNDP, DoE**).

Recommendation 3: The work to enhancing the capacity of relevant policy and institutional stakeholders to enable compliance with the three Rio Conventions and other MEAs Bangladesh has just begun through this Project. It still at the early stages hence other UNDP and Government of *Bangladesh* initiatives and projects should continue working on the upgrading of the national capacity, the infrastructure, and project's deliverables produced to ensure that the Country will build on the Project's Objective and results. A second phase of the project is certainly needed (**DoE, UNDP, development partners, and donor agencies**).

Lessons Learned

The project demonstrated good practices which resulted in the implementation of the project that may be adopted for the formulation of other projects. Some of the lessons learned are:

- i. As a CCCD Project, that is a multi-focal and multi-sectoral, it needs special attention during the project design, implementation and monitoring, and

evaluation. UNDP and UNDP/GEF should provide a lot of support at the project development and inception phases to ensure the proper design of the project and then a proper launching during the inception phase. For example, the project's outputs are not well articulated, as many of them are basically activities, not outputs. This should have been detected by UNDP and/or UNDP/GEF during the project's formulation stage. Many of the CCCD projects at the global level have a similar focus and had developed sets of tools, frameworks, legislation, and training manuals and materials. Countries could benefit from these developed materials and hence knowledge sharing between countries and study tours/exchange are very much recommended.

- ii. Despite the project size, it demanded a lot of work from the Government and UNDP officials. Yet, its goal and objectives are very critical for the GoB and unique despite its small size.
- iii. Capacity development at different levels (institutional, organizational, and individual) and for different groups; local communities, government officials, women organizations, is very crucial for achieving the project outcomes and to ensure its sustainability. This project shows the best practice in the role of well-trained and heavily involved government officials in project management and the importance of capacity development to ensure the successful implementation of a project.
- iv. The project management strategy to include several local consultants with limited and specific tasks proved to be very effective. Many of the consultants worked in parallel and that led to finalize the project's activities in less than three years (if we exclude the 13 months delay at the beginning of the project).

Acronyms and abbreviations

APR	Annual Progress Report
AWP	Annual Work Plan
CCCD	Cross-Cutting Capacity Development
CDRs	Combined delivery reports
CO	Country Office
CPAP	Country Programme Action Plan
EA	Executing Agency
IR	Inception Report
GEF	Global Environment Facility
GEF CEO	Global Environment Facility Chief Executive Officer
GOB	Government of Bangladesh
LF	Logical Framework
LFA	Logical Framework Analysis
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MEAs	Multilateral Environmental Agreements
MoEFCC	Ministry of Environment, Forestry, and Climate Change
MOU	Memorandum of Understanding
NAP	National Adaptation Plan
NAPA	National Adaptation Programs of Action
NCSA	National Capacity Self-Assessment
NIM	National Implementation Modality
NPD	National Project Director
PAC	Project Appraisal Committee meeting
PB	Project Board
PM	Project Manager
PIR	Project Implementation Report
PMU	Project Management Unit
RTA	Regional Technical Advisor
SDGs	Sustainable Development Goals
TAPP	Technical Assistance Project Proforma

TE	Terminal Evaluation
TWG	Technical Working Group
UNCBD	United Nations Convention on Biological Diversity
UNCCD	United Nations Convention on Combating Desertification
UNFCCC	United Nations Framework Convention on Climate Change
UNDAF	United Nations Development Assistant Framework
UNDP	United Nations Development Programme
UNDP CO	United Nations Development Programme- Country Office
UNDP-GEF	United Nations Development Programme- Global Environment Facility

2. Introduction

Terminal Evaluations (TEs) are integral components of the UNDP-supported GEF-financed project cycle management. This report for the TE of the UNDP/GEF Project “**National capacity development for implementing Rio Conventions through environmental governance**” (hereafter called “Project”) covers the main items that a TE report should include according to the UNDP/GEF terminal evaluation guide⁵. The TE was carried out in three phases: 1) a desk review and preparation of evaluation inception report; 2) a mission to Bangladesh to meet with the implementing and executing agencies and visit the Project demonstration site in Kakalluki Haor, Moulvibazar; and 3) draft and finalize the TE report and share with the concerned stakeholders for review and feedback.

2.1 Purpose of the Evaluation

According to UNDP and GEF evaluation policies and procedures, this Project is required to undergo a terminal evaluation upon completion of implementation. The TE is envisioned to provide evidence-based credible, useful, and reliable information. The TE produces a set of recommendations and a list of lessons to help guide future design and implementation of GEF-funded UNDP activities and contributes to the overall assessment of results in achieving GEF strategic objectives aimed at global environmental benefits.

As required, this TE is based on a performance assessment approach guided by the principles of results-based management. The evaluation reviews the implementation experience and achievement of the project results against the Project Document endorsed by the GEF CEO, including any changes made during the inception phase, and tracks impact per the project’s outcome as listed in the Project’s Logical Framework. The contribution of this project is evaluated with reference to the achievement of the project outcomes and the overall objective.

This report concerns the TE of the project “**National capacity development for implementing Rio Conventions through environmental governance**” to assess project results achieved since its actual commencement.

2.2 Scope and Methodology

The TE is founded on evidence-based information that is credible, reliable and useful as requested by the UNDP/GEF. It must follow a participatory and consultative approach and focused on ensuring close and continuous engagement with key government counterparts, UNDP Country Office and UNDP/GEF team, project team, and key project stakeholders. To ensure that all stakeholders and the project’s beneficiaries were involved in the TE, a site visit to the *Hakaluki Haor, Moulvibazar* was carried out and several meetings were taking place with representatives of local communities, and the local non-government organization responsible for providing technical support to the piloting site. It was carried out in strict adherence to the Terms of Reference received (**Annex 1**).

The TE considered:

⁵ <http://web.undp.org/evaluation/documents/guidance/GEF/UNDP-GEF-TE-Guide.pdf>

- **Project Management** including project preparation and implementation,
- **Log-Frame (LF) and Project Strategy:** with special focus on the project's log frame to examine the rationale behind the project's design and consider how the strategy – the various outcomes – contributed to the project's strategy for achieving the objective and overall GEF goal,
- **Adaptive Management Framework:** the TE examined the overall project strategy, objective, outcomes, outputs, and activities and consider whether and the original strategy represented the best scenario. The TE examined also the risks and assumptions that the project had based its strategy upon and assess their validity and the way in which the project, has responded and managed these risks, and
- **Project Performance:** the evaluation reviewed the project's performance over its lifetime. The TE assessed the effectiveness of the individual activities; the effectiveness of the various activities in achieving the Outcome, and; the effectiveness of the various Outcomes on achieving the Objective.

Overall Approach to the Final Evaluation

The TE needs to provide a basic evaluation service for project's audiences (MoEFCC/DoE, UNDP, GoB, GEF, etc.). The TE worked alongside the project management team, DoE, UNDP CO and other partners to look critically at the projects progress against the stated objective, outputs, and indicators contained in the log-frame and identify the strengths and any weaknesses that may exist and map out any future interventions. Therefore, the evaluation provided feedback at all points of the evaluation; explained the findings of the evaluation of the project team prior to the presentation; provided a final feedback presentation and the final TE report. Hence, the TE includes:

1. **Inception Phase:** it involved desk reviews of project-related documentation. The documents were mainly provided by the UNDP and Project team:
 - Project document (UNDP and the PIF).
 - Annual progress reports (2018 and 2017),
 - project implementation reports (2017 and 2018),
 - Project financial reports: CDRs, AWP, quarterly request for NEX advances.
 - Project technical deliverables,

List of documents reviewed is provided in **Annex 2**.

As part of this phase, an Inception Report (IR) was prepared and submitted to PMU for approval on the 30th of June 2019; it included:

- a preliminary itinerary for the field **mission (Annex 3)**,
- a tentative list of interviewees was included, based on the project document, which was further developed during the mission **(Annex 4)**, and
- an evaluation matrix was developed, was used during the field mission to

Bangladesh to guide the interviews with the project's stakeholders (**Annex 5**).

2. **Evaluation Mission to Bangladesh (1-8 July 2019) Phase:** An evaluation mission in Bangladesh took place from 1 to 8 July 2019. The mission included three major activities:
 - a. ***meetings with and interviewing key project stakeholders.*** The project's achievements and major findings of the TE were crosschecked during different interviews and with available evidence like APRs, technical deliverables and manuals, UNDP financial report from its system (ATLAS), etc. During the mission and the site visit, several interviews was set using a pre-prepared set of questions (**Annex 6**);
 - b. ***a visit to the project's pilot sites in Hakaluki Haor, Moulvibazar*** to meet with a local staff of the Nature Conservation Management (NACOM- an NGO), and local beneficiaries.
 - c. ***gather the needed data, documents, and project's technical deliverables.*** All needed information and documents were collected from UNDP and the Government.
3. **Terminal Evaluation Report Preparation Phase:** following the field mission to Bangladesh, all information/data collected were carefully reviewed and analyzed in accordance with the UNDP Project Evaluation Methodology. Accountable information and stakeholders' opinions with associated sources and assumptions given, were used to draft the TE report that was submitted to UNDP for review and further processing. According to the UNDP/GEF Evaluation guide, UNDP Bangladesh Country Office bears the responsibility to circulate the report to key project's partners for review. All comments, thoughts, corrections and observations on the TE report are consolidated in one document called "**audit trail- AT**" which is submitted along with the TE report. In addition to the comments, the AT contains the TE opinion on the received comments, whether addressed or not and why.

2.3 Structure of the Evaluation Report

The structure of this TE Report follows the Evaluation Report outline as documented in the TOR for the assignment as well as the GEF and UNDP Terminal Evaluation Guide. The TE report should not exceed 40 pages in total, excluding the annexes.

3. Project Description and Development Context

3.1 Project start and duration

The Project was planned to start on **May 2015** for a period of 3 years with a planned closure date of **April 2018**. The Project Appraisal Committee (PAC) meeting took place on **2nd October 2014**. All parties signed the Project Document on **27th May 2015**. However, the actual commencement took around 13 months pending the preparation and approval of the Government's Technical Assistance Project Proforma (TAPP)⁶. The Project's TAPP was approved and signed in **June 2016**. The recruitment of the project management team (PMU) took a few months, as the project manager was on board in **November 2016** while the Project finance and administrative assistant joined in January 2017.

The PMU organized the Project Inception Workshop (IW) on **11th January 2017**. The Project Inception Report (IR) was also prepared in **January 2017** and shared with all stakeholders who attended the IW. Around 150⁷ participants attended the IW, represented different ministries, departments, government agencies, research institutions, universities, NGOs, civil society and international organizations. During the IW, the team managed to present and discussed the first project annual work plan and the associated budget revision.

Due to the delayed commencement, the project was officially extended and was approved by the UNDP GEF on 4th of April 2018, with no cost, till **30 June 2019** to allow the completion of the remaining activities.

3.2 Problems that the project sought to address

Bangladesh is fully committed to meet its obligations under the MEAs and the proposed project is intended to facilitate an important step towards developing the capacities for an effective national environmental management framework.

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

- ✓ The Kyoto Protocol on commitments to stabilize greenhouse gas emissions for the period 2008-2012 at the 1990 level (15 April 1994).

⁶ **TAPP** is a “ project proposal in a form that is submitted to Planning Commission in order that the project can be approved for inclusion in the Annual Development Programme (ADP). A TAPP is required for any feasibility study/ technical study/ reform programme to be conducted through Foreign Assistance. It should include a brief description of the project, scope of work, scope of consulting services, TOR, total cost of consulting services, etc. in the prescribed format of TAPP”. Source:

<http://www.rhd.gov.bd/OperationalProcedure/ViewDetail.asp?vCat=165>

⁷ Project's Inception Report.

- ✓ The Cartagena Protocol on Biological Safety to protect biodiversity from the potential risks posed by genetically modified organisms that are the product of biotechnology (5 May 2004).

The Government of Bangladesh completed its NCSA in 2007. This project was developed in direct response to the most critical constraint affecting the implementation of MEAs as identified in the NCSA. The Project was also designed to be complementary to other related projects under implementation in Bangladesh, including those supported by the GEF. Given these factors, careful attention was given to coordinating project activities in such a way that activities are mutually supportive, and opportunities capitalized to realize synergies and cost-effectiveness. Thus, the project was designed to strengthen institutional and technical capacities and skills for improved implementation of the Rio Conventions.

The Project is consistent with the programmatic objectives of the three GEF thematic focal areas of biodiversity, climate change, and land degradation, the achievement, and sustainability of which is dependent on the critical development of capacities (individual, organizational and systemic). It is also aligned with and consistent with Bangladesh's United Nations Development Assistance Framework (UNDAF) 2012-2016 and responded directly to Pillar-5 that covers climate change, environment, and disaster management. More specifically, UNDAF Outcome(s): 5.2: By 2016, vulnerable populations benefit from natural resource management; environmental governance and low- emission green development.

Through the successful implementation of this project, Bangladesh's institutional and human resources were supposed to be strengthened in order to help implement MEAs and national policy instruments in a manner that fully reflects Rio Conventions principles and obligations.

The Ministry of Environment and Forestry (MoEF) was proposed as the executing entity for this project, and the project was developed in accordance with agreed policies and procedures between the Government of Bangladesh and UNDP. The Project is implemented by the Department of Environment (DoE)/ Ministry of Environment, Forest and Climate Change (MoEFCC)⁸. With the support of UNDP, MoEFCC was supposed to establish the necessary planning and management mechanisms and facilitate government decision-making to catalyze implementation of project activities and timely delivery of project outputs.

The Project was considered strategic in that the project responds to a targeted set of underlying barriers to environmental management towards the goal of meeting and sustaining global environmental outcomes. Specifically, the project was designed to facilitate the proactive and constructive engagement of decision-makers across environmental focal areas and socio-economic sectors.

The Project document identified the below-listed substantial barriers that impede Bangladesh for achieving its sustainable development goals at the institutional level (as stated in the Project Document, page 22):

⁸ The name of the Ministry was changed from MoEF to MoEFCC.

- weak implementation and enforcement of policies and laws for natural resource management and a failure to capitalize on possible synergies.
- lack of capacity at all levels.
- Lack of facilitating technology, institutional support and dedicated financing in multiple sectors.
- lack of public officials' capacity for implementation of development projects along with other factors has led to chronic underutilization of resources.
- lack of public awareness of environmental issues and consequently a lack of political and stakeholder support.
- Lack of coherent and effective coordination between Government various institutions, and they are overburdened by the excessive number of redundant and often contradictory documents in the budgeting and planning process.
- Many policies, legal frameworks and strategic plans that are to be revised and updated.
- the mandates of key institutions should be updated to incorporate areas of new responsibilities in order to minimize confusion and redundancies.
- Shortages in trained manpower, physical infrastructure and facilities also limit the extent to which the Government can fulfill its obligations under various MEAs.
- The complexity of information on MEAs and inadequate integration of this information into the formal education curriculum, combined with the limited institutional memory amongst young professionals has left most institutions ill-prepared to effectively handle MEA issues.
- Many new skills and competencies are to be developed through a variety of long- and short-term training to address new areas such as climate change.
- lack of capacity at the local level creates one of the greatest barriers to effective local environmental management.
- Training staff is themselves in need of training to update skills and knowledge; management training is also needed in certain areas. Elections and political unrest distract the public with politicized issues and a focus on short-term gains at the expense of long-term, less obvious sustainability issues.

3.3 Immediate and development objectives of the project

The Project Document lists the **project goal** as being⁹:

“strengthen information management and other support systems that contribute to policy development and improved implementation of the three Rio Conventions.”

The project document outlined the main **objective** of the project:

“enhance the capacity of relevant policy and institutional stakeholders to enable compliance with the three Rio Conventions and other MEAs”.

The achievement of the goal and objective were organized around THREE components/outcomes:

⁹ Project Document, Sub-Section C.2.b.2: Project Goal and Objectives. Page 28

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

3.4 Baseline Indicators Established

The following baselines values were identified during the Project development stage¹⁰:

1. Institutional capacities for managing the Rio Conventions are piecemeal and takes place through Rio Convention-specific projects, with development emphasizing poverty alleviation and other socio-economic priorities.
2. Requirements of the Rio Conventions are not adequately incorporated within the human resource development of government staff.
3. Best practices and lessons learned from mainstreaming Rio Conventions into sustainable development planning frameworks are not readily accessed or tested.
4. Planners and decision-makers do not fully appreciate the value of the Rio Conventions, the result of which is that the global environment is heavily discounted.

As a result, 3 outcome-level indicators were proposed:

- ✓ Institutional capacity for managing the Rio Conventions within national planning frameworks are strengthened
- ✓ Global environmental priorities are mainstreamed into human resource development of government staff
- ✓ Awareness of the linkages between the Rio Conventions and sustainable development lead to better planning decisions

3.5 Main Stakeholders

The Project Document provided a comprehensive analysis of the Project's main stakeholders who should be involved in the project implementation¹¹. Those are:

- Ministry of Environment, Forest and Climate Change.
- Department of Environment.
- Ministry of Planning.
- Bangladesh Planning Commission.
- Bangladesh Public Administration Training Center.
- National Academy of Educational Management.
- National Academy for Planning and Development.
- Academic institutions.

¹⁰ 4884 UNDP GEF Project Document.

¹¹ 4884 UNDP GEF Project Document, Pages 49.

- International Union for the Conservation of Nature.
- NGOs.
- Civil Society.
- Development Partners and the Donor community implementing related initiatives.
- Local community beneficiaries.

The role of the Project in building the needed relationships and collaboration with main stakeholders are discussed under section 3.1.4, Page 23.

3.6 Expected Results

The Project intended to strengthen institutional and technical capacities and skills for improved implementation of the Rio Conventions in Bangladesh. It was also expected that the project will improve technical capacities for reporting on Rio Conventions implementation in Bangladesh. The project was designed to help the Government in defining and developing new and improved environmental management performance criteria, indicators, and standards. Another result that was expected from the project is to strengthen the capacities civil societies and community-based organizations and has a high potential to contribute significantly towards improving the performance of national and local institutions, through partnerships with key stakeholder organizations.

The project was designed to complement other related projects under implementation in Bangladesh, including those supported by the Global Environment Facility (GEF) and to mutually support other activities to realize synergies and cost-effectiveness.

The design was based on a comprehensive analysis of a set of underlying barriers to environmental management towards the goal of meeting and sustaining global environmental outcomes. Hence, it was expected that the Project will *“facilitate the proactive and constructive engagement of decision-makers across environmental focal areas and socio-economic sectors.”*¹²

¹² 4884 UNDP GEF Project Document, Section A.1. Project Rationale, Objectives, Outcomes/Outputs, and Activities. Page 5.

4. Findings

4.1 Project Design/ Formulation

The project design is considered very relevant to the **Government's** global environmental obligations, national plans, and strategies. The Project is functioning in a policy framework that includes, among others: the *National Adaptation Programme of Action (NAPA)*; the *National Biodiversity Strategy and Action Plan (NBSAP)*; the *National Action Plan (NAP)*; the *Sixth Five Year Plan (SFP) of the Government of Bangladesh (FY 2011-FY 2015)*; the *Bangladesh Climate Change Strategy Action Plan (BCCSAP)*; *The Bangladesh Capacity Development Action Plan (CDAP)*¹³. *The Perspective Plan of Bangladesh 2010-2021: Making Vision 2021*, and the *National Sustainable Development Strategy 2011-2021 (NSDS)*.

The Project was relevant to UNDAF Outcome: *vulnerable populations benefit from natural resource management; environmental governance and low- emission green development*, and to UNDP Strategic Plan, mainly outcomes: *Mainstreaming sustainable and equitable trends of environment and energy outcome*, and *Mechanisms for sustainable management of natural resources are created*. It also conforms to Programme Framework 4 of the GEF-5 Cross-Cutting Capacity Development Strategy, which calls for calls "*strengthening of capacities to implement the Rio Conventions through improved national environmental management.*"¹⁴

The Project Document followed the standard UNDP/GEF Project document structure. It included 3 components/outcomes, 16 outputs, activities per output and defined targets and indicators. However, the majority of the outputs are in fact were written as activities.

The Project Document was successful in addressing five main cross-cutting capacity issues and barriers and defining the way to deliver sustainable impact by addressing the critical need to *enhance the capacity of relevant policy and institutional stakeholders to enable compliance with the three Rio Conventions and other MEAs* by developing institutional capacities for management of the global environmental conventions, developing human resources to mainstream Rio Conventions obligations, and raising awareness of the linkages between Rio Conventions and sustainable development. However, the Project document failed to make the appropriate link between the Project goal "*strengthen information management and other support systems that contribute to policy development and improved implementation of the three Rio Conventions*" and the Project's outcomes and outputs. No outcomes would be related to enhancing knowledge management.

The Project Document included the required level of details concerning the project log-frame (LF). Yet, the project's components and outputs were not well-written. The

¹³ Based on this analysis in the NCSA, the Government of Bangladesh developed the CDAP to address these prioritized issues and capacity needs to fulfill Bangladesh's responsibilities and commitments toward implementing the Rio Conventions. 4884 ProDoc. Subsection B.2.b. Page 13.

¹⁴ 4884 ProDoc. Section C: Programme and Policy Conformity. Subsection C.1: GEF Programme Designation and Conformity/ Page 22.

comprehensive public awareness programme made a proper link between the global environmental issues; climate change, biodiversity, and desertification and to the national socio-economic development priorities. The piloting site designed and implemented in Sylhet provided a good example of transferring high-level knowledge of global issues to local actions. These activities not only contributed to improving the implementation of the Rio Conventions in Bangladesh through the enhancement of capacities to provide sustainable alternative livelihood options to one of the vulnerable communities in northeast Bangladesh.

4.1.1 Analysis of the LogFrame (LFA)/Results Framework (Project logic/Strategy, Indicators)

LFA: The Logframe was reviewed at the beginning of the project during the inception phase, but no changes were made. The PMU and UNDP CO used the original Logframe in their planning and reporting.

Essentially the LF followed the GEF format. It included targets at the outcome and output levels. However, targets at the outcomes level are not smart enough to help the Project Team in the project's monitoring and evaluation. This resulted in some weaknesses in the LF in defining targets and indicators at the outcomes level at the TE. Table 2 provides an overview of the TE assessment of the project's LF and how "SMART" the achievements are compared to the defined end-of-project targets.

Strategy: The Project Document established a rational strategy to enhance institutional capacities to manage environmental issues and implement global conventions and help define and develop environmental management standards in Bangladesh. The Project strategy focused on strengthening institutional capacities for management of the environment, work towards standards for good environmental management, and enhancing management capacities for implementation of convention guidelines and reporting. The project strategy focused also on strengthening capacities of civil societies and community-based organizations (CBOs). The strategy was a well-rounded plan, it addressed the apparent barriers, challenges, and risks, and coherently identified the basis for a plan of action. The project, thus, has made considerable progress towards achieving the project's Objective. Furthermore, the strategy survived through to the inception phase and effectively remain the strategy for the project, as there have been no revisions to the log-frame. The targets achievement per the end of the project as formulated during project development-are generally SMART, with some exceptions.

Table 2: Overview of the Terminal Evaluation of the Project's Log-frame

Criteria	TE comments
Specific	<ul style="list-style-type: none"> - The LF relates to the project components and outputs and defines corresponding indicators per component/output. - Indicators are generally specific and target-oriented at the output level.
Measurable	<ul style="list-style-type: none"> - Indicators at the output level are linked to measurable targets. However, no quantifiable targets are listed for outcomes. - Indicators are not well-written, and many of them are written as activities instead of indicators. This might have led to some

	confusion during the project implementation. For example, indicator number 1, output 1.5: <i>Convene workshops for trainers introducing them to revised training curricula.</i>
Achievable	- Many of the indicators are achievable within the proposed timeframe. However, no time was considered to initiate the project. The indicators were proposed as if the project will start the actual implementation of the activities from day one, which is not the case. For example, target indicator 1, under output 1.7: <i>“Inter-ministerial training consortium formed by month 6 and meets four times to discuss ...”</i> . This is almost very difficult to achieve within the proposed timeframe.
Relevant	- Indicators are relevant and correspond to the project’s objectives and outputs.
Time-bound	- Most of the indicators are linked to a specific timeframe at the outputs level.

4.1.2 Assumptions and Risks

A few risks to the Project were identified during the project development phase. These include: “ensuring the coordination among different ministries/ divisions/ agencies/ stakeholders, largely due to their individual mandates to implement plans, policies, and programs under the rules of business”. The project proposed a mitigation measure to this risk by limiting the coordination under the project to “agreements on participation in the training and the subsequent learn-by-doing exercises”.¹⁵

Another risk was inadequacy/uncertainty of long-term funding. However, the project addressed this risk under Project activity 1.7: by negotiating the financial sustainability of project activities that should continue once the project ends. The project was successful in institutionalized itself within key entities, such as the DoE.

The project was built on two main assumptions. The first one assumed that the *“training will be structured as high-quality courses that encourage critical thinking and that stakeholders will actively engage in the training”*, and the second assumption suggested that *“the skills learned by participants will be used in their daily work.”* The assumptions were effectively managed.

The Project was designed to respond to the capacity constraints and barriers defined in the NCSA assessment. The Project identified **seven risks** during the formulation stage¹⁶ and included risks and assumptions per each outcome and output. The risks included political, technical, operational, and financial risks. However, during project implementation, risk management does not reach an acceptable level. The TE consultants could not get access to the risks and issues logs. The project QPRs were not prepared and hence, it was not possible for the TE consultants to review and verify if the risks and issues logs have been updated quarterly by UNDP CO to its ATLAS system.

¹⁵ 4884_CCCD_Project Document. Sub-section C.3.c. Risks and Assumptions. Page 38.

¹⁶ 4884_CCD_Project Document. UNDP GEF Project Document, Section C.3.c Risks and Assumptions. Page 38-39.

The TE consultant considers the management of the project's risks needs some improvement, as they needed more substance and concrete mitigation measures.

4.1.3 Lessons from other relevant projects incorporated into the project design.

No clear signs for incorporating lessons learned from other relevant projects into this Project design. However, the project conforms to several projects and programs implemented by the MoEFCC, DoE, GEF, and UNDP. Several government officials indicated that they have learned several lessons from the implementation of the Project. For example, the core of the project's capacity development activities is via a learning-by-doing approach. Government representatives and other stakeholders were involved in the collaborative analysis, planning, and pilot implementation of management plans for the global environment. In the first instance, the project strengthened local and regional management capacities for improved global environmental management, with critical linkages to local development priorities. These were supported by a holistic policy and cost-effective program framework. From a top-down perspective, the project strengthened the needed institutional capacities.

4.1.4 Planned stakeholder participation

The Project's main stakeholders and the direct beneficiaries – the government institutions – should be fully engaged and supportive of the project's intervention. According to the ProDoc, *“stakeholder involvement in this project began with the National Capacity Self-Assessment that took place between 2005 and 2007.”* The NCSA was implemented by the IUCN, which was contracted to manage *“an extensive consultation process that involved government ministries and agencies, local government, research organizations, academia, NGOs, civil society, local communities, media, development partners, and other relevant stakeholders. Although this cross-cutting capacity development project comes several years after the NCSA, there is still institutional memory and commitment of stakeholders, many of whom were consulted in the development of the project during the project preparation phase”*.¹⁷

The project was developed based on intensive consultations with key stakeholders and has managed to develop some of the critical partnerships with stakeholders at the national mainly with the MoEFCC, DoE and national entities responsible for capacity development at the national and regional level. Relationships with these key stakeholders appeared to be pleasant and there is considerable support. The TE would have expected to see more evidence of partnerships with organizations involved in different fields in relation to the Rio Conventions, such as the academic sectors, private sectors, and national and international non-governmental organizations and development partners.

The involvement of the project's key stakeholders has been limited to attending various training workshops, meetings, project's technical committee, and public awareness events. A full list of these events organized by the project is presented in

¹⁷ 4884_CCCD_Bangladesh_Project Document Stakeholder Involvement Section. C.4. Page 39.

Annex 7. The Project utilized these events to build a national database for concerned stakeholders and experts how have directly participated in project activities.

During the TE mission, the consultant was able to meet with key stakeholders and project's beneficiaries and it was noticeable their great involvement in the project's implementation. It is to the TE consultant, the Project was able to correctly engage targeted groups *"targeted groups were engaged in implementation and monitoring, with a priority focus on the discriminated and marginalized. Beneficiary feedback, which may be anecdotal, was collected regularly to ensure the project addressed local priorities. This information was used to inform project decision making"*.¹⁸

The general conclusion, project management has achieved respectable partnerships with relevant stakeholders. The project management has successfully managed to engage key stakeholders listed in the project document.

4.1.5 Replication approach

The Project's main results: strengthening targeted institutional arrangements through improved training and learn-by-doing exercises to catalyze action for the global environment, would ensure the sustainability of global environmental benefits and outcomes' replicability of the key principles. According to the Project document, the project's approach for replicability includes:

- the institutional sustainability of best practices for mainstreaming and implementing the Rio Conventions with national sustainable development planning frameworks are ensured through learning lessons and replication;
- the institutionalization of the training curricula and methodologies would have built a strong baseline of technical capacities;
- the consortium of training institutes prepared a national education program that was implemented as a set of technical workshops, regional and stakeholder consultations, policy negotiating meetings, and drafting of appropriate institutional reforms. The goal of the program was to ensure all government staff is adequately sensitized to the role of natural resource management and national obligations under the Rio Conventions;
- The replication of project activities was strengthened by the project implementation arrangements, which ensured the involvement of numerous stakeholder representatives; and
- The developed training materials should be repeated on an annual basis and extended to participants who live outside of Dhaka and who are working with local government bodies. The learn-by-doing exercises and their testing should be replicated for other sectors and other regions so that over time the full breadth of sustainable development priorities have benefitted from Rio Convention mainstreaming.

¹⁸ 4884_CCCD_Bangladesh_Project Closure Stage Quality Assurance Report.

4.1.6 UNDP comparative advantage

The Government of Bangladesh and UNDP CO have worked jointly on implementing the NCSA project and other key initiatives in relation to the environment, sustainable development, good governance, and disaster risk reduction. The UNDP, as the GEF Agency, was selected for this project based on its vast experience in supporting capacity development efforts in Bangladesh as well as its presence and experience at regional and global levels. UNDP's ability to provide the needed technical expertise in designing and implementing this kind of project, which is multi-sectoral, in addition to its in-country presence, its key role with regards to advocacy, all these comparative advantages helped UNDP to be in a prime position to provide Bangladesh with the needed support. Furthermore, the UNDP comparative advantage lies in its experience in integrating policy in national processes, policies, and frameworks, and in developing/designing and effectively implementing capacity development initiatives as well as sharing good practices and lessons learned from other countries around the globe.

4.1.7 Linkages between the project and other interventions within the sector

The project was hosted at the DoE. The DOE is managing several projects, and this has facilitated the work of the Project by sharing lessons learned, sharing financial and technical resources, and providing the needed logistical and technical support. These projects include "*the Coastal and Wetland Biodiversity Management Project*" and "*the Community based adaptation in the ecologically critical area through biodiversity conservation and social projection project*". Also, the project was implemented under the UNDP Environment Portfolio which is responsible for implementing several ongoing projects and programs. The Project's team members were collaborating with their colleagues from other projects.

Overall, the Project had some cooperation with other key ongoing initiatives in the piloting site. For example, UNDP through its projects is funding several initiatives through community-based organizations close to the *Hakaluki Haor* piloting site in *Sylhet*. It was observed that several beneficiaries are fully aware of UNDP work in the region as they have benefited from other UNDP projects previously.

4.1.8 Management arrangement

The Project is being implemented under a national implementation modality (NIM). The DoE is the designated Executing Agency (EA) and main beneficiary. UNDP is the Senior Supplier and the GEF Implementing Agency responsible for transparent practices and appropriate conduct. UNDP has the Project Assurance role, which supports the Project Steering Committee by carrying out objective and independent project oversight and monitoring functions. The Executive is represented by a senior official of DoE, as an individual representing the project ownership to chair the group. The Bangladesh Public Administration Training Centre (BPATC) under the Ministry of Public Administration and Planning Commission (Economic Relations Division) is the Senior Beneficiaries of the project on the basis that the project will be strengthening

and integrating Rio Convention provisions into their sectoral policies, legislation, policies and plans, and institutional mandates.

The project management arrangements were developed in the Project Document, presented and agreed during the inception workshop. No changes were proposed during the inception phase, and hence, the Project has followed the proposed structure despite the 13 months delay in the project implementation.

A **Project Board (PB)** was to provide strategic decisions and management guidance to implement the project. The PB is made up of representatives of relevant ministries and government departments (the three Rio Conventions focal points), and UNDP, and chaired by the DoE Director-General. A **National Project Director (NPD)** was nominated by the Government of Bangladesh to follow up on the Project activity, who is the Director of the Department of Environment, DoE. The NPD is supervising operational management and guidance for execution and implementation within the constraints laid down by the Project Board and subcontracts specific components of the project to specialized government agencies. The NPD is actively responsible for financial management and disbursements with accountability to DoE and UNDP.

The **Project Management Unit (PMU)** is located at DoE. It is managed by a full-time National Project Manager (PM), who is supported by Project Finance Officer, and a Junior Environment Governance Expert. The PM oversees and manages the project on a day-to-day basis on behalf of, and with the approval from the NPD. The PMU team cooperate very well to deliver the Project's results, and with the team of experts and the DoE team. The UNDP Programme Specialist responsible for the Project is strongly practicing the project assurance role.

Technical Working Groups (TWGs): several working groups comprised of independent experts, technical government agency representatives, as well as representatives from stakeholder groups were formed to discuss and deliberate on best practices and innovations that are to be included in the trainings and learn-by-doing exercises, as well as to make policy and programme recommendations to be considered and approved by the Project Board. The number of meetings, dates, and lists of members is presented in **Annex 7**.

For many of the project activities, the technical working groups focused on climate change, biodiversity conservation or land degradation, each of which reviewed and considered the sustainable development issues in question. The results of the TWGs brought together in a technical committee made up of all three focal areas to integrate and reconcile recommendations.

The project management arrangement can be summarized as follows:

- The Project Implementation Agency is UNDP.
- The Project is following the NIM modality.
- The executing agency is MoEFCC/DOE.
- The DOE appointed its Director as the National Project Director.
- A Project Manager (PM) is responsible for daily management and actual implementation and monitoring of the project and is accountable to the UNDP Specialist and the National Project Director.
- The project team has its project office in the premises of the DoE.

- The overall responsibility for the project is with a Project Steering Committee where MoEFCC/DOE and UNDP are represented.

A group of national experts was mobilized to ensure proper implementation of the project activities and delivery of the expected outputs in line with Project LF.

4.2 Project Implementation

The TE consultant has reviewed and assessed the project implementation arrangement and its adaptive management. The following aspects of project implementation have been assessed¹⁹: the changes to the project design and project outputs during implementation- adaptive management; Partnership arrangements (with relevant stakeholders involved in the country); Feedback from M&E activities used for adaptive management; Project finance; Monitoring and evaluation; design at entry and implementation*, and UNDP and Implementation Partner Implementation/ execution coordination, and operational issues*.

Achievements of project implementation and adaptive management have been rated in terms of the criteria above at a six-level scale²⁰. The following paragraphs provide a complete review and justifications for the rating of the results. The rating and a description of that rating are summarized in the TE Ratings & Achievements table 1, Page 6.

Inception Phase: According to the UNDP/GEF project management guidelines, the inception phase is considered as an opportunity to unite the project management team, to define the current and near-future status of the project, to discuss and review the project strategy with stakeholders, to put in place the necessary logistics, to develop the first Annual Work Plan (AWP) and to review and refine the Project Logical Framework (LF)²¹. The major output of the inception phase should be the Inception Report (IR)²² and the first AWP, which, on an agreement with the Project Board, should form a necessary flexible basis for implementation.

The IW discussed the project's log-frame, work-plan, and have proposed making the needed modifications to the LF, however, no changes were reflected in the IR or the project document. Also, the IR indicated that the PMU should organize another workshop called "initiation workshop" in order to involve all beneficiaries and stakeholders and discuss the work plan for the first year in details, however, this workshop was never organized. Therefore, the TE considers that the Inception Phase and the inception report could have been strengthened to benefit the project implementation.

¹⁹ These are the seven main areas to assess based on UNDP/GEF Evaluation Guide.

²⁰ 4884 TOR for Terminal Evaluation: Highly satisfactory (HS) - the project has no shortcomings; Satisfactory (S) - minor shortcomings; Moderately satisfactory (MS)- moderate shortcomings; Moderately unsatisfactory (MU)- significant shortcomings; Unsatisfactory (U)-major shortcomings; and Highly unsatisfactory (HU) - severe shortcomings.

²¹ Under the existing Result-Based Management System used by UNDP/GEF a log-frame is a requirement.

²² Under the Result-Based Management System a comprehensive analysis of the log-frame should be undertaken. Whether there have been revisions or not, should be included in the Inception Report and should be considered a contractual document upon which future evaluations will take place.

The project IR was a workshop proceeding report. It included the speeches of the high-level officials who attended the workshop, listed the workshop agenda and indicated what has been discussed without providing a correct background story on the project's delay, and the changes in the project LF. While these faults might have been detected by the project assurance or by UNDP/GEF, these are also possible to be detected by the PMU and the executing agency as the LF is a requirement for many donors and development partners.

4.2.1 Adaptive Management²³

Since the project started 13 months later than the planned date due to the difficulties in hiring the project team and the need to follow the Government procedures for new projects, the project team did introduce a few adaptive management measures to overcome the barriers and constraints facing the project's implementation.

The TE consultant observed three adaptatively management measures taken by the Project, these measures were discussed and agreed upon during different Project steering committee meetings:

- Organize a monthly project review meeting to ensure that all issues related to project implementation are discussed immediately and needed actions are implemented. This vigorous follow up on the project allowed the project team to finalize all project's activities in less than 3 years.
- Utilize the monthly review meeting as a reporting tool to replace the quarterly progress report (for technical issues), while keeping the financial quarterly progress report as is. This has helped the project team by decreasing the number of reports to be prepared while keeping accountable to UNDP and the GoB concerning financial issues.
- The work in the piloting site was designated to one of the most active non-governmental organization in the field. Knowing the long experience the NGO has, as well as the presence of other initiatives funded by other donors but implemented by the NGO, this has helped the project in commencing the demonstration site activities very quickly and avoiding any operational problems they may have to face due to their local presence in the site.

4.2.2 Partnership arrangements

The Project has established several key partnerships with the main stakeholders (MoEFCC/ DOE, and other key partners like Arannayak Foundation, Forum of Environmental Journalists of Bangladesh (FEJB), BRAC, Center for Natural Resource Studies (CNRS), International Centre for Climate Change and Development (ICCCAD), Planning Commission, Dhaka University and Palli Karma Sahayak Foundation (PKSF). The project was hosted at the DOE, this has helped the project to be very close to other projects and initiatives led by the MOEFCC. As a result, the Project was able to closely monitor the implementation of other initiatives developed/ supported by key international donors including other UNDP/GEF projects. Furthermore, for the

²³ Adaptive management means that the project team with the support of UNDP and government should constantly keep referring to the Project's goal and objectives and critically assessing how the activities are contributing to the outputs and how those outputs are leading to the objective.

piloting, the project management entered into an implementing partnership agreement with a local NGO – NACOM - to develop and pilot test the three RIO Conventions sustainable livelihood initiatives.

The Project Document made a clear reference to the role of key project stakeholders in project implementation, these *“stakeholder representatives will participate in activities to collaborate the improved inclusion of environmental and natural resource considerations into training curricula.”*²⁴ Accordingly, the Project should cooperate with a wide range of stakeholders as listed in the project document. These include government agencies, non-governmental organizations, international development partners, donors, local and national non-governmental organizations and community-based organizations, and academia. The project managed to include many stakeholders in the project’s technical working groups and committees as well as in the comprehensive training program is implemented.

The overall conclusion is that project management has achieved an acceptable level of partnership with the relevant national stakeholders, but the established partnership could have been stronger.

4.2.3 Feedback from M&E activities used for adaptive management

The PMU had an honest desire to get on with the job and get some of the project’s activities in place despite the delay of commencing project activities at the beginning of the project.

The monitoring role of the UNDP was satisfactory as the Project Assurance has been active in assisting in the preparation of the project quarterly financial report and annual progress reports, monthly reports, as well as in preparing for the project review, development of the project AWP, budget reviewing and follow up on the international consultants’ works and quality of the deliverables. However, it was observed that there have been several critical weaknesses in the monitoring of the project cycle. Even though it has been demonstrated that there were several justifying circumstances, it is expected that UNDP to take the initiative in addressing these issues at some point in the project cycle. Although UNDP CO has a dedicated M&E Specialist, it was observed that the M&E work was done mainly by the Programme Specialist and the Programme Associate. The work of the M&E Specialist was limited to preparing the M&E plan using a standard template.

The project IW was organized almost after 19 months of the project’s approval. The inception report was submitted in the same month, but it did not reflect on the discussion that took place during the IW. It should be noted that the deficiency in the inception phase, IW, and IR should have been detected by the UNDP CO and the UNDP/GEF Unit as these monitoring tools are part of all UNDP supported projects.

Furthermore, risks and issues were not updated on a regular basis/quarterly basis. However, risks were reported on at the closure stage quality assurance report as well as in the Project’s M&E plans. Yet, no mitigation measures were included.

²⁴ 4884_CCCD Bangladesh. Project Document Page 40.

UNDP CO and the UNDP/GEF Regional team were actively involved in reviewing project's reports; annual, quarterly, and monthly review reports. As a result, these reporting tools were discussed and acted upon at the project's review meetings. The TE considers that the UNDP project assurance role has been correctly applied to this project.

4.2.4 Project Finance

In line with the UNDP/GEF TE guide, the TE has assessed the differences between the actual expenditure and the leveraged financing and co-financing during the TE mission presented in Table 4, which provides an overview of the budgeted expenditures of the GEF Project of US\$660,000. As of July 2019, **US\$ 579,397.04 about (86.17%)** of the project total budget, has been dispersed. However, the remaining budget is committed to being disbursed during the period of August 2019 (encumbrance). This amount will be used to finalize the work of the project TE and the production of the project's deliverables.

The project budget includes **US\$ 460,000** from the Government of *Bangladesh* as an in-kind contribution. As of July 2019, the confirmed Project co-financing from the Government has reached 100% of the planned co-financing with details provided in Table 4. Furthermore, the local communities and beneficiaries/Village Conservation Group (VCG) have provided an additional **US\$13,856**. The high co-financing from the Government and the VCG to the piloting site shows the high-level interest in, and commitments to the project.

UNDP provided more than the planned financial support. As of July 2019, the confirmed UNDP co-financing amounted to an estimated **US\$217,352.96 (108.67%)**. In addition to financial support, UNDP provided financial oversight of the project in a manner consistent with the UNDP/GEF financial guidelines.

The GEF grant and UNDP contribution have been monitored through the UNDP's Atlas system.

Table 3: Project Budget and Expenditures (US\$)

Project Component	Budget Approved (US\$)	Disbursed as of July 2019						Committed budget (2019)	Total (US\$) (Spent and committed)	Difference between planned and actual (US\$)
		2016	2017	2018	2019	Total spent	% of budget spent			
Component 1	230,000	5039.37	28586.39	93,396.90	41936.97	168,959.63	73.46	10,656.00	179,615.63	50,384.4
Component 2	230,000	0	103,113.57	27712.22	76551.95	207,377.74	90.16		207,377.74	22,622.3
Component 3	140,000	0	43,489.68	66898.16	31664.52	142,052.36	101.47		142,052.36	-2,052.4
Project Management	60,000	0	26,859.93	14124.05	9367.33	50,351.31	83.92		50,351.31	9,648.7
TOTAL GEF	660,000	5039.37	202,049.57	202,131.33	159,520.77	568,741.04	86.17	10,656.00	579,397.04	80,603.0

Table 4: Co-financing of Project Partner (US\$)

Source of co-financing	Name of Co-financer	Type of co-financing	Amount confirmed at the CEO endorsement (US\$)	The actual amount contributed at the stage of TE (US\$)	Actual % of Expected Amount
UNDP	UNDP	Cash	200,000	217,352.96	108.67%
Local Community	VCG	In-kind	0	13,856	138.56%
The government of Bangladesh	MoEFCC/DOC	In-kind	460,000	460,000	100%
Total			660,000	691,208.96	104,73%

4.2.5 Monitoring and evaluation: design at entry and implementation (*)

M&E Design at Entry

The project document included the standard UNDP/GEF budgeted monitoring and evaluation plan with a specific budget, timeframe, and responsible parties. UNDP holds the responsibility of following up on the M&E plan which is supposed to be conducted in accordance with the established UNDP and GEF procedures. A total of US\$ 39,000, about 5.9% of the total GEF grant was allocated for the M&E activities. Evidently, this amount is enough to conduct the proposed M&E plan. The TE consultant reviewed three M&E plans for 2017, 2018 and 2019. The Plans were very detailed and included budget per activity. However, the TE consultant could not get an update on the total budget utilized for the M&E activities and hence is unable to define if the originally planned budget was enough or not.

In addition to the standard M&E plan, all standard UNDP/GEF M&E tools were included in the project document, including the log-frame, indicators, targets, inception workshop, an inception report, terminal evaluation, learning and knowledge sharing, project’s audit, the quarterly and annual progress reports and board meetings. The MTR was also planned in the Project Document although it is not required for this project.

Based on the above, the M&E design at project startup is rated as Satisfactory:

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	Highly Unsatisfactory (HU)
	S				

Implementation of M&E

The TE reviews the UNDP role as project assurance and considers that it has been correctly and effectively applied to this project, due to the following observations:

- The UNDP CO has been very active in (i) preparing project annual progress reports, (ii) preparing, discussing, and finalizing annual work plans in line with the UNDP/GEF guidelines, (iii) following up in financial payments and transactions, and (iv) providing crucial support to mobilize international consultants/advisors to support project implementation.
- The UNDP CO has helped the PMU in recruiting international consultants in line with the established Rules and Regulations of the United Nations.
- The project’s M&E activities followed the UNDP/GEF established procedures as the UNDP CO team as well as the Project Team and the NPD have conducted several monitoring exercises including preparation and review of the project progress reports, participation in the project board meetings, and visiting the project’s piloting sites.
- The UNDP *Bangladesh’s* provisions of financial resources have also been in accordance with project norms and in the timeframe. The UNDP/GEF Regional Unit has also provided the needed review and support to prepare the project’s

annual work plan, issuing of the project authorized spending limits and following up on the project's annual reporting.

The project document identified key elements of the Project's M&E:

A Project Inception Phase: The Inception Phase is a key activity of any UNDP/GEF project. The project workshop (IW) is usually used to introduce an understanding and ownership of the project's goals and objectives among the project stakeholder groups. The Project's IW was organized almost 19 months after the signing of the Project Document. The IW included fair discussion of the Project's log-frame, work-plan, and M&E, however, some changes to the Project Log-Frame²⁵ were discussed but were not mentioned in the Inception Report (IR). Furthermore, the IR highlighted the need to organize what is called: a project initiation workshop to discuss the project document and log-frame in details, however, this did not happen. Hence, the Inception Phase (Workshop and Report) represent a weakness in the project cycle.

Annual Progress Reports (APRs) and Project Implementation Report (PIR). The APRs/PIRs are GEF/UNDP requirement and part of UNDP's Country Office central oversight, monitoring and project management. According to the project document, an APR/PIR is to be prepared on an annual basis by June but should be completed well before this deadline (at least one month) in order to be considered at the Project Board meeting. The APR/PIRs are also valuable for the independent evaluators who can utilize them to identify any changes in the project's structure, indicators, work plan, among others, and view a history of delivery and assessment. The Project prepared 2 APRs (2017 and 2018). Reviewing the two APRs highlighted the project's progress per component, key successes, challenges, and lessons, as well as financial progress.

Project Board (PB) meeting. The project is subject to Project Board meetings at least four times per year as per the project document. However, the Project developed an intensive project implementation follow up mechanisms including:

- The establishment of a Project Review Committee which had already 4 meetings over the project's lifetime.
- A project implementation committee which was organized one a yearly basis.
- Project Annual Work Plan review meeting. Which was organized on an annual basis.

The TE observed the high-level commitment of the GoB, UNDP and the Project team in meeting on monthly, quarterly and annual bases to review the project progress and consider these mechanisms as effective and efficient adaptive management measures that helped the project to achieve all its outcomes despite the delays it encountered at the beginning of the project.

Quarterly Progress Monitoring (QPRs); are short reports outlining the main updates in project performance and are to be provided quarterly to the UNDP Country Office. UNDP/CO should provide guidelines for the preparation of these reports, which should be shared with the UNDP/GEF RCU. The UNDP CO decided not to prepare QPRs

²⁵ Project Inception Report

as they decided to prepare monthly progress and review reports. However, they decided to keep the quarterly financial reporting in order to provide a base for UNDP to transfer the advance payment to the Government as per the project document.

Day-to-day monitoring of implementation progress is the responsibility of the PMU based on the project’s AWP and its indicators.

Final Evaluation: The TE was organized to take place during July-August 2019.

Project Terminal Report (PTR). This comprehensive report will summarize all activities, achievements, and outputs of the project, lessons learned, the extent to which objectives have been met, structures and mechanisms implemented, capacities developed, among others. Together with the independent final evaluation, the project terminal report is one of two definitive statements of the project’s activities during its lifetime. The project terminal report will also recommend further steps, if necessary, in order to ensure sustainability and replicability of the project outcomes and outputs. The project terminal report will be prepared upon the completion of the independent final evaluation. The project team prepared a project closure report called: Project Closure Report which is going to be used in September for the terminal review meeting.

Terminal review meeting. The terminal reviewing meeting will be organized by the project, with the participation of the implementing and executing agencies, by September 2019.

Overall, TE consultant considers that the project had contributed to the GEF objectives and contributed positively to the process of building the needed capacity at the national level in *Bangladesh*. Hence, the monitoring of the project has been **satisfactory**.

Based on the above, the implementation of the M&E plan is rated as Satisfactory:

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	Highly Unsatisfactory (HU)
	S				

4.2.6 UNDP and Implementing Partner implementation/execution coordination, and operational issues (*)

UNDP implementation

The Senior Supplier is UNDP as GEF Implementing Agency. UNDP has the Project Assurance role, which supports the Project by carrying out objective and independent project oversight and monitoring functions. The key aspects of the UNDP implementation are as follows:

- The UNDP support to the PMU is regarded by the project team and the Government officials as highly satisfactory and timely:
 - There have been a significant number of monitoring and review exercises conducted by the UNDP *Bangladesh* including preparation of the Annual Project Review /Project Review reports, and production of the Combined Delivery Report.

- The UNDP has also been very active in reviewing and following up on the project’s financial reports, and project AWPS.
- The UNDP *Bangladesh* provision of financial resources has also been in accordance with project norms and in a timeframe that is supportive of covering the costs of project activities
- The UNDP CO has facilitated the recruitment and engagement of several consultants (national and international) in the implementation.
- UNDP Country Office *Bangladesh* has offered full support to project implementation, including administrative support as well as high-level support by the participation of the UNDP senior management in project’s meetings and activities.
- UNDP followed up on the Project and continuously examined if it is being implemented with a focus on project activities.

UNDP is recognized as a very supportive partner and the Government of *Bangladesh* could see the UNDP comparative advantages mainly in mobilizing international consultants/advisors as well as providing the needed technical support and share best practices. From the different verification tools, it was evident that UNDP fulfilled its oversight and supervision responsibilities, with strong communication with the executing partners and the PMU. The Project is considered as well managed according to the UNDP and the GEF guidelines. Furthermore, UNDP CO has allocated more track money to support the implementation of the project’s activities. This was highly appreciated by the Government officials.

Rating for UNDP implementation is Highly Satisfactory:

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	Highly Unsatisfactory (HU)
HS					

DoE Execution

The project followed the NIM modality; executed by the MoEFCC/DOE and implemented by the UNDP CO in *Bangladesh* through a PMU with the support of a group of national and international consultants.

The DoE was appointed to serve as Executing Agency. A National Project Director (NPD) was appointed and is actively responsible for financial management and disbursements with accountability to GoB and UNDP. According to the Project Document, the Executive is represented by a senior official of DoE, as an individual representing the project ownership to chair the group. The NPD is the Director-General of the DOE.

The Project Management Unit (PMU) is located at DoE. It is administered by a full-time Project Manager (PM) and supported by a full-time Finance Officer, and Junior Environment Governance Expert (JEGE). The PM oversees running the project on a day-to-day basis on behalf of the NPD, which is day-to-day management and decision-making for the project with approval from NPD. The Project Finance officer provides project administration, management, and technical support, and the JEGE provides technical support to the PM.

The DoE has provided the project with the needed co-financing and has contributed significantly to support the project's activities. The Director General and top management of the DoE is very supportive to the Project and is following up contiguously on its work. The co-financing provided by the local communities / VCG for the piloting site demonstrates significant commitment by the GoB and the local communities to integrate the Rio Conventions in national decision-making processes.

Rating for execution by the DOE is Highly Satisfactory:

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	Highly Unsatisfactory (HU)
HS					

4.3 Project Results

4.3.1 Overall Results (attainment of objectives) (*)

The achievements of expected project results were evaluated in terms of attainment of the overall objective as well as identified project's outcomes and outputs, according to the UNDP/GEF evaluation guidelines. For this the performance by outcome/component is analyzed by looking at (i) general progress towards the established baseline level of the indicators; (ii) actual values of indicators by the end of the Project vs. designed ones; (iii) evidences of relevance, effectiveness, and efficiency of the results as well as how this evidence was documented.²⁶

The summary of an evaluation of the attainment of objectives and outcomes of the Project are presented in Table 5. The assessment of progress is based on observations, findings, and data collected during the field mission in *Bangladesh*, interviews with key stakeholders, data provided in the annual reports, technical reports reviewed.

The Capacity Development Monitoring and Evaluation Scorecard was developed during the project's formulation stage. The results of the assessment were considered as a baseline in the revised Log-Frame. The rating of the assessment of achievement of the capacity development program at the time of the TE is presented in **Annex 8**. The scorecard shows considerable progress in capacity development as the score moved from **21** at the time of the project development to **36** at the time of the TE.

Overall results of the Project are rated as Highly

Satisfactory:

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	Highly Unsatisfactory (HU)
HS					

²⁶ UNDP/GEF Terminal Evaluation Guide

Table 5: Matrix for rating the Achievement of Outcomes

The key is used for indicator assessment (Color Coding):

Green = completed, the indicator shows successful achievement
Yellow = On target to be achieved by the end of the project
Red = Not on target to be achieved by project closure

Project Strategy	Objectively verifiable indicators			Status of Implementation as of July 2019	TE comments	Rating
	Indicator	Baseline value	Target value and date			
Long-term goal: To strengthen information management and other support systems that contribute to policy development and improved implementation of the three Rio Conventions						
To enhance the capacity of relevant policy and institutional stakeholders to enable compliance with the three	Institutional capacity for managing the Rio Conventions within national planning frameworks are strengthened	Institutional capacities for managing the Rio Conventions are piecemeal and takes place through Rio Convention-specific projects, with development emphasizing poverty alleviation and o	A consortium of training institutions has agreed and are implemented a comprehensive set of training on best practices and innovations to implement the Rio Conventions	Institutional capacity for managing the Rio Conventions within national planning frameworks are strengthened through developing the Analytical Framework for Integrating Rio Conventions Obligations into Sectoral Policies and Planning in Bangladesh.	Completed and the indicator shows successful achievement	HS
	Global environmental priorities are mainstreamed into human resource development of government staff	Requirements of the Rio Conventions are not adequately incorporated within human resource development of government staff	Government staff have learned, applied, and tested best practice tools to integrate Rio Conventions into a high-value sector development plan	Global environmental priorities are mainstreamed into human resource development of government staff incorporating of the Training Module on three Rio Conventions into the regular training curriculum of key public training institutes of Bangladesh, National Academy for Planning	Completed and the indicator shows successful achievement	HS

Project Strategy	Objectively verifiable indicators			Status of Implementation as of July 2019	TE comments	Rating
	Indicator	Baseline value	Target value and date			
				and Development (NAPD) and Bangladesh Civil Service Administration Academy (BCSAA). This training module will also be mainstreamed in the capacity development influx of department of Environment (DoE), committed by the Director-General.		
	Awareness of the linkages between the Rio Conventions and sustainable development lead to better planning decisions	Best practices and lessons learned from mainstreaming Rio Conventions into sustainable development planning frameworks are not readily accessed or tested.	There is a minimum of 20% increase in the understanding of the Rio Convention mainstreaming among government staff	Level of awareness of the linkages between the Rio Conventions and sustainable development lead to better planning decisions is increasing. The department of environment has started appreciating the values of Rio Conventions aligning the global goals of sustainable developments and also presenting the values in the high-level planning meetings.	Completed and the indicator shows successful achievement	HS
		Planners and decision-makers do not fully appreciate the value of the Rio Conventions, the result of which is that the global environment is heavily discounted	<ul style="list-style-type: none"> ▪ There is a minimum of 15% increase in the appreciation of the Rio Conventions among the general public ▪ There is a minimum of 25% increase in the acceptance by government representatives and other stakeholder representatives of the legitimacy of the SDS and its accompanying Roadmap 	Increased level of awareness of the linkages between the Rio Conventions and sustainable development lead to better planning decisions is also identified through the decisions of the focal person meeting (key public training institute and department of environment) that the institutes will allocate an environment corner at their websites in place the Rio Conventions, SDGs, related international and national instruments and recent on-goings will be made public for all.	Completed and the indicator shows successful achievement	S

4.3.2 Relevance (*)

All evidence showed that the project is very relevant to the GoB and addressed the highly regarded topic. The key stakeholders and beneficiaries interviewed during the mission expressed the added value of the project and emphasized that another phase to follow up on the project's main achievement and build on its success to replicate in another location and continue the work that has been started is very critical and needed. It is to the TE consultant opinion, the Project managed to improve national capacity and awareness pertaining to biodiversity, land degradation, and climate change and the relevant international conventions. It also managed to present an integrated example of how to implement the three conventions in one location to make sure that Rio Conventions are correctly mainstreamed.

The project has been highly relevant to UNDP activities in Bangladesh. It contributes to the newly developed UNDP Strategic Plan²⁷ which proposes a series of signature solutions that can be combined and configured to respond to the development settings outlined above. The signatures – framed around challenges such as poverty reduction, effective governance, risk, recovery and resilience, gender equality and **environment**.

The Project has also helped Bangladesh in building national and local capacities and making crucial data available to achieve its Sustainable Development Goals (SDGs). The 17 SDGs and the 3 Rio Conventions are intrinsically linked to each other and provide multiple benefits at comparatively low cost and lead towards a sustainable future. More specifically, the Project has helped the GoB in preparing an Action Plan for the Implementation of Sustainable Development Goals (SDGs): Aligning to Five Year Plan 2016-2020 and Beyond. The Action Plan has involved a series of consultations that were conducted by MoEFCC. Ministry has formed several Technical Committees devoted for SDG 13, 14, 15 and Others (SDG 3, 4, 6, 8, 9, 11, 12, 17) to develop the action plan. According to the Additional Secretary of the MoEFCC, the Action Plan would have not been prepared without the support of the Rio Project²⁸.

Based on the abovementioned the Relevance is rated as Relevant (R).

Relevant (R)	Not Relevant (NR)
R	

4.3.3 Effectiveness and efficiency (*)

Effectiveness

The Project has made tangible progress towards the achievements of its overall objective “*enhance the capacity of relevant policy and institutional stakeholders to enable compliance with the three Rio Conventions and other MEAs*”²⁹. It specifically helped in “by targeting and training government staff at the local, regional and national levels on the specific interpretation of Rio Convention provisions as they

²⁷ UNDP Bangladesh Strategic Plan, 2018-2021. <https://undocs.org/DP/2017/38>

²⁸ Government officials and stakeholders refer to the 4884 CCD Project as the Rio Project.

²⁹ 4884 CCCD Bangladesh Project Document. Page 6.

apply to their respective roles and responsibilities to implement associated development policies.” The Project objective and main outputs have been achieved; the most of established targets have been met with some delays.

Considering the above-mentioned facts, Effectiveness was rated **Satisfactory**.

Based on the above mentioned the Effectiveness is rated:

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	Highly Unsatisfactory (HU)
	S				

Efficiency

The rating for project **Efficiency** is **Satisfactory** for the following reasons:

- Major project results have been achieved in three years and a half. The quality of the results was good, and all project’s results were vetted and endorsed by national and international experts.
- The Project was efficient as it was hosted within the DoE premises, close to other UNDP and other development partners projects, and to the Government high-level officials. This has helped in facilitating project management and dealing quickly with the project’s operational issues. The cost-effectiveness of the project is considered **Satisfactory (S)**.
- The project’s team and consultants were able to provide the needed technical backstopping and develop all outputs during the project implementation, however, the timeline is not in line with the original plans.
- Considering the critical challenges, the project has faced at the inception phase, the compliance and flexibility of the project EA, UNDP, and project team have been enough to alter the project’s status in order to achieve the project’s objectives.
- The M&E of the project was undertaking according to UNDP and GEF procedures and it is rated as Satisfactory (S), yet, some aspects could have been enhanced like reporting. It was noticed that the quarterly reports do not include the needed analysis, an update of the risks and issues, and hence M&E was deemed Moderately Satisfactory (MS).
- Project capacity to build needed partnerships during the project’s implementation phase is rated as **Highly Satisfactory (HS)**.
- The involvement of men and women equally into project activities as well as mainstreaming gender in the project’s activities are rated as **Satisfactory (S)**.
- Project capacity and efforts to mobilize the agreed-upon co-financing is rated as **Highly Satisfactory (HS)**. The Project has managed to leverage 100% of in-kind financial resources (from the Government), unplanned co-financing from the local communities and beneficiaries, and more than the planned UNDP

cash contribution.

Based on the above mentioned the Efficiency is rated:

Highly Satisfactory (HS)	Satisfactory (S)	Moderately Satisfactory (MS)	Moderately Unsatisfactory (MU)	Unsatisfactory (U)	Highly Unsatisfactory (HU)
	S				

4.3.4 Country Ownership

As per the project document, *“Bangladesh ratified the Convention on Biological Diversity (CBD) on 3 May 1994; the Convention to Combat Desertification and Drought (CCD) on 26 January 1996; and the Framework Convention on Climate Change (FCCC) on 16 February 1994.”*³⁰ Furthermore, Bangladesh ratified other important protocols in later years, namely *“Convention on International Trade in Endangered Species of Wild Flora and Fauna, accession on 18 February 1982; Vienna Convention on the Substances that Deplete the Ozone Layer (Ratified on 2 August 1990), Ramsar Convention on Wetlands of International Importance, especially Waterfowl Habitats, accepted on 21 May 1992; Basel Convention on the Control of Transboundary Movements of Hazardous Waste and their Disposal (Ratified on 1 April 1993); Convention on the Conservation of Migratory Species of Wild Animals, ratified on 1 December 2005; and Stockholm Convention on Persistent Organic Pollutants (Ratified on 3 December 2007).”*³¹

Bangladesh is eligible to receive technical assistance from UNDP and is thus eligible for support under the Global Environment Facility. It obtained a UNDP-GEF grant to conduct its National Capacity Self-Assessment (NCSA), which was concluded in 2007.

The country ownership is evident in the strong interest and participation of high-level government officials in the project’s implementation meetings, project review meetings, and project steering committee meetings. It is also evident by appointing a high-level official as the Project’s NPD. As a result, all project’s activities were approved by all authorized parties presented in the Project committees.

The project was considered strategic as it helped Bangladesh in responding to a targeted set of underlying barriers to environmental management towards the goal of meeting and sustaining global environmental outcomes. Precisely, the project facilitated the proactive and constructive engagement of decision-makers across environmental focal areas and socio-economic sectors.

4.3.5 Mainstreaming

It was evident that the Project addresses UNDP priorities of developing the Government’s capacity to comply with the Rio Conventions implementation and obligations in national plans. The Project was able to mainstream several priorities. Specifically:

³⁰ 4884 CCCD Bangladesh Project Document. Section B. Country Ownership. Sub-section B.1. Country Eligibility. Page 7.

³¹ The subsequent Montreal, London, and Copenhagen Protocols and Montreal Protocol amendment were also ratified in 1990, 1994, 2000, and 2001 respectively.

- The Project managed to develop the needed capacity of Government officials in key departments, ministries, and agencies. This capacity development efforts will provide support to *Bangladesh* delegation by enhancing evidence-based papers for negotiations in international meetings
- The Project objectives conform to agreed priorities in the UNDAF and National Development Plans. It is also in-line with the UNDP Strategic Plan 2018-2021.
- The Project successfully targeted one of the Regions in order to pilot the produced tools in the piloting site.
- The project accounts in an acceptable manner for gender differences when developing and applying project activities; however, as the primary focus of the project is building capacities which are gender-neutral, it is acceptable to limit gender considerations to those project components which do have a gender impact.
- International and national consultants included both women and men (around 25% of the consultants were women). Around 20% of the project leadership positions were women.
- The Project targeted both women and men in their capacity building and public awareness components. The project document stated that *“address cross-cutting issues such as strengthening gender balance, inclusive participation, and the active engagement of the private sector and civil society.* At least **29.62%** of the participants in all project activities were females. It was observed that out of 8464 participants in all project-related activities, 2507 were females. Lists of all project’s activities indicating the total number of women and men are included in **Annex 7**.

4.3.6 Sustainability (*)

The Project’s main approach to sustainability is the *“establishment of the consortium of training institutes (see Output 1.1) and the subsequent development of a national education program focused on the global environment”*.³²

The project’s critical feature of sustainability is *“the project’s cost-effective strategy.”* The Project was designed to *“use existing environmental and natural resource management legislation to implement Rio Convention obligations targeting current weaknesses in monitoring and compliance, this project builds upon an existing baseline of legislation and institutional capacities. The key to success will be in reducing bureaucratic inefficiencies by improving coordination amongst line ministries”*.³³

The final feature of the project’s strategy is through the *“project implementation arrangement”*. The majority of the project activities were constructed as *“learn-by-doing activities, the rationale being that government and other stakeholders responsible for environmental planning, decision-making, monitoring, and enforcement are the stakeholders that collaborate on the improved interpretation of environmental and natural resource management legislation from a heightened Rio*

³² 4884 CCCD Project Document. Section C.3. Subsection C.3.a. Sustainability.

³³ 4884 CCCD Project Document. Section C.3. Subsection C.3.a. Sustainability

Convention perspective.” The main benefit of having the government executing this project directly is to build their capacities for the long-term implementation of appropriate project activities, and indeed that contributed to their institutionalization. Thus, the project’s sustainability rests on the success and replicability of the pilots and demonstrations.

An exit strategy was prepared and is supposed to be discussed during the project’s terminal meeting. The exit strategy provides the needed details concerning the project’s closure, the follow-up actions, and the next steps. It provides a clear commitment from the GoB to continue the work to ensure long-term sustainability and the upscaling of project achievements to other parts of Bangladesh.

As stated in the UNDP-GEF guideline for TE, sustainability is generally considered to be the likelihood of continued benefits after the project ends. Consequently, the assessment of sustainability considers the risks that are likely to affect the continuation of project outcomes. Below is the detailed assessment of the four main risks categories:

Financial risks

The GoB is very much interested to continue with the project’s activities using its own financial resources. This was evident to the TE consultant during the mission through (i) the Government has already sent an official request to UNDP CO requesting further support to hire a national consultant to help the GoB in drafting a new project proposal to follow up on the CCCD project (locally known as Rio Project)³⁴, and (ii) the national agencies responsible for capacity development decided to continue its training programmes in relation to Rio Conventions and its implementation. The Government officials responsible for these activities indicated that the team has already incorporated the training program for the Rio Conventions in the National Training Curriculum in BPATC. Hence, training and public awareness activities will continue as the needed resources are already identified and mobilized. The establishment of the *Ecosystem Management Fund* within the Department of Environment would ensure the financial sustainability of the project’s impacts to scale-up good practices.

Based on the above discussion, the financial risks are limited, and sustainability is rated as Likely (L):

Likely (L)	Moderately Likely (ML)	Moderately Unlikely (MS)	Unlikely (U)
L			

Socio-economic risks

No significant social or economic risks were identified by the project, or in the project document. However, the project’s outcomes and outputs would not have any foreseen impact on the socio-economic context.

³⁴ “design and prepare a follow-on project concept/proposal to consolidate the results of Rio project, continue the momentum created and further enhance the capacity of relevant policy and institutional stakeholders to enable compliance with the three Rio Conventions and other MEAs into the national development planning and persuasions.” Official note from DoE to UNDP. May 6th, 2019.

Based on the above-mentioned Socio-economic Risk, risks are negligible and thus the sustainability is rated as Likely (L)

Likely (L)	Moderately Likely (ML)	Moderately Unlikely (MS)	Unlikely (U)
L			

Institutional framework and governance risks

The DoE is interested to continue the work of the project and the Project’s outcomes have already established the needed institutional capacities and infrastructure that would ensure the project’s outcomes on sustainability, the need to link these outcomes/deliverables to the DoE work is initiated and a request to develop a new project proposal was submitted by DoE to UNDP for further discussion and processing.

The Institutional framework and governance risks are low, and sustainability is Likely (L):

Likely (L)	Moderately Likely (ML)	Moderately Unlikely (MS)	Unlikely (U)
L			

Environmental risks to sustainability

There are no activities that may pose any environmental threats to the sustainability of the project’s outcomes

The Environmental risks are negligible, and sustainability is Likely (L):

Likely (L)	Moderately Likely (ML)	Moderately Unlikely (MS)	Unlikely (U)
L			

Overall rating: All the associated risks are negligible and thus, the overall rating for Sustainability is Likely (L):

Likely (L)	Moderately Likely (ML)	Moderately Unlikely (MS)	Unlikely (U)
L			

4.3.7 Impact

The successful impact of the project is evident through;

- The establishment of the *Ecosystem Management Fund* within the Department of Environment which would ensure the sustainability of the project’s impacts.
- Mainstreaming of the ‘*Training modules on three Rio Conventions*’ and the ‘*Identified Good Practices and Innovations of Rio Conventions*’ into the regular course curriculum of key public training institutes is reached.
- BPATC, National Academy for Planning and Development (NAPD) and Bangladesh Civil Service Administration Academy (BCSAA) have started taking sessions on the Rio Conventions into training.
- Training modules will be mainstreamed in the capacity development influx of department of Environment (DoE).

- The training module on Rio Conventions is being disseminated through the Training of Trainers (ToT) programs being organized in collaboration with key public training institutes with BPATC, BCSAA, BIAM, NAPD, NATA, NAEM, BARD, NILG, and RDA
- About 400 government officials and 100 media representatives are sensitized through the training workshops on Rio Conventions, mostly organized jointly with the DoE and public training institutes.
- Mass awareness is created on obligations, the status of implementation and current issues of three Rio Conventions through roundtable discussions which were aired on a national television channel – 71. More than 10K views were recorded during the TV roundtable discussions.
- A comprehensive training module and the manual have been developed for Training of Trainers (ToT) on three Rio Conventions. Public training institutes supported mainstreaming the ToT into respective institutes.
- Bangladesh Civil Service Administration Academy (BCSAA), the eminent public training institute of Bangladesh, has incorporated the Training Module on Rio Conventions into 107th, 108th, 109th, 110th, 111th, and 112th Law and Administration courses of the Academy.
- Total 108 government officials from 10 Ministries, 06 Departments, and 10 Public Training Institutes received this diligent training of trainers on Rio Conventions.
- Total 116 young civil servants gained fundamental knowledge on environmental governance through 107th, 108th, 109th Law and Administration courses provided by Bangladesh Civil Service Administration Academy.
- Community-based adaptation practices are piloted in Hakaluki Haor.

5. Conclusions, Recommendations & Lessons

Conclusions

The Project has had a remarkable and sustainable effect on enhancing the capacity of relevant policy and institutional stakeholders to enable compliance with the three Rio Conventions and other MEAs in Bangladesh. The Project facilitated the implementation of a set of capacity development, public awareness, and measures aimed at targeting and training government staff at the local, regional and national levels on the specific interpretation of Rio Conventions provisions as they apply to their respective roles and responsibilities to implement associated development policies in Bangladesh.

The Project has achieved key Project's results and most of the Project's targets. Overall, the Project was able to develop institutional capacities for management of the global environment, mainstreaming of global environmental conventions into human resources development and raising awareness of the linkages between the Rio Conventions and sustainable development in Bangladesh. The Project is considered very successful in leveraging considerable co-financing from the government, local community, and UNDP.

The Project delivered all its planned results, however, with some delay from the originally planned timeframe due to delay in government approval of the project document and technical project proposal (TPP). It took the Project three years and a half (one-year extension was granted with no cost) to achieve the intended results.

The project accounts in an acceptable manner for gender differences when developing and applying project activities; however, as the primary focus of the project is building capacities which are gender-neutral, it is acceptable to limit gender considerations to those project components which do have a gender impact.

Taking into consideration the complex design of the Project that covered different technical areas (biodiversity, climate change, and desertification), and required the involvement of many stakeholders, and the difficulties the project's team had faced during project launching phase mainly the delay in the project's commencement, the project overall rating is **Highly Satisfactory**.

The Project is very much recognized and respected by the Government of *Bangladesh*. It is considered very relevant to the national context and to the UNDP programmatic direction. Many positive results have been already achieved at the national and local levels. There are many strong and positive indications for potential sustainability, but more efforts are needed to mobilize the needed fund for follow-up activities. Based on the ongoing discussion between UNDP and the GoB, the project's minutes of meetings, project's review meetings, and the official request from the GoB to UNDP to hire a national consultant to develop a project proposal for the next phase for the Rio project, government commitment prospects for sustainability are almost certain, and overall sustainability is considered **likely**.

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

The Project design could have been strengthened by taking into consideration the following key facts: (i) the timeframe needed to implement the Project's activities needs to take into consideration the difficulty to mobilize the Project's team and national and international experts, and (ii) log frame, and targets indicators in the log-frame should be SMART to support the project team in its work.

For the Design

Corrective Action 1: Ensure that the project's indicators are SMART enough to allow the proper M&E. The proposed M&E is not well-articulated for the project and should have been simplified taking into consideration the local context.

For the Implementation

Corrective Action 2: Project management structure should be carefully developed in consultation with the Government and UNDP Officials. It looks like the proposed management structure is the typical one for all UNDP/GEF project, however, this project is unique and is complex due to its multi-focal area and multi-stakeholders' nature. These facts should have been considered during design and implementation.

For the Monitoring and Evaluation

Correction Action 3: The project M&E plan was developed on-time; however, it was not fully implemented, nor there was clear reporting on the results of M&E activities. For example, the TE consultant could not review any BTOR for UNDP officers visiting the demonstration site. Although all project review meetings were documented, risks and issues were not reported and hence this is considered as a shortcoming in the M&E cycle.

5.2 Actions to follow up or reinforce the initial benefits of the project

A set of follow up actions are proposed below, to reinforce benefits from the project, based on the valuable achievements of the Project:

Recommendation 1: The Project managed to produce a set of valued training programs and public awareness products on the Rio Conventions. It is recommended to develop a dissemination plan for those public awareness and outreach tools as well as for the training manuals developed to ensure that future initiatives would build on the Project activities and results and will incorporate the project's products in its work. (**UNDP, DoE**).

Recommendation 2: The training materials developed by the project should be shared with all concerned agencies as soon as possible, including piloting the testing of the local sustainable livelihood initiatives in the *Hakaluka Haor*, that would help in disseminating knowledge and lessons learned from these two valuable project's activities. (**UNDP, DoE**).

Recommendation 3: The work to enhancing the capacity of relevant policy and institutional stakeholders to enable compliance with the three Rio Conventions and other MEAs Bangladesh has just begun through this Project. It still at the early stages hence other UNDP and Government of *Bangladesh* initiatives and projects should

continue working on the upgrading of the national capacity, the infrastructure, and project's deliverables produced to ensure that the Country will build on the Project's Objective and results. A second phase of the project is certainly needed (**DoE, UNDP, development partners, and donor agencies**).

5.3 Proposals for future directions underlining main objectives

The development of a second phase or a follow up project, as per the GoB request, is very crucial to ensure that *Bangladesh* has an enhanced capacity of relevant institutions and stakeholder to enable compliance with the Rio Conventions and other MEAs. The work in the demonstration site is excellent and should continue by the GoB, UNDP through other initiatives, and other interested donors and development partners. UNDP in cooperation with the GoB could organize site visits to the piloting sites for interested development partners to facilitate resource mobilization for a second phase.

5.4 Best and worst practices in addressing issues relating to relevance, performance, and success

The project demonstrated good practices which resulted in the implementation of the project that may be adopted for the formulation of other projects. Some of the lessons learned are:

- i. As a CCCD Project, that is a multi-focal and multi-sectoral, it needs special attention during the project design, implementation and monitoring, and evaluation. UNDP and UNDP/GEF should provide a lot of support at the project development and inception phases to ensure the proper design of the project and then a proper launching during the inception phase. For example, the project's outputs are not well articulated, as many of them are basically activities, not outputs. This should have been detected by UNDP and/or UNDP/GEF during the project's formulation stage. Many of the CCCD projects at the global level have a similar focus and had developed sets of tools, frameworks, legislation, and training manuals and materials. Countries could benefit from these developed materials and hence knowledge sharing between countries and study tours/exchange are very much recommended.
- ii. Despite the project size, it demanded a lot of work from the Government and UNDP officials. Yet, its goal and objectives are very critical for the GoB and unique despite its small size.
- iii. Capacity development at different levels (institutional, organizational, and individual) and for different groups; local communities, government officials, women organizations, is very crucial for achieving the project outcomes and to ensure its sustainability. This project shows the best practice in the role of well-trained and heavily involved government officials in project management and the importance of capacity development to ensure the successful implementation of a project.
- iv. The project management strategy to include several local consultants with limited and specific tasks proved to be very effective. Many of the consultants worked in parallel and that led to finalize the project's activities in less than three years (if we exclude the 13 months delay at the beginning of the project).

6. Annexes

Annex 1. ToR

Appendix 1: Consultancy TOR

UNDP-GEF Terminal Evaluation

Background

This is the Terms of Reference (ToR) has been produced for the Terminal Evaluation (TE) of GEF project titled as '*National Capacity Development for Implementing Rio Conventions through Environmental Governance Project* (PIMS# 4884)' which is to be undertaken in April 2019. The project is being implemented by the Department of Environment, Ministry of Environment, Forest and Climate Change (MoEFCC). The project started in November 2016 and currently in its last year of implementation. This ToR sets out the expectations from the TE. The TE must be carried according to the guidance outlined in "Guidance For Conducting Terminal Evaluations of UNDP-Supported, Gef-Financed Projects (<http://web.undp.org/evaluation/documents/guidance/GEF/UNDP-GEF-TE-Guide.pdf>)".

The project was designed to strengthen Bangladesh's capacity to implement and manage Rio Convention obligations through mainstreaming. It will emphasize a long-term approach to institutionalizing capacities to meet Rio Convention obligations through a set of learning by doing activities to integrate Rio Convention and other key related MEA obligations into the country's national development framework. Specifically, this project will strengthen institutional and technical capacities and skills for improved implementation of the Rio Conventions. Additionally, this project will enhance Bangladesh's human resource development by working with leading national training institutions. The active participation of stakeholder representatives in the full project life cycle serves to facilitate the strategic adaptation of project activities in keeping with project objectives. The critical role of nonstate stakeholders will contribute to the adaptive collaborative management of project implementation. Besides, the project responds to one of the specific crosscutting capacity development priorities identified in Bangladesh's NCSA, which is to catalyze more effective engagement in the governance of the global environment through environmentally sound and sustainable development. The project is strategic in that it responds to a targeted set of underlying and critical institutional and technical barriers to environmental governance to meet and sustain global environmental outcomes. Specifically, the project will facilitate the proactive and constructive engagement of relevant decision makers and planners across environmental focal areas and socioeconomic sectors.

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

The Ministry of Environment, Forest and Climate Change (MoEFCC) is the executing entity for this project, and the project will be developed in accordance with agreed policies and procedures between the Government of Bangladesh and UNDP. With the support of UNDP, MoEF will establish the necessary planning and management mechanisms and facilitate government decision making to catalyze implementation of project activities and timely delivery of project outputs. The project was designed to be complementary to other related projects under implementation in Bangladesh, including those supported by the Global

Environment Facility (GEF). Given these, careful attention will be given to coordinating project activities in such a way that activities are mutually supportive, and opportunities capitalized to realize synergies and cost-effectiveness.

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

- Component 1: Developing institutional capacities for the management of the global environment
- Component 2: Mainstreaming of global environmental conventions into human resource development
- Component 3: Raising awareness of the linkages between the Rio Conventions and sustainable development

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

UNDP now intends to engage an independent international consultant to conduct the Terminal Evaluation of the project/ evaluate the project success towards achieving its purposes

Duties and Responsibilities

The TE 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 TE will also review the project's strategy, its risks to sustainability.

The TE will be carried out by an International Consultant having experience of evaluative projects and programs evaluation. The TE will assess the following four aspects of project progress. See the 'Guidance for Conducting Terminal Evaluation of UNDP-Supported, GEF-Financed Projects' for extended descriptions.

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 of 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 catalyze 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.

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).

In addition to the progress towards outcomes analysis:

- Compare and analyze the GEF Tracking Tool at the Baseline with the one completed right before the Midterm Review.
- Identify the 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.

Project Implementation and Adaptive Management

Management Arrangements:

- Review the 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 the 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 fulfill 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.

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 the 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 the sustenance of project outcomes?

Conclusions & Recommendations

The TE team will include a section of the report setting out the TE'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 TE. 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 Terminal Evaluation of UNDP-Supported, GEF-Financed Projects for guidance on a recommendation table.

The TE team should make no more than 15 recommendations in total.

Ratings

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

Approach & Methodology

The TE must provide evidence-based information that is credible, reliable and useful. The TE 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 TE 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 TE field mission begins.

While the TE needs to employ various types of data as well as data collection tools, the TE 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 TE, but it is strongly discouraged to use only qualitative data/methods

The TE is expected to follow a collaborative and participatory approach 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 TE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to concern representatives of For ideas on innovative and Participatory Monitoring and Evaluation strategies and techniques, see UNDP Discussion Paper: Innovations in Monitoring & Evaluating Results, 05 Nov 2013.

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. implementing and executing agencies, NPD, PDs of Partner Agencies, representatives of Project Board and PMU,

key experts and consultants in the subject area, local-level stakeholders including local government, public training institutes, etc. Additionally, the TE is expected to carry out field missions to the project site in Hakaluki Haor, Fenchuganj Upazila, Sylhet district of Bangladesh.

The TE 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 TE report should be prepared to maintain enough quality and it should describe the full TE 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 TE

The principal responsibility for managing this TE resides with the TE 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 TE Consultant. The TE consultant will work under the overall supervision of the UNDP CO and in collaboration with PMU. UNDP CO and PMU will be responsible for liaising with the TE Consultant to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

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 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 the evaluation mission.
- Draft Report: Full report with annexes (and data where applicable) within 3 weeks of the evaluation mission/ presentation.
- Final Report: Revised report within 01 weeks of receiving UNDP comments on the draft

SUPERVISION AND PERFORMANCE EVALUATION

The International Consultant will work closely with UNDP Bangladesh and Under the overall guidance from Assistant Resident Representative, UNDP Bangladesh, the consultant will directly report to and Program Specialist and Project Coordinator of UNDP. The Consultant will work with National Capacity Development for Implementing Rio Conventions through Environmental Governance Project.

TIMEFRAME AND DEADLINE

Expected duration of the assignment is 22 days over a time period of starting from April to May 2019.

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 12 Days. Rest 10 days will be work from home for Inception and TE methodology and finalization of TE.

Options for site visits should be provided in the Inception Report. The final TE 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 Terminal 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.

INPUTS

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

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 12 Days. Rest 10 days will be work from home for Inception and TE methodology and finalization of TE.

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 environmental governance. Evaluation experience related to the national level multi-disciplinary projects.

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.

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 the 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

Qualifications

The evaluator must present the following qualifications:

Education

A Master's degree in natural resource management/ environmental management/ business/ public administration other related disciplines

Professional Experiences

- Minimum 7 years of relevant professional experience
- Knowledge of UNDP and GEF monitoring and evaluation policies and guidelines – at least 2 GEF funded project evaluation experiences preferably with a focus on multi-focal area capacity development project, e.g. on the three thematic areas of the 3Rio convention namely Climate Change, Biodiversity, and Land Degradation
- Previous experience with results-based monitoring and evaluation methodologies;
- Technical knowledge in the targeted focal area(s) – Multi-Focal Area Cross-cutting capacity development projects
- Experience in implementation or evaluation of projects/components mainstreaming of the Rio Conventions.
- Proficiency in oral and written English

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, the 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 Southeast Asia.

Language:

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

Price Proposal and Schedule of Payments

The 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 the 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:

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 12 Days. Rest 10 days will be work from home for Inception and TE methodology and finalization of TE.

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 upon Cumulative Analysis/evaluation and determined as:

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

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

Technical Criteria for Evaluation (Maximum 70 points)

- Criteria-01; Year of experience of in the field of development project evaluation- Max Point 25

- Criteria-02; Experience of evaluating at least 3 development projects and programs of considerable size related to rural community-based Environment or Natural Resources or Biodiversity or Climate Change adaptation or livelihood related projects in Asia and Pacific Region- Max Point 25
- Criteria-03; Experience of evaluating GEF and UN financed projects and programs of similar nature.- Max Point 20

Financial Evaluation (Total 30 marks)

All technically 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;
- μ = 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/Interest%20and%20...>

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

Annex 2. List of documents reviewed

The following is a comprehensive list of all documents received from UNDP CO and the PMU and reviewed by the TE consultant:

#	TITLE OF THE REPORT
REPORTS	
1.	Inception report of Rio project
2.	Baseline Awareness Survey of the Government Officials understanding the Rio Conventions
3.	Comprehensive Assessment of Current Skillset and Training Needs on Rio Conventions in the Public Training Institutes of Bangladesh
4.	Good Practices and Innovations of the Rio Conventions in Bangladesh
5.	Public Awareness Plan for National Capacity Development for Implementing Rio Conventions through Environmental Governance
6.	Communication Plan for Rio at Public Training Institutes in Bangladesh
7.	Review Report on Existing Policy and Plan Addressing Rio Conventions Obligations into the Current Policy Framework in Bangladesh
8.	Assessment Report on Assess the linkage of Rio Convention obligations to achieve the SDG in Bangladesh context
9.	Assessment Report on the Current Skillset and Identify Training Needs of the Selected District to Mainstream Rio Conventions in District Level Planning
10.	Feasibility Analysis and Implementation Plan for Integrating the Rio Conventions in the Hakaluki Haor, Moulvibazar
11.	Final report on integrating the Sector Development Plan of Rio Conventions in Hakaluki Haor (by NACOM)
12.	Endline Survey Report on Rio Conventions
13.	Project Completion Report
FRAMEWORKS	
14.	Analytical Framework for Integrating Rio Conventions into National Planning
15.	Indicator Framework for Integrating Rio Conventions into Annual Development Program and Projects of Department of Agricultural Extension (DAE)
TRAINING MODULE	
16.	Training Modules on Rio Conventions
OPERATIONAL GUIDELINE	
17.	Operational Guideline for Ecosystem Management Fund (in Bangla)
ACTION PLAN	
18.	Action Plan for the Implementation of Sustainable Development Goals (SDGs)
PROCEEDINGS	
19.	Proceedings of the Inception Workshop
20.	Proceedings of Consultation Workshop on Rio Conventions with Public Training Institutes
21.	Planning Workshop of Rio Project

22.	Key Discussions and Recommendations of the Expert Consultations on Issues related to Rio Conventions Project
23.	Meeting Notes of Consultation Workshop on Rio Conventions Awareness Plan with the Journalists
24.	Key Discussion and Decisions of the Focal Person Meeting
25.	Proceedings of Knowledge Sharing Workshop on Rio Conventions for DoE Officials in July 2018
26.	Proceedings of the Launching Ceremony of Pilot Activities in Rio Conventions in Hakaluki Haor
27.	Proceedings of Knowledge Sharing Workshop on Rio Conventions for DoE Officials in January 2019
28.	Proceedings of Knowledge Sharing Workshop on Rio Conventions with RDA Faculties on 08 April 2019
29.	Proceedings of Experience Sharing Meeting on Bangladesh's Fruitful Participation in COPS and other Meetings of UNFCCC on 21 May 2019
TECHNICAL NOTES	
30.	Traditional Knowledge and Practices in Biodiversity Conservation in Chittagong Hill Tracts, Bangladesh: A Framework Strategy
31.	Exploring Enabling Policy Environment to Implement Nationally Determined Contribution (NDCs) in Bangladesh
32.	Enabling Gender-responsive Implementation of UNCCD in Bangladesh
33.	Survey note of reconnaissance visit to Hakaluki Hoar, Kulaura Juri upazila of Moulvibazar District and Fenchuganj upazila of Sylhet district
MEETING MINUTES	
34.	1 st Meeting of Project Steering Committee
35.	2 nd Meeting of Project Steering Committee
36.	1 st Meeting of Project Implementation Committee
37.	2 nd Meeting of Project Implementation Committee
38.	1 st Meeting of Review Committee of the Training Module on Rio Conventions
39.	2 nd Meeting of Review Committee of the Training Module on Rio Conventions
40.	3 rd Meeting of Review Committee of the Training Module on Rio Conventions
41.	4 th Meeting of Review Committee of the Training Module on Rio Conventions
42.	1 st Technical Committee Meeting on SDG Action Plan: Goal 13
43.	1 st Technical Committee Meeting on SDG Action Plan: Goal 14
44.	1 st Technical Committee Meeting on SDG Action Plan: Goal 15
45.	1 st Technical Committee Meeting on SDG Action Plan: Others
46.	2 nd Technical Committee Meeting on SDG Action Plan (all goals)
47.	3 rd Technical Committee Meeting on SDG Action Plan (all goals)
48.	4 th Technical Committee Meeting on SDG Action Plan (all goals)
49.	Decisions of the Project Meeting on 17 July 2018

50.	Decisions of the Project Meeting on 31 July 2018
51.	Notes of the Project Update Meeting on 24 October 2018
52.	Notes of the Project Update Meeting on 23 January 2019
53.	Minutes of the Rio Project Meeting on 10 April 2019
54.	Minutes of Project End-Year Review 2017 on 10 January 2018
55.	Annual Work Plan (AWP) Review Meeting on 24 January 2019
PROGRESS REPORTS	
56.	UNDP Annual Progress Report 2017
57.	UNDP Annual Progress Report 2018
58.	GEF Annual Project Report 2018
59.	Project Monitoring and Evaluation Plan 2017
60.	Project Monitoring and Evaluation Plan 2018
61.	Year-End Review 2017 (in .ppt)
62.	Year-End Review 2018 (in .ppt)
63.	1st Quarter Review 2019 (in .ppt)
64.	Results-Oriented Annual Reporting (ROAR) 2017
65.	Results-Oriented Annual Reporting (ROAR) Consolidated 2018
66.	Project Quality Assurance (PQA) 2018
67.	Project Quality Assurance (PQA) 2019
Communication Materials	
68.	Brief of UNCBD (English)
69.	Brief of UNCBD (Bangla)
70.	Brief of UNFCCC (English)
71.	Brief of UNFCCC (Bangla)
72.	Brief of UNCCD (English)
73.	Brief of UNCCD (Bangla)
74.	Brief on Training of Trainers (English)
75.	Brief on Training of Trainers (Bangla)
76.	Booklet on key achievements (English)
77.	Booklet on key achievements (Bangla)
78.	Brief on Sustainable Development Goals (SDGs) (English)
79.	Booklet on community-based adaptation (Bangla)
80.	Booklet on natural resource management (Bangla)
81.	Booklet on ecotourism (Bangla)
Project Documentation	
82.	UNDP Project Document
83.	UNDP GEF endorsement request

84.	Project Identification Form - PIF
85.	Technical Project Proforma – TPP (Government document)
86.	Project financial reports (2016-2019)
87.	A sample of financial QPR and a request for NEX advance
88.	List of Project’s events, workshops, and training programs
89.	Project extension request- official request from the Government to UNDP
90.	Project extension approval from UNDP GEF to UNDP

Annex 3: Itinerary**International Expert Amal Aldababseh****Terminal Evaluation of the project****“National capacity development for implementing Rio Conventions through environmental governance”**

Mission period: 1-8 July 2019: Dhaka and Hakaluki Haor, Moulovibazar, Bangladesh

Day,	Date & Time	Meeting Person(s)	Meeting Location
Arrival			
Tuesday 2/07/2019	9 am	Meeting with the UNDP CO team: <ul style="list-style-type: none"> • Aminul Islam, National Consultant • Rezaul Hoque, Programme Associate • Tanzina Dilshad, Project Officer 	UNDP CO Team
	11 am	Meeting with the project team <ul style="list-style-type: none"> • Abu Mostafa Kamal Uddin, Project Management Specialist • Suriya Ferdous, National Junior Consultant (Environmental Governance) 	Project office, 3 rd Floor (new building), DoE, Agargaon
	2:30 pm	Meeting with the Executing Agency: <i>Department of Environment (DoE)</i> <ul style="list-style-type: none"> • AKM Rafique Ahmed, Deputy Director (NRM), DoE 	DoE premise, Agargaon
	4 pm	Meeting with the Executing Agency: <i>Department of Environment (DoE):</i> <ul style="list-style-type: none"> • Mohammed Solaiman Haider, Director (Planning), DoE and Focal of UNCBD 	DoE premise, Agargaon
Wednesday 3/07/2019	10:00	Meeting with the project team <ul style="list-style-type: none"> • Abu Mostafa Kamal Uddin, Project Management Specialist 	Project office, 3 rd Floor (new building), DoE, Agargaon
	11:30	Meeting with UNDP Staff <i>UNDP Monitoring and Evaluation Specialist</i> <ul style="list-style-type: none"> • Kazuyoshi Hirohata 	UNDP CO
	2:30	Meeting with relevant stakeholder: <i>National Academy for Planning and Development (NAPD) - Public training institute of Bangladesh</i>	Academy premise, Nilkhet

		<ul style="list-style-type: none"> • Hasan Tarique, Director, NAPD 	
	3:30	<p>Meeting with Executing Agency: <i>Department of Environment (DoE)</i></p> <p>Dr. Md Sohrab Ali, Director, (Metropolitan), DoE and Focal of UNCCD.</p>	DoE premise, Agargaon
Thursday 04/07/2019	9:00	<p>Meeting with the UNDP CO team:</p> <ul style="list-style-type: none"> • Arif M. Faisal, Programme Specialist. 	UNDP CO
	10:30	<p>Meeting with relevant stakeholder: <i>Bangladesh Civil Service Administration Academy (BCSAA) (public training institute of Bangladesh)</i></p> <ul style="list-style-type: none"> • Towhidul Islam, Deputy Director (Training), BCSAA 	Academy premise, Sahbag
	1:00	<p>Meeting with the UNDP CO team:</p> <ul style="list-style-type: none"> • Rezaul Hoque, Programme Associate 	UNDP CO
	2:00	<p>Meeting with Project Finance Assistant</p> <ul style="list-style-type: none"> • Md. Farhad Alam, Project and Finance Assistant 	UNDP CO
Friday and Saturday 05-06 July 2019	10:00	Travel to the Project piloting site	Hakaluki Haor, Moullovibazar
	2:00-8:00p m	<p>Meeting with Implementing Associate of Piloting Activities: <i>Nature Conservation Management (NACOM)</i></p> <ul style="list-style-type: none"> • Md Abdul Mannan, Coordinator, NACOM. <p>Field visit to the pilot site <i>Visit local communities. Representative.</i></p> <p><i>(benefits for all VCG members)</i> <i>Md. Helal Uddin: Member Jadhustipur-Badedeuli VCG</i></p> <ul style="list-style-type: none"> - Cattle's farming - Compost Fertilizer - Plantation – hilly area <p><i>Dragon Fruit Sapling site: (benefits for all VCG members)</i></p> <p><i>Visit individual projects (single household beneficiary):</i></p> <p>Plantation and birds:</p>	<p>Nij Gilachara, Fenchuganj, Sylhet</p> <p>Jadhustipur, Gilachara, Fenchuganj, Sylhet</p> <p>Jadhustipur, Gilachara,</p>

		<ul style="list-style-type: none"> - <i>Md. Moram Ali- Secretary Jadhustipur-Badedeuli VCG</i> - <i>Md. Ekhlash Miah- President Jadhustipur-Badedeuli VCG</i> - <i>Mr. Md. Gani Miah-Treasurer Jadhustipur-Badedeuli VCG</i> - <i>Md. Salek Miah- Member Jadhustipur-Badedeuli VCG</i> - <i>Md. Dudu Miah- Member Jadhustipur-Badedeuli VCG</i> - <i>Md. Helal Uddin- Member Jadhustipur-Badedeuli VCG</i> <p>Solar Panel and birds:</p> <ul style="list-style-type: none"> - <i>Mr. Md. Gani Miah-Treasurer Jadhustipur-Badedeuli VCG</i> <p>Sheep + birds</p> <ul style="list-style-type: none"> - <i>Ms. Jusna Rani Das- Member Jadhustipur-Badedeuli VCG</i> <p>Travel back to Dhaka</p> <p><u>Project Management Team meeting:</u></p> <ul style="list-style-type: none"> • Arif M. Faisal, Programme Specialist. • Dr. Abu Sadat Moniruzzaman: former Project Manager. • Md. Farhad Alam, Projec, and Finance Assistant. • Tanzina Dilshad, Project Officer. • Suriya Ferdous, National Junior Consultant (Environmental Governance) 	<p>Fenchuganj, Sylhet</p> <p>East Jadhustipur (Bank of Hakaluki Haor, Gilachara, Fenchuganj, Sylhet</p> <p>East Badedeuli, Gilachara, Fenchuganj, Sylhet</p> <p>Dhaka</p>
Sunday 7/07/2019	2 pm 5 June 2019 8:00 – 10:00 pm		
	9:00 am- 2:00 pm	<u>Attending a workshop for a UNDP Project</u> and meeting with key stakeholders	Pan Pacific Sonargaon Hotel
	11:00 3:00- 4:30p m	<p><u>Meeting with Implementing Partner:</u></p> <p><i>Ministry of Environment, Forest and Climate Change (MoEFCC)</i></p> <ul style="list-style-type: none"> • Md. Ziaul Haque, National Project Director. Director, Department of Environment <p><u>Wrap up a meeting with UNDP and MoEFCC</u></p> <p><i>UNDP and MoEFCC/DOE</i></p>	<p>Pan Pacific Sonargaon Hotel</p> <p>DoE</p>

		<p>TE mission and presentation by consultants with feedback from UNDP, DoE, and MoEFCC</p> <ul style="list-style-type: none">• Md. Ziaul Haque, National Project Director. Director, Department of Environment• Arif M. Faisal, Programme Specialist.• Md. Farhad Alam, Project, and Finance Assistant.• Tanzina Dilshad, Project Officer.• Abu Mostafa Kamal Uddin, Project Management Specialist• Suriya Ferdous, National Junior Consultant (Environmental Governance)	
--	--	--	--

Annex 4. List of persons interviewed

	<u>Name</u>	<u>Title</u>	<u>Organization</u>
Central Level			
1.	Mr. Md. Ziaul Haque	National Project Director/Director	DoE
2.	Mr. Arif M. Faisal	Programme Specialist	UNDP CO
3.	Dr. Abu Sadat Moniruzzaman	former Project Manager	UNDP /DOC
4.	Mr. Aminul Islam	National Consultant	UNDP CO
5.	Mr. Rezaul Hoque	Programme Associate	UNDP CO
6.	Mr. Md. Farhad Alam	Project and Finance Assistant	UNDP CO
7.	Ms. Tanzina Dilshad	Project Officer	UNDP CO
8.	Mr. Abu Mostafa Kamal Uddin	Project Management Specialist	DoE
9.	Ms. Suriya Ferdous	National Junior Consultant	DoE
10.	Mr. AKM Rafique Ahmed	Deputy Director (NRM)	DoE
11.	Mr. Mohammed Solaiman Haider	Director (Planning), The focal point of UNCBD	DoE
12.	Mr. Kazuyoshi Hirohata	UNDP Monitoring and Evaluation Specialist	UNDP
13.	Mr. Hasan Tarique	Director	NAPD
14.	Dr. Md Sohrab Ali	Director, (Metropolitan). Focal point of UNCCD.	DoE
15.	Mr. Towhidul Islam	Deputy Director (Training)	BCSAA
District level/ Piloting Site			
17.	Mr. MD Abdul Mannan	Pilot site project Coordinator. NACOM Senior Conservation Officer	NACOM
18.	Md. Helal Uddin	Local community beneficiary/ Member Jadhustipur-Badedeuli VCG	Jadhustipur-Badedeuli VCG
19.	Md. Moram Ali	Local community beneficiary/ Member Jadhustipur-Badedeuli VCG	Jadhustipur-Badedeuli VCG
20.	Md. Ekhlas Miah	Local community beneficiary/ Member Jadhustipur-Badedeuli VCG	Jadhustipur-Badedeuli VCG
21.	Mr. Md. Gani Miah	Local community beneficiary / Member Jadhustipur-Badedeuli VCG	Jadhustipur-Badedeuli VCG

22.	Md. Salek Miah	Local community beneficiary / Member Jadhustipur-Badedeuli VCG	Jadhustipur- Badedeuli VCG
23.	Md. Dudu Miah	Local community beneficiary / Member Jadhustipur-Badedeuli VCG	Jadhustipur- Badedeuli VCG
24.	Ms. Jusna Rani Das	Local community beneficiary / Member Jadhustipur-Badedeuli VCG	Jadhustipur- Badedeuli VCG

Annex 5. Evaluative Question Matrix

Evaluation Criteria	Evaluation Indicators	Means of Verification
i. Project Strategy		
1. 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 of achieving the project results as outlined in the Project Document.	Reported adaptive management measures in response to changes in context.	<ul style="list-style-type: none"> ▪ Project progress reports. ▪ Interviews with project staff and key stakeholders.
Review 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?	Reported progress toward achieving the results	<ul style="list-style-type: none"> ▪ Project progress reports. ▪ Interviews with project staff and key stakeholders.
Review 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?	<p>Endorsement of the project by governmental agencies.</p> <p>Provision of counterpart funding.</p>	<ul style="list-style-type: none"> ▪ Documents endorsements and co-financing. ▪ Interviews with UNDP, project staff and governmental agencies.
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, considered during project design processes?	Level of participation of project partners in project design and actual inclusion in project implementation arrangements	<ul style="list-style-type: none"> ▪ Interviews with stakeholders. ▪ Project progress reports.
Review the extent to which relevant gender issues were raised in the project design.	Level of gender issues raised outlined in project documents	<ul style="list-style-type: none"> ▪ Project documents
2. Results Framework/ Logframe:		
Undertake a critical analysis of the project's log frame 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.	Indicators and targets of outcome and outputs.	<ul style="list-style-type: none"> ▪ Project framework
Are the project's objectives and outcomes or components clear, practical, and within its time frame?	The stated contribution of stakeholders in	<ul style="list-style-type: none"> ▪ Interviews with stakeholders.

	project implementation.	
Examine if progress so far has led to or could in the future catalyze beneficial development effects (i.e. income generation, gender equality and women's empowerment, improved governance, etc...) that should be included in the project results from the framework and monitored on an annual basis.	Indicators of the project's outcome (from the project results framework)	<ul style="list-style-type: none"> ▪ Field visits and interviews with local stakeholders involved with these projects and the direct beneficiaries.
Ensure the 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.	Measures were taken to ensure proper project implementation based on project monitoring and evaluation	<ul style="list-style-type: none"> ▪ Project's reports. ▪ Interviews with PSC/Project board members ▪ Minutes of interviews with key stakeholders
ii. Progress Towards Results		
3. Progress towards outcomes analysis		
Review the logframe indicators against progress made towards the end-of-project targets using the Progress Towards Results Matrix.	Output level indicators of the Results Framework.	<ul style="list-style-type: none"> ▪ Project progress reports. ▪ Tangible Products (publications, studies, etc.) ▪ Interviews with the project's staff, partners, and stakeholders.
iii. Project Implementation and Adaptive Management		
4. Management arrangement		
Review the 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.	Level of implementation of mechanisms outlined in the project document	<ul style="list-style-type: none"> ▪ Interviews with project staff and partners. ▪ Project progress reports.
Review the quality of execution of the Executing Agency/Implementing Partner(s) and recommend areas for improvement.	Level of satisfaction (among partners and project staff) of overall management by Implementing partner.	<ul style="list-style-type: none"> ▪ Interviews with project staff, consultants, and partner organizations
Review the quality of support provided by the GEF Partner Agency (UNDP) and recommend areas for improvement.	Level of satisfaction (among partners and project staff) of overall management by UNDP	<ul style="list-style-type: none"> ▪ Interviews with project staff, consultants, and partner organizations
5. Work planning		

Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved.	Level of compliance with project planning / annual plans	<ul style="list-style-type: none"> ▪ Project progress reports. ▪ Interviews with project staff.
Are work-planning processes results-based? If not, suggest ways to re-orientate work planning to focus on results?	List of results proposed in the work plan	<ul style="list-style-type: none"> ▪ Project work plan.
Examine the use of the project's results framework/ logframe as a management tool and review any changes made to it since project start.	Level of compliance with project results framework and logframe	<ul style="list-style-type: none"> ▪ Project progress reports. ▪ Interviews with project staff.
6. Finance and co-finance		
Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions.	Level of compliance with project financial planning / annual plans	<ul style="list-style-type: none"> ▪ Project financial reports. ▪ Interviews with project staff.
Review the changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions.	Level of compliance with project financial planning	<ul style="list-style-type: none"> ▪ Project financial reports.
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 the timely flow of funds?	<p>Quality of standards for financial and operative management.</p> <p>Perception of management efficiency by project partners and project staff/consultants</p>	<ul style="list-style-type: none"> ▪ Interviews with the project and UNDP finance staff. ▪ Financial reports.
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?	Level of co-financing in relation to the original planning	<ul style="list-style-type: none"> ▪ Financial reports of the project. ▪ Interviews with project management staff and UNDP RTA.
7. 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?	<p>Measures were taken to improve project implementation based on project monitoring and evaluation.</p> <p>Level of implementation of the M&E system.</p>	<ul style="list-style-type: none"> ▪ Project progress and implementation reports. ▪ Interview with project staff, UNDP team, and key stakeholders.

	Changes in project implementation as result of supervision visits/missions.	
Examine the financial management of the project monitoring and evaluation budget. Are enough resources being allocated to monitoring and evaluation? Are these resources being allocated effectively?	The number of cases where resources are insufficient. The number of cases where budgets were transferred between different budget lines.	<ul style="list-style-type: none"> ▪ Project progress reports/ financial reports/ consultant contracts and report
8. Stakeholder Engagement		
Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?	Level of participation of project partners in project design and actual inclusion in project implementation arrangements	<ul style="list-style-type: none"> ▪ Interviews with key 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?	Endorsement of the project by governmental agencies. Provision of counterpart funding Perception of ownership by national and local agencies	<ul style="list-style-type: none"> ▪ Interviews with national partners, UNDP and project staff. ▪ Project progress reports/PIR. ▪ Documented endorsements and co-financing.
Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards the achievement of project objectives?	Perceived level of collaboration and coordination. The stated contribution of stakeholders in the achievement of outputs.	<ul style="list-style-type: none"> ▪ Interviews with the Project Management team. ▪ Interviews with stakeholders. ▪ Citation of stakeholders' roles in specific products like publications
9. Reporting		
Assess how adaptive management changes have been reported by the project management and shared with the Project Board.	Reported adaptive management measures in response to changes in context	<ul style="list-style-type: none"> ▪ Project progress reports ▪ Interviews with project staff and key stakeholders

Assess how well the Project Team and partners undertake and fulfill GEF reporting requirements (i.e. how have they addressed poorly rated PIRs, if applicable?)	Level of alignment with the GEF mandate and policies at the time of design and implementation; and the GEF CCCD.	<ul style="list-style-type: none"> ▪ Comparison of project document and annual reports and policy and strategy papers of local-regional agencies, GEF and UNDP. ▪ Interviews with UNDP, project and governmental agencies.
Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.	Reported adaptive management measures.	<ul style="list-style-type: none"> ▪ Project progress reports. ▪ Interviews with project staff and key stakeholders.
10. 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?	<p>The degree to which plans were followed up by project management.</p> <p>Perception of effectiveness.</p>	<ul style="list-style-type: none"> ▪ Project progress reports. ▪ Interviews with project staff and key stakeholders.
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?)	<p>Stated the existed means of communication.</p> <p>The degree to which plans were followed up by project management.</p>	<ul style="list-style-type: none"> ▪ Project progress reports. ▪ Interviews with project staff and key stakeholders
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.	Identified risks and mitigation measures during project design and the updated risk-log sheet in ATLAS	<ul style="list-style-type: none"> ▪ Project document ▪ Progress report ▪ Risk log
11. 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)?	<p>Estimations on financial requirements.</p> <p>Estimations of the future budget of key stakeholders.</p>	<ul style="list-style-type: none"> ▪ Studies on financial sustainability. ▪ Documented estimations of the future budget.

		<ul style="list-style-type: none"> ▪ Interviews with project staff and key stakeholders
12. Socio-economic risks to sustainability.		
<p>Are there any social or political risks that may jeopardize the sustainability of project outcomes?</p> <p>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?</p> <p>Do the various key stakeholders see that it is in their interest that the project benefits continue to flow?</p> <p>Is there enough public/stakeholder awareness in support of the long-term objectives of the project?</p> <p>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?</p>	<p>Key factors positively or negatively impacted project results (in relation to the stated assumptions).</p> <p>Main national stakeholders participate actively in the implementation and replication of project activities and results.</p>	<ul style="list-style-type: none"> ▪ Interviews with project staff, key stakeholders. ▪ Project progress reports. ▪ Revision of literature on context ▪ Documentation on activities of key stakeholders
13. Institutional Framework and Governance risks to sustainability		
<p>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.</p>	<p>Key institutional frameworks that may positively or negatively influence project results (in relation to stated assumptions)</p>	<ul style="list-style-type: none"> ▪ Analysis of existing frameworks. ▪ Interviews with project staff and key stakeholders
14. Environmental risks to sustainability		
<p>Are there any environmental risks that may jeopardize the sustainability of project outcomes?</p>	<p>Number of identified risks</p>	<ul style="list-style-type: none"> ▪ Risk log and management response.

Annex 6. The questionnaire used for the interviews

The inception report included most of the questions listed below. This list was used during the TE mission to guide the interviews in Bangladesh.

I. Relevance - How does the Project relate to the main objectives of the GEF and to the environment and development priorities of Bangladesh?

1. Is the Project relevant to the GEF objectives?
2. Is the Project relevant to UNDP objectives?
3. Is the Project relevant to Bangladesh development objectives?
4. Does the Project address the needs of target beneficiaries?
5. Is the Project internally coherent in its design?
6. How is the Project relevant considering other donors?
7. What lessons have been learned and what changes could have been made to the Project to strengthen the alignment between the Project and the Partners' priorities and areas of focus?
8. How could the Project better target and address the priorities and development challenges of targeted beneficiaries?

II. Effectiveness – To what extent are the expected outcomes of the Project being achieved?

1. How is the Project effective in achieving its expected outcomes?
2. How is risk and risk mitigation being managed?

III. Efficiency - How efficiently is the Project implemented?

1. Was the adaptive management used or needed to ensure efficient resource use?
2. Did the Project logical framework and work plans and any changes made to them use as management tools during implementation?
3. Were the accounting and financial systems in place adequate for Project management and producing accurate and timely financial information?
4. Were progress reports produced accurately, timely and respond to reporting requirements including adaptive management changes?
5. Was Project implementation as cost-effective as originally proposed (planned vs. actual)? Was the leveraging of funds (co-financing) happening as planned? Were financial resources utilized efficiently?
6. Could financial resources have been used more efficiently?
7. Were there institutionalized or informal feedback or dissemination mechanism to ensure that findings, lessons learned and recommendations pertaining to Project design and implementation effectiveness were shared among Project stakeholders, UNDP and GEF Staff and other relevant organizations for ongoing Project adjustment and improvement? Did the Project mainstream gender considerations into its implementation?
8. To what extent were partnerships/ linkages between institutions/ organizations encouraged and supported?
9. Which partnerships/linkages were facilitated? Which one can be considered sustainable?
10. What was the level of efficiency of cooperation and collaboration arrangements? (between local actors, UNDP/GEF and relevant government entities)
11. Was an appropriate balance struck between utilization of international expertise as well as local capacity?
12. Did the Project consider local capacity in the design and implementation of the Project?

IV. IMPACTS - What are the potential and realized the impacts of activities carried out in the context of the Project?

1. Will the project achieve its objective that is to improve fiscal measures for collecting, managing, and allocating revenues for global environmental management?
2. How is the Project impacting the local environment such as impacts or likely impacts on the local environment; on poverty; and, on other socio-economic issues?

V. Sustainability - Are the initiatives and results of the Project allowing for continued benefits?

1. Are sustainability issues adequately integrated into Project design?
2. Did the Project adequately address financial and economic sustainability issues?
3. Is there evidence that Project partners will continue their activities beyond Project support?
4. Are laws, policies, and frameworks being addressed through the Project, in order to address the sustainability of key initiatives and reforms?
5. Is the capacity in place at the national and local levels adequate to ensure the sustainability of the results achieved to date?
6. Did the Project contribute to key building blocks for social and political sustainability?
7. Are Project activities and results being replicated elsewhere and/or scaled up?
8. What are the main challenges that may hinder the sustainability of efforts?

Annex 7: List of Project's Key Events (Meetings, Training Sessions, and Public Awareness Events)

Project Steering and Implementation Committee Meetings

No.	Meetings	Date	Number of participants	
			Total	Female
1.	1 st Project Steering Committee	25/07/17	25	04
2.	2 nd Project Steering Committee	31/01/18	30	05
3.	1 st Project Implementation Committee	13/03/17	30	07
4.	2 nd Project Implementation Committee	14/12/17	29	04
Total			114	20

Focal Person Meetings

No.	Meetings	Date	Number of participants	
			Total	Female
1.	1 st Consultation with the Focal Person	09/09/17	48	20
2.	2 nd Consultation with the Focal Person	07/06/18	15	02
Total			63	22

Technical Expert Group Consultations

No.	Meetings	Date	Number of participants	
			Total	Female
1.	1 st Consultation (Planning Workshop)	24-25 Nov 2017	22	02
2.	2 nd Consultation	05/04/18	24	04
Total			46	06

Training of Trainers (ToTs)

No.	Training	Date	Number of participants	
			Total	Female
1.	1 st ToT Course	26-28 Feb 2018	18	06
2.	2 nd ToT Course	11-13 Mar 2018	16	05
3.	3 rd ToT Course	17-19 Apr 2018	16	03
4.	4 th ToT Course	24-26 Apr 2018	24	08
5.	5 th ToT Course	14-17 Aug 2018	20	04
6.	6 th ToT Course	25 – 27 Feb 2019	16	05
Total			110	31

Knowledge Sharing Workshops

No.	Workshops	Date	Number of participants	
			Total	Female
1.	Knowledge Sharing Workshops with BIAM	25/06/17	45	26
2.	Knowledge Sharing Workshops with NAPD	15/08/17	60	22
3.	Knowledge Sharing Workshops with BCSAA	11/11/17	45	15

4.	Knowledge Sharing Workshops in Chittagong	05/12/17	55	15
5.	Knowledge Sharing Workshops with NAEM	28/01/18	60	28
6.	Knowledge Sharing Workshops with NATA	01/02/18	51	23
7.	Knowledge Sharing Workshops with DoE Officials in Khulna	15/02/18	62	22
8.	Knowledge Sharing Workshops with BARD	16/07/18	42	16
9.	Knowledge Sharing Workshops with DoE Officials in Dhaka	24/07/18	32	14
10.	Knowledge Sharing Workshops with DoE Officials in Sylhet	14/11/18	30	10
11.	Knowledge Sharing Workshops with DoE Officials in Dhaka	24/01/19	33	13
12.	Knowledge Sharing Workshops with RDA	08/04/19	48	20
Total			508	209

Inceptions Workshops

No.	Workshops	Date	Number of participants	
			Total	Female
1.	Inception of Rio Project	11/01/17	130	45
2.	Launching of Piloting in Hakaluki Haor	15/08/17	110	35
Total			240	80

Consultations and Experience Sharing

No.	Workshops	Date	Number of participants	
			Total	Female
1.	Consultations with Media Representatives	11/01/18	30	06
2.	Private Sector Consultations in Cox's Bazar	16/04/19	92	25
3.	Experience Sharing with UNFCCC CoP Delegations	21/05/19	62	22
Total			184	53

Technical Review Committee Meeting (Training Module)

No.	Workshops	Date	Number of participants	
			Total	Female
1.	1 st Technical Committee Meeting	10/02/18	08	01
2.	2 nd Technical Committee Meeting	10/02/18	09	01
3.	3 rd Technical Committee Meeting	11/05/19	11	01
4.	4 th Technical Committee Meeting	25/05/19	12	01
Total			40	04

Technical Committee Meeting (SGDs Action Plan)

No.	Workshops	Date	Number of participants	
			Total	Female
1.	1 st Technical Committee Meeting (Goal 14)	22/12/18	15	05
2.	1 st Technical Committee Meeting (Goal 15)	22/12/18	15	04
3.	1 st Technical Committee Meeting (Goal 13)	21/01/19	15	05
4.	1 st Technical Committee Meeting (Others)	09/02/19	25	04
5.	2 nd Technical Committee Meeting	20/04/29	15	03

6.	3 rd Technical Committee Meeting	22/05/19	15	03
7.	4 th Technical Committee Meeting	30/05/19	15	03
Total			115	27

Public Awareness Events

No.	Workshops	Date	Number of participants	
			Total	Female
1.	Environmental Olympiad 2017	10/06/17	1,500	540
2.	World Environment Day Fair 2018	26 Jun – 02 Jul 2018	2,000	700
3.	World Environment Day Fair 2019	20 – 26 Jun 2019	3,500	800
4.	Roundtables at National Televisions	21/07/18	05	01
5.	Roundtables at National Televisions	28/07/18	05	01
Total			7,010	2,042

Project Annual Review Meetings

No.	Events	Date	Location	Estimated number of participants	
				Total	Female
1.	1 st Project Annual Review	12/01/17	Dhaka	15	07
2.	2 nd Project Annual Review	15/01/18	Dhaka	12	04
3.	3 rd Project Annual Review	21/01/19	Dhaka	07	02
Total				34	13

Annex 8: Updated Capacity Scorecards**Project Name:****National capacity development for implementing Rio Conventions through environmental governance****Project Cycle Phase:**

Terminal Evaluation

Date: June 2019

Capacity Result / Indicator	Staged Indicators	Rating	Score at the inception phase	Score at TE	Comments	Contribution to which component
CR 1: Capacities for engagement						
Indicator 1 – Degree of legitimacy/mandate of lead environmental organizations	Institutional responsibilities for environmental management are not clearly defined	0			The lead organizations for environmental management, both government and non-government, are identified for the project. Respective responsibilities are clearly defined. Authority and legitimacy of the identified organizations are recognized by stakeholders	1, 2, 3
	Institutional responsibilities for environmental management are identified	1	1			
	Authority and legitimacy of all lead organizations responsible for environmental management are partially recognized by stakeholders	2				
	Authority and legitimacy of all lead organizations responsible for environmental management recognized by stakeholders	3		3		
Indicator 2 – Existence of operational co-management mechanisms	No co-management mechanisms are in place	0			The existence of public and private co-management mechanisms is functional. The project has also established a 28-membered Technical Expert Group having representations from repeated government and non-government institutes.	1, 2
	Some co-management mechanisms are in place and operational	1	1			
	Some co-management mechanisms are formally established through agreements, MOUs, etc.	2		2		
	Comprehensive co-management mechanisms are formally established and are operational/functional	3				
Indicator 3 – Existence of cooperation with stakeholder groups	Identification of stakeholders and their participation/involvement in decision-making is poor	0			Involvement of stakeholders, their identification, consultation processes and the active contribution of these stakeholders to decision-making are ensured by	1, 2
	Stakeholders are identified but their participation in decision-making is limited	1				

Capacity Result / Indicator	Staged Indicators	Rating	Score at the inception phase	Score at TE	Comments	Contribution to which component
	Stakeholders are identified and regular consultations mechanisms are established	2	2		10-membered Focal Persons Group. The officials are nominated by respective public training institute.	
	Stakeholders are identified and they actively contribute to established participative decision-making processes	3		3		
CR 2: Capacities to generate, access and use information and knowledge						
Indicator 4 – Degree of environmental awareness of stakeholders	Stakeholders are not aware of global environmental issues and their related possible solutions (MEAs)	0			Endline Awareness Survey results show a 30% increase in understanding Rio Conventions mainstreaming into the national planning process.	2, 3
	Stakeholders are aware of global environmental issues but not about the possible solutions (MEAs)	1				
	Stakeholders are aware of global environmental issues and the possible solutions but do not know how to participate	2	2			
	Stakeholders are aware of global environmental issues and are actively participating in the implementation of related solutions	3		3		
Indicator 5 – Access and sharing of environmental information by stakeholders	The environmental information needs are not identified, and the information management infrastructure is inadequate	0			Identifying the needs of information and ensure public access, the project has launched a website on Rio Conventions, hosted by the Department of Environment (www.rio.doe.gov.bd) and created a facebook page on the Rio Conventions project (www.facebook.com/rio.conventions.project/)	1, 2,3
	The environmental information needs are identified but the information management infrastructure is inadequate	1	1			
	The environmental information is partially available and shared among stakeholders but is not covering all focal areas and/or the information management infrastructure to manage and give information access to the public is limited	2		2		
	Comprehensive environmental information is available and shared through an adequate information management infrastructure	3				
Indicator 6 – Existence of	No environmental education programmes are in place	0			Traditional knowledge is explored,	2

Capacity Result / Indicator	Staged Indicators	Rating	Score at the inception phase	Score at TE	Comments	Contribution to which component
environmental education programmes	Environmental education programs are partially developed and partially delivered	1	1		captured and shared among stakeholders for effective participative decision-making processes. A total of 14 good practices and Innovations in implementing Rio conventions in Bangladesh are published and disseminated.	
	Environmental education programs are fully developed but partially delivered	2		2		
	Comprehensive environmental education programs exist and are being delivered	3				
Indicator 7 – Extent of the linkage between environmental research/ science and policy development	No linkage exists between environmental policy development and science/research strategies and programs	0			The Analytical Framework for Integrating Rio Conventions into National Planning published by the project provides linkage between environmental policy and research and the relevance of the research available to policy development.	1, 2
	Research needs for environmental policy development are identified but are not translated into relevant research strategies and programs	1				
	Relevant research strategies and programs for environmental policy development exist but the research information is not responding fully to the policy research needs	2	2			
	Relevant research results are available for environmental policy development	3		3		
Indicator 8 – Extent of inclusion/use of traditional knowledge in environmental decision-making	Traditional knowledge is ignored and not taken into account into relevant participative decision-making processes	0			A total of 14 good practices and Innovations, collected from the community level, for implementing Rio conventions in Bangladesh are published and disseminated.	1, 2, 3
	Traditional knowledge is identified and recognized as important but is not collected and used in relevant participative decision-making processes	1	1			
	Traditional knowledge is collected but is not used systematically into relevant participative decision-making processes	2		2		
	Traditional knowledge is collected, used and shared for effective participative decision-making processes	3				
CR 3: Capacities for strategy, policy, and legislation development						

Capacity Result / Indicator	Staged Indicators	Rating	Score at the inception phase	Score at TE	Comments	Contribution to which component
Indicator 9 – Extent of the environmental planning and strategy development process	The environmental planning and strategy development process is not coordinated and does not produce adequate environmental plans and strategies	0			The Analytical Framework for Integrating Rio Conventions into National Planning published by the project includes the extent of the environmental planning and strategy development process. The framework is shared with the Planning Commission for their review.	1, 2
	The environmental planning and strategy development process does produce adequate environmental plans and strategies but there are not implemented/used	1				
	Adequate environmental plans and strategies are produced but there are only partially implemented because of funding constraints and/or other problems	2	2	2		
	The environmental planning and strategy development process is well coordinated by the lead environmental organizations and produces the required environmental plans and strategies; which are being implemented	3				
Indicator 10 – Existence of adequate environmental policy and regulatory frameworks	The environmental policy and regulatory frameworks are insufficient; they do not provide an enabling environment	0			The Ecosystem Management Fund has been established for the conservation and sustainable development of all Ecologically Critical Area (ECA) in Bangladesh. The Rio project took the initiative to operationalize the Management Fund and provided financial support of BDT 11 lakh. The fund is established under the provision of the Ecologically Critical Areas Management Rules 2016 (Article 23).	1, 2, 3
	Some relevant environmental policies and laws exist but few are implemented and enforced	1	1			
	Adequate environmental policy and legislation frameworks exist but there are problems in implementing and enforcing them	2		2		
	Adequate policy and legislation frameworks are implemented and provide an adequate enabling environment; a compliance and enforcement mechanism is established and functions	3				

Capacity Result / Indicator	Staged Indicators	Rating	Score at the inception phase	Score at TE	Comments	Contribution to which component
Indicator 11 – Adequacy of the environmental information available for decision-making	The availability of environmental information for decision-making is lacking	0			Relevant environmental information i.e. country position papers, national reports, Action Plan on Sustainable Development Goals, etc are made available to environmental decision-makers.	2, 3
	Some environmental information exists but it is not sufficient to support environmental decision-making processes	1				
	Relevant environmental information is made available to environmental decision-makers but the process to update this information is not functioning properly	2	2			
	Political and administrative decision-makers obtain and use updated environmental information to make environmental decisions	3		3		
CR 4: Capacities for management and implementation						
Indicator 12 – Existence and mobilization of resources	The environmental organizations do not have adequate resources for their programs and projects and the requirements have not been assessed	0			Adequate resources are mobilized and available for the functioning of the lead environmental organizations. <ul style="list-style-type: none"> Rio project supported the participation of 20 delegations in the meetings of Conference of Parties and Subsidiary Bodies under three Rio Conventions. Rio project organized 06 Training of Trainers (ToT) on Rio Conventions where 110 government officials are trained. The project organized 12 knowledge sharing programs where 600 government officials participated. 	2
	The resource requirements are known but are not being addressed	1				
	The funding sources for these resource requirements are partially identified and the resource requirements are partially addressed	2	2			
	Adequate resources are mobilized and available for the functioning of the lead environmental organizations	3		3		

Capacity Result / Indicator	Staged Indicators	Rating	Score at the inception phase	Score at TE	Comments	Contribution to which component
					<ul style="list-style-type: none"> The project also supported 10-month piloting for mainstreaming three Rio Conventions in Hakaluki Haor was implemented by the Department of Environment. 	
Indicator 13 – Availability of required technical skills and technology transfer	The necessary required skills and technology are not available, and the needs are not identified	0			Rio project has developed the training module and manual incorporating three Rio Conventions: biodiversity conservation, climate change and combating desertification. The module aims to provide a fair understanding and improve skills of the public officials on Rio Conventions: the objectives, principles, obligations and implementation process at the global and national level.	2, 3
	The required skills and technologies needs are identified as well as their sources	1	1			
	The required skills and technologies are obtained but their access depends on foreign sources	2		2		
	The required skills and technologies are available and there is a national-based mechanism for updating the required skills and for upgrading the technologies	3				
CR 5: Capacities to monitor and evaluate						
Indicator 14 – Adequacy of the project/program monitoring process	Irregular project monitoring is being done without an adequate monitoring framework detailing what and how to monitor the project or program	0			Regular participative monitoring of results is conducted e.g. annual project progress an review, review and AWP, ROAR, PQA, and annual M&E plan.	1,2, 3
	An adequate resourced monitoring framework is in place, but project monitoring is irregularly conducted	1	1			
	Regular participative monitoring of results in being conducted but this information is only partially used by the project program implementation team	2		2		
	Monitoring information is produced timely and accurately and is used by the implementation team to learn and possibly to change the course of action	3				

Capacity Result / Indicator	Staged Indicators	Rating	Score at the inception phase	Score at TE	Comments	Contribution to which component
Indicator 15 – Adequacy of the project/program evaluation process	None of the ineffective evaluations are being conducted without an adequate evaluation plan; including the necessary resources	0			Evaluations are conducted as per the evaluation plan.	1,2,3
	An adequate evaluation plan is in place, but evaluation activities are irregularly conducted	1	1			
	Evaluations are being conducted as per an adequate evaluation plan, but the evaluation results are only partially used by the project/program implementation team	2		2		
	Effective evaluations are conducted timely and accurately and are used by the implementation team and the Agencies and GEF Staff to correct the course of action if needed and to learn for further planning activities	3				
TOTAL			21	36		

Annex 10: Evaluation Consultant 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 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 it 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.

Terminal Evaluation Consultant Agreement Form

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

Name of Consultant: AMAL ALDABABSEH

Name of Consultancy Organization (where relevant): INDIVIDUAL CONSULTANT

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

Signed at Jordan (Place) on 19 August 2019 (Date)

Signature:

Annex 11: Evaluation Report Clearance Form

(to be completed by CO and UNDP GEF Technical Adviser based in the region and included in the final document)

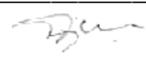
Evaluation Report Reviewed and Cleared by
UNDP Country Office

Name: Khurshid Alam, Assistant Resident Representative, UNDP Bangladesh

Signature:  Date: 30/11/2019

UNDP GEF RTA

Name: Tom Twining-Ward, Regional Technical Advisor, UNDP-GEF

Signature:  Date: 2/12/2019

Annex 12: Audit Trail Report