Terminal Evaluation Report

"INTEGRATING COMMUNITY-BASED ADAPTATION INTO AFFORESTATION AND REFORESTATION PROGRAMMES IN BANGLADESH (PIMS 4878)



Photos: Courtesy of ICBA-AR Project/UNDP Bangladesh

Final Report – May 2021

UNDP/GEF Project

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

This report has been prepared by independent consultants (Mr Jonathan McCue and Dr Danesh Miad). The findings and conclusions expressed herein

TERMINAL EVALUATION OPENING PAGE

Funded by:	Global Environment Facility (GEF)		
Bangladesh National Counterparts:	Ministry of Environment, Forest and Climate Change (MoEFCC);Forest Department (FD)		
Partnerships:	Department of Agricultural Extension (DAE); Department of Fisheries (DoF); Department of Livestock Service (DLS); Bangladesh Water Development Board (BWDB); Cyclone Preparedness Programme (CPP); Co-Management Committee (CMC); Partner NGO: Nature Conservation and Management (NACOM)		
Project Locations:	5 Coastal Districts of Bangladesh: Barguna, Bhola, Noakhali, Patuakhali, Pirojpur and 8 Upazilas: Patharghata, Charfassion, Monpura, Tazumuddin, Hatiya, Galachipa, Rangabali, Bhandaria.		
CPD Output:	**(CPD Outcome 3) Enhance effective management of the natural and man-made environment focusing on improved sustainability and increased resilience of vulnerable individuals and groups.** **(CPD Output 3.1)** Government institutions have improved capacities, and institutional and legal frameworks to respond to and ensure resilient recovery from earthquakes, weather extremes, and environmental emergencies **(CPD Output Indicator 3.1.3)** Number of women and men with increased resilience at the household and community level.		
SP Output:	**(SP Outcome 1) Advance Poverty Eradication in all its forms and dimensions** **(SP Output 1.4.1)** Solutions scaled up for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains		
SDG Target:	**(SDG Goal 13) Take urgent action to combat climate change and its impacts** (SDG Target 13.1) Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries **(SDG Goal 15) Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss** **(SDG Target 15.2)** By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally		
Project Starting Date	Officially initiated date: 22 March 2017 (Pro-Doc starting date: May 2015)		
Planned Completion Date	30 April 2019	**Expected Completion Date**	30 March 2021
Project Budget (USD):	$5,650,000	**Fund Received (USD):**	$5,650,000
GEF Project ID	4700	**PIMS**	4878
Award ID	00075892	**Project ID**	00087558
Country	Bangladesh	**Region**	Asia Pacific
Focal Area	Climate Resilient Adaptation		

Short biography of the consultants

The Terminal Evaluation (TE) was undertaken by Jonathan McCue (International Consultant – Lead Evaluator) and Dr. Md Danesh Miah (Bangladeshi National Consultant).

Jonathan is a UK based independent consultant who is Director of his own company, Sustainable Seas Ltd (www.sustainableseas.co.uk). He possesses 33 years' postgraduate experience in the field of climate change adaptation and coastal zone management. He has a successful mid-term and terminal evaluation track record with circa 10 prominent international projects that have involved the setting and appraisal of project evaluation criteria. This includes work for a number of separate international funding institutes, namely the European Commission (Final Evaluation Projects in Gambia, Maldives and Jamaica), UN organisations such as UNDP (Guyana and Samoa), UN Environment Programme (UNEP) (in Cambodia, Seychelles, Mauritania and Nepal), IOC-UNESCO and finally for DFID in the Caribbean region. He also possesses key experience working in Bangladesh on climate and disaster risk management related projects.

Dr Danesh Miah (Bangladeshi National Consultant) has circa 20 years as a professional forester. He is presently Professor at the Institute of Forestry and Environmental Sciences, University of Chittagong. He began his career in 1998 as a Regional Sector Specialist (Social Forestry) in the BRAC, Bangladesh before moving (in 2000) to be a Lecturer in the University of Chittagong where he teaches courses on global climate change, energy and environment, mitigation and carbon trading and forest resource economics.

Acknowledgements

The evaluators wish to express their acknowledgements to all the individuals and organisations they had the pleasure to engage with, offering their time and views, often on very short notice and without restrictions. As the focus of this TE is both on determining project findings and impacts. Upon learning about observations and views (including those pertaining to project challenges and constraints), the opinions shared and the suggestions and recommendations made were all received with appreciation, as they offered valuable information used for the narrative of this TE report.

The evaluation was managed by Kazuyoshi Hirohata, the Monitoring and Evaluation Officer and Arif M. Faisal Programme Specialist, Nature, Climate and Energy of the UNDP Dhaka office. The evaluation team was also supported by the Project Management Unit, the Ministry of Environment, Forest and Climate Change (MoEFCC) and district level administration with report, data and information. Many thanks to Mohammed Muzammel Hoque (ICBAAR Project Manager), Arik Shama Proma (Monitoring and Evaluation Officer), Ehsanul Karim Chowdhury (Procurement), Bahadur Hossain (Finance), who all gave excellent detailed insight and support during the project evolution including scheduling supports and any associated arrangements as required.

The PMU team, headed by the Project Manager, were excellent in supporting the team not only with sharing documented information, their experiences and insights but also as the key communication between the consultants and the key Implementing Agencies, and their invaluable logistical support for the whole TE. The team also thank the experts and staffs involved from the various project Districts and Upazillas for their time and views. Their warm hospitality and open and frank discussion were very valuable, and the evaluators thank them kindly.

We have tried to balance our thoughts and to offer fair perspectives of what was observed and learned from people whom have much more experience in day to day project activities than the consultant team have had experience on. Regardless, the evaluation team hope that the findings of this TE will provide actionable recommendations to enhance lasting impact. The views expressed in this report are intended to offer an overview of the project.

Jonathan McCue and Danesh Miah (May 2021)

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ABBREVIATIONS AND ACRONYMS

AWP	Annual Work Plan
BCCRF	Bangladesh Climate Change Resilience Fund
BCCSAP	Bangladesh Climate Change Strategy and Action Plan
BFD	Bangladesh Forest Department
BFRI	Bangladesh Forest Research Institute
CBACC	Community Based Adaptation to Climate Change
CDMP	Comprehensive Disaster Management Programme
CO	Country Office
COSS	Country Office Support Service
CRPAR	Climate Resilient Participatory Afforestation and Reforestation
CMC	Co-management Committee
CPAP	Country Programme Action Plan
CPP	Cyclone Preparedness Programme
CREL	Climate Resilient Ecosystems and Livelihoods
EA	Executing Agency
EWS	Early Warning System
2FVD	Fish, Fruit, Vegetables and Duck farming
3FV	Fish-Fruit-Forest and Vegetable'
FD	Forest Department
FRPG	Forest Resource Protection Group
GEF	Global Environment Facility
GoB	Government of Bangladesh
HACT	Harmonized Approach to Cash Transfer
IA	Implementing Agency
IC	International Consultant
ICBAAR	Integrating Community-based Adaptation into Afforestation and Reforestation Programmes in Bangladesh
LDCF	Least Developed Country Fund
IPAC	Integrated Protected Area Co-Management
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
MEA	Multilateral Environmental Agreement
MoDMR	Ministry of Disaster Management and Relief
MoEFCC	Ministry of Environment, Forest and Climate Change
MoL	Ministry of Land
MoU	Memorandum of Understanding
MTR	Mid-term Review
NAPA	National Adaptation Plan of Action
NGO	Non-Government Organization
NIM	National Implementation Modality
NPD	National Project Director
NPM	National Project Manager
IPAC	Integrated Protected Area Co-management Project
PD	Project Board
PIR	Project Implementation Report
PMU	Project Management Unit
ProDoc	Project Document
PSC	Project Steering Committee
SDG	Sustainable Development Goal
SMART	Specific, Measurable, Achievable, Relevant, Time-bound

SNC	Second National Communication
ToR	Terms of Reference
UNDAF	UN Development Assistance Framework
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
USAID	United States AID
US$	United States Dollar

Currency of Bangladesh is the Bangladeshi Taka. At the time of the Terminal Evaluation (18 March 2021), US$ 1 = BDT85.

EXECUTIVE SUMMARY

The Terminal Evaluation (TE) has been conducted as part of the Monitoring and Evaluation plan of the UNDP/GCF Project: *"Integrating Community-based Adaptation into Afforestation and Reforestation Programmes in Bangladesh (PIMS 4878)"* also as known as the "ICBAAR" and will be referred to as the "Project" in the scope of this TE. No physical mission to Bangladesh was conducted by the International Consultant due to COVID19 global pandemic travel restrictions, though extensive national consultations with the project partners were conducted by the National Consultant within the 5 Districts.

Project Information Table

Project Title	Integrating Community-based Adaptation into Afforestation and Reforestation Programmes in Bangladesh (ICBAAR)		
UNDP Project ID (PIMS #):	4878	PIF Approval Date:	27 December 2011
GEF Project ID (PMIS #):	4700	CEO Endorsement Date:	10 February 2014
ATLAS Business Unit, Award #, Project ID:	0075892 0087558	Project Document (ProDoc) Signature Date (date project began):	27 May 2015
Country:	Bangladesh	Date project manager hired:	22 March 2017
Region:	South Asia	Inception Workshop date:	22 March 2017
Focal Area:	Climate Change	Midterm Review completion date:	March 2019
GEF Focal Area Strategic Objective:		Planned closing date:	30 March 2021
Trust Fund:	NA		
Executing Agency/ Implementing Partner:	Ministry of Environment, Forest and Climate Change/ Bangladesh Forest Department		
Other execution partners:	USAID / UNDP		

Project Financing	*at CEO endorsement (US$)*	*at Midterm Review (US$)*	*At Terminal Evaluation (1 Jan 2021)*
[1] GEF financing:	5,650,000 (Cash)	2,795,870.40	5,359,469.62[1]
[2] UNDP contribution:	2,000,000	0	0
[3] Government:	35,000,000	17,500,000	35,000,000
[4] Other partners (Grants):	USAID: 10,000,000	0	0
[5] Total co-financing [2 + 3 + 4]:	47,000,000 (in-kind)	17,500,000	35,000,000[2]
PROJECT TOTAL COSTS [1 + 5]	**52,650,000**	**20,295,870.48**	**40,359,469.62**

Project Description

The objective of the ICBAAR project is to reduce vulnerability of communities to the adverse impacts of climate change through participative design, community-based management and diversification of afforestation and reforestation programmes. It was designed to help transform the way in which coastal afforestation and reforestation programmes are designed and developed and thereby also contribute to national poverty reduction and development goals. The ICBAAR project is therefore aimed to enable the Government of Bangladesh (GoB) to design measures for mitigation and adaptation to address climate change, through (a) supporting communities living in coastal afforestation/reforestation sites to adopt resilient livelihoods, (2) regulatory reform and fiscal incentive structures introduction that incorporate climate change risk management, and (3) training CPP volunteers for climate risks, disaster preparedness and the benefit of coastal forest for climate risk mitigation.

[1] From the remaining 290,530.38 USD in 2020, the Project team is anticipating expenditure up to 200,000.00 USD up to 30 March 2021. Major expense areas for this period include project phase-out workshops on lessons learned with local and national partners in phases, and completion of ALC construction in Char Kukrimukri.

[2] As per the Project Document (ProDoc), co-financing was planned through UNDP Direct Financing (US$2,000,000) and USAID (US$ 10,000,000) though these sources were not used. Government "in kind" contributions of US$35,000,000 did take place, such as provision of office space rental inside the Bangladesh Forest Department.

The project aims to assist the GoB to carry out all the necessary activities to increase climate resilience of coastal belt communities and through adaptation and mitigation activities.

Evaluation Ratings Table

Monitoring & Evaluation (M&E)	Rating[3]
M&E design at entry	Satisfactory
M&E Plan Implementation	Satisfactory
Overall Quality of M&E	**Satisfactory**
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	Satisfactory
Quality of Implementing Partner Execution	Satisfactory
Overall quality of Implementation/Execution	**Satisfactory**
Assessment of Outcomes	Rating
Progress towards objective and expected outcomes analysis	Highly Satisfactory
Relevance	Satisfactory
Effectiveness	Satisfactory
Efficiency	Satisfactory
Overall Project Outcome Rating	**Satisfactory**
Sustainability	Rating
Financial resources	Moderately Likely
Socio-political/economic	Likely
Institutional framework and governance	Likely
Environmental	Likely
Overall Likelihood of Sustainability	**Likely**

Summary of Findings, Conclusions and Lessons Learned

- The main findings of the ICBAAR project are as follows. The *project design* included clear outputs milestones and activities for each output with SMART indicators to help monitor implementation and activity achievements. The design was undertaken in a manner that involved all implementing and executing institutions at the outset of the project. The indicators set are deemed as being SMART following some update since the MTR (2019). Importantly, lessons from other relevant projects were considered. The TE believes the management of the Programme's risks needed some improved formality procedures adopted, as some risks needed to be more carefully identified and monitored with concrete mitigation measures with a robust follow-up plan on each risk/assumption as suitable.

[3] Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight & Execution and Relevance are rated on a 6-point scale: 6=Highly Satisfactory (HS), 5=Satisfactory (S), 4=Moderately Satisfactory (MS), 3=Moderately Unsatisfactory (MU), 2=Unsatisfactory (U), 1=Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4=Likely (L), 3=Moderately Likely (ML), 2=Moderately Unlikely (MU), 1=Unlikely (U)

- The ICBAAR *project strategy* involved multiple government departments during the whole planning and implementation process. This provided platforms for communities to build better relationships with relevant departments. It has managed to involve many stakeholders in ICBAAR implementation and hence stakeholders' participation and engagement has been incorporated and planned sufficiently. With regards to management arrangements, these are deemed appropriate with suitable correct implementing partners being set up at the outset with no obvious gaps. The PMU also appears to have been quite effective and respected throughout the project with suitable integrated coordination mechanisms being in place between the PD and the PMU.

- The project has demonstrated *adaptive change* which was needed to be undertaken as a direct consequence of the delayed project start (circa 2 years) which minimized the window of opportunity for project delivery, meaning that adaptive management was needed to deliver the expectations of the project within reduced timelines. Adaptive measures also needed to be implemented by the project as in many instances, partner agency staffs often needed to re-allocated to be engaged on crisis management related issues which inevitably placed certain project interventions in "pause" mode.

- Regarding *project finance* (up to the beginning of 2021), there was overspend in Outcome 1 (105%), near total usage of Project Management budget (96%) though under-utilization of spend in Outcomes 2 and 3 (73% and 82% respectively). From the remaining 290,530.38 USD, the Project team is anticipating this amount is to be used in totality by 30 March 2021. Although co-financing was made available at the project outset, commitments from USAID and UNDP projects were not realised mainly as a consequence of those projects having to terminate by the time this project started (in 2017).

- The 3FV model represents an important *innovative* "Climate Resilience Livelihoods" approach that comprises short, medium- and long-term recurrent resource generation and diversified options for livelihood security. A key finding is that the barren land inside the coastal forest often was not suitable for plantation of non-mangrove species and cultivation of crops and the area used to receive frequent inundation of tidal saline water. Following the 3FV approach by modifying the local topography, non-mangrove species can now be planted, and other crops can be cultivated. Other valuable interventions that demonstrate adaptive management include approaches such as the "floating garden", 3- Layer "Sack" vegetables cultivation and the 2FVD, etc.

- From a *gender perspective*, the project has been successful. It has oriented all staff of the project on gender equality at the beginning of all operations, recruited all eight field adaptation watcher females, so that gender "lens" has been used in every aspect. Gender parity was ensured wihin the Project Management Unit, District and Upazila level officials. ICBAAR designed strategies also led to better adaptive capacities and increased climate resilience for women and their families. The project also included 52% female HH in resilient livelihood activities. For example, 56.5% FRPG members are women , and thus a contributor and beneficiary to FRPG savings, thus supporting their economic empowerment.

- Finally, the *impact* of the ICBAAR has been influenced by the levels of communication which have been strong. The training offered (and from this) the professional help offered from National and local government (e.g.: from BFD) has been impactful along with the basic provision of fertilizer, pesticide and seeds which all helped to incentivize positive actions. The impact of the interventions appears to have also been improved by the technical designs undertaken, ensuring the safety to livestock, fishes, vegetables plus the introduction of salinity tolerant crop varieties which were supplied.

The **key conclusions** of the ICBAAR are as follows:

- Firstly, the ICBAAR has strengthened the enabling environment to enhance resilience and build sustainability. The information provided, and activities undertaken could be used to benefit a range of sectors in an integrated manner, such as forestry, agriculture, fisheries, livestock and poultry, drinking water supply, water resources management, education and scientific research, etc.

- Secondly, the ICBAAR has developed innovative models (3FV and 2FD etc) which can help to engage the private sector. The technical assistance provided and sharing of knowledge/experiences could be implemented in other Districts within the Sundarbans for a range of technical areas.
- Thirdly, ICBAAR was successful in building key strategic partnerships, cooperating with important institutions, and building linkages with other projects. The project did establish good working relationships between political/civil society and project staffs and GoB staffs which represents an excellent recipe for future replication on other projects or to other areas.
- Fourthly, the project established a unique working relationship between targeted communities and GoB partners and established an effective mechanism to deliver local government service to the vulnerable communities which represents an excellent recipe for upscaling adaptation action and other basic services to the grass-root level.

A summary of **lessons learned is** outlined below.

- Be clear on National "Sign off" Procedures. The project experienced an 18-24-month delay in project operational completion due to two main reasons: a) delay in the recruitment and b) the time required to gain nationnally accepted TAPP. Better planning and anticipation of these difficulties would have minimized the length of the delay.It is maybe of value for UNDP to explore with UNDP's Nature, Capital and Energy vertical fund Directorate to determine whether start dates of projects can be established based on approval of TPP/DPP rather than approval of ProDoc to offset any delay.

- Ensure the Project design is not overly ambitious at the outset: Since it is difficult to attain measurable outcomes within a short time frame of EbA or nature based solution related pilot projects/programmes, it is essential to ensure that the projects design is not overly ambitious and include needed details such as SMART indicators and targets from the beginning. The projects concept was well-justified, had a good approach and was opportunistic, relevant and strategic in nature. Despite this, ICBAAR ProDoc did not have an adaptive Theory of Change that could have more useful within a fast changing operating context.

- Sound technical inputs and relevant experience is a contributing factor to successful project design and implementation. In all project components, international technical experts and national technical experts worked collaboratively to provide sound technical guidance and inputs, conducted technical workshops and training sessions. However, the TE does relay that the ICBAAR suffered from reduced input from key GoB officials (experiencing frequent staff transfers including National Project Director (NPD), Project Director (PD) of implementing partners as well as grass root level local officials) which all influenced the effectiveness of the projects implementation strategy and caused impacts on certain project scheduling of certain activities.

- Good participatory planning is essential to ensure timely project inputs to achieve project outcomes. There is always a requirement to conduct a "needs assessment" that adopts participatory tools and methods in order to document real socio-economic and climatic aspects of each site and from this, to compile a database of all participating beneficiaries to better assess the enhancement of adaptive capacities through specific project interventions. One simple fact that perhaps was overlooked as a consequence of not pursuing such an approach was that on occasion, human disturbances and grazing problems are acute within the remotest project implementation sites, though these simple protection measures were overlooked in the signed ProDoc.

- Learn from past experiences: To make the coastal belt more protective and climate-resilient, the ICBAAR project has learned from the lessons of the past and enriched the greenbelt plantation approach by using a diversity of climate resilient species. It also attempted to offer community incentive to act as local custodians of the forest, and by offering climate-resilient livelihoods that are linked to the management and protection of the greenbelt.

- Enhance local appreciation and ownership of the mangrove forest: the ICBAAR approach invested in strengthening awareness and actively involving communities and other stakeholders (including local

government representatives, local leaders, NGOs, women, and youth) in forest protection and adaptation activities.

Recommendations

The following TE strategic recommendations have been formulated with the aim of improving project effectiveness and enhancing the likelihood that project results will be sustained after GEF funding ceases:

TE Recommendation	Entity Responsible	Timeframe
1. Need for a Continuation Strategic Plan (linked to CMCs) to help support the route map for next phases of work to help make coastal communities climate resilient;	UNDP-CO and MoEFCC	1-2 years
2. Update existing ICBAAR Guides and Manuals to help mainstream climate resilience into National and Sector Specific Policies and Plans	UNDP-CO and GOB (exact institute/donor not defined)	2-3 years
3. Undertake a forward-looking review of staffing and capacity needs covering the "life after the ICBAAR project" period.	GOB specially from MoEFCC's Climate Change Trust Fund, GCF, etc.	1-2 years
4. **Provide strong justification on how to sustain and continue the Adaptation Learning Centre (ALC)**	MoEFCC and UNDP	6 months
5. **An agreement needs to be reached between the GoB and UNDP on streamlining of GEF financed projects and TAPP approval processes**	MoEFCC, Planning Commission, Economic Relations Division, GEF and UNDP	1 year
A series of supporting recommendations are presented below for consideration		
Instil Project Monitoring Planning: This is proposed as the ICBAAR could have benefitted from a more adequate "month by month" monitoring planning processes, as opposed to only an annual report that was used to measure progress. A Mid-term review (which was delayed) could have been helpful for assessing performance to assist in the final TE. In addition, an effective and well-structured documentation process or platform could have been more useful for measuring project progress. Similar future projects should consider how to improve mechanisms to support the process of ensuring that beneficiary institutions develop a reporting requirement that informs ICZM related policy-making, assesses progress on capacity development, and helps enable mainstreaming climate data into national development activities.		
Improve Frequency of Risk Register reviews: This is proposed as operational risks need to be more clearly and carefully analysed at the programme design phase, and appropriate risk mitigation measures identified from the beginning. In addition, continuous assessment of risks is an absolute necessity to ensure effective management of risks and the identification of proper mitigation measures.		
In order to promote enrichment plantations within monoculture mangrove afforestation stands, that all ICBAAR beneficiaries are made better aware of both ecological/ socio-economic benefits and the cost effectiveness of any intervention from an ecosystem service perspective. This may involve new targeted training events (workshops, seminars etc) for the beneficiaries especially at the upazila level to help grow adequate expertise in country.	UNDP-CO and MoEFCC	1-2 years
Improved "exposure visits" of the participants to new areas could be useful as an additional exercise which can be used to build awareness about Climate Resilient related innovative livelihoods for communities. This may consider visits to (or from) participants engaged on similar climate resilient innovative activities implementing from abroad such as Vietnam, Timor Leste, Indonesia, Malaysia or Gambia.	UNDP-CO and GOB (exact institute/donor not defined)	2-3 years
A Rewards system (or similar) should be introduced for those successful participants of the ICBAAR project to help encourage replication of interventions.	MoEFCC	1-2 years
As the project supported the new construction of the PSF (Pond Sand Filter) system for drinking water, and it repaired the older PSF, this approach could in theory be adopted as part of any future replication strategy.	UNDP-CO and GOB (e.g., Dept of Public Health Engineering)	2-3 years

1 INTRODUCTION

1.1 Purpose and Objective

This Terminal Evaluation (TE) is prepared to assess the achievement of project results, and draw lessons that can both improve sustainability of benefits from the project, and aid in the overall enhancement of United Nations Development Program (UNDP) and Global Environment Facility (GEF) programming. In addition, all evaluations for UNDP supported GEF financed projects have the following complementary purposes:

- To promote accountability and transparency, and to assess and disclose the extent of project accomplishments.
- To synthesize lessons that can help to improve the selection, design and implementation of future GEF financed UNDP activities.
- To provide feedback on issues that are recurrent across the UNDP portfolio and need attention, and on improvements regarding previously identified issues.
- To contribute to the overall assessment of results in achieving GEF strategic objectives aimed at global environmental benefit.
- To gauge the extent of project convergence with other UN and UNDP priorities, including harmonization with other UN Development Assistance Framework (UNDAF) and UNDP Country Programme Action Plan (CPAP) outcomes and outputs.

The Full-Sized Project (FSP) being evaluated is entitled "*Integrating Community-based Adaptation into Afforestation and Reforestation Programmes (ICBAAR) in Bangladesh (PIMS 4878)*". It is implemented through Bangladesh Forest Department (BFD) that is located within the Ministry of Environment, Forest and Climate Change (MoEFCC).

The TE followed the guidance and procedures of UNDP and GEF, including UNDP's "*Handbook on Monitoring and Evaluation for Results*" and GEF's *"Monitoring and Evaluation Policies and Procedures"*, and the specific Terms of Reference (ToR) for this TE (see Annex VIII). It has concentrated on assessing the concept and design of the Project; its implementation regarding quality and timeliness of inputs, financial planning, and monitoring and evaluation; the efficiency and effectiveness of activities carried out and objectives and outcomes achieved, as well as likely sustainability of its results, and the involvement of stakeholders.

1.2 Scope and Methodology

1.2.1 The Scope of the TE

The scope of the TE is as follows:

- critically examine 'the Project's objectives and arrangements for its implementation;
- assess and report on the progress achieved to date towards the production of outputs, emergent achievements of stated outcomes, and its contribution toward achieving the overall project objectives of its key partners;
- Identify and analyse major technical, management and operational issues and impediments encountered in the Project's implementation, if any;
- Assess the monitoring and evaluation system in place;
- formulate a set of specific recommendations for actions necessary to ensure resolution of the issues and impediments identified so that the Project has a greater prospect of achieving its objectives; and

- Present the recommendations to UNDP, GEF, Executing Agency (EA) and its key partners.

In its assessment, the TE considers a range of criteria (see Annex VI), which are based on the UNDP-GEF guidance document for conducting TE reviews of UNDP-supported GEF-financed projects. The temporal scope of the TE extends from the time of project start on 27 May 2015, through to February 2021, which was the start of this TE. The spatial assessment of this TE encompasses the activities and geographical scope of the Project (see Figure 1.1).

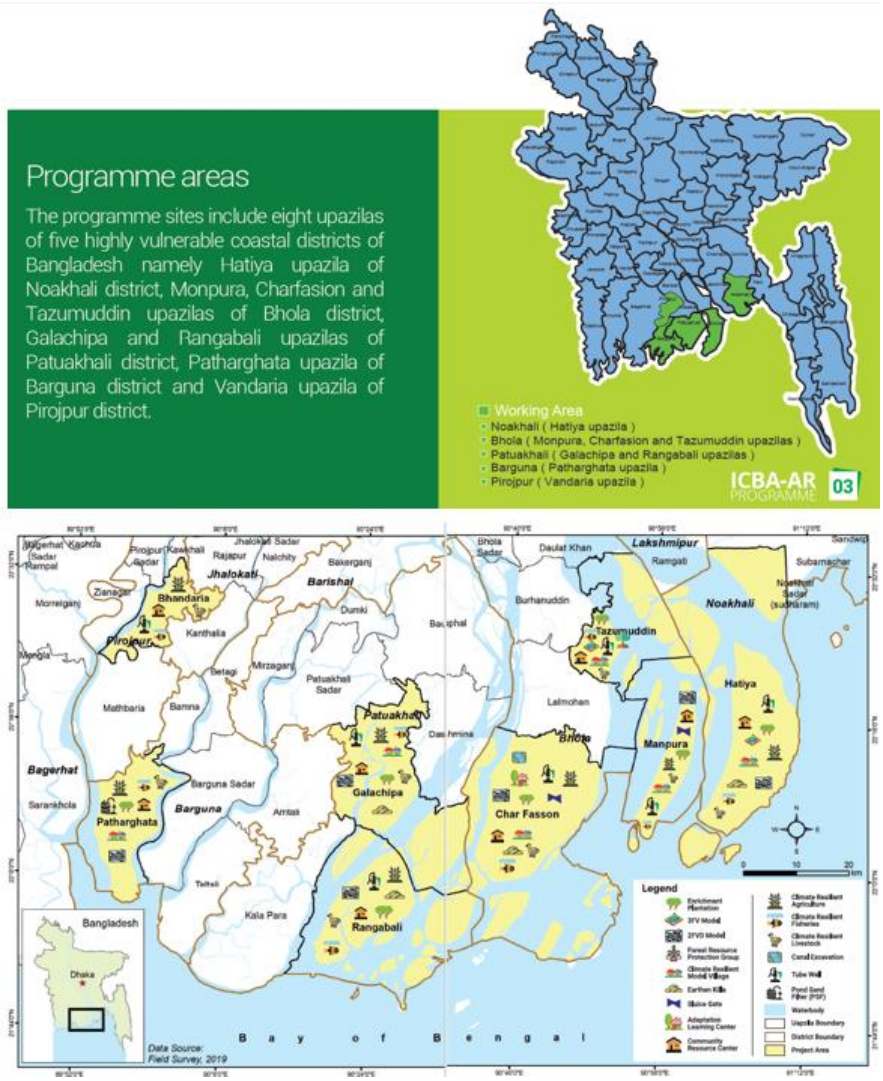

Figure 1.1: ICBAAR Project Area and identified Districts targetted[4] (taken from ICBAAR Project Brochure)

1.2.2 Evaluation Approach Adopted

Core Assessment Criteria

The overall approach towards conducting this TE was to frame the evaluation using core assessment criteria, namely relevance, effectiveness, efficiency, sustainability, and impact. Other aspects appraised within this TE include the following:

A) Project Financial aspects including co-financing: The team assessed the key financial aspects of the project, including the extent of co-financing planned and realized (see Annex V). Variances between planned and actual expenditures were also assessed and explained.

B) Mainstreaming: The evaluation team assessed the extent to which the project was successfully mainstreamed with other UNDP/GEF priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters, and gender.

C) Progress towards expected outcome: The evaluation team assessed the extent to which the project has achieved its intended outcomes. Key findings brought out in the evaluations include whether the project has demonstrated, as applicable in relevant GEF Tracking Tools or similar such as: a) verifiable improvements in ecological status, b) verifiable reductions in stress on ecological systems, and/or c) demonstrated progress towards these impact achievements[5].

D) Relevance was addressed by assessing the congruence of project objectives with GEF and UNDP global and national priorities and policies both past (at time of project implementation) and current.

E) Effectiveness was measured based on the quantitative and qualitative indicators in the project logical framework (Annex XIII). A Mid-Term Review (MTR) was completed in February 2019, and most of the outputs where rated as successfully achieved (excluding Outcome 2). Thus, whilst the performance of these activities was not assessed during this TE, the measurement of effectiveness instead concentrated more on activities and outputs that still needed to be accomplished after the MTR was completed.

F) Efficiency was determined by examining the cost effectiveness of each component including examining the co-funding and additional project leverage.

G) Sustainability was determined by examining not only the degree to which the outcomes are continuing and have been or will be continued with other funding, but also the socio- political; institutional framework and governance; and environmental aspects of sustainability.

H) Impacts were determined (medium term outcomes and longer term results or "impacts") by assessing how the overall project objectives have been achieved and identifying some of the most important achievements. The TE also considered issues related to management, coordination, project delivery, implementation, and finances. Particular attention was paid to lessons learned in order to assist UNDP & GEF in designing future projects and follow-up studies.

Data collection & analysis

The TE data collection and analysis methodology adopted a 'multi-level mixed evaluation' approach, which is useful when evaluating delivery of a new service or approach, being piloted by state institutions. The method allows for cross-referencing and is suitable for finding insights which are sensitive and informative.

A preliminary list of all ICBAAR documents and websites prepared for the Inception Report were examined in addition to a closer examination of the MTR findings and recommendations (2019). This work was supplemented by additional documents during the course of the review period, a list of these and websites reviewed are listed in Annex II.

A list of key stakeholders was then assembled during the TE Inception phase (see Annex I). As many of the key stakeholders are very senior, busy people, due to the very tight timelines set for this TE, the selection was restricted to key people where there was a strong chance of their availability for an interview or responding to email. The stakeholders were then contacted via email and telephone to introduce the evaluation and indicate confidentiality of

[5] Such tools are designed for results based management reporting at a programme level for targets associated with the GEF replenishment etc.

responses, and determine their willingness and timing to participate. The interviews were semi-structured but guided by a standardized set of questions, formulated as a specific questionnaire (see Annex III) that was designed to probe the degree of success in achieving expected outcomes and provide indications of project impact. The interviewees were asked to give rakings or rating (on a scale of 1 to 5) against the questions posed.

A field visit to a number of Pilot Districts[6] was carried out to meet local project beneficiaries and associated stakeholders. This was undertaken by the National Consultant (NC) from 1-8 March 2021. These site visits were used to verify primary and secondary data and to take site photographs (see Annex XIII). The findings were sent directly to the International Consultant (IC) for review and assessment. Particular attention was placed, during the field interview process, on engaging women and ensuring their voices are heard. Gender-related data was collected and analysed based on gender-specific evaluation questions that are presented in Annex III (see specifically question 14 amongst others).

After completion of the document review, field interviews, and questionnaire interrogation, the NC and IC evaluators analysed the data and assembled a Draft TE report. This draft report was circulated to the UNDP/GEF team and Government of Bangladesh (GoB) for review and comment. The evaluators then incorporated changes, corrections and additions as appropriate and submit a final draft to UNDP.

1.2.3 Independent nature and learning focus

The evaluation team (NC and IC), which are both independent from UNDP and all project management/operations, both have adequate technical and professional backgrounds to allow them to judge the project objectively and in an unbiased manner. In tandem, the IC has a relevant technical background and Bangladeshi experience whilst the NC has relevant and unrivalled professional experience on social development planning, forestry research and stakeholder engagement and analysis in Bangladesh. Due to COVID-19 restrictions, the IC provided support virtually while NC provided in-country support.

1.2.4 Rating Scales

Progress towards results and project implementation and adaptive management are rated according to a 6-point scale, ranging from highly satisfactory to highly unsatisfactory (see Annex VI). Sustainability is evaluated across four risk dimensions, including financial risks, socio-economic risks, institutional framework and governance risks, and environmental risks. According to UNDP-GEF evaluation guidelines, all risk dimensions of sustainability, coupled with using (where practical) of gender-responsive tools and methodologies have been embraced: i.e., the overall rating for sustainability is not higher than the lowest-rated dimension. Sustainability was also rated according to a 4-point scale, namely likely, moderately likely, moderately unlikely, and unlikely.

1.2.5 Ethics and Audit Trail

The review was conducted in accordance with the UNEG Ethical Guidelines for Evaluators, and the TE consultants have signed the Evaluation Consultant Code of Conduct Agreement form (Annex VI). The consultant team ensures the anonymity and confidentiality of individuals who were interviewed and surveyed. In respect to the UN Declaration of Human Rights, results are presented in a manner that clearly respects stakeholders' dignity and self-worth. As a means to document an "audit trail" of the evaluation process, review comments to the draft report are compiled along with responses from the IC and documented in an annex separate from the main report (clearance forms – see Annex V). Relevant modifications to the report were then incorporated into the final version of the TE report (see Annex VIII).

[6] Bhola, Noakhali, Barguna, Patuakhali, and Pirojpur (two districts out of five selected)

1.2.6 Constraints and Limitations

The review was carried out over a very short timeline which spanned from 24 February 2021 through to 20 March 2021[7]. This tight programme needed to include for all preparatory activities, field mission and site visits, desk review, and completion of the draft and final reports, all in accordance to the guidelines outlined in the ToR (Annex VIII).

There were no limitations with respect to language for review of written documentation thanks to the support of the NC (whom translated any key repot from Bangla to English (if required) plus the fact that the majority of reports are produced in English. Any virtual interviews were held in English.

As stated above, due to COVID-19 travel restrictions, any field trips undertaken were completed by the NC and hence all interviews were subsequently made with the key national stakeholders during the allocated field mission days (1-9 March 2021).

The IC feels that the information obtained during the desk review and site visits is sufficiently representative to capture the required information despite the challenges presented by the global COVID-19 health pandemic. To this end, the intended outcomes of the consultancy have been met.

1.3 Structure of the TE Report

The TE report commences with a brief description of the project, indicating the duration, principal stakeholders, and the immediate and development objectives. As defined clearly within the ToR, the findings of the review are then broken down into the following core sections:

- Section 2: Project Description and Development Context;
- Section 3: Findings;
- Section 4: Conclusions, Recommendations and Lessons Learned;

The report culminates with a collection of Annexes as requested within the ToR.

2 PROJECT DESCRIPTION AND DEVELOPMENT CONTEXT

2.1 Project Start, Duration and Milestone

The Project Document (ProDoc) was signed in 27 May 2015 for a project duration of four years. However, no project activities were undertaken in the first year[8]. Project activities were instead officially launched in 22 March 2017 following the recruitment of an ICBAAR Project Manager. As per the ProDoc, the end date of the Project was set as June 2019 (due project start-up delay), though since the MTR recommendation (conducted in December 2018 through to January 2019), an additional 9 months extension (to the end date March 2021) was granted as the final revised project deadline. The planned and actual timelines for project implementation are shown in Table 2.1 below.

Table 2.1: ICBAAR Project Timelines (original and actual)

Key project's milestones	Date
PIF Approval	27 Dec. 2011
CEO Endorsement Date	10 Feb. 2014
PAC Meeting Date	25 August 2013
ProDoc Signature date	27 May 2015

[7] Initially UNDP Bangladesh recruited an international consultant who was non-responsive for a months. Then they approached the 2nd ranked candidate which is why the TE had to be conducted in such a short time period.

[8] The recruitment of only four staffs were conducted during 2016 and early 2017

Inception Workshop Date	22 March 2017
Actual Mid-term Review Date	10 November 2018 - 30January 2019
Original Planned Closing Date	27 May 2019
Expected Terminal Evaluation Date	24 February – 23 March 2021
Revised Final Project Closure Date	30 March 2021

2.2 Problems that the project sought to address

2.2.1 Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope

Bangladesh is one of the most disaster-prone countries in the world and the most disaster-prone of the LDCs. The country is frequently subjected to cyclones, extreme weather events and storm surges, which in turn often lead to riverine and coastal flooding and saline intrusion and exacerbate existing problems of coastal erosion. Around 35 million people who are living in 19 coastal districts of the country are in the highest level of climate risks. Experts suspected that due to global warming, 10-15% Bangladesh's land could be inundated by 2050, resulting in over 25 million climate refugees from the coastal districts.

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

Bangladesh is pioneer in afforestation and reforestation efforts and so far planted more than 200,000 ha of coastal plantation. Success of afforestation and reforestation effort has, however, been highly variable due to a range of institutional, technical, ecological and socio-economic factors that have affected their sustainability. A number of barriers currently prevent the realisation of the full adaptive potential of coastal greenbelts, including an underlying incentive structure that drives people to exploit and degrade coastal forests rather than preserve them.

Climate change is likely to further exacerbate Bangladesh's existing vulnerability to natural hazards. Better disaster preparedness strategies and practices have reduced the numbers of deaths due to disasters, however the loss of assets and livelihoods remains very high with women being most acutely affected. Fishing in the Bay of Bengal, a key source of income and protein for the poor, as well as important contributor to GDP is becoming more risky and unsafe due to increasing erratic, harsh weather conditions at sea. Population living in coastal areas are more vulnerable to the effects of sea level rise, coastal erosion and salinization.

Five of the selected Upazilas (namely Galachipa, Rangabali, Patharghata, Monpura and Char Fasson) were among the 11 worst hit upazilas in the cyclone Mahasen in 2013. The CBACC project (first phase of LDCF) was also implemented in Barguna, Bhola and Noakhali but the only overlapping Upazila is Hatiya. All other proposed Upazilas in the ICBAAR are new sites[9]. The specific Unions in the above Upazilas were selected through field visit and in discussion with local level stakeholders to determine threats to those most vulnerable coastal communities.

United Nations Development Programme (UNDP), a long-term development partner of Bangladesh, has been assisting the country in addressing the challenges of climate change. To make the coastal belt more protective and climate-resilient, UNDP introduced a first ever global Least Developed Countries Funded project in 2009 entitled *"Community-based Adaptation to Climate Change through Coastal Afforestation (CBACC)"* which was innovative in a way that it

[9] The major change that has been identified during the inception phase of the ICBAAR was to include Mothbaria and Vandaria Upazilas (in Pirojpur District) under the programme's coverage. This was a recommendation of an inter-ministerial meeting held at the Economic Relations Division.

drew together climate change adaptation and economic development, through coastal afforestation to push back the impact of climate change. That project carried out 9,000 ha of mangrove-non mangrove afforestation and benefitted over 20,000 coastal households through livelihood diversification. After the successful completion of the first phase of CBACC project, UNDP with financial support from the Global Environment Facility (GEF) initiated the ICBAAR in 2016.

This project was therefore developed to address the problems faced by the communities within the coastal belt of Bangladesh and is in-line with country's policies and strategy to climate change adaptation. The project was designed to implement urgent priorities interventions identified in Bangladesh's first NAPA 2005 and reiterated in the country's revised NAPA of 2009, thereby satisfying the criteria outlined in UNFCCC Decision 7/CP.7 and GE/C.28/18. It complements and increases the adaptive value of existing major baseline government programmes on coastal afforestation and reforestation, most notably the Climate Resilient Participatory Afforestation and Reforestation (CRPAR) Project supported by the Bangladesh Climate Change Resilience Fund (BCCRF).

Initial and Second National Communications of Bangladesh to UNFCCC, the NAPA and the Bangladesh Delta Plan 2100 made it clear that risk reduction in coastal areas of Bangladesh can only be achieved if the maintenance of protective greenbelts is connected to tangible livelihood support and economic development options for adjacent communities. Hence this project has incorporated urgent priorities identified by Bangladesh's NAPA.

2.3 Immediate and Developmental Objectives

The Project was designed to help transform the way in which coastal afforestation and reforestation programmes are designed and developed and thereby also contribute to national poverty reduction and development goals. The ICBAAR project is therefore aimed to enable the Government of Bangladesh (GoB) to design measures for mitigation and adaptation to address climate change, through (1) supporting communities living in coastal afforestation/reforestation sites to adopt resilient livelihoods, (2) regulatory reform and fiscal incentive structures introduction that incorporate climate change risk management, and (3) training CPP volunteers for climate risks, disaster preparedness and the benefit of coastal forest for climate risk mitigation. The project aims to assist the GoB to carry out all the necessary activities to increase climate resilience of coastal belt communities and through adaptation and mitigation activities.

Objective: The objective of the project is to reduce vulnerability of communities to the adverse impacts of climate change through participative design, community-based management and diversification of afforestation and reforestation programmes.

ICBAAR Outcomes and Outputs

Integrating Community-based Adaptation into Afforestation and Reforestation Programmes (ICBAAR) in Bangladesh (PIMS 4878)
Outcome 1: Vulnerability of communities in new afforestation and reforestation sites reduced through diversified livelihood options and more effective greenbelts
Output 1.1 Community-based adaptation and livelihood diversification measures are integrated with baseline afforestation and reforestation activities in 4 districts
Output 1.2 Diversified trial plantations of up to 10 mangrove and non-mangrove varieties established in 4 districts to increase the adaptive capacity of greenbelt structures on accreted lands
Outcome 2: Strengthened community involvement in, and ownership of, forestry-based adaptation and climate risk reduction programmes.
Output 2.1 Existing systems of participatory natural resource management applied to strengthen the climate resilience of coastal afforestation/reforestation programmes
Output 2.2 A forest product benefit sharing agreement between coastal communities and national government developed and adopted
Output 2.3 Awareness and capacity of local communities and government staff to promote coastal greenbelt co-management and benefit sharing improved

Outcome 3: Communal livelihood assets in afforestation and reforestation sites are protected from extreme climate events through effective early warning and preparedness planning
Output 3.1 Strengthened cyclone preparedness programme (CPP) network capacity for effective early warning communications for extreme climate events in coastal afforestation sites
Output 3.2 Communal livelihood assets in new afforestation and reforestation sites are protected from extreme climate events through dedicated disaster preparedness and risk reduction measures *(such as freshwater supply infrastructure, safe havens for livestock and improved drainage).*

2.4 Expected Results

The following are some of the key targets as identified in the Inception Report (March 2017).

- At least 10,500 households (or approximately 50,000 individuals) in the programme sites have adopted climate resilient livelihood options related to agriculture, fisheries, livestock and other innovative programmes;
- Diversity is brought in 650 ha of mangrove plantation with 12 different species;
- Local level stakeholders are engaged with mangrove management and adaptation measures through establishment of four (4) District Steering committees, seven (7) Upazila Co-Management Committees (CMCs) and 40 village level Forest Resources Protection Groups (FRPG).
- A formal government policy pertaining to benefit sharing of coastal forest resources is in place and at least 50% (2,500) of the FRPG members have share in benefits arising from coastal forests.
- At least 6,000 Volunteers of Cyclone Preparedness Programme (CPP) are trained on various aspects of climate change and disaster preparedness.
- Communal livelihood assets are protected through establishment of 10 killa (raised earthen shelter for livestock during flood time) close to cyclone shelter, climate proofing of 150 freshwater wells and hand pumps, and improvement of drainage condition along 25 km. BWDB's embankment to avoid localized flooding (in Monpura Upazila of Bhola District).

The ICBAAR has subsequently brought many positive results in enhancing capacity at the national level to deliver timely information and warnings, utilization of appropriate technologies and scientific knowledge in a sustainable manner. Figure 2.1 outlines the revised expected results (in infographics style) that were subsequently agreed upon following the completion of the MTR (completed in February 2019).

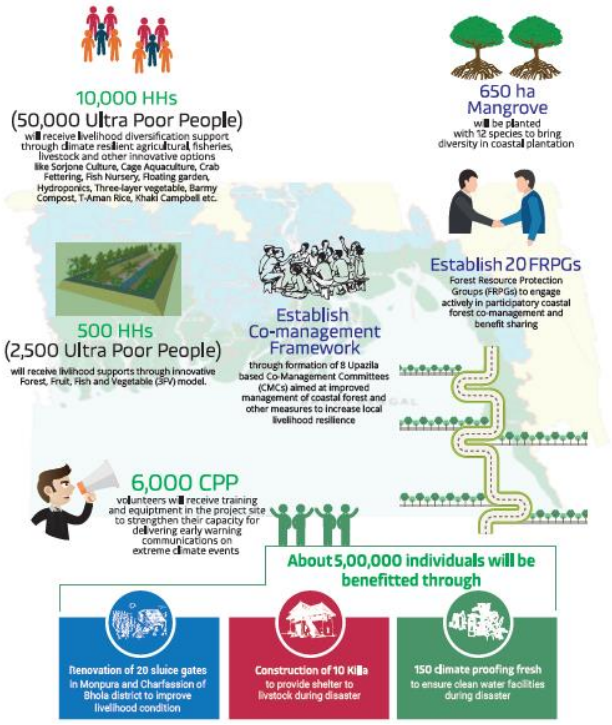

Figure 2.1: Expected ICBAAR Results (taken from the ICBAAR Project Brochure 2021)

2.5 Main Stakeholders

2.5.1 Key Implementation Actors

The ICBAAR project was implemented in close partnership with the key national stakeholders. Importantly, most of the implementing partners are governmental agencies that have existing technical expertise in their respective fields. Prior to the start of the project, the development process engaged many stakeholders at the National, District, Upazila and Union level including government agencies, non-environmental agencies, village level resource users, community leaders, donors and civil society. Main stakeholders of the project include the following: i) Ministry of Environment, Forest and Climate Change, ii) Ministry of Land, iii) Ministry of Fisheries and Livestock, iv) Ministry of Agriculture, v) Ministry of Disaster Management and Relief, vi) Ministry of Local Government, Rural Development and Cooperatives, vii) Ministry of Water Resources, viii) Bangladesh Forest Research Institute, ix) Forest Resource Protection Groups, x) Local Government Bodies (Union Parishad-lowest tier of local government), xi) UNDP and xii) various community groups. The roles of the key partners of the programme are clearly narrated within the ICBAAR Inception Report (March 2017) and hence not replicated within this TE.

2.5.2 Implementation Arrangements

ICBAAR implementation and management is guided by the UNDP's National Implementation Modality (NIM) as agreed by UNDP and the GoB. The programme organogram (Figure 2.2) outlines the following entities and personnel.

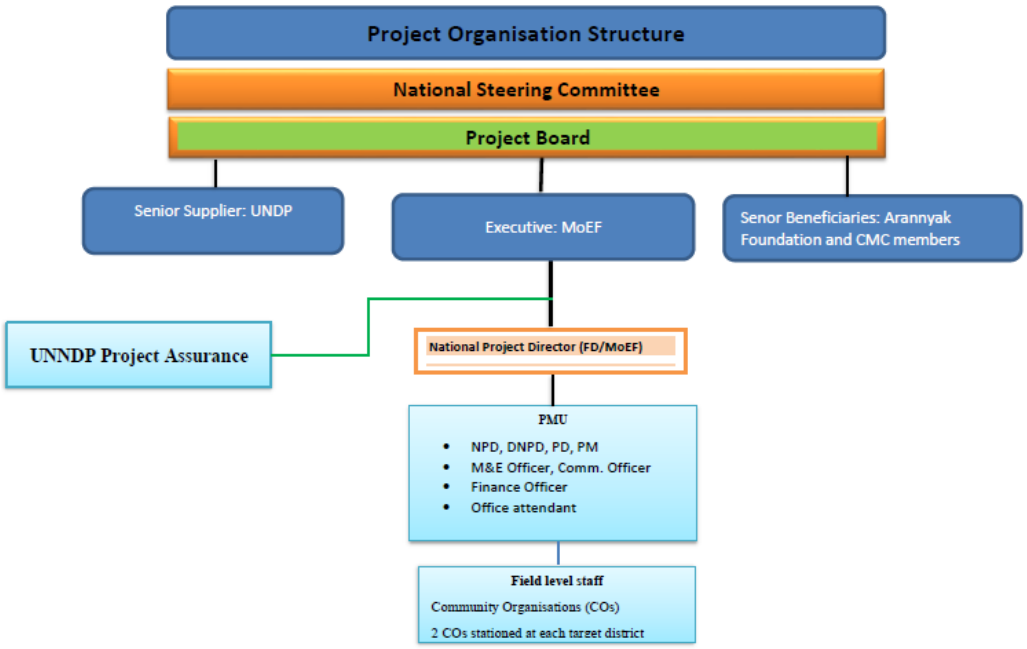

Figure 2.2: ICBAAR Project Organogram (taken from Mid Term Review (2019))

A Project Management Unit (PMU) was established at the Forest Department at Dhaka with a full time Project Manager (PM) and other core project staffs. The Project Executive (MoEFCC) appointed the Additional Secretary of MoEFCC as the National Project Director (NPD). Bangladesh Forests Department (BFD) is designated as responsible implementing project activities. FD is also responsible for the delivery of the results towards achieving outcomes and is accountable to the NPD. The Project had two National Steering Committee and is chaired by the Additional Secretary of the MoEFCC and the members include the UNDP Resident Representative and senior officials of the respective ministries, implementing agencies, District Commissioners and those cooperating organisations/institutions. This committee met on a six-monthly basis or more frequently if necessary. Supporting arrangements are set out below:

Implementing Partner (IP): At the national level, the MoEFCC acted as the Implementing Partner or Project Executive. The Project Executive established a Project Management Unit (PMU) in Forest Department, Bana Bhaban, Agargaon, Dhaka with a full time Project Manager and other core programme staff such as Monitoring & Evaluation Officer, Communication Officer, Programmes Support and Finance Officer and Project Assistant. The Project Executive also appointed a senior official in the rank of Additional Secretary from the MoEFCCas the National Project Director (NPD) who is supported by the PM.

Responsible Party (RP): The Project Executive has designated the BFD (within the MoEFCC), as a responsible party to implement the Outcome -1 of the programme. As per the standard UNDP modality the RP was responsible for the delivery of the results towards achieving the Outcome and accountable to the NPD.

Project Steering Committee/Project Board: The Project Steering Committee (PSC) was established by the MoEFCC. It was chaired by the Secretary of the MoEFCC and the members included UNDP Representative, senior officials from the respective ministries, implementing agencies, District Commissioners and cooperating organizations/institutions. The PSC met on a six-monthly basis. The Committee was responsible for making strategic decisions, and approve the recommendation of project implementation committee.

Project Implementation Committee (PIC): The PIC differed from the PSC as it was the main decision-making body for the implementation of the project activities consisting of the *NPD*, nominated by the MoEFCC; (2) *Project Directors from FD, DAE, Fisheries & Livestock, BFRI, MoL and BWDB* who were responsible for implementing specific project

components; (3) a *UNDP representative* provided guidance regarding technical feasibility and support to the project, and (4) Representatives of other implementing *partner organizations* as the direct beneficiaries.

2.6 Theory of Change

- Of particular note, the ProDoc was prepared without a formal "Theory of Change – ToC" diagram ever drawn. This gap in project mesasge communication appears to not have had any major impacts on project delivery. The PMU team did, however, draw up a very basic table of the ToC for internal team use from the information available in the ProDoc (see Figure 2.3).

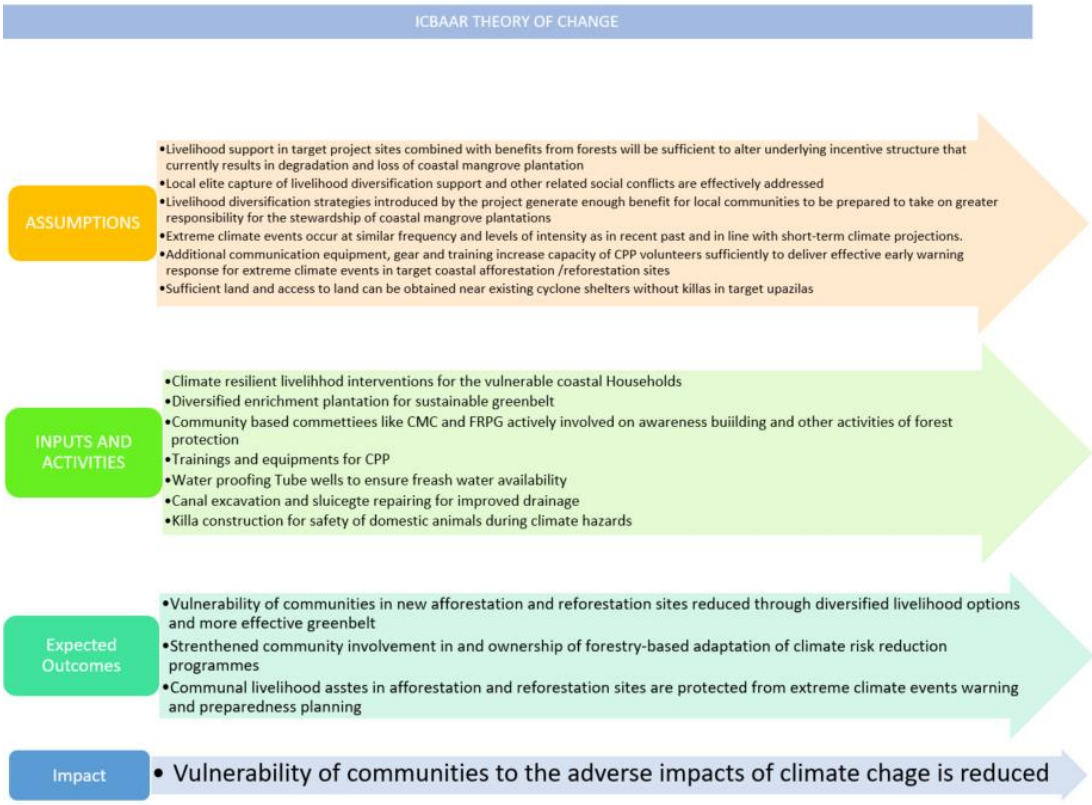

Figure 2.3: ICBAAR Theory of Change

- This internal diagram does help to a degree as the core message conveyed is that over the last 30 years, Bangladesh has undergone two paradigm shifts in its approach to climate policy: the first from disaster response and relief to policy on disaster risk reduction (DRR) and preparedness in 2003, and the second from disaster risk reduction to climate adaptation in 2008. From 2008, climate change adaptation became integrated in policy. This theory shift, driven by a series of international events and weather disasters, hashelped to push forward the development of the 2009 Bangladesh Climate Change Strategy and Action Plan (BCCSAP) and financing mechanisms through the Climate Change Trust Act in 2010: the Bangladesh Climate Change Trust Fund (BCCTF - sustained by the country's budget), and the BCCRF (aggregating donor funds). Both of these targeted vulnerable groups and sectors. In line with country strategy and in support of the NIM-implemented country program, the ICBAAR project approach embraced the national "theory of change" (paradignm shift) by tackling climate vulnerability through a sustainable climate change adaptation "policy lens" that is designed to introduce project interventions that help to economically strengthen over

8600 households (HH) plus also providing improved livelihoods through the introduction of improved drainage systems.

- The internal ToC articulates the core problem related to climate change and disasters and the important role of community-based adaptation and livelihood diversification measures, diversity plantations plus participatory and natural resource management needs. This demnstrates the importance of capacity development (to improve/establish relevant institutions), develop and adopt benefit sharing between coastal communities and national government, strengthen CPP network capacity for effective early warning communications, and protecting communal livelihood assets in new afforestation and reforestation sites. The project aimed to strengthen capacity of community and government institution in monitoring and management of coastal forests to avoid climate and disaster risks.

3 FINDINGS

3.1 Project Design

3.1.1 Formulation

The project design included clear outputs milestones and activities for each output with SMART indicators to help monitor implementation and activity achievements. Importantly, the project was strategically designed to work at both a macro level (national government scale) and a micro level (local government and pilot sites or local scale). At the national level, it importantly considered long term sustainability and replicability potential by developing guidelines on various livelihood related activities (mangrove planting etc.) plus advice on how to improve institutional structures needed to help enhance capacity within existing institutions. From this, it may be used to present a more procedural approach towards benefit sharing. Similarly, at the more local (Upazila) level, evidence suggests that the design has helped to provide a workable framework from which to support the establishment of effective and meaningful community groups, ability to implement afforestation and reforestation activities, enhance capacities of community members on climate change adaptation and disaster risk management and to initiate early warning procedures for all participating coastal communities.

The design was undertaken in a manner that involved all implementing and executing institutions at the outset of the project. The roles and responsibilities of the implementing partners and other institutions were very clearly defined in the project design (as articulated in PIF). It involved a thorough analysis of the institutional capacities and priorities of various partners and importantly, it incorporated (built upon) lessons learned from the first phase of CBACC project.

It is confirmed that the ICBAAR was considered as timely and was urgently needed to help support the 5 pilot Districts identified whilst also crafted to support with several specialized technical assistance activities. Thus, it may be determined that the ICBAAR has “added value” to the GoB in its efforts to implement nationally relevant documents, policies and plans such as the updating of BCCSAP and formulation of National Adaptation Plan (NAP) which is currently ongoing.

3.1.2 Logical Framework Analysis/ Project Logic/Strategy Indicators

As stated in the MTR (2019), the log frame analysis (LFA) presents a single development objective, three outcomes and 7 outputs (see Section 2.3 for details). Specific activities are (per output) are listed in full, complete with their own aligned indicators. At the outset of the ICBAAR, the objectives, components and outputs were deemed as being clear and appropriate to the issues and also designed considering the timeframe of the project, which was designed in 2015. Work only formally commenced, however in 2017 and this delay did result in the logical framework having to be revised as part of the Inception Workshop (help on 22 March 2017). No changes were, however, made to the

wording of activities or (significantly) the details of aligned indicators. As a consequence, and up to the production of the MTR (2019), no changes were made to the number of output or activities from the original logframe set in 2015.

With specific reference to the strategic indicators set within the LFA, they are deemed as being SMART (Specific; Measurable; Achievable and attributable; Relevant and realistic; Time-bound, timely, trackable and targeted) and mostly, these are interpreted as being relevant and precise though some indicators were not easily measurable and hence were updated after conclusion of the MTR (2019). In addition, some indicators were perhaps not as effectively developed as they could have been. As a result, some were interpreted incorrectly by project implementation teams even though they were stated as being based on sound scientific monitoring protocols. These indicators (at this TE juncture) are interpreted as being weak, in particular on matters pertaining to gender as they were not disaggregated between men and women. In addition, weaknesses are apparent in the baseline information regarding capacity (indicator framework did not include a capacity development scorecard etc.) plus socio-economic local situations as this was not available to help support the improved interpretation of future social impacts within vulnerable coastal communities. The MTR (2019) in fact did observe that these communities were benefitting from livelihood activities such as fisheries, livestock programs and agriculture activities, though it is felt that the LFA would have been more robust if it had set indicators to help monitor the annual economic and social impacts of ICBAAR project related activities.

3.1.3 Assumptions and Risks

- UNDP updated project's risk assessment on a quarterly basis, with risks identified along with adequate management responses and person responsible (termed the risk "owner"), who in most cases differs from the person who identified the risk. Access rights were provided to the TE team. However the TE team could not accessed the risk log due to technical difficulties.. The PMU team provided all the required risk logs in pdf format to the TE team. Hence, the TE team believes the management of the Programme's risks needed some improved formality procedures adopted, as some risks needed to be more carefully identified and monitored with concrete mitigation measures with a robust follow-up plan on each risk/assumption as suitable.

- One major risk identified that was presented within the QPR (2020) pertains to the risk of a delayed project start. This did happen due to the delayed approval of Technical Assistance Project Proforma (TAPP), meaning that a 2 year delay ensued from the anticipated start time declared within the ProDoc. The risk was alerted early on as well as within the MTR report (2019). The implication of this, however, is that the project end date remained unchanged, hence squeezing the programme against an "immovable" end date, thus limiting the project time needed to implement all remaining aspects of the project as per intended expectations. This delayed start also impacted also on the final project reporting period.

- The same QPR (2020) stated the issue pertaining to the risk caused by the COVID-19 pandemic. The fact was raised that the ICBAAR project is being implemented through 7 separate government ministries and departments, including local delivery within very remote areas. The national lockdown (March 2020 onwards) resulted in field level activities (and ministry level monitoring/coordination efforts) being slowed down in the absence of government staff) as all kinds of transportation and movement had to be halted. In fact, at the community level, as many of the ICBAAR activities are seasonal in nature and cannot be undertaken during high rainfall seasons (such as the construction of the'Adaptation Learning Centre – (ALC)" and Killa raised earthen platforms, Forest, Fruit, Fish and Vegetable (3FV) models at the homestead level), as a consequence of the COVID 19 pandemic, these needed to completely stop. The TE does report (in the subsequent sections) that all expected works were, however, completed.

- Finally, social culture and the wider society were always assumed factors that needed to be addressed through the implementation of the project. In tandem, and inculcated into the wider cultural fabric of the area, it was known that there could be a risk of political /civil unrest during the projects duration, however,

the ICBAAR project was able to formulate an effective team of CMC, government stakeholders, local government that helped to face and address any socio-political challenges that may be face. The role of Union Parishad in local communication and decision making represents a good example of how risk mitigations strategies were developed and followed (MTR 2019).

3.1.4 Lessons from other relevant projects incorporated into project design

During the formulation of this project, lessons from other relevant projects were considered. Since 2010, policy efforts have been pursued to help mainstream climate change adaptation across sectors with new paradigms and projects designed to better respond to short, medium, and long-term effects of climate change. This has included measures on knowledge generation, building institutional capacities and implementation of climate initiatives. The first NAPA follow-up project CBACC (that started in 2009), for example, was used within the ICBAAR design which helped to recognize vulnerable communities both as victims of climate change as well as critical partners for finding and sustaining adaptation solutions. This is relevant as the CBACC project (for example) was well recognised internationally for its success on community-based adaptation. In spite of this, some gaps still remain on this matter especially with regards to policy implementation and compliance plus issues pertaining to the misaligned aspirations of various key sectors and actors.

One observation reflected within the MTR (2019) states that ICBAAR design appeared to embrace learned lessons from the 2009 CBACC project, which demonstrated a strong need to reduce anthropogenic threats (and contemporary activities) that threaten coastal forest integrity. As a consequence of this, there is evidence that the ICBAAR design tried to replicate and scale up adaptation measures which had already been successfully tested as part of the earlier CBACC project, with additional measures being targeted at the most vulnerable coastal communities with the intention to better mainstream climate-smart afforestation and reforestation techniques.

Another observation regarding lessons learned from other previous projects refers to successful mangrove management techniques. Two stumbling blocks that have previously affected the effectiveness of mangrove planting initiative's in Bangladesh relate to a lack of species diversification and inadequate community engagement in the management of forests. In the past, generally, only two mangrove species, Keora (*Sonneratia apetala*) and Baen (*Avicennia officinalis*) were planted in Bangladesh. After around 20-25 years, these species tend to naturally die off, leaving "gaps" in the greenbelt and thus increasing the vulnerability of nearby coastal communities. Previous project initiatives also have failed due to not introducing a range of additional livelihood security options for communities; limited local participation opportunities on topics relating to greenbelt management; insufficient incentives provided for coastal communities to ensure their long-term maintenance; and inadequate inter-sectoral coordination arrangements. The TE can confirm that the ICBAAR had make concerted efforts to embrace these lessons within its design. For example, it introduced 12 diversified suitable species of mangrove along 650 ha degraded coastal greenbelts, modelling the diversity of the Sundarbans in five project districts. In addition, BFD officials of 8 Upazila of 5 project Districts have all received training on *"Necessity of diversified mangroves, nursery raising and plantation management*". In addition, 10,500 vulnerable households have received sustainable livelihood support within 8 upazilas and 20 Forest Resources Protection Groups (consisting of 600 forest dependent households).

3.1.5 Planned stakeholder participation

The ICBAAR project strategy involved multiple government departments during the whole planning and implementation process. This provided platforms for communities to build better relationships with relevant departments. During the project development phase, the team undertook extensive consultations with wide range of stakeholders from National government bodies, Non-government institutions, regional government bodies, civil society and local communities using a series of opinion polls, presentations, interviews, group discussion and workshops. These wide-ranging consultations were undertaken to ensure that stakeholders at all levels are aware of the project objectives and that they assist in the implementing, monitoring and reporting.

A thorough assessment of relevancy, experience and capacity of implementing partner and other implementing stakeholders was also conducted. This assessment also helped to understand and utilise strength of the implementing

partners and also develop capacity enhancement programs. Importantly, it is clear that relevant representatives from the government and civil society were involved with the project implementation. This was evident during when selecting criteria to agree on potential pilot sites which included local experts as part of the stakeholder' participation approach[10]. Local government units appear to have been involved in decision making from the project inception. These local organizations involved also provided the local knowledge and experience needed to support all operational and oversight issues needed on the ground.

Field level staffs were monitoring visits from the central level (high level) which involved all senior level implementing partners. In addition, progress and issues were also discussed during PSC meetings which also involved representatives from all partner organisations. Likewise, the adoption of the Co-Management Committee (CMC), Local government (LG) and Local agents[11] all provided good examples of participatory approaches to ensure the engagement of suitable individuals onto respective committees/groups. In fact, stakeholders interviewed reported that the change (and motivation) as a consequence of the participation strategy adopted during the ICBAARP is very likely to be continued (and hence be sustainable).

In conclusion, the Project has managed to involve many stakeholders in ICBAAR implementation and hence stakeholders' participation and engagement has been incorporated and planned sufficiently.

3.1.6 Replication approach

- The project has facilitated and supported the need for resources and associated actions needed by key actors and local communities on aspects relating to coastal livelihood security, ecosystem based adaptation (EbA) and coastal adaptation. The approach and lessons generated by the project are deemed vital for similar future initiatives and policy making initiatives such as the implementation of the National Adaption Plan (NAP)..

3.1.7 UNDP comparative advantage

- UNDP comparative advantages lie in its global and regional experience and local presence in integrating policy development, developing capacities, and providing technical support. UNDP support in designing, accessing the GEF funding, and implementing activities are consistent with the UNDP, GEF and the Governments plans. Implementation of ICBAAR was carried out under the general guidance of a PB composed of designated senior-level representatives from UNDP-GEF. Such comparative advantages is delivered well in the project formulation, developing capacities, and providing technical support to the govenrmnet agencies to impliment the project

- UNDP support in designing, accessing the GEF funding, and implementing activities are consistent with the UNDP, GEF and the Governments plans. It has been a long-term partner of the MoEFCC in its effort to reduce climate change impacts in the country. Since 1972, UNDP has been a steadfast development partner of Bangladesh to alleviate poverty, ensure good governance and to mitigate and adapt to climate change impacts. Since 2009, the UNDP has also been working with the BFD to protect the lives and livelihoods of 35 million people representing nearly a third of the total population who inhabit the fast eroding coastal region. To make the coastal belt more protective and climate-resilient, UNDP introduced the CBACC which was

[10] Three Upazilas in Bhola district were Charfashion (7 Unions), Tazumuddin (5 Unions) and Monpura (4 Unions)

[11] Local agents were involved with project formulation and Projects officials were available to monitor the program.

innovative in a way that it drew together climate change adaptation and economic development, through coastal afforestation to push back the impact of climate change[12].

- By the end of the ICBAAR, the UNDP supported coordination mechanisms to be in place to ensure a good flow of information. These coordination mechanisms could be further improved in the light of any new project such as:

- More lessons learned workshops;

- Regular meetings with government partners on phase out issues;

- Knowledge sharing and documentation throughout and via south south coordination related events etc.

3.1.8 Linkages between project and other interventions within the sector

- The project was successful in building key strategic partnerships, cooperating with important institutions, and building linkages with other projects. It collaborated with, and built on, the successes of other national projects that were funded by various development partners. Among those of most relevance, the project has been designed to emphasize the Country National Adaptation Plan of Actions 2005 (NAPA), Bangladesh Climate Change Strategy and Action Plan 2009, Bangladesh Delta Plan 2100 and the Country's 7th five year plan (2015-2020). Therefore, the project results attained from the ICBAAR are subsequently being used to help achieve tangible results linked to these national policies and plans. The ICBBAAR project is also aligned with the Sustainable Development Goals (SDGs) and targets, particularly SDG-13: (Take urgent action to combat climate change and its impacts). It also supports the key aspects of the Climate Change and Disaster Management National Policy and Plan, Nationally Determined Contribution (NDC), the Forestry Master Plan 2016, the Protected Area Rule 2015,Ecologically Critical AreaRule 2018 plus other national and international related policies and plans. Overall, the ICBAAR project was active towards cooperating with key ongoing and new initiatives. This cooperation has positively influenced its implementation and as a result, inevitably enhanced its wider visibility.

3.1.9 Management arrangement

- UNDP was able to set-up an effective and appropriate management arrangements for the implementatio of the project. No gaps to this are deemed obvious.The PMU has been quite effective and respected throughout the project and the integrated coordination between the PD and the PMU appears to have been very effective.

- The ICBAAR project was executed by UNDP using the National Implementation Modality (NIM). MoEFCC were tasked with implementing the project, and setting up a Project Steering Committee (PSC) to help facilitate the coordination of project activities across institutions, data sharing and dissemination of information in an efficient and timely manner. The appointment of the NPD was the responsibility of the MoEFCC (which proved a significant challenge in order to recruit). At the request of the MoEFCC, UNDP provided services related to the recruitment of project staff and consultants, travel, sub-contracting, and payment of vendors in lieu of regional and national workshops that project staff organize and conduct. The PSC was formed (consisting NPD, DNPD, representatives of Forest, IMED, UNDP) to remove any inconsistencies identified

[12] The CBACC project carried out 9,000 ha of mangrove-non mangrove afforestation and benefitted over 20,000 coastal households through livelihood diversification

within the TAPP and any design faults identified within the ProDoc, to review progress and any field implementation weaknesses, and accordingly to provide support for the delivery of the MTR and this TE.

- Finally, the successful integration and combined arrangements of government department, local government and CMC (under the direction fo the PMU) all helped the ICBAAR results to be achieved, in spite of evidence pertaining to the frequent transfer of government officials along with the challenge of an absence of government officials in very remote upazilla locations. In these situations, and most recently during the COVID 19 pandemic, project monitoring and implementation issues were highly dependent on such partners like CMC.

3.2 Project Implementation

In line with UNDP/GEF TE guidelines, the following six areas of Programme implementation have been assessed: adaptive management; partnership arrangements; project finance; feedback from M&E activities used for adaptive management; monitoring and evaluation; and design at entry and implementation, and UNDP role. A six-level scale was used to rate the achievements of project implementation and adaptive management in terms of the criteria above. The TE observed a few adaptive management measures taken by the ICBAARA project.

3.2.1 Adaptive management (changes to the project design and outputs)

As stated in the MTR (2019) and as evidenced at the end of the ICBAAR project (early 2021), aspects of adaptive management strategy (such as implementation of a 3FV model at the homestead level, implementation of Pond Sand Filters (PSF) where tubewells were not available, climate resilient interventions at climate migrant's Cluster Villages etc), all appear to have demonstrated well. This ranges from timeline or indicator related adaptive change through, more field related observations and subsequent activity task changes, included the appreciation of mangrove grazing related problems caused by buffallo and deer. Adaptive change also needed to be undertaken as a direct consequence of the delayed project start (circa 2 years) which minimed the window of opportunity for project delivery, meaning that adaptive management was needed to deliver the expectations of the project within reduced timelines. This delay was in part due to the need for GoB to formally approve a TAPP and considering the TAPP timeline, there was no such reciprocal "delay" in delivering key project milestones that were stated within the TAPP targets and milestones.

Good examples of adaptive practices are demonstrated in the project. This includes, as a consequence of a lack of suitable land near the forest, that the ICBAAR undertook effective remedial alternative actions to construct 3FV models elsewhere within the locality (not specific to the expected desired location). Likewise, regarding killa construction, due to a lack of suitable land for killas, remedial action was taken to develop "Climate Resilient Villages" instead (4 Cluster Villages). ICBAAR implemented interventions that had potential for multiple benefits for individual beneficiaries as well as nature conservation and wider society. Those who are supported in cluster villages, for example, are in fact extremely vulnerable climate migrants with no land to call their own. Livelihood interventions in clusters were therefore important adaptive measures developed to help ensure a high rate of return and that may have a high potential for replicability in the future.

The Project Implementation Report (PIR 2018) clearly indicated budget short comings associated with the "3FV" model, plus the risk of damage to the same from unexpected weather events (heavy rains, cyclone and tidal surge etc). The PIR also declared difficulties regardinig the need to find suitable lands for killa construction and the potential impact on ICBAAR outcome achievements as a consequence of increase financial and human resource pressures created due to inclusion of an additional "pilot" Upazila. The adaptive response to these issues was to increase budgets for the 3FV and the selection of suitable "safe sites" for implementation that makes better use of local knowledge, and rearrange staffs accordingly to address human and financial pressures being faced. As a consequence of this, the ICBAAR was able to demonstrate a degree of adaptive management to address this issue.

The outcome of the ICBAAR Inception Workshop (2017), which collated all relevant stakeholders together to direct the projects way forward, was not able to provide details of new adaptive approaches needed (administrative or technical in nature) nor clarify roles and responsibilities of all stakeholders involved. Despite this, efforts were made by project staffs (UNDP personnel and implementing institutions to project sites etc) to help gather local issue feedback in an attempt to help improve project implementation processes. What appeared to be clearly communicated from the local teams related to the real budget risk associated with the travel challenges to visit and support the pilot teams in the field.

Linked to this, and as per MTR recommendation and PSC decisions (notably in 2019 as part of the 3rd PSC Meeting in July 2019), project activities were subsequently redesigned under Outcome 2. The original plan was to support 2500 FRPG members to avail benefit-sharing from the coastal afforestation, however, this proved to be unrealistic. Instead, 20 FRPG, each of 600 members, was formulated. This decision was taken by the PSC, as per MTR (2019) recommendation. In addition, a reduction in the total beneficiary target numbers was agreed upon, reducing the number from 10,500 to 8,600 HH (see Annex XIII for specific outcome indicator details). Other adaptive measures (changes) embraced and adopted by the PSC during the project included the following:

1) Completing the remining 360 "3FV" models (organizing community level existing ponds in coastal areas) fulfilling the objective as defined witin the TAPP.
2) Revival of sluice gate management committee in consultation with Bangladesh Water Development Board (BWDB). The remaining budget of the BWDB was subsequently adjusted to support delivery of the livelihood interventions.
3) Instead of recruiting an individual consultant, a consultancy "firm" was recruited to help build capacity of the Co-Management Committees. Budget lines were adjusted accoridngly to support this task.
4) New consultant positions were created to develop a Framework, design and layout and civil works for Climate Adaptation Learning Centre.
5) Further to consultation with CMCs in the rural upazilas, a separate budget provision was created (5 lac taka) as a "one time support" for CMCs for income generating activities.
6) Forest dependent beneficiaries were identified ahead of formation of the FRPGs (with a maximum of 30 members as directed in the rules of cooperative department registration). The remaining budget was adjusted accordingly with participatory inputs from all FRPGs members.

Finally, the project was able to apply a flexible approach to address the delay caused through the approval of the TPP, and later by the COVID 19 national lockdown. This adaptive project management approach helped to certain extent as the project staff shift their focus in responding to the COVID-19 crisis during 2020, which also hampared the implimentation. Whilst it is acknoweldged that a project delay of circa 2 yrs is a long period, the evaluation team do not see any evidence that the project objectives became irrelevant. In fact, due to the challenges posed by COVID-19 actually accentuated the importance of the projects objectives and the project was formally agreed to be extended through to 30 March 2021. In conclusion, the project offered new ways of thinking, which is adaptable to support national climate adaptation policies.

3.2.2 Partnership arrangements (with relevant stakeholders)

Partnership arrangements appears to have been effective throughout the project, although it was recorded that at the project outset, that no counterpart resources were present nor in place. The ICBAAR project was successful in arranging partnerships with the main stakeholders for the implementation of its various activities. All of the project activities are conducted through extensive stakeholder involvement. From the project inception, ICBAAR activities, including the selection of intervention of pilot sites, beneficiary selection, intervention identification, project planning involved government department staff, were undertaken in a participatory manner which often involved local government personnel and local elite groups. The project was in fact designed to involve a wide range of partners to accomplish various activities related to climate change adaptation in the forestry sector. The Stakeholders' Involvement Plan (SIP) was clearly designed within the ProDoc to address this aspect.

Perhaps the strongest attribute to convey regarding ICBAAR interventions is that many activities were implemented through government partners that fully utilized their expertise within their relevant departments. For example, the ICBAAR project has contributed to Country Programme Document (CPD) outcomes/outputs and Strategic Plan (SP) outcomes/outputs. ICBAAR is implemented through 7 different government departments as partners involved in every step of project interventions, (namely Department of Agricultural Extension, Department of Fisheries, Department of Livestocks, Bangladesh Water Development Board and Forest Department). In addition, this has initiated improved partnership arrangements with community-based groups, co-management organiozations (CSOs etc) at the upazila level. Indeed, joint monitoring and supervision of these interventions certainly helped to established ownership coupled with improved knowledge management within these departments thus helping to ensure the long term sustainability of project interventions.

3.2.3 Project Finance and Co-finance

- The Project budget was set as being US$ 52,650,000 of which US$ 5,650,000,000 is the GEF Grant from LDCF fund and US$2,000,000 is provided by UNDP Bangladesh. The remaining financing is provided in-kind by the GoB US$ 35,000,000 (100% utlized) and USAID US$10,000,000 (not utlized - see Table 3.1). No utilization of contributed money from UNDP (US$2,000,000 assigned) appears to have occurred at this TE (end of project) juncture (see Annex IV).

Table 3.1: Project Finance Status

Project Financing	*at CEO endorsement (US$)*	*at Midterm Review (US$)*	*At Terminal Evaluation (1 Jan 2021)*
[1] GEF financing:	5,650,000 (Cash)	2,795,870.40	5,359,469.62[13]
[2] UNDP contribution:	2,000,000	0	0
[3] Government:	35,000,000	17,500,000	35,000,000
[4] Other partners (Grants):	USAID: 10,000,000	0	0
[5] Total co-financing [2 + 3 + 4]:	47,000,000 (in-kind)	17,500,000	35,000,000[14]
PROJECT TOTAL COSTS [1 + 5]	**52,650,000**	**20,295,870.48**	**40,359,469.62**

Table 3.2 outlines the total disbursement of funds by Outcome (component) (as of 31 December 2020) (US$) against full project budget as per ProDoc. This shows that up to the beginning of 2021, that there was overspend Outcome 1 (105%), near total usage of Project Management budget (96%) though under utilization of spend in Outcomes 2 and 3 (73% and 82% respectively). The project was not subject to a financial audit as far as the evalutors can determine.

Table 3.2: Total disbursement of LDCF (GEF) funds (US$) by Component by year against budget as per ProDoc

[13] From the remaining 290,530.38 USD, the Project team is anticipating expenditure up to 200,000.00 USD up to 30 March 2021. Major expense areas for this period include project phase-out workshops on lessons learned with local and national partners in phases, and completion of ALC construction in Char Kukrimukri.

[14] As per the ProDoc, co-financing was planned through UNDP Direct Financing (US$2,000,000) and USAID (US$ 10,000,000) though these sources were not used. Government "in kind" contributions of US$35,000,000 did take place, such as provision of office space rental inside the Bangladesh Forest Department.

	GEF (LDCF)			UNDP			Government of Bangladesh (BCCRF)-In kind			USAID			Total		
	Budget (Based on Pro DOC)	Actual	%	Budget (Based on Pro DOC)	Actual	%	Budget (Based on Pro DOC)	Actual	%	(Based on Pro DOC)	Actual	%	Budgeted	Actual	%
Component 1	3,240,000	3,411,493.49	105	0	0	0	0	0	0	0	0	0	3,240,000	3,411,493.49	105
Component 2	640,000	465,107.46	73	0	0	0	0	0	0	0	0	0	640,000	465,107.46	73
Component 3	1,500,000	1,223,593.77	82	0	0	0	0	0	0	0	0	0	1,500,000	1,223,593.77	82
Component 4 (Management)	270,000	259,274.90	96	0	0	0	0	0	0	0	0	0	270,000	259,274.90	96
Co-Financing	0	0	0	2,000,000	0	0	35,000,000	35,000,000	100	10,000,000	0	0	47,000,000	35,000,000	74
Total	**5,650,000**	**5,359,469.62**	**95**	**2,000,000**	**0**	**0**	**35,000,000**	**35,000,000**	**100**	**10,000,000**	**0**	**0**	**52,650,000**	**40,359,469.62**	**77**

From an analysis of the above information, the ICBBAR has still been able to achieve very good progress as originally envisaged from within the MTR (2019). Where needed, the PMU appears to have taken prompt action especially regards the timely planning and disbursement of moneys to project partners to help implement the activities as per seasonal/crop calendar to avoid any delay of implementation. In some situations, however, there was evidence of slow disbursement of financial allocations, though this was often resolved through effective communication to recipients of the reasons for the delay, and that all efforts were being made to help resolve the financial issue that was being faced so that the flow of money could be improved and expedited.

As declared in Table 3.1, although co-financing was made available at the project outset, commitments from USAID and UNDP projects were not realised mainly as a consequence of those projects being completed by the time this project started (in 2017). However, the Forest Department under MoEFCC stated a number of projects of similar nature are taking place around the coast of Bangladesh.

3.2.4 Monitoring & Evaluation

M&E Design at Entry: the standard UNDP/GEF budgeted monitoring and evaluation plan was included in both the UNDP ProDoc. Roles and responsibilities were clear in the M&E plan. The M&E Plan was practical, enough for this Programme and well-conceived. It included the project inception workshop and report, first annual work plan, quarterly reporting, annual reporting, mid-term evaluation, end of project cycle evaluation, and NIM audit. Progress, data collection methods, means of verification, frequency, responsibilities, resources plus assumptions/risks are included for each agree project indicator. An overview of objective and outcome result progress is presented in Annex XII. The actual cost of M&E during implementation, as derived from the TE interview process with UNDP-CO, is set out below.

M&E Cost incurred	
M&E Officer	$ 107,616.00
MIS	$ 15,216.00
M&E Workshops	$ 2,380.95
Monitoring Field Visit-PMU	$ 99,539.40
Monitoring Field Visit-Field staff and Government partners	$ 28,603.80
MTR	$ 30,765.00
TE	$ 29,675.00
TOTAL	**$ 313,796.15**

TE Rating: design at entry (*)Satisfactory

Implementation of M&E: The TE consultant reviewed M&E tasks during the actual implementation of the ICBAAR project. The UNDPs quality assessment role appears to have been applied correctly in assisting the ICBAAR team in preparing annual work plans, prepare for the PB meetings, and follow up on the procurement and recruitment of international consultants. Nonetheless, the TE observed key weaknesses in the monitoring cycle as some M&E reports appear to be missing (namely PIRs and Quarterly Progress Reports (QPRs). The following summary observations are presented:

- UNDP followed the UNDP/GEF standard procedures for monitoring and evaluation. The team conducted several monitoring sites visits, attended and conducted technical missions to provide appropriate support.
- As part of oversight, the UNDP (both independently and jointly with the government) carried out a number of monitoring visits to the project sites.
- UNDP also provided the needed operational, technical support in the field. UNDP has been active in preparing the project work plans, budget revision, convening the project committees and attending the meetings, and following up on Programme's recruitment and procurement. Despite the limitation of the M&E plan, ICBAAR established detailed mechanism for evidence-based quality assured data collection, analysis and overall monitoring which was observed during the TE field mission.
- The UNDP actively participates in Project Steering Committee meetings, including the participation of senior UNDP officials. UNDP provided assistance and technical guidance to the Programme through the regional technical advisor (UNDP/GEF RTA). UNDP CO staffs also visited the projects sites as and when required to verify the project interventions, assess quality of project interventions and wand to improve partnership with the local govt bodies.
- Annual Quality Assurance Reports were prepared annually by the project allowing for UNDP feedback and oversight.
- Communication between the Project's team, the Project's governing bodies, and the UNDP is continuous and open and conducted mostly through the PSC. Stakeholders who were interviewed for the TE appraised the continuous support the Project team has provided and the leading role of UNDP.
- Local Government and other members of Co-management Committees (CMC) especially Project Implementation Committees (PIC) formed by the CMCs in each Upazila played a significant role in project monitoring and supervising partnership in the field, this role has ensured transparency and ownership on ICBAAR project initiatives.

Those project reports reviewed as part of this TE are as follows:

Annual Work Plans

AWPs were produced for 2016, 2017, 2018 and 2019/20. All are uploaded on the project website[15]

Project Reporting

- Project Implementation reviews (PIRs) were produced from 2016 to 2020 as a mandatory requirement;
- Combined Delivery Reports (CDRs) were produced outlining project expenditure for 2016, 2017, 2018 and 2019;
- Annual Progress Reports (APRs) were produced for 2017; NB: only one QPR was viewed during the TE for January 2020 to March 2020. These could have been further strengthened by providing more details about the project, its progress against the outputs, risks, and issues, financial resources used and the planned budget.
- Project Steering Committee (PSC) meeting notes were prepared for the 1st, 2nd and 3rd PSC meetings. These meeting notes appear to be diligently written up by MoEFCC (Meetings 1, 2 and 3 reviewed during the TE).

[15] https://open.undp.org/projects/00075892

Finally, in 2020, UNDP M&E team were not able to conduct the anticipated "Knowledge, Attitudes and Practices" survey to gauge the level of ownership of the coastal mangroves and associated species by the local communities. Although this was not carried out, UNDP did collect feedback including long interviews with partners on practices. They also conducted a short review of enrichment plantations (conducted in the first phase of ICBAAR) to determine the impact of that in the community.

M&E TE Rating: implementation (*)Satisfactory

• Monitoring & Evaluation (M&E)	• Rating
• M&E design at entry	• Satisfactory
• M&E Plan Implementation	• Satisfactory
• Overall quality of M&E	• Satisfactory

TE Rating: overall assessment of M&E (*) Satisfactory

3.2.5 UNDP implementation, oversight, coordination and operational issues

- UNDP played a very vital role in creating an enabling environment to implement project interventions. This includes: Ensuring access of multiple government services in the remotest of the coastal areas, establishing active collaboration required for partnership with multiple institutions and ensuring timley delivery of the results. The UNDP country office based staff oversaw the implimentation of the project, its compliance with safeguard standards and all other risks identified in the project. Many TE interviews undertaken report an excellent relationship with UNDP/PMU and stakeholders. Institutional arrangements, as arranged under UNDP oversight, appear to have helped to achieve a sound quality implementation of the project. The CMC, for example, were engaged very successfully and under the direction and guidance of the UNDP, were able to take ownership of their aspect of the project. The creation of the Project Implementation Committee (PIC) and CMC both helped to contribute towards steering and pursing the implementation of coastal policy in Bangladesh in the future. It is reported that killa, CRC and the ALC infrastructure capacities should all be more sustainable in the long run as a consequence of the project.

- The NIM adopted was designed to ensure that transparent and acceptable guidelines were developed and adhered to by all the stakeholders (PMU, UNDP and other partners), identifying specific roles and responsibilities which proved very helpful to help maintain effective partnership modalities that help to implement the project interventions in an effective way.

- UNDP had responsiblity for all support services, namely support on sub-contracting arrangements, issuance of contracts, HR activities and financial transactions to be performed as necessary. As stated within the MTR (2019), the Project Manager appears to have taken remarkable attention to achieve high levels of success, attempting to highlighting those successes within updated project designs and where possible, trying to persuade donors for further funding as required.

- The key observations of the UNDP's oversight and implementation support are as follows:

- The UNDP facilitated the project's work by providing technical and operational advice whilst ensuring that the UNDP/GEF office is involved closely in oversight function.

- The UNDP followed up on the Programme's activities and carried out the needed monitoring activities.

- The UNDP facilitated, based on the Programme request, procurement related issues.

- Following the NIM modality, UNDP transferred project resources timely to the national executing agency.

- The UNDP support to the Programme's team is regarded by stakeholders interviewed as part of this TE as satisfactory and timely.

- Evidence collated during the TE interview phase suggests that the implementing team have remained in good communication with the UNDP-CO regarding ICBAAR progress and compliane to the annual work plan (2020). Communication was also maintained for entire project duration with all stakeholders to help garner and receive suggestions and support advisories as necesasry. UNDP-CO received quarterly progress reports providing updates on the status of planned activities, the status of the overall project schedule, the products completed, and an outline of the activities planned for the following quarter. The major findings and observations of all these reports are presented within the AWP (2020) covering the final year of the project. The Project Implementation Review (PIR), which is also submitted by the Project Team to the UNDP-CO, UNDP Regional Coordination Unit, and UNDP HQ for review has been delivered and implemented effectively. All key reports were presented to project board members ahead of their half-yearly meetings and through this means, the key national ministries and national government has been kept abreast of the project's implementation progress. The Project Management Unit and UNDP-CO were also able to maintain a close working relationship with project staff members and partners and discussed issues and problems. The ICBAAR project has also updating information, progress reports, achievement, technical reports etc. to wide audience through its website[16].

Quality of UNDP Implementation/Oversight TE Rating: Highly Satisfactory

- The MoEFCC (as Implementing Entity) established a partnership with USAID to lever its experience to help to form a Forest Resource Management Group (FRMG) in partnership with the Cyclone Preparedness Programme (CPP) under the Department of Disaster Management to help implement an early warning system (EWS). Partnership arrangements between the Ministry of Land (MoL), Ministry of Agriculture (for agriculture diversification and land use related activities) and partnerships with resource user group (to use resources sustainably and with CDMP for baseline activities) were all set up. The Sorjone culture activity (in addition to "floating vegetable culture") proved to be an interesting partnership "model" that has worked very well. In addition, the tube well establishment work also initiated strong and clear partnership arrangements with the Department of Public Health Engineering (DPHE) to ensure that land ownership and engineeting delivery were achieved as expected.

[16] https://open.undp.org/projects/00075892

Quality of Implementing Partner Execution: TE Rating: Satisfactory

• UNDP Implementation/Oversight & Implementing Partner Execution	• Rating
• Quality of UNDP Implementation/Oversight	• Highly Satisfactory
• Quality of Implementing Partner Execution	• Satisfactory
• Overall quality of Implementation/Oversight and Execution	• Satisfactory

3.2.6 Risk Management (including Social and Environmental Safeguards)

- Social and Environmental Safeguards were looked after by the PMU, a community development associate, the M&E section and especially the National Project Manager. Of relevance, the PIR structure includes specific sections to assess critical risk management issues. The most recent PIR (2020) declared that as the project was categorized as "low risk" project, there were no significant or irreversible negative environmental and social impacts neither at the operation, nor at the preparatory phases.

- The only major civil work components of the project relate to the construction of (i) the community resource centre, (ii) the killa and (iii) the adaptation learning centre. Any safeguarding related impacts of the operation phase were identified as being typical for similar small civil works (involving small scale constructions) such as the community resource centre (CRC) which is a one storied small house. The National Building Code (2006) and National Labor Act (2006) all helped to define certain measures to ensure proper safety and work environment. Local contractors, for example, needed to strictly follow and comply with safety provisions during the implemented civil works.

- Importantly the ICBAAR did anticipate some environmental impacts during construction of the two storied ALC building. However, no major impacts were reported except for minor issues relating to water logging, soil erosion, dust pollution, water pollution, and occupational health hazards most of which are very localised in nature. These environmental impacts were, however, minimized by adopting appropriate mitigation and safety measures on the project sites. Activities including tree enrichment planting, 3FV model, climate resilient livelihood all had no environmental impacts and in many instances, the ICBAAR activities listed above actually contributed towards improving the local environment.

- From a social perspective, there was no temporary relocation or resettlement of people although it was clearly noted that char lands were shifting as a consequence of increased flooding and erosion. Moreover, climate resilient livelihood activities pursued actually supported and improved people's livelihood and income. In fact, the ICBAAR has contributed positively to the wider local environment that is specific to the CRC, by developing healthier and safer environments for new premise sites with improvements to natural light and well-ventilated rooms, structures being resilient to extreme climate events, improved hygiene among masons, and provision of clean drinking water facilities.

- An "Anti-corruption Strategy" was produced for the ICBAAR. This provided guidance and actions for the PMU, District/Upazila level and community level decision makers to ensure that UNDP Bangladesh and MoEFCC ensure that all efforts are made to avoid corruption during projects formulation and implementation.

- Finally, and with regards to the risks presented by the COVID-19 pandemic, planned timelines had to be alered for pending construction activities (such as building of the adaptation learning centre, embankments, Community Resource Centres, killa or raised earthen platform to protect livestock during disasters, and seasonal activities such as mangrove restoration and rehabilitation, promotion of Forest, Fruit, Fish and Vegetable (3FV) model at homesteads. This risk was not included in the ProDoc for obvious reasons. One risk that was included was that heavy rains and floods during the monsoon (May-Sept) may add to the programmatic and implementation challenges likely to be faced. In light of the former point, and considering the unavoidable current global situation, coupled with the adaptation nature of the project, a project extension up to the end March 2021 was approved by the GEF to help complete the projects remaining activities with the desired quality and in a manner that tries to achieve the expected adaptation results.

3.3 Project Results and Impacts

3.3.1 Progress towards objective and expected outcomes analysis

- Delivery and implementation of the project activities have been highly satisfactory in achieving intended targets against each component/outcome of the project. Overall, the project has achieved (and over-achieved in some cases), most of the planned activities envisaged in the ProDoc by enhancing the resilience of vulnerable coastal communities, especially women, through climate resilient livelihoods, strengthened coastal ecosystems and infrastructure.

- The TE evaluated the achievements of results in terms of attainment of the overall objective as well as identified project's outcomes and outputs, according to the UNDP/GEF evaluation guidelines. From this, the performance by outcome is analyzed by looking at three main aspects as identified by the UNDP/GEF evaluation guide:

- general progress towards the established baseline level of the indicators;

- actual values of indicators by the end of the Programme vs. designed ones; and

- evidence of relevance, effectiveness, and efficiency of the results as well as how this evidence was documented.

- Based on observations, desk review, interviews, data collection and analyses, and review of the Programme's technical reports and progress reports (PIR and Quality Assurance), a detailed assessment at the outcome level is presented in Annex XIII with specific information per activity and indicator (see "traffic light Dashboard" of progress). In light of these observations and assessments presented within Annex XII, some overarching strategic observations (though not for every Activity) have been ascertained from the TE exercise, as follows.

- Outcome 1: The project has met its target of improving the lives of 9000 beneficiaries through climate resilient livelihoods such as livestock rearing, fisheries, crab fattening, duck rearing, etc, that contribute to better incomes to meet the household needs. The 3FVs introduced in degraded lands and in homesteads have proven to be a source of sustenance for the local communities, especially during COVID-19 and post cyclone Amphan in 2020. Further, communities living in the coastal low-lying areas, that are regularly struck by cyclones and storm surges are now being protected by approx.1000 kms of mangrove and associated ecosystems, planted and maintained under the project by the Forest Resource Protection Groups (FRPG). The project has provided climate resilient livelihood support to 7740 (90%) household (HH) out of total target

of 8600 HH by 2019. Project is currently providing support for the remaining 900 HH (including additional 40 HH for agriculture) for climate resilient livelihood (agricultural and fisheries) options including training (implementation by October 2020). The project had achieved 100% targets of Department of Livestock against 2500 HHs targets by 2019. Similarly, the project achieve 100% of its targets of Fisheries and Agriculture Department against 2500 HHs targets by October 2020. Therefore, the project has overachieved its intended target under Component 1.

- Outcome 2: Significant progress has been made under Outcome 2 since the MTR (2019) recommended a mid-course correction by introducing a micro capital grant as a revolving fund for innovative livelihood activities for the FRPGs, in place of the formal benefit-sharing mechanism with the government, envisaged in the ProDoc which proved to be unviable. After revision of interventions for the above outcomes (as per MTR recommendation and PSC meeting decision), 20 Forest Resource Protection Groups (FRPG) of 600 members (261 M, 339 F) have been formed, and trained with additional livelihood supports. These FRPG members are actively involved in forest conservation with BFD. As direct benefits from the coastal forest under a formal benefit-sharing scheme was not deemed realistic, the FRPG members were made responsible for the protection of coastal forest providing Micro Capital Grant (MCG) to each FRPG. MCG revolving fund collection amounts to approximately US$ 40,000 within 18 FRPG. A formal MoU regarding FRPG's roles in forest conservation with BFD was initiated to ensure sustainability of the FRPGs and their activities. In addition, 8 CMCs, headed by Upazila Nirbahi Officer (head of the local Govt.) played a significant and active role in forest conservation, supervision and monitoring project interventions at the field level.

- Outcome 3: The project has exceeded most of its anticipated targets within this outcome. For example, improvements to embankments and drainage facilities has occurred over 50 km by repairing 20 sluice gates coupled with canal re-excavation (double the original target of 25 km). In addition, 6000 volunteers of the Cyclone Preparedness Programme (CPP) have been trained in climate change and disaster preparedness and are better equipped to disseminate early warning and conduct rescue operations.[17] Further, drainage facilities were regulated and embankments strengthened by excavating 2.9 kms of canals and renovating sluice gates. This benefitted more than 500,000 climate vulnerable households in the form of improved agricultural production as a result of reduced saline intrusion. Four (out of the originally planned six) earthen killas were constructed, each with a capacity to shelter 15,000 livestock during disasters. The remaining 2 were completed by December 2020.The 150 sets of freshwater tubewells have been provided to the local communities were also provided to help improve the health of the local people and to contribute towards changing the lives of the women and girls (to spend less time collecting water etc. The project has also undertaken additional interventions such as protection of communal assets through Co-management Committee (CMC) like construction of 10 Community Resource Centers, and Adaptation Learning Centre. CMC has undertaken to develop and implement diverse climate resilient interventions at different cluster villages for the climate migrants and vulnerable communities and implemented about 60% of the planned activities where forest resources protection is one of the prime objectives. These interventions were completed by January 2021 to help bring provisions for sustainable benefits for the vulnerable and poor coastal populations. In light of the above, the strategic findings of the ICBAAR project (with reference to achieing the expected project outcomes) are listed below:

- ICBAAR interventions are diversified in nature to provide the vulnerable beneficiaries with a range of alternative opportunities. ICBAAR interventions have been purposely designed to be low cost, requiring minimal space to implement which is a direct conequence of the challenges that were faced regarding the small amount of land owned/leased/used by the beneficiary (usually around their own homes etc). This is

[17] These volunteers also played a critical role in supporting local communities on safety measures against COVID-19 when moving them to cyclone shelters during cyclone Amphan

the reason why critical interventions, such as the hanging vegetable strategy, planting vegetables in sacks and interventions like bio-flock, can all be achieved using only a small amount of land.

- ICBAAR interventions such as the 3FV model were designed to directly focus on the needs of HH that were directly dependent on coastal forest resources and ecosystems for their livelihoods. In addition, those interventions (such as cage culture and other model village interventions) focused more on the needs of migrant families (often living in more extreme poverty). One such intervention was designed to benefit up to 30 families.

TE Rating: Highly Satisfactory

3.3.2 Relevance

- All ICBAAR project objectives are relevant and they did not conflict with any national social and political context issues. The project was designed to be directly relevant to national needs with the core focus bieng placed on creating greenbelt through mangrove enrichment plantations in tandem to reducing forest resource dependencies through livelihood interventions and the introduction of alternative ways to source income. Hence from a social and political context, the ICBAAR's objectives and components are undeniably relevant.

- Importantly, the ICBAAR is consistent with the programmatic objectives of UNDP. The ICBAAR project has contributed to Country Programme Document (CPD) outcomes/outputs and Strategic Plan (SP) outcomes/outputs[18] plus it is aligned with the UNDP United Nations Development Assistance Framework (UNDAF) which is assigned on the basis of long-standing technical and financial support to the GoB in the implementation of the Bangladesh Climate Change Strategy and Action Plan (BCCSAP), the NAPA, National Plan for Disaster Management (NPDM 2010) and existing disaster risk reduction framework such as the CDMP. Specific relevance is placed specifically on UNDAF Outcome 2: Enhance effective management of the natural and manmade environment focusing on improved sustainability and increased resilience of vulnerable individuals and groups.

- UNDP Strategic Plan for Environment and Sustainable Development Primary Outcome: Promote Climate Change Adaptation. The ICBAAR is in line with GEF LDCF/SCCF focal area objective 2 ("Increase adaptive capacity to respond to the impacts of climate change, including variability, at the local, national, regional and global level") and objective 3 ("Promote transfer and adoption of adaptation technology"). The ICBAAR is also in line with the LDCF/SCCF aim to strengthen adaptive capacity to reduce risks from climate-induced economic losses, successful demonstration, deployment, and transfer of relevant adaptation technology in targeted areas and enhanced enabling environment to support adaptation-related technology transfer.

- The ICBAAR project has also integrated climate change risk considerations into areas that are identified in LDCF guidelines as priority interventions eligible for LDCF support, notably coastal development and forest management. It is consistent with the Conference of Parties (COP-9) and also satisfies criteria outlined in the UNFCCC Decision 7/CP.7 and GEF/C.28/18. Furthermore, the project is aligned with Bangladesh's National

[18] (CPD Outcome 3) Enhance effective management of the natural and man-made environment focusing on improved sustainability and increased resilience of vulnerable individuals and groups; (CPD Output 3.1) Government institutions have improved capacities, and institutional and legal frameworks to respond to and ensure resilient recovery from earthquakes, weather extremes, and environmental emergencies; (CPD Output Indicator 3.1.3) Number of women and men with increased resilience at the household and community level. (SP Outcome 1) Advance Poverty Eradication in all its forms and dimensions; (SP Output 1.4.1) Solutions scaled up for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains.

Adaptation Plan (NAP) that has been developed as part of a multilateral environmental agreement (MEA) to combat desertification and preserve biological diversity. In tandem to this, it also supports 7 of the 17 Sustainable Development Goals (SDGs) namely: i) No Poverty ii) Zero Hunger, iii) Gender Equality, iv) Clean Water and Sanitation, v) Climate Action, vi) Life below water and vii) Life on Land.

- Finally, since 2018, GoB has been putting efforts into forward looking actions with the "Banagladesh Delta Plan 2100", which is a long-term strategy aiming to achieve a safe, climate resilient and prosperous Delta by 2100, ensuring water and food security, economic growth and environmental sustainability. Both Bangladesh NDC and the Delta Plan refer to ecosystem-based strategies as an adaptation strategy, setting the scene for further work on mainstreaming NBS and greenbelts into actions at a scale bringing climate resilient economic development to the coastal areas of Bangladesh. Highly ambitious goals such as these are not achieved in a short duration, the main aim of project such as ICBAAR is to get the wheel of change moving. More capable and responsive Government counterpart, involved community, better preparedness for climate hazard and overall strengthened coastal communities are signs of the wheels turning.

TE Rating: Satisfactory

3.3.3 Effectiveness

- Effectiveness of the ICBAAR project is a measure of the extent to which it has achieved its objectives, outcomes and outputs, taking into account their relative importance.

- The project has generated results that have tremendous potential to be scaled up across the country and in other parts of the world that have simillar socio-environment and geographical setting. Some of these positive results have been captured and reported in the national and international media highlighting the contribution of the project in enhancing the resilience of vulnerable communities, especially women, living in the remote project sites through a combination of livelihood measures and small-scale infrastructure interventions as well as ecosystem resilience through mangrove conservation. The TE therefore believes that on the whole, the project has been effective in a range of areas, notably technology and knowledge transfer to government partners, in building access to government services for the vulnerable coastal beneficiaries. One of the reasons for this is that it was implemented in close partnership arrangements with local Government bodies, local stakeholders and targeted beneficiaries. By pursuing this approach, it has been able to display flexibility in terms of delivering sustainable innovative interventions in response to beneficiary needs. In addition, at Upazila level, the formed Co-management Committee (CMC) involved all relevant stakeholders including all project partners and beneficiaries whom collectively played significant roles towards ensuring the quality of all project interventions. Despite the overestimation of project targets set during project planning stage, ICBAAR was able to identify and implement alternative methods of enhanced quality (e.g.: construction of Killas etc). Moreover, for each component, specific Implementation Committee (PIC) helped towards delivering successful project outcomes. In addition to this, and as stressed under the "Impact" sub-section, the selection of participants to be involved in the project has helped the impact of the project to be realised as the election of pilot Districts at the outset was tailored towards specific community needs, based on their vulnerabilities.

- The production of manuals and guidelines on project interventions also has assisted in conveying project results (and hence enhancing effectiveness) by producing these jointly with government departments so that they could be used in the future to replicate similar interventions. The introduction of a range of effective communication messages including the production of specific guidance to support policy and livelihood activities has contributed towards improving the effectivenss of the project in the following areas-

- Improved access to national and local government services through enhanced capacity, improved networks;

- Improved quality of living, livelihood and production through improved drainage facilities and climate resilience;

- Improved preparedness for natural disasters through Killas, early warning, cyclone preparedness, climateproofing and enhanced CPP capacity;

- Improved greenbelt management through diversified enrichment plantation;

- Contribution to conserving biodiversity and reducing forest dependency.

- In spite of the above, there have been some bureaucratic problems, especially regarding the creation of the ALC which did take more time to address than first anticipated. This may have proven more effective if the intervention was more closely monitored by local engineers who should have been involved earlier on in the project. Effectiveness on this matter perhaps could have been improved if efforts were made to adopt the use of local (existing) facilities as opposed to construcing new buildings. Some other aspects that may have impacted (diluted) the effectiveness of the project are listed below:

- The delay in project start had a major impact on squeezing "the completion of all project activities, though some (for example the nursery raising and plantation activities) are fundementally seasonal in nature, and hence unless programmed correctly, cannot be expected to be effective if growth rates are jeopardised by the onset of rainy seasons. For example, especially linked to the rainy season from May-September, carrying of construction materials from the mainland to the islands and construction-based earth work proved quite a challenge during COVID19 pandemic and rainy season. Some of the earthworks are time consuming, procurement/tendering formalities are lengthy and requires huge laborer's/community involvement. Moreover some of the project sites are located in remote islands where communication us challenging.

- Underestimated budget especially with regards to Component 1. No budget was made available for ICBAAR project partners for monitoring and supervision;

- Unavailability of suitable communal land land for 3FV, CRC, killa constructions; Peoples are not interest to donate lands as lands are very scarce and expensive property in Bangladesh

- Late engagement of local partner NGO and very limited budget for innovative livelihoods

- Reduced skills of certain key partners on some innovative livelihood techniques (i.e.: floating garden, vermi-compost etc.)

- Short training programmes duration due to budget limitations. For example, regarding the CPP, a total of 11000 CPP volunteers operate in the ICBAAR working areas but only 6000 have been given training. The training duration was programmed unsuitably (too short a timescale) plus additional equipment is needed such as rescue bag and others. No additional activity could be included into the ICBAAR for this work and so it is necessary that this aspect is included in follow-up project.

- Procurement of ducks and other inputs locally was delayed and so the potential effectiveness of this activity was reduced. In spite of this, the selection of salinity tolerant duck species varieties was well thought through and this helped to ensure the effectiveness of the project. One issue noted however was that the khaki cambel duck species, had to bring from so far to distribute in the root level. Because of the distance needed to transport the ducks, some sadly died in transit.

- COVID-19 situation has seriously hampered the projects effectiveness especially towards the final 12 months of the project. In light of this, an ICBAAR "Effectiveness and Efficiency Survey" was conducted at end of 2020, where feedback from all relevant partners of all project interventions were randomly selected from beneficiaries and local representatives (embracing 70% of all ICBAAR unions). The key messages from that report are captured within this section and have been used to influence the TE rating offered below.

TE Rating: Satisfactory

3.3.4 Efficiency

- Efficiency of this project is the measure of the extent to which the project delivers results in an economic and timely way, i.e., in the most cost-effective way possible. As stated above, an ICBAAR "Effectiveness and Efficiency Survey" was conducted at end of 2020.The information presented in that report is evaluated in light of TE interviews and a thorough review of all project information. The following represents an overview of how the TE consultants perceive project efficiency.

- The ICBBAR project was designed for a duration of 5 years, from its official signed start of 27 May 2015. No project activities were, however, undertaken in the first year (2016) except for the recruitment of four project staffs. Project activities were only officially launched on 22 March 2017 following the recruitment of a Project Manager. In spite of this project implementation was further delayed due to the slow appointment of the National Project Director (NPD) and repeatedly change in NPDs which has taken place three times to date, in addition to other delays in staff recruitment. The delay in the start of the project (since the ProDocs completion) resulted in some key observations which have impacted on project efficiencies.

- Following production of the ProDoc, as requested by GEF, and despite signatures by UNDP, the GoB were unable to commence the any Techncial Assistance (TA) or investment related project until a supporting Annual Development Plan is formally signed and approved. This was not formally corrected until 2017, resulting in at least an 18 month delay in ICBAAR commencement. The programmatic implications of this manifested itself in delays to a number of key activities, including the MTR which was delayed by at least 12 months (completed in February 2019).

- The quantity of activities provisioned in the work-plan were not based on realistic budget related information and also without clear authortative clearance on land ownership related issues. Due to this the "3FV" model activities were delayed as the site selections often needed to await approval. In light of the reducing project programme, a reduction in the target number of 3FV sites was agreed upon. Similarly, due to the unavailability of suitable land, Killa construction was not initiated. Recommendations to resolve these problems identified were proposed in the MTR.

- Without doubt, the final year of projects implementation (2020), was monumentally difficult to implement project interventions as planned. Due to the countrywide lockdown, seasonal nature of almost all the activities, remoteness of the project site (Islands), and Government officials of the implementing partner agencies (like Upazila Nirbahi Officer, Upazila Agriculture Officer, Upazila Livestock Officer, Upazila Fisheries Officer, Cyclone Preparedness Officer, Water Development Officials resulted in the need for a project

extension until March 2021. Project efficiencies were undoubtedly impacted upon during the second half of 2020 in particular through to project completion. The COVID-19 pandemic created new levels of social insecurity and paused project implementation as originally planned. Seven different govt implementing partners, for example, became more engaged in COVID-19 crisis management issues.

- Countrywide lock down requirements resulted in delaying projects activities in a significant way, most notably with regards to the construction of the ALC, the Killa (raised earthen platform to protect livestock during disaster) and the 3FV model at the homestead level, implementation of numerous climate resilient interventions at cluster villages. This was because transport of construction materials to the project site was a particular challenge due to lock down and the access requirements to remote and vulnerable geographic location of project sites. In light of this, and in an attempt to improve project efficiencies, changes to budgetary provisions were given to livelihood interventions, for example, with increased budgets given to numerous climate resilient livelihood interventions to climate cluster villages so that all village residents (not just cliamte migrants) could benefit from the ICBAAR during the Covid-19 pandemic. The PMU staffs also provided cash transfer, food and other emergency support to the vulnerable communities in remote islands during the COVID-19 pandemic.

- In spite of this, the ICBAAR project has been able to display very good levels of efficiency towards delivering sustainable innovative interventions in response to the need of Bangladesh's coastal regions. It has successfully been able to adapt realistic alternative methodologies (especially under component 2) as per a key recommendation of the MTR and acceptance from the Project Steering Committee (PSC). The ICBAAR was not only able to identify the bottlenecks and address overestimated initial targets, but alternative initiatives / approaches were able to be taken on board.In fact, one important factor which bodes well for future sustainability efforts, whilst demonstrateing project efficiencies, is that the mixed interventions adopted (such as a the 3FV, 2FVD, Sorjone culture etc) are all products of multi departmental coordination. This strategy (in partnership with a range of institutions) encourages and nurtures improved commitments to integrate and mainstream existing multi-dimensional actions, meaning that this enables the beneficiary to enjoy the benefit of more than one approach being pursued. Another reason for efficiency successes relates to the project manager coordinating well with National/District/Upazila level management to overcome any challenges that arose. Skilled government officials were often targeted to support the implementation of activities. In fact, direct monitoring actions undertaken by the CMC and at the Union level (project implementation committee) proven very helpful to project achievement of results. In spite of this, some gaps were missing in the membership of the CMC, as no representation was made for the Bangladesh Water Development Board (BWDB) nor was there an engineer position included within the CMC.

- Finally, efficiencies in reporting on project findings within this TE were also seriously delayed (consultancy advertised in November 2020 and yet only awarded on 24 February 2021). With the project closure date subsequently immovable (31 March to be wrapped up in totality including all disbursements etc), the time required to complete the TE to the required interrogative standards has proven to be a major challenge and hence the quality of product has inevitably been compromised.

TE Rating: Satisfactory

5.3.5 Overall Project Outcome

- The calculation of the overall project outcome rating is based on the ratings for relevance, effectiveness and efficiency, of which relevance and effectiveness are critical. The overall project outcome below is therefore assessed using a six-point scale, described in Annex V.

• Assessment of Outcomes	• Rating
• Progress towards objective and expected outcomes analysis	• Highly Satisfactory
• Relevance	• Satisfactory
• Effectiveness	• Satisfactory
• Efficiency	• Satisfactory
• Overall Project Outcome Rating	• Satisfactory

3.3.6 Sustainability

- The assessment of sustainability requires a judgement as to whether the net benefits generated by the project will be maintained. The UNDP/GEF TE guidelines define the term "sustainability" as 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. The GEF Guidelines establish four areas for considering risks to sustainability as follows:

Financial risks to sustainability

GoB funds, especially as a consequence of the COVID-19 recovery response in Bangladesh, will potentially continue to remain inevitably limited, however, the GoB understand the needed to maintain financial momentum on this to help sustain effective adaptation to climate change within coastal areas (Sundarbans) through effective coastal planning. The situation facing Bangladesh is that the solid advances made by the project may not be sustainable at the large scale without programmatic support from donors. In spite of this, the TE believes that the project interventions made around the pilot Districts, Upazilas and Unions face reduced financial sustainability risks should further investment being sought to help realise the expected self-sustainability of interventions such as the "3FV" model etc.

In many ways, the most financially sustainable project outputs witnessed include those where group based livelihood options have been undertaken (i.e.: wider engagement and involvement in community decision making). This has been supported by the project through the introduction of "Savings Groups" which have been created among the beneficiaries. The TE believes, however, that financial sustainability perhaps could have been enhanced if a more robust system of "revolving funds" was made available to families/community groups. This point has been echoed by some interviewees.

To this end, the outlook for the long-term financial sustainability of the project is deemed as being satisfactory, mainly because it is directly connected to the priorities of the government. Despite COVID-19 and the future challenges that this may bring to the national economy, the GoB remains committed to continuing its support to project activities such as the ones implemented in ICBAAR. They in fact intend to further utilise information produced during ICBAAR to help plan similar exercises that may be replicated elsewhere. Efforts to better engage the private sector to help garner their support to contribute to fund similar activities (or specific livelihood components) perhaps need to be improved upon as this does not seem to have been pursued to the fullest potential within the final year of the project (in part due to the COVID 19 pandemic impacts and inevitable economic slowdown). This is because the private sector is not commonly engaged (in Bangladesh) on ecosystem or biodiversity conservation related projects nor on promoting climate change adaptation (as these are often not deemed profitable in the short term). Without doubt

the private sector could be better engaged in marketing "value chains" linked to (for example) agricultural or natural products. However, a concessional finance or motivation may be required to better engage private sector in these above mentioned areas.

Financial Risks: Likelihood that benefits will continue to be delivered after project closure: Moderately Likely

Socio-economic risks to sustainability

The increased awareness of the ICBAAR intended results, at the community level, appears to have increased and undoubtedly changed people's mindsets at both the national and local government level. The empowerment of local institutions through technical trainings, renovation of sluice gate for drainage management, providing input in livelihood activities and equipment to local bodies for early disaster announcement have all helped to safeguard livelihoods and community assets. The socio-economic sustainability of the project is therefore deemed as being likely. For example, and according to the Project "Efficiency and Effectiveness Study – 2020", the number of fish farmers planning on continuing the cultivation on the next years increased over the years from 90% to 100%.

Without doubt, the opportunities offered to reduce community/family related economic insolvency risks (through the introduction of the 3FV model for instance) has certainly set a platform from which to build socio-economic sustainability opportunities. Fishermen (for example) have now been offered alternative livelihood options to consider thus helping to ensure the long-term sustainability of the intended project outcomes. Likewise, the supply of community-based incubators has helped to improve long term socio-economic sustainability, making duck and goose rearing interventions very sustainable.

The ICBAAR project has undertaken a range of interventions to promote the long-term sustainability of community involvement in forest conservation through, for example, the construction of Community Resource Centers and the ALC. Additional measures undertaken include the promotion of long-term socio-economic sustainability through construction of killa embankments plus the use of plantation techniques to help with their stabilization.

In spite of this, achieving ever better improvements towards achieving sustainability may be further enhanced if project participants had more immediate incentives to partake (such as provision to cheap livestock, seed or ducklings provided or possibly provision of fertilizer/pesticide in order to start the process etc.).

Further to findings attained from the TE interview process, the following outputs are deemed the most sustainable from a socio-economic perspective, namely the diversified enrichment plantations; keyhole garden agricultural production; tower technology for agri-crop production; 2FVD technologies; "hanging" technologies for agriculture; three dimensional vegetable cultivation; colour polythene wrapping technologies used for agriculture; hydroponic fodder production; perennial fruit growing; vermin-composting and bio char technologies for vegetable production.

Finally, the TE interviews determined that specific interventions (such as mono sex tilapia (carp) cultivation, Thai pangas[19] and crab-fattening) brought in perhaps the maximum amount of profit. However, comparatively more feed was required for mono sex tilapia and Thai pangas, and this will remain as one of the "post ICBAAR" socio-economic sustainability challenges that have been identified by beneficiaries. It was also stated that Thai pangas, whilst popular in Bangladesh for aquaculture, is in fact not suitable for mixed culture. For those newer interventions implemented (notably crab fattening etc.) there is a need for further training on these techniques if the socio-economic potential of this activity is to be realised.

Socio-political/economic Risks: Likelihood that benefits will continue to be delivered after project closure: Likely

[19] *Pangasius hypophthalmus* is one of the important aquaculture species in Bangladesh.

Institutional framework and governance risks to sustainability

- The institutional sustainability of the Projects outputs at all levels including grassroots, local and national government are sound. The agencies directly involved have been committed towards delivering the aims of the ICBAAR which embraces all relevant ministries, research institutions local government and community groups in the various activities. GoB has been prioritizing sustainable greenbelt management through enhanced capacity and community involvement with ICBAAR and it is hoped that this could yield future climate risk resiience ICZM policies for Bangladesh in the coming years.

- The Institutional arrangements set up and developed during the ICBAAR have helped to support future sustainability results by bridging the gap between remote coastal islands and availability of government services. Partnerships between national and local government bodies, coupled with creating links between the community and with the government service (or agency) plus supporting innovative training programmes, have all helped to generate a degree of institutional sustainability beyond the project timeline. GoB ownership of the project has allowed coastal beneficiaries to, as a result, form a bond with relevant departments and enabled them to figure out the required knowledge and "know-how". This effective partnership has allowed the effective implementation of project interventions even during the COVID-19 pandemic national lockdown.

- The key ingredients to support this include good partnership management with government stakeholders; ownership of the project by all the partners; contribution of all key parties to the project interventions design and implementation methodologies plus the introduction of knowledge products. These have all contributed towards setting an institutional pathway to achieve the long term intentions of the ICBAAR project. Another supporting reason to justificy the likelihod of institutional sustainability is that all the formed Forest Resources Protection Groups (FRPGs) are actually registered by the Bangladesh Govt. Cooperatives[20]. This will undoubteldy help to promote accountability beyond the ICBAAR project period especially for the replication of 3FV models which represent good exemplars of sustainability. In spite of this, continued institutional and capacity related arrangements are needed to encourage the longer term adoption of certain tasks, namely vermicomposting.

- The project has prioritized knowledge management among the Government partners as an exit strategy. In the reporting year ICBAAR project has developed multiple reports, manuals and guidelines for successful project interventions, for example- for Innovative Livelihood, Mangrove Management, Killa Management etc (see website link below). To this end, communication and coordination efforts appear to have been (and remain) good. The development of Operational guidelines / manuals for the range of ICBAAR interventions (notably for the Killa (raised earthen platforms, 'Climate Resilient and Ecosystem-based Livelihoods', Nursery Raising and Plantation Techniques and Management of Mangroves'/Coastal Green belts' etc) will all prove very helpful to ensure the sustainability of project interventions. The project has produced a well coordinated communication strategy, involving a number of knowledge products to help disseminate key information, lessons, experiment and results of the project and its interventions alongside capacity building of concern stakeholders. What is missing from these documents it targeted climate change mainstreaming policy advice for specific sectors (agriculture, forestry, fisheries, engineering etc – see Section 4.3 "Recommendations").

- Other social media outlets that have also been used include the following:

[20] An MoU between the FRPG and Forest Department was finalised to ensure sustainability of community involvement and decision making platforms regarding forest protection.

a) Website: www.bd.undp.org (The UNDP Bangladesh Corporate website published dozens of project stories, articles, and photo stores to visualize the immediate outcomes of the project) http://www.bd.undp.org/content/bangladesh/en/home/operations/projects/environment_and_energy/integrating-community-based-adaptation-into-afforestation-and-re/icbaar-home.html

b) Facebook link: beyond the verified Facebook of UNDP Bangladesh and twitter, the project also regularly maintained a Facebook group to real time monitoring of project activities: https://www.facebook.com/groups/447520655594432/.

c) The project innovative livelihood model was also heighted within the International Press Service (IPS). Recently the project success was highlighted specifically on a range of international website platforms, namely the UN Global website, UNDP website and GEF website styled *''Rising above adversity: community-led climate adaptation along Bangladesh's coastal belt''* where it was highly applauded the project as best example of work to address climate change impacts. https://www.thegef.org/news/rising-above-adversity-community-led-climate-adaptation-along-bangladeshs-coastal-belt

In spite of the above successes and comments, the TE places a degree of caution to the score allocated. This is because losses of institutional memory are common in Bangladesh and this may pose a challenge in the future if the projects momentum is lost. Despite this, the Project continued to sustain regular communication and strategizes to help orient all new official communication needs through regular "refresher" follow up events, even during the national lock down (using virtual communication techniques where possible). For the sustainability of the intervention to be realised, there is a need for more focused work to determine the legal identity of suitable lands to help replicate 3FV models in the future.

Institutional Framework and Governance Risks: Likelihood that benefits will continue to be delivered after project closure: Likely

Environmental risks to sustainability

Environmental sustainability is one of the important elements of any project strategy. The project achievements recorded conclude that the ICBAAR activities have effectively contributed towards reducing vulnerability of natural resources and coastal ecosystems in Bangladesh to climate change. The promotion and expansion of innovative, climate resilient and ecosystem-based diversified livelihood options have helped to reduce environmental risks to sustainability on the ground. As an example, the introduction of salt tolerant crops, which can be sold to market, is just one. The adopted use of salinity tolerant fish varieties is another example to improve environmental sustainability. Both of these are in line with climate change adaptation policies being proposed at the national level.

The ICBAAR project has in fact undertaken many adaptive initiatives especially climate resilient interventions that emphasize the role of nature-based solutions (ecosystem based and community-based adaptation interventions) by involving forest dependent climate vulnerable people as a collective grouping. These local demand led interventions have received high popularity and acceptability ratings amongst all beneficiaries and wider stakeholder groupings. Therefore, the project interventions appear to not only prove effective, but are more likely to be sustained beyond the project timeline for the sake of the beneficiaries' benefits. Whilst 572,000 mangrove seedlings have been planted using 12 robust, saline-tolerant species in 650 ha of degraded mangroves, the ICBAAR has also implemented an additional 350 ha to reduce environmental risks of mangrove habitat degradation (gap filling) to help strengthen the greenbelts beyond the project indicative result area target expectations.

Importantly, almost all the project activities, such as climate resilient agriculture, fisheries, livestock, Forest, Fruit, Fish and Vegetables (3FV) model, etc. would not only assist in the reduction of COVID-19 impacts of the vulnerable people, but also completion of the projects intended results quite successfully in light of immediate food needs during a global

pandemic. Even the supply of CCP equipment will also prove to be a very environmentally sustainable action as the adoption of this will potentially save many lives each year.

Environmental Risks: Likelihood that benefits will continue after project closure: Moderately Likely

• Sustainability	• Rating
• Financial resources	• Moderately Likely
• Socio-political	• Likely
• Institutional framework and governance	• Likely
• Environmental	• Likely
• Overall Project Outcome Rating	• Likely

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Overall: Likelihood that benefits will continue to be delivered after project closure: Likely

3.3.7 Country Ownership

- Country ownership is also assisted through the clear evidence of positive support received from the local government plus the fact that there was no discrepancies or disputes over the availability of land in which to deliver the implement the pilot studies within the pilot Districts. The valued support from CMCs for all kinds of activities along with the activities have been effective to accelerate knowledge sharing with union/local institutions. For example, the formation of CMC at the upazilla level who helped to initiate CCA related activities in the field to help convey the ICBAAR message to rural levels.

- ICBAAR project interventions are not only widely accepted by the GoB, they have received international recognition on multiple occasions.The lessons, experiment, result and innovation of the project have been highly acclaimed within the national and international media and in many ways. Levels of communication have also improved as a consequence of country ownership. The project's innovative 3FV model, for example, was highlighted by Reuter's news agency which was also reproduced in world news headlines, world economic forums and many websites[21] and newspapers[22] in home and abroad including Philippines,

[21] https://www.thegef.org/news/strengthening-first-line-defence-flourishing-mangrove-greenbelt-protects-vulnerable-coastal; http://www.bd.undp.org/content/bangladesh/en/home/presscenter/pressreleases/2018/08/14/Innovation_climate_change.html; http://www.newstoday.com.bd/index.php?option=details&news_id=2519235&date=2018-12-28; https://www.reuters.com/article/us-bangladesh-climatechange-displacement/bangladesh-lends-land-to-islanders-as-water-devours-homes-idUSKCN1P80C8; https://current-international-news.blogspot.com/2019/01/bangladesh-lends-land-to-islanders-as.html

[22] https://www.cbizforum.com/feature-bangladesh-lends-land-to-islanders-as-water-devours-homes/; http://humanitariannews.org/20190114/bangladesh-lends-land-islanders-water-devours-homes; https://www.thedailystar.net/country/news/bangladesh-lends-land-islanders-water-devours-homes-1687999; https://www.dhakatribune.com/world/south-asia/2019/01/15/bangladesh-lends-land-to-islanders-as-water-devours-homes?fbclid=IwAR1AZIi3yLMhwiHx0XLWfPswVNjGrUewp6mgOcvNqyXU99gN51uuuaH3Vwo;

Kenya, Qatar and Bangladesh as well[23]. The innovative 3FV model has in fact been mirrored and adopted in approach within a number of developing countries, such as in Gambia (West Africa)[24].

3.3.8 Mainstreaming

During the last decade, policy efforts pushed to mainstream climate change adaptation across sectors with new paradigms and projects to respond to short-, medium-, and long-term effects of climate change, knowledge generation and building institutional capacities and implementation of climate initiatives. The ICBAAR project strategy has attempted to streamline aspects of mainstreaming by involving multiple government departments in the whole planning and implementation process. The government partner involvement throughout the planning and implementation process provided platforms for communities to build better relationships with relevant department thus enhancing the future possibility of mainstreaming coastal adaptation into future sector plans (agriculture, fisheries, forestry etc). Regardless of this good work, the TE still believes that this latter aspect (guiding the production of meaningful sector strategy plans) still requires additional focused attention (see Section 4.3 - Recommendations).

This ICBAAR project was a key component of UNDP global, regional, and country programming. It appears to have been successfully mainstreamed into other UNDP priorities including recovery from natural disasters, gender, and improved governance. It was able to positively mainstream several UNDP priorities. Specifically:

- The projects outcomes are designed well to help support and mainstream existing national policy on climate change adaptation and coastal policy setting. The ICBAAR project undertook a range of interventions which align well (and do not conflict) with the national interests.
- It contributed to the fulfilment of UNDP UNDAF, Outcome 4. ***Strengthened capacity of developing countries to mainstream climate change adaptation policies into national development plans***.
- It has contributed to UNDP Strategic Plan Environment and Sustainable Development Primary Outcome: ***Promote Climate Change Adaptation***.
- It has managed to mainstream gender in most of its activities, targeting both women and men in all events. However, data pertaining to project beneficiaries, and events' participants do not appear to be dis-aggregated by sex.

The key challenge pertaining to the need to mainstream results, that is perceived from this TE, relates to the need ensure the continuation of inter-institutional communication after the project is completed. One intervention that is deemed to be of value to this effect is that of the Adaptation Learning Centre (ALC) as one of its main purposes was to present all adaptation related interventions undertaken countrywide, under one umbrella. The ALC is therefore envisioned to be the platform for multi institutional collaboration for future climate change adaptation, thus helping with mainstreaming.

3.3.9 Gender Equality and Womens Empowerment

- Importantly, the project design appears to have recognised all relevant risks associated with climate change and vulnerability of women to such risks. This is because women often have reduced access to financial resources, have restricted rights, limited mobility and a reduced voice in community and household decision-

http://en.banglatribune.com/others/news/25859/Bangladesh-lends-land-to-islanders-as-water?fbclid=IwAR3HvdU70qrjoqX4YEWZlXaXACMbx6Jm7ky-_kLhj5qSQkz_gs2bEYdE8SM

[23] The project fisheries intervention were published in the same way in Reuters and reproduced in Yahoo and other media and platform

[24] Enhancing Resilience of Vulnerable Coastal Areas and Communities to the Impact of Climate Change in the Gambia UNDP PIMS ID: 4782 GEF Project ID: 4724

making. This can make them more vulnerable than men to climate change. Importantly, the ICBAAR projects baseline studies undertaken can declare that 52% of all project beneficiaries are women participating in decision making process of the project's community-based approach. ICBAAR interventions such as 2FVD, Bio-flock, Homestead Vegetables, Homestead 3F are all helping to support women to economically contribute towards achieve economic solvency of their families. The baseline studies did however, note that female beneficiaries were slightly earning less than of men.

- Despite a slow start with regards to attaining a gender balance, by the end of the project (2021), women have appeared to have improved their economic solvency which is clearly evidenced by "on the ground" situations by project completion. As a result of the project, women are now honoured and respected within the decision making process.The ICBAAR project has led to the increase of income of women with over 50% of the projects livelihood support being focused on women. Women actually appear to be the key beneficiaries of the livelihoods interventions of the ICBAAR project, which has led to improved adaptive capacities and increased resilience for themselves and their families. As stated by a beneficiary, *"We, women, can now take care of it"*[25].

- The interviews conducted for this TE (during March 2021) outline that ICBAAR interventions have provided innovative livelihood options suitable for women such as floating gardens, vegetables production in sacs, Khaki Campbell duck farming, 2FVD model of vegetable production and fisheries and the hydroponic fodder grass production. These are highly innovative as they all require less space and growing initiatives can all take place within a family homestead (or nearby backyard) which is very significant for low income families in the remote islands.

- The ICBAAR has been able to orientate all project staff of the project on issues relating to gender empowerment at the beginning of most operations. It was able to recruit 8 field adaptation watcher females, so that they received priority attention on aspects including (for example) government support for COVID 19. Female representation was also ensured in Project Management Unit, District and Upazila level officials as well.

- Since women receive less of education, and face more socio-cultural barriers, the project has been successful towards helping foster societal thinking on this situation. Project strategies have led to improved adaptive capacities which have increased their resilience to climate changes in tandem being better aware of their human rights. As a result of this, the acceptance of women into important roles and services within society appears to have noticeably increased. Project outcomes have also helped to promote participation of female members in, for example, FRPGs and CMCs which were established to help "pilot" forest-benefit sharing mechanisms. FRPG membership has been designed to allow local women to have their voices heard on natural resource management and governance related matters. In fact, 56.5% FRPG members are female, and thus women are both a contributor and beneficiary of the FRPG savings scheme.

- Finaly, a key aspects of ICBAAR communication strategy is aligned to the need for advocating women empowerment through the effecive use of "success stories". This resulted in the adoption of female quotes and photos in media outlets being prioritized. As a result of this, women are shown prominently in every publication and visual media outlet possible that is related to the ICBAAR (see Figure 3.1). In 2020, five (5) human interest videos were produced of which 3 stories were collated from female beneficiaries. As a

[25] Quote from Tahmina Begum (55), a female beneficiary of Golachipa in Patuakhali

consequence of these interventions, women have become more confident to voice their opinions in meetings and seminars as well.

Figure 3.1: Front covers of the ICBAAR "3FV Model" Brochure and "Coastal Livelihoods Manual"

3.3.10 Cross Cutting Issues

The ICBAAR project does not appear to have had any negative effects on local populations and in many ways, has had positive impacts on issues such as income generation/job creation, improved natural resource management arrangements with local groups, improvement in policy frameworks for resource allocation and distribution, regeneration of natural resources for long term sustainability. It should be noted that the COVID-19 pandemic inevitably has created a new level of social insecurity which the ICBAAR project could not have anticipated at the start by escalating the vulnerability of coastal peoples (including minority groups, people with disabilities etc.) with loss of earning and limited access to markets.

Despite this, the ICBAAR outcomes have contributed to better preparations to cope with disasters or mitigate risk, and/or addressed climate change mitigation and adaptation, as relevant. In fact, Cyclone Amphan took place during the COVID-19 during epidemic which may have worsened the situation through more loss of livelihood and overwhelmed public services like health facilities. Despite this, the ICBAAR has been able to propose very timely alternatives to the "status quo" that had been pursued prior to the project starting.

As stated in Section 3.3.2, it has suitably conformed to agreed priorities in the UNDP Country Programme Document (CPD) and other Bangladesh specific programme documents. This means that issues such as the "poverty-environment" nexus, plus the extent to which poor, indigenous, persons with disabilities, women and other disadvantaged or marginalized groups have benefited from the project has been at the forefront of all deliverables produced and activities undertaken.

- Of note, the projects PIR (2020) (Section I "Social and Environmental Safeguards" made no mention of any human rights related issues linked to the project. No evidence can be reached that the project made targeted actions that relate to the expectations of the U*NEG's Guidance in Integrating Human Rights and Gender Equality in Evaluation*[26], especially during the Inception Phase of the project.

3.3.11 GEF Additionality

This aspect considers the additional effects (both environmental and otherwise) that can be directly associated with any GEF-supported project or program. For the purposes of this additionality section, perhaps the most important

[26] Integrating Human Rights and Gender Equality in Evaluation - Towards UNEG Guidance: http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=980

observation is that ICBAAR interventions appear to align neatly with the systematic considerations of potential pathways (from GEF activities) to the broader adoption of GEF results to further define and strengthen the GEF's catalytic role. This is exemplified with regards to the '3FV' model. Under a "business-as-usual" scenario, Bangladesh's coastal areas (livelihoods and biodiversity) would remain under significant threat, with only minor advances in the effectiveness of greenbelt protection because of ineffective and inefficient use of financial resources, low individual capacities of local staff, a lack of experience of approaches to community (ecosystem based) revenue generation, limited information of relevance greenbelt management, and low public support for mangrove management.

The project addresses the main barriers that prevent Bangladesh from addressing threats to globally significant livelihood resiliency programme within a larger greenbelt. One of the barriers is an unclear, complex, and incomplete legal environment for PA management and financing. Under the alternative scenario, Bangladesh now has a strengthened situation on this in a number of ways as compared with the baseline. The 3FV model approach was presented by the BFD at the Global Commission on Adaptation (GCA) Summit held in Dhaka in 2019, which caught the attention of Honourable Prime Minister Sheikh Hasina, former UN Secretary General Ban Ki Moon and other leaders (see Figure 3.2).

FIGURE 3.2: GCA SUMMIT PRESENTATION

(Honourable Prime Minister of the People's Republic of Bangladesh **Sheikh Hasina**, former Secretary General of the United Nations **Ban Ki Moon**, Marshal Islands President **Dr. Hilda Heine**, and former Chief Executive Officer (CEO) of World Bank **Dr. Kristalina Georgieva** observing the '**Forest-Fruit-Fish and Vegetable (3FV)** Model presented at the Global Commission on Adaptation (GCA) Summit held in Dhaka on 10 July 2019)

3.3.12 Catalytic/Replication Effect

- The ICBAAR project has a real positive potential for replication and up-scaling. Many stakeholders, when interviewed during the TE, have stated that the GoB should implement/monitor similar ICBAAR interventions (or "models") to other areas as the activities designed are deemed to be highly replicable. Arguably the most powerful statement that could be used in this TE to demonstrate the potential for replicability is an actual quote from one beneficiary.

- "We got a dream after getting the 3FV model…now we are leading a decent life earning from the model"[27]

[27] Razia Begum, 3FV model beneficiary Tazumuddin, Bhola.(quote taken from the "3FV Model" Brochure

- The nature of the ICBAAR therefore has facilitated its role as a catalyst towards mobilizing resources and actions by key actors and main players in relation to coastal adaptation, forest management and livelihood security matters. It appears to have helped Bangladesh to face up to (and in some instance, overcome) known existing barriers and introducing new strategies and technologies that helped in improving national capacities.

- Without doubt, those activities deemed most likely to be replicated in the future relate to those that are most simple to initiate such as vegetables growing and afforestation/reforestation (should seedlings be provided etc). In tandem with this, strengthening existing and introducing new ecosystem based adaptation techiques (i.e.: 3FV) and demonstrating their success to beneficiaries is crucial to ensure success of any replication approach. Duck and goose rearing, fodder prduction, cultivation and fish rearing activities, for example, are all quite easily replicable activities for similar projects in the future. They are all tangible and real in the eyes of local coastal communities. The species of duck and turkey that the ICBAAR interventions used in fact played an important role in increasing food consumption and nutrition intakes. This is because this species of duck often lays more eggs (280-300 per year) than the local varieties used (circa 70-80 per year), they start laying within 5-7 months age and they need less food than the local species often used (producing circa 240 eggs every month from 8-10 ducks).

- The ALC is another good example to demonstrate the real potential for replication, as it is planned to be established as a potentia future knowledge centre for South-South Cooperation. This could prove to be a conduit for sharing the project's lessons, cross-fertilization of experiences across several other adaptation initiatives in the country and elsewhere. More "soft" interventions that have potential to be replicated in the future may include partnership approaches adopted with government departments; iImplementation strategies adopted by the local officers and managerial approaches used to help encourage practicing innovative interventions.

- In summary, there are various aspects of ICBAAR design that facilitate replication. Firstly, ICBAAR has strengthened the enabling environment to enhance resilience and build sustainability. This could be used to benefit other sectors like agriculture, water management, education and scientific research around Bangladesh. In fact a major ingredient towards this success is because it is popularity amongst local people, development partners and government agencies having introduced many innovative and climate-resilient activities which have also featured as success stories in both national and international media. Secondly, ICBAAR has developed a "model of innovation" towards engaging the private sector in the future. The technical assistance provided as well as the regional coordination and sharing of knowledge and experiences could be implemented in other regions of Bangladesh for other technical areas. The 3FV Samity (Association)'s revolving fund could be mirrored to help replicate future approaches and models. Thirdly. the cooperation with the key donor agencies and development partners would enhance "learning-by-doing" and facilitate cooperation among different actors now that the ICBAAR has been completed. Fourthly, the factors that contributed to gender empowerment and resilience of the most vulnerable and disadvantaged communities to climate change impacts is worth documenting for further replication in many other remote areas of the country. Finally, any potential replication strategy will only work if the following principles are embraced by GoB:

a) Improve access to government services is needed through enhanced capacity, improved network;

b) Improve quality of living, livelihood and production is needed through improved drainage and climate resilience;

c) Improve preparedness for natural disasters through construction of Killas, waterproofing and enhanced CPP capacity;

d) Improved greenbelt management is needed through diversified enrichment plantation.

3.3.13 Impact

- The impact of the ICBAAR project is assessed as the measure of the extent to which it has generated significant positive or negative, intended or unintended, higher-level effects, as well as the innovation and potential for transformation and paradigm change. Importantly, the ICBAAR project has achieved a series of major milestones and key outputs. It has produced numerous success stories of innovative livelihood interventions and cyclone preparedness which has been covered by numerous national and international media articles. The reasons for a positive impact are fundamentally linked to the project having a clear mandate and the sub-components have been clearly communicated to all stakeholders. Likewise, promised activities were turned around quite promptly thanks to the relatively short procurement time period window so that communities are not waiting for the impact of the project to be realised.

- The ICBAAR project has in many ways almost given communities a new "lease of life", as it is helping to provide significant nutrition support to the poor climate households, particularly women and children. One TE interviewee has stated:

- "they cultivate fish in the ditch from where they get small fish full of vitamins. They also rear ducks in the ditch from where they get eggs and meat,"

- As stated by a Minister:

- "It has earned a great reputation in home and abroad. It has brought positive changes in the lives of the coastal communities. If these activities are expanded, numerous communities will be benefitted"[28]

- The impact of the ICBAAR in relation to investing in and preserving in greenbelts cannot be over-emphasized. Its impact has set the framework improved community resiliency in the face of climate change and disaster risk reduction. The ICBAAR project has also renovated the sluice gates of Monpura and Charfassion in Bhola district which were built in 1970 as a measure against flooding and water logging. Over 500,000 families in the two Upazilas alone were relieved subsequently from the risk of losing their livelihoods after the gates were repaired. This alone is a major project related impact. Earlier in 2020 (after the MTR in 2019), several millions of people who inhabit the coastal areas of Bangladesh and the eastern part of India were hit by super cyclone Amphan whilst also dealing with the COVID-19 pandemic, making it a "crisis within a crisis". Fortunately, many lives and property in Bangladesh were saved by the planned greenbelt that took the brunt and shielded the vulnerable coastal communities. An earlier super cyclone Bulbul (November 2019) had previously wreaked havoc on the Sundarbans and saved thousands of lives in the adjoining human settlements. In spite of this, the inevitably of the havoc caused by super cyclone events on project interventions cannot be overlooked. Since Amphan in 2020, interviewees declare that water levels have risen drastically and crab demonstration sites at Kukri were significantly impacted. Likewise, the vegetation of Sorjan was affected with farmers trying hard to re-establish the work undertaken.

[28] Md. Shahab Uddin, MP Minister Quote Minister Shahab Uddin, MP, the Ministry of Environment, Forest and Climate Change Government of Bangladesh

- Outside of the impacts of super cyclone events, the climate resilient innovations importantly all emphasize the importance of nature-based solutions that address commuity vulnerabilities, diverting the dependency of coastal communities on greenbelt related natural resource extraction. Innovative livelihood options, such as the Sorjone culture, 3FV model; Fish, Fruit, Vegetables and Duck farming (2FVD) model, cage aquaculture, native fish culture (through Bio flock, etc) all have enabled the vulnerable coastal beneficiaries to ensure all-yearround benefits. (in some cases, one-time inputs are also able to bring benefits for 2-5 years). The strongest impact reported of these climate resilient livelihood interventions is that they have all been implemented through existing government partners, fully utilizing Government capacity and expertise that already resides within the relevant departments .

- The 3FV model, in particular, has provided beneficiaries with consistent sources of income year-round. It has made productive use of barren coastal lands by turning them into an alternating ditch-and-dyke structures. Within the ditches, poorer households have been able to grow fish and ducks, whilst the dykes support production of fruit and vegetables. The ditch-dyke structure of the 3FV model gives landless and marginal coastal communities access to government lands usually captured by the local elites or political leaders. The model provides innovative and ethical solutions that reduce poverty and vulnerability leading to sustainable livelihoods and a better ability to adapt to climate change impacts. It has increased the income of the marginalized community through climate resilient fisheries, horticultural and livestock related livelihood options. As stated by some beneficiaries, it has also become a meaningful job for the poorer coastal people who can now earn continuous and recurrent incomes through diversified livelihood options.

- The Sorjen system (excavating trench and dyke in unproductive agricultural land to produce fish and vegetables together) is new to Bangladesh yet has presented a significant positive impact on traditional ways of land management for coastal communities. The coastal water logged and saline prone-lands are particularly useful for the cultivation of sorjen culture which the project has embraced as a specific nature based and realistic solution used to help combat the effects of climate change. Vegetable farming using sacks is a new way of operating for many coastal communities, yet the impact of adopting this technique has been major as salt water cannot enter the sack thus reducing impact on crops. Lands which remained fallow for years due to inundation are now being utilised to farm fish and vegetables. People displaced due to river erosion are now capable to farm fishes in rivers, canals or open water bodies with technological support from the programme. They are now growing fodder for dairy in homesteads and growing vegetables in sacks (see Figure 3.3). Some are utilising a small portion of ponds and growing vegetables and fruits, farming fishes in cages. The women are rearing ducks and selling eggs. As a result, climate refugees who had moved to the cities are now beleved to be returning (however no tangible evidence of this collated during the TE interviews).

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Figure 3.3: Vegetable Farming in Sacks' is one of the ICBAAR innovative climate resilient, ecosystem-based and innovative methods of farming (images taken from the Livelihoods Manual).

- Finally, the COVID-19 crisis certainly (during 2020) increased the exposure of coastal population to the risks of climate change. Amid the pandemic, the projects livelihood interventions focus actually highlights the importance of the ICBAAR expected results and the very crucial role that they play towards reducing climate vulnerabilities. CPP volunteers were taken off the ICBAAR to undertake COVID-19 precaution measures within the cyclone shelters of the project sites, which coincided with passing of Cyclone Amphan (May 2020). In fact, following the great danger signal and evacuation order of the GoB, more than 2.4 million people were moved to 14,636 permanent and temporary shelters in 19 coastal districts before the cyclone hit the country's coast. During this time, the number of shelters within the ICBAAR project area had to be increased as a consequence of the need to consider physical distancing norms and guidelines due to COVID-19.

4 MAIN FINDINGS, CONCLUSIONS, RECOMMENDATIONS AND LESSONS LEARNED

4.1 Main Findings

- An estimated 162 participants were collectively interviewed during the Terminal Evaluation field mission between 1-9 March 2021 (Focus Group Discussions, Key Informant Interview and individual meetings). From this, coupled with thorough report review, the following findings are declared. The project design included clear outputs milestones and activities for each output with SMART indicators to help monitor implementation and activity achievements. The design was undertaken in a manner that involved all implementing and executing institutions at the outset of the project. The indicators set are deemed as being SMART following some update since the MTR (2019). Importantly, lessons from other relevant projects were considered. The TE believes the management of the Programme's risks needed some improved formality procedures adopted, as some risks needed to be more carefully identified and monitored with concrete mitigation measures with a robust follow-up plan on each risk/assumption as suitable.

- The ICBAAR project strategy involved multiple government departments during the whole planning and implementation process. This provided platforms for communities to build better relationships with relevant departments. It has managed to involve many stakeholders in ICBAAR implementation and hence stakeholders' participation and engagement has been incorporated and planned sufficiently. With regards to management arrangements, these are deemed appropriate with suitable correct implementing partners being set up at the outset with no obvious gaps. The PMU also appears to have been quite effective and respected throughout the project with suitable integrated coordination mechanisms being in place between the PD and the PMU.

- The project has demonstrated adaptive change which was needed to be undertaken as a direct consequence of the delayed project start (circa 2 years) which minimized the window of opportunity for project delivery, meaning that adaptive management was needed to deliver the expectations of the project within reduced timelines. Adaptive measures also needed to be implemented by the project as in many instances, partner agency staffs often needed to re-allocated to be engaged on crisis management related issues which inevitably placed certain project interventions in "pause" mode.

- Regarding project spend (up to the beginning of 2021), there was overspend in Outcome 1 (105%), near total usage of Project Management budget (96%) though under-utilization of spend in Outcomes 2 and 3 (73% and 82% respectively). From the remaining 290,530.38 USD, the Project team is anticipating expenditure up to 200,000.00 USD up to 30 March 2021. Although co-financing was made available at the

project outset, commitments from USAID and UNDP projects were not realised mainly as a consequence of those projects having to terminate by the time this project started (in 2017).

- The Sojurn agricuulture, 2FVD and 3FV models represent important innovative "Climate Resilience Livelihoods" approaches that comprise of short, medium- and long-term recurrent resource generation and diversified options for livelihood security. A key finding is that the barren land inside the coastal forest often was not suitable for plantation of non-mangrove species and cultivation of crops and the area used to receive frequent inundation of tidal saline water. Following the 2FVD and 3FV approach by modifying the local topography, non-mangrove species can now be planted, and other crops can be cultivated. Other valuable interventions that demonstrate adaptive management include approaches such as the "floating garden", 3-Layer "Sack" vegetables cultivation and the 2FVD etc.

- From a gender perspective, the ICBAAR project has proven to be gender inclusive, apprecaitive of all members of society and appreciative of the needs of moniority and vulnerable groups. It has reached 8645 (4501 female, 4144 male) vulnerable HH through a variety of climate resilient livelihood Interventions to provide them with further alternatives and as a result reduce vulnerability. More than 52% of the project livelihood beneficiaries are female. Interventions were designed to provide innovative livelihood options suitable for women, including the floating garden, vegetables production in sacks and in hanging baskets, Khaki Campbell duck farming, 2FVD model of vegetable production and fisheries, the hydroponic fodder grass production etc. which requires less space and can be grown in the backyard. Steady livelihood options support economic empowerment of these very poor women in the remotest islands. Finally, 20 FRPG comprising of 600 members (261 M, 339 F) have been formed and trained. Meaning that 56.5% of FRPG members are female, which helps society as women are the main contributor and beneficiary to future FRPG savings. In addition to improving economic empowerment, the FRPG membership allows local women to raise their voice on natural resource management and governance matters.

- Finally, the impact of the ICBAAR has been influenced by the levels of communication which have been strong. The training offered (and from this) the professional help from National and local government (e.g.: from BFD) has been impactful along with the basic provision of fertilizer, pesticide and seeds which all helped to incentivize positive actions. The impact of the interventions appears to have also been improved by the technical designs undertaken, ensuring the safety to livestock, fishes, vegetables plus the introduction of salinity tolerant crop varieties which were supplied. Having said this, the impact may have been improved if there was development of an improved marketing (not communicative outreach which has been effective) team/support/training etc which may be needed for the future (including exposure visits of the participants which could have been useful).

4.2 Conclusions

The key conclusions of the ICBAAR are as follows:

- Firstly, the ICBAAR has strengthened the enabling environment to enhance resilience and build sustainability in a gender responsive manner. The information provided, and activities undertaken could be used to benefit a range of sectors in an integrated manner, such as forestry, agriculture, water management, education and scientific research, etc. Linked to this, those interventions that perhaps warrant replication include the need to reduce seasonal irrigation and from this, encourage a more integrated approach to coastal land management (improving livelihood options at the household level).
- Secondly, the ICBAAR has developed innovative models (3FV and 2FD etc) which can help to engage the private sector. The technical assistance provided and sharing of knowledge/experiences could be implemented in other coastal Districts for a range of technical areas. New technologies adopted and species

varieties experimented with will help to encourage replication to other vulnerable communities/Districts for men and women alike.

- Thirdly, ICBAAR was successful in building key strategic partnerships, cooperating with important institutions, and building linkages with other projects. The cooperation with the key donor agencies and development partner at the national and regional level would enhance "learning-by-doing" and facilitate cooperation among different actors even after the completion of the ICBAAR. These items can be used to raise awareness, manage knowledge, and facilitate replicability. The project did establish good working relationships between political/civil society and project staffs and national and local GoB staffs which represents an excellent recipe for future replication on other projects or to other areas.

TE ratings (as defined in Annex VI) are presented in Table 4.1:

Table 4.1: TE Ratings and Achievement Summary Table

NB: The following table only addresses those criteria that have been marked with (*) within the ToR for a rating.

Monitoring & Evaluation (M&E)	Rating[29]
M&E design at entry	Satisfactory
M&E Plan Implementation	Satisfactory
Overall Quality of M&E	**Satisfactory**
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	Satisfactory
Quality of Implementing Partner Execution	Satisfactory
Overall quality of Implementation/Execution	**Satisfactory**
Assessment of Outcomes	Rating
Progress towards objective and expected outcomes analysis	Highly Satisfactory
Relevance	Satisfactory
Effectiveness	Satisfactory
Efficiency	Satisfactory
Overall Project Outcome Rating	**Satisfactory**
Sustainability	Rating
Financial resources	Moderately Likely
Socio-political/economic	Likely
Institutional framework and governance	Likely
Environmental	Likely

[29] Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight & Execution and Relevance are rated on a 6-point scale: 6=Highly Satisfactory (HS), 5=Satisfactory (S), 4=Moderately Satisfactory (MS), 3=Moderately Unsatisfactory (MU), 2=Unsatisfactory (U), 1=Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4=Likely (L), 3=Moderately Likely (ML), 2=Moderately Unlikely (MU), 1=Unlikely (U)

Overall Likelihood of Sustainability	Likely

4.3 Recommendations

- The following TE strategic recommendations have been formulated with the aim of improving project effectiveness and enhancing the likelihood that project results will be sustained after GEF funding ceases.

Recommendation 1. *Need for a Continuation Strategic Plan (linked to CMCs) to help support the route map for next phases of work to help make coastal communities climate resilient.*

This is an important task for UNDP/MoEFCC to help capture the good practice generated by the project and to help set an Action Plan to take forward urgent interventions for sustaining the impact of the project. This is founded from consultation from the Bangladeshi stakeholders who have stated during the TE interviews that they would like to see ICBAAR principles to continue and be replicated as a specific continuation phase into 2021 and beyond. This would provide an opportunity to follow-up and expand the conducted demonstration activities and thereby increase the likelihood for sustainability. Replication of the ICBAAR intervention projects into other Districts/Upazila/Unions would certainly require the role and input of local CMCs and stakeholders early on in any future design process.

UNDP may consider an impact assessment of both phases of the project to document and share deeper learnings from the interventions.

Recommendation 2. *Update existing ICBAAR Guides and Manuals to help mainstream climate resilience into National and Sector Specific Policies and Plans.*

Development of integrated management plans remains a priority for each coastal relevant "sector" including forestry, agriculture, fisheries, livestock, and tourism sector. In fact, being able to upscale the greenbelt "model" adopted by ICBAAR will need additional support from a range of sectors and not just the forestry sector to make this work in an integrated manner (i.e.: aquaculture, horticulture and agriculture) to make it functional.

Importantly, the good work undertaken to date, including the Guidelines for ICBAAR which have already been produced (see Section 3.3.5 – "Sustainability") have certainly helped to frame how to formulate "government ready" coastal planning strategies for Districts. Despite this, any District/Upazila specific "Plan" still requires to be better mainstreamed into existing GoB practice and needs to be used to help formulate risk resilient ICZM policy in the future (see Section 3.3.5 "Sustainability"). It is also clear that these ICBAAR produced guidelines need to be updated provide clarity on how sector strategies should be updated to help support climate resilient mainstreaming in the future, embracing any new information attained from the ICBAAR outputs and outcomes. This therefore links directly to the financial sustainability/replication issue raised in Recommendation 1.

Detailed engineering design and maintenance manuals may also need to be prepared to help introduce more precise engineering design details (e.g.: how to physically construct the 3FV models to engineering design standards and how these may be adapted in design based on new monitored information etc). Such a manual update may help with advisories on planning zonation issues as well as how to pursue and access climate financing for any subsequent investment program which may be of relevance to coastal afforestation sites that require detail "how to" advisories relating to extensive grazing and livestock encroachment problems etc. This improved guidance would benefit decision makers by being clearer on how local communities can maintain and improve greenbelt rehabilitation areas to aid future replication programmes elsewhere around Bangladesh. Through the introduction of new (or updated) guide manuals (see above) that are formally embraced by GoB, adaptation planning in Bangladesh, using new climate resilient infrastructure building codes, could be realised, and mainstreamed quicker. Future donor support is therefore likely to be required to help deliver this need.

Recommendation 3. *Undertake a forward-looking review of staffing and capacity needs*

The PMU should undertake a forward-looking review of staffing and capacity needs for key ICBAAR stakeholders (government and non-governmental) that focuses on "life after the ICBAAR project" period. Capacity improvements may need to include the setting up and delivering more online training courses to help add value and demonstrate long term sustainability of GEF funds. Likewise, Upazila stationed officers, for example, may benefit from having training to enhance their expertise on EbA and Nature based Solutions to be able to help convey to project beneficiaries how households and businesses may introduce nature-based solutions into their work plans to address flood management etc

This recommendation for GoB staffs and local community may wish to consider what staffing support is needed help provide solutions to address (for example) land ownership issues to enable the replication of killa constructions[30], in addition to the long-term risk of killa "sinking" issues meaning that regular maintenance and upgrading (crest height) may be needed on yearly/five yearly basis to counter any structure effectiveness dilution in the coming years. This may be needed to realise the benefit of "Climate Resilient Villages" (or "Cluster Villages), there is a possible need to sustain the crest level of the killas each year (with extra inland quarried materials etc).

Recommendation 4. Provide strong justification on how to sustain and continue the Adaptation Learning Centre (ALC)

The Adaptation Learning Centre (ALC) represents an important project outcome that has contributed towards promoting and demonstrating locally led adaptation technologies. It has also helped to promote dialogue through south-south and triangular cooperation initiatives by involving the Global Centre on Adaptation's regional center based in Dhaka.

Recommendation 5. *An agreement needs to be reached between the GoB and UNDP on streamlining of GEF financed projects and TAPP approval processes*

The long delays in project start-up were mainly attributed to slow and protracted government TAPP approval processes. Any recommendation to improve and streamline existing administrative procedures to expedite project start-ups would be advantageous for future GEF supported projects. This is important as it is acknowledged that TAPP approval processes are required for all donor projects in Bangladesh and hence all future GEF projects need to be compliant with this. However, without a review of administrative improvements, future projects are likely to suffer from similar delays unless the issue is resolved. More cooperation between the Planning Commission and the Economic Relations Division is therefore needed to expedite and streamline the project approval process currently followed. It is acknowledged that reaching agreement on this matter will take time and requires the input, willingness, and consensus from all parties including GEF Secretariat.

In addition to the above **strategic recommendations**, a series of **supporting recommendations** are presented below for consideration

[30] Land entitlement of forests and civil administration, in particular, on newly accreted chars and older plantation in stabilized lands, needs further clarity for planning in subsequent development.

Reccommendation 1: Instil Project Monitoring Planning: This is proposed as the ICBAAR could have benefitted from a more adequate "month by month" monitoring planning processes, as opposed to only an annual report that was used to measure progress. A Mid-term review (which was delayed) could have been helpful for assessing performance to assist in the final TE. In addition, an effective and well-structured documentation process or platform could have been more useful for measuring project progress. Similar future projects should consider how to improve mechanisms to support the process of ensuring that beneficiary institutions develop a reporting requirement that informs ICZM related policy-making, assesses progress on capacity development, and helps enable mainstreaming climate data into national development activities.

Reccommendation 2: Improve Frequency of Risk Register reviews: This is proposed as operational risks need to be more clearly and carefully analysed at the programme design phase, and appropriate risk mitigation measures identified from the beginning. In addition, continuous assessment of risks is an absolute necessity to ensure effective management of risks and the identification of proper mitigation measures.

Reccommendation 3: In order to promote enrichment plantations within monoculture mangrove afforestation stands, that all ICBAAR beneficiaries are made better aware of both ecological/ socio-economic benefits and the cost effectiveness of any intervention from an ecosystem service perspective. This may involve new targeted training events (workshops, seminars etc) for the beneficiaries especially at the upazila level to help grow adequate expertise in country. Such modules may include topics such as how to increase the crop resistance to disease impacts (such as stem borer, etc).

Reccommendation 4: Linked to the above recommendations, improved "exposure visits" of the participants to new areas could be useful as an additional exercise which can be used to build awareness about Climate Resilient related innovative livelihoods for communities. This may consider visits to (or from) participants engaged on similar climate resilient innovative activities implementing from abroad such as Vietnam, Timor Leste, Indonesia, Malaysia or Gambia.

Reccommendation 5: A Rewards system (or similar) should be introduced for those successful participants of the ICBAAR project to help encourage replication of interventions. This should build upon the approach adopted by the Project which did provide crests & certificates to the local climate champions who show-cased innovative adaptation and other NbS.

Reccommendation 6: As the project supported the new construction of the PSF (Pond Sand Filter) system for drinking water, and it repaired the older PSF, this approach could in theory be adopted as part of any future replication strategy.

4.4 Lessons Learned

A summary of lessons learned is outlined below. Lessons learned are concluded based on the review of project documents, interviews with key stakeholders, and analysis of data/information collected in the course of the TE. In addition to this, and to support a coherent replication approach for the future (post project), a *"Lessons Learned"* workshop was held on 19 January 2020 at the Sikder Resort and Villa's, Kuakata, Patuakhali. The workshop obtained valuable opinions and suggestions from the stakeholders to reduce the climate induced vulnerabilities of local communities. The event participated representatives of various governments institutions including Forest, Livestock, Fisheries, Cyclone Preparedness Program (CPP) along Upazila Nirbahi Officers (UNOs) of Tazimuddin, Charfassion, Golachipa, and Vandaria along beneficiaries, UNDP and Project staff. From this workshop, coupled with findings from this TE, some of the lessons learned from the ICBAAR are as follows:

- Be clear on National "Sign off" Procedures. The project experienced an 18-24-month delay in project operational completion due to two main reasons: a) delay in the recruitment and b) the time required to

gain nationnally accepted TAPP. Better planning and anticipation of these difficulties may have minimized the length of the delay though this may have still not occurred unless the cumbersome bureaucratic process is simplified at the GoB end . It is maybe of value for UNDP to explore with UNDP's Nature, Capital and Energy vertical fund Directorate to determine whether start dates of projects can be established based on approval of TPP/DPP rather than approval of ProDoc to offset any delay.

- Ensure the Project design is not overly ambitious at the outset: Since it is difficult to attain measurable outcomes within a short time frame of most EbA or nature based solution related pilot projects/programmes, it is essential to ensure that the projects design is not overly ambitious and include needed details such as SMART indicators and targets from the beginning. The projects concept was well-justified, and had a good approach and was opportunistic, relevant and strategic in nature. Despite this, ICBAAR ProDoc did not have a clear and meaningful Theory of Change being produced at the outset (see Section 2.7).

- Sound technical inputs and relevant experience is a contributing factor to successful project design and implementation. In all project components, international technical experts and national technical experts worked collaboratively to provide sound technical guidance and inputs, conducted technical workshops and training sessions. However, the TE does relay that the ICBAAR suffered from reduced input from key GoB officials (experiencing frequent staff transfers including NPD, PD of implementing partners as well as grass root level local officials) which all influenced the effectiveness of the projects implementation strategy and caused impacts on project scheduling of certain activities.

- Good participatory planning is essential to ensure timely project inputs to achieve project outcomes. An important lesson captured from different types of adaptation intervention is that there is always a requirement to conduct a "needs assessment" that adopts a Participatory Rural Appraisal (PRA) in order to document real socio-economic and climatic aspects of each site and from this, to compile a database of all participating beneficiaries to better assess the enhancement of adaptive capacities through specific project interventions. One simple fact that perhaps was overlooked as a consequence of not pursuing a PRA was that on occasion, human disturbances and grazing problems are acute within the remotest project implementation sites, though these simple protection measures were overlooked in the signed ProDoc. Ten commercially important mangrove species and 3FV model plants were proposed by the ICBAAR though these were palatable species and highly grazed by deer, livestock and buffalos.

- Learn from past experiences: To make the coastal belt more protective and climate-resilient, the ICBAAR project has learned from the lessons of the past and enriched the greenbelt plantation approach by using a diversity of climate resilient species. It also attempted to offer community incentive to act as local custodians of the forest, and by offering climate-resilient livelihoods that are linked to the management and protection of the greenbelt.

- Enhance local appreciation and ownership of the mangrove forest: the ICBAAR approach invested in strengthening awareness and actively involving communities and other stakeholders (including local government representatives, local leaders, NGOs, women, and youth) in forest protection and adaptation activities. Key lessons learned, captured in quoted from project stakeholders[31] are listed below:

[31] Adapted from the "Workshop on Lessons Towards Sustainability and Planning Report (2020)"

"CPP got highly benefited from the project of ICBAAR. Training and equipment were very useful during climate hazard, More inclusive involvement of CPP recommended"

Md.Abdur Rashid
ADD, Disaster Management
Galachipa

"ICBAAR Project supported a lot in fisheries sector through providing climate resilient demonstration. Through this project lots of marginal farmer became self-dependent and thus they educate their children. So we hope UNDP will take this type of project further"

Md.Mahfuzur Rahman
Upazila Fisheries Officer (Tazumuddin)
DoF

"If the duration of the project could be longer, the beneficiaries would be more enhanced capacity and further enjoy the outcomes of the services provided through ICBAAR."

Dr.Md.Mahbubul Alam Sarkar
Upazila Livestock Officer- Patharghata
DLS

Quotes taken from the Effectiveness and Efficiency Survey (2020)

ANNEXES

ANNEX I: TE MISSION SCHEDULE AND STAKEHOLDERS MET

TERMINAL EVALUATION STAKEHOLDER LISTING

	National Level		
	Position	Name	Department and email ID
1	NPD- ICBAAR	Mahmud Hasan	Ministry of Environment, Forest and Climate Change (email:mahmuglobal@gmail.com
2	Former PD, FD part- ICBAAR, DCCF Current PD of Shufol	Govinda Roy	Forest Department (email: gobinda_dccf@yahoo.com)
3	PD, Fisheries part- ICBAAR, Deputy Director - Aquaculture	Azizul Haque	Department of Fisheries (email: Azizul.haque69@yahoo.com)
4	PD, Livestock part-ICBAAR, Assistant Director	Saidur Rahman	Department of Livestock (email: drsaidurlri@gmail.com)
5	Former PD, Agriculture part-ICBAAR, (retired)	Shahinur Azam	Department of Agricultural Extension

	Upazilla Level- Patharghata		
	Position	Name	Method
1	UNO	Sabrina Sultana	Interview
2	Upazilla Chairman	Golam Mostafa Kabir	Interview
3	FRPG	Whole Team	FGD
4	Project Beneficiary	Randomly selected	FGD
	Upazilla Level- Charfassion		
SI	Position	Name	Method
1	UNO	Ruhul Amin	Interview
2	Senior Upazilla Fisheries Officer- DoF	Maruf Hossain	Interview
3	ADD, Disaster Management	Mokammel Hoque	Interview
4	Range Officer- Sadar	Alauddin	Interview
4	Bangladesh Water Development Board	Mr. Kaiser, Executive Engineer	Interview
5	Project Beneficiary	Randomly selected	FGD
	Upazilla Level- Tazumuddin		
	Position	Name	Method
1	Department of Livestock	Dr. Polash Sharkar	Interview
2	Union Chairman	Riad Hossain	Interview
3	(former) Range Officer- Forest Department	Abdul Mannan	Telephone Interview- 01735736200
4	FRPG	Whole Team	FGD
5	Project Beneficiary	Randomly selected	FGD

	Upazilla Level- Galachipa		
	Position	Name	Method
1	UNO	Asik Kumar	Interview
2	Upazilla Agriculture Officer	Sm Saifullah	Interview
3	Union Chairman	Apu Shaha	Interview
4	Bit Officer	Moshiur Rahman	Interview
5	FRPG	Whole Team	FGD
6	Project Beneficiary	Randomly selected	FGD

Field Mission Duration: 1-9 March 2021

Date	Time	Description	Transport	Responsible person
01/03/2021 (Monday)	4.00 pm-7.00 pm	Start journey from Dhaka to Launch Ghat	Launch	PMU
02/03/2021 (Tuesday)	7.00 am-9.00 am	Travel from Dhaka to Char Fasson, Bhola, check in at Hotel Maruf International, refreshment and breakfast	Micro	Project Field Staff
02/03/2021 (Tuesday)	9.00 am-11.00 am 11:00 am – 12:30 pm	Stakeholder consultation Travel from Char Fasson to Tazumoddin Upazila, Bhola	Micro bus	Project Field Staff
	12:30 pm – 1: 30 pm 4:30 pm – 6:00 pm	Travel from Tazumoddin Upazila to Char Jahiruddin, conduct FGD, meeting with beneficiary group and Forest Resource Protection Group (FRPG), physical visit of FFF model and other livelihood interventions, CRC Stakeholder consultation at Tazumuddin Upazilla	Boat/speed boat	Project Field Staff
	6.00 pm-8.00 pm	Travel back to Char Fasson and night stay at Hotel Maruf International	Boat and Micro bus	Project Field Staff
03/03/2021 (Wednesday)	8.00 am-11.00 am	Breakfast and meeting with CMC members at Charfassion, Charfassion, Bhola; Stakeholders consultation (UNO, SUFO, PIO, AD CPP etc.)		Project Field Staff
	11.00 am-5.00 pm 5:00 pm – 7:00 pm	Travel to Kukri Mukri and conduct FGD and meeting with beneficiary group, FRPG members, physical visit different climate resilient livelihood interventions, visit Killa, meeting with canal re-excavation benefiting groups, night stay at Kukri Mukri Rest House, Bhola Travel back to Char Fasson and stay at the Hotel Maruf international	Micro Bus and Speed Boat	Project Field Staff

04/03/2021 (Thursday)	7.00 am-5.00 pm	Breakfast and travel to Char Fasson, conduct FGD with project Sorjone beneficiaries, meeting with CPP and sluice gate benefiting groups, visit enrichment plantation, night stay at Maruf International	Micro bus, speed boat	Project Field Staff
05/03/2021 (Friday)	8.00 am-1.00 pm	Travel to Golachipa Upazila, Patuakhali, Check in hotel, and lunch	Speed boat and Micro Bus	Project Field Staff
	3.00 pm-4.00 pm	Meeting with climate migrants, visiting interventions	Micro bus	Project Field staff
	4.00 pm-5.00 pm	Going back to the hotel		
06/03/2021 (Saturday)	8.00 am-5.00 pm	Breakfast, meeting with Jamjam Abasan beneficiary groups and FRPG members, FRPG, physical visit of different climate livelihood interventions (2FVD, Dyke Cropping, Homestead 3FV Model, Floating Garden, Crab Fattening, PSF) and night stay at Patharghata		
07/03/2021 (Sunday)	9.00 am-2.00 pm	Travel to Golachipa Upazila, Patuakhali, Check in hotel, and lunch	Speed Boat, Micro Bus	Project Field Staff
	3.00 pm-5.00 pm	Meeting with Cluster village beneficiaries and FRPG, visit CRC, physical visit of different climate resilient interventions	Micro Bus	Project Field staff
08/03/2021 (Monday)	8.00 am-2.00 pm	Visit Killa, enrichment plantation	Micro bus, Speed boat	Project Field staff
	3.00 pm-5.00 pm	Travel to Barisal, and night stay at hotel	Micro bus	Project Field Staff
09/03/2021 (Tuesday)	9.00 am-5.00 pm	Stakeholder Consultation with PD, FD and Travel back to Dhaka by Air/Launch from Barisal	Air /Launch	PMU

Participant Listings (Meetings held 2 March to 9 March 2021)

- An estimated 150 participants were collectively interviewed during the Terminal Evaluation field mission between 1-9 March 2021 (Focal Group Discussions and individual meetings).

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

Terminal Evaluation Stakeholders/CMC Consultation/ Meeting

Project Site: Charfasion, Bhola.

Date: 02 February 2021

Participants List

SL	Name & Designation	Signature	Remarks
1	Marzat Hossain Mimon, Senior Upazila Fisheries officer		
2	Md. Mokammal Hoque, AD-EPP-Charfasion.		
3	Md. Alauddin, Range Officer, FD-Charfashion Range.		
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Integrating Community-based Adaptation into Afforestation and Reforestation Programmes in Bangladesh

Terminal Evaluation Stakeholders/CMC Consultation/ Meeting

Project Site: Upazila parishad, Charfasion.

Date: 03 March February 2021

Participants List

SL	Name & Designation	Signature	Remarks
1	MD. RUHUL AMIN, UNO, Charfasion		
2	MD. ABUL HASHEM, C.MAN. Kukri Mukri Union		
3			
4			

FGD

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

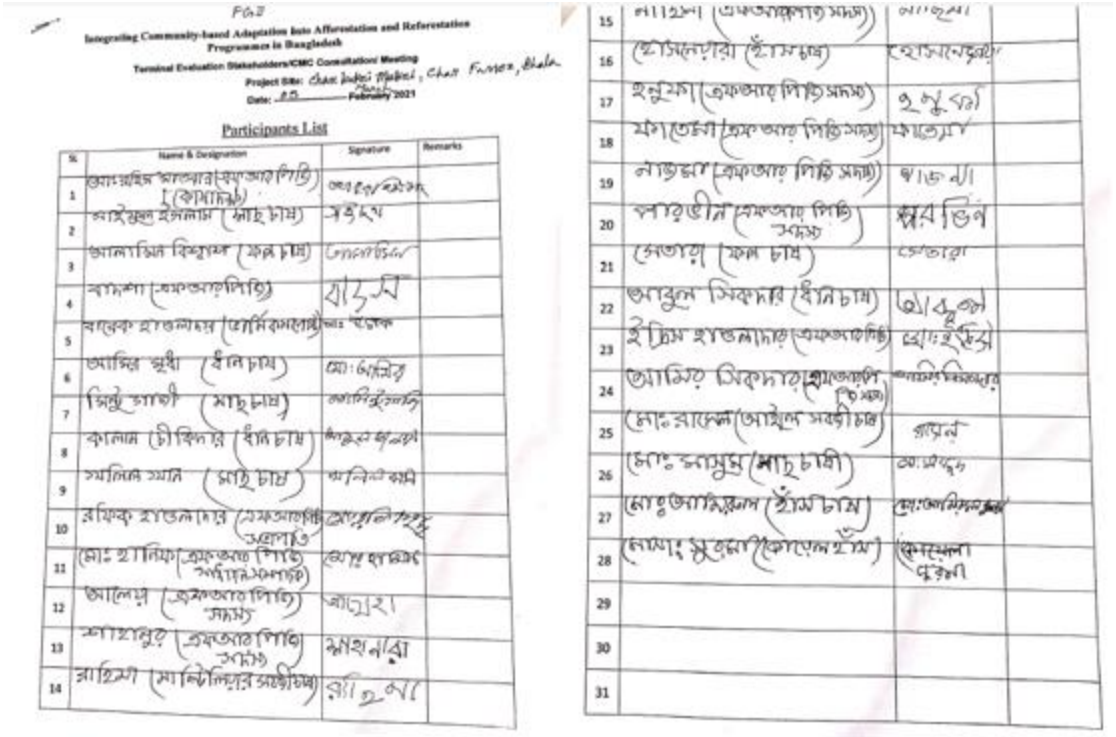
Terminal Evaluation Stakeholders/CMC Consultation/ Meeting

Project Site: Char Jalirerdhin, Tazumuddin, Bhola

Date: 2 March February 2021

Participants List

SL	Name & Designation	Signature	Remarks
1	[illegible]	[illegible]	
2	[illegible]	[illegible]	
3	[illegible]	[illegible]	
4	[illegible]	[illegible]	
5	[illegible]	[illegible]	
6	[illegible]	[illegible]	
7	[illegible]	[illegible]	
8	[illegible]	[illegible]	
9	[illegible]	[illegible]	
10	[illegible]	[illegible]	
11	[illegible]	[illegible]	
12	[illegible]	[illegible]	
13	[illegible]	[illegible]	
14	[illegible]	[illegible]	
15	[illegible]	[illegible]	
16	[illegible]	[illegible]	
17	[illegible]	[illegible]	
18	[illegible]	[illegible]	
19	[illegible]	[illegible]	
20	[illegible]	[illegible]	
21	[illegible]	[illegible]	
22	[illegible]	[illegible]	
23	[illegible]	[illegible]	
24	[illegible]	[illegible]	
25	[illegible]	[illegible]	
26	[illegible]	[illegible]	
27	[illegible]	[illegible]	
28	[illegible]	[illegible]	
29	[illegible]	[illegible]	
30	[illegible]	[illegible]	
31	[illegible]	[illegible]	



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

Terminal Evaluation Stakeholders/CMC Consultation/ Meeting

Project Site: Char Jabbar Thakur, Char Fasson, Bhola

Date: 20 February 2021

Participants List

SL	Name & Designation	Signature	Remarks
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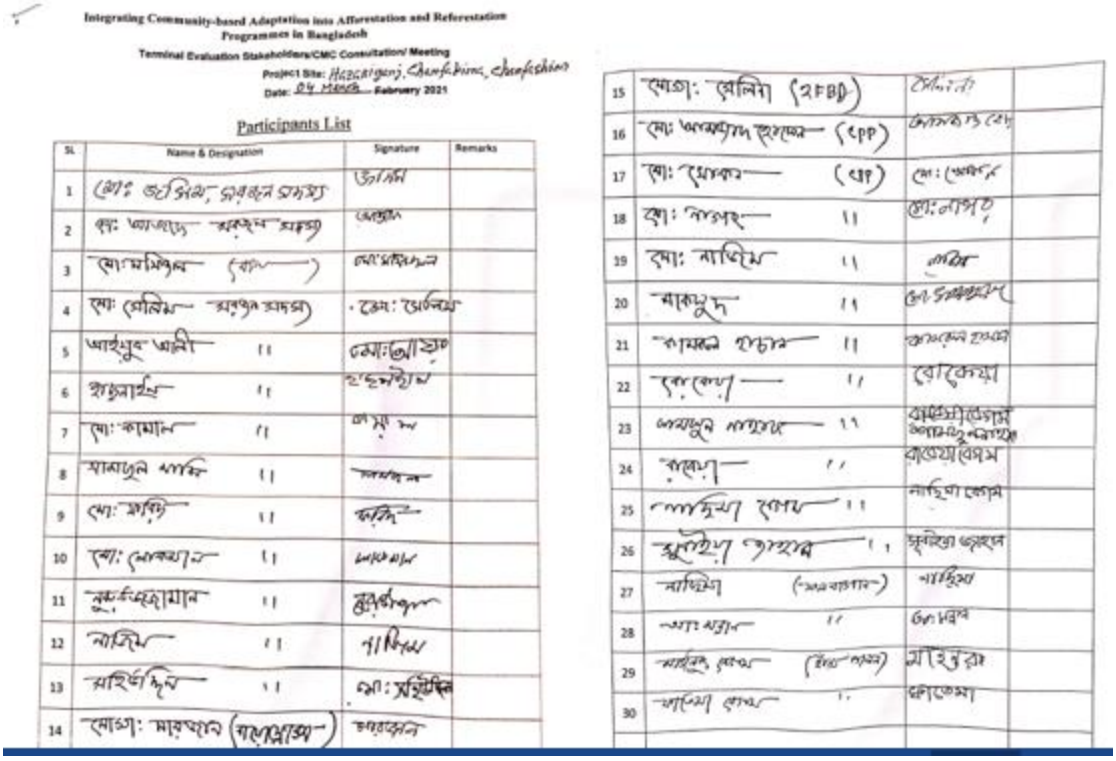

Integrating Community-based Adaptation into Afforestation and Reforestation Programmes in Bangladesh

Terminal Evaluation Stakeholders/CMC Consultation/ Meeting

Project Site: Hazaripur, Chandpur, Chandpur

Date: 04 March February 2021

Participants List

SL	Name & Designation	Signature	Remarks
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FGD 4

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

Terminal Evaluation Stakeholders/CMC Consultation/ Meeting

Project Site: Bolin Ahsan Prokolpo, Golachipa, [illegible]

Date: 05 ~~February 2024~~ March 20[illegible]

Participants List

SL	Name & Designation	Signature	Remarks
1	নাসির সভাপতি	নাসির	
2	[illegible] সেক্রেটারি	[illegible]	
3	ওমর আলী	ওমর আলী	
4	[illegible]	[illegible]	
5	শামসুন্নাহার	শামসুন্নাহার	
6	পারুল	পারুল	
7	কমলা	কমলা	
8	রুমা	রুমা	
9	[illegible]	[illegible]	
10	জাহানারা	জাহানারা	
11	মমতাজ	মমতাজ	
12	মনোয়ারা	মনোয়ারা	
13	রাশিদা	রাশিদা	
14	[illegible]	[illegible]	
15	তানিয়া	তানিয়া	
16	[illegible]	[illegible]	
17	[illegible]	[illegible]	
18	রানী	রানী	
19	মনির	মনির	
20	[illegible]	[illegible]	
21	[illegible]	[illegible]	
22	[illegible]	[illegible]	
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26	[illegible]	[illegible]	
27	মো: [illegible]	[illegible]	
28	মো: [illegible]	[illegible]	
29	[illegible]	[illegible]	
30	মো: [illegible]	মো: [illegible]	
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FGD-5

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

Terminal Evaluation Stakeholders/CMC Consultation/ Meeting

Project Site:

Date: 07 ~~February 2024~~ March 20[illegible]

Participants List

SL	Name & Designation	Signature	Remarks
1	মো: ইসমাইল	মো: ইসমাইল	
2	মো: [illegible]	মো: [illegible]	
3	[illegible]	[illegible]	
4	[illegible]	[illegible]	
5	[illegible]	[illegible]	
6	[illegible]	[illegible]	
7	কুলসুম	কুলসুম	
8	[illegible]	[illegible]	
9	কহিনুর	কহিনুর	
10	[illegible]	[illegible]	
11	[illegible]	[illegible]	
12	মাকসুদা	মাকসুদা	
13	[illegible]	[illegible]	
14	[illegible]	[illegible]	
15	[illegible]	[illegible]	
16	[illegible]	[illegible]	
17	[illegible]	[illegible]	
18	[illegible]	[illegible]	
19	চন্দ্রবান	চন্দ্রবান	
20	[illegible]	[illegible]	
21	মো: আ: [illegible]	[illegible]	
22	[illegible]	[illegible]	
23	ফাতেমা	ফাতেমা	
24	[illegible]	[illegible]	
25	সুমি	সুমি	
26	[illegible]	[illegible]	
27	খাদিজা	খাদিজা	
28	মো: [illegible]	[illegible]	
29	মো: ইয়াসিন	ইয়াসিন	
30	[illegible]	[illegible]	
31			

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

Terminal Evaluation Stakeholders/CMC Consultation/ Meeting

Project Site: Upazila Centre, Pathorghata, Barguna

Date: ~~02 February 2024~~ March 2021

Participants List

SL	Name & Designation	Signature	Remarks
1	Moslofa golam Kabir	08/03/2021	
2	SABRINA SULTANA	08/03/21	
3	Fatema Parvin		
4	Dola Mallick (SAE, DPHE)	08.03.2021	
5	Atiqlistan Babul	8.3.21	
6	Arafat Sagir		
7	Md. Moniruzzaman Range officer	8/03/21	
8	Md. Abdur Rahim		
9	Hafiza Akter		
10	Shahnin Mosharafa		
11	Shishir Kumar Barai		
12			

ANNEX II: LIST OF DOCUMENTS REVIEWED

Core ProDocs

- SPEC Meeting – CBA-AF-RF-FD (In Bangali);
- Appraisal Letter Meeting (in Bangla);
- Signed ProDoc (signed 25 May 2015);
- Project Area Map;
- Project Brochure (English);
- ICBAAR Project Achievements Powerpoint Presentation;
- GEF tracking tool for Adaptation (not included in the initial despatch of documents to the TE).
- Provision of UNDP Support Services (Annex 10 ToR) – Letter from UNDP to MoEFCC;
- ICBAAR M&E Plan : Updates as of December 2020;
- ICBAAR Efficiency and Effectiveness Study (Results Analysis) (date??);
- Baseline Condition STUDY of ICBAAR CLIMATE RESILIENT LIVELIHOOD BENEFICIARIES - Socio Economic analysis of coastal Beneficiaries and Relevancy of Interventions;
- Sluice Gate Operational Manual (file corrupt – cannot view);
- Sluice Gate Management Committee Meeting (in Bangla);
- Latest – Activity guidelines (in Bangla);
- Site Selection Justification (Bhola District);
- Anti-corruption Strategy (ICBAAR Programme);
- Guidelines for Killa, CRC, CMC and ALC (all in Bangla);
- Mangrove Manual (Nursery Raising, Planting Techniques and Plantation Management of Climate Resilient Mangrove Species in Bangladesh) (June 2020);
- ICBAAR Mangrove Brochure;
- Coastal Resilient and Ecosystem based Coastal Livelihoods Guide (pp170);
- 3FV Model Brochure;
- Minutes of Meetings (1st PIC; 1st PSC; 2nd PIC; 2nd PSC; 3rd PSC);
- Proceedings of Partners Work Plan Review Workshop (2018);
- ICBAAR Proceedings of the Inception Workshop (2017);
- Workshop Report on “Lessons Towards Sustainability and Planning 2020” (January 2020);
- Proceeding of Lesson Learned & Progress Review Workshop (April 2019);
- ICBAAR Inception Report (March 2017);
- Stakeholder consultation Workshop on Climate Resilient Innovative Livelihoods in Coastal Areas (2018);
- ICBAAR in the Media Report.
- ICBAAR Media Report.

Project Deliverables

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

11 Poster on Mangrove benefits as shield of climate change impacts.
12 Flyer on FFF model.
13 Flyer on diversified mangroves

Promotional products

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

Videos

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

ANNEX III: TE EVALUATIVE MATRIX (EVALUATION CRITERIA WITH KEY QUESTIONS, INDICATORS, SOURCES OF DATA, AND METHODOLOGY)

The Review Evaluation Matrix Template

The following Survey Instrument (questionnaire) represents the revised list of Evaluation Questions grouped under the evaluation criteria headings (see Section 1), namely: relevance (R), effectiveness (Effe), efficiency (Effi), sustainability (S), impact (I) and Coherence (Coh) which all need to be considered during the Terminal Evaluation.

Example Questionnaire or Interview Guide used for data collection

Executing the Interviews - Factors to Consider

- Any interview that made use of Zoom technology, ***they shall be recorded*** to help the TE team gather all discussions undertaken. To this end, ***no names shall be asked for*** either as introductions prior to the meeting, nor completed on the questionnaire sheets (collated at the end of the meeting by the National Consultant. ***Should any interviewee wish not to be included on any recording, that person shall be asked to write down answers on the questionnaire sheet and not identify their name on the written sheet to ensure anonymity***.

- Throughout all interviews being undertaken, attention shall be paid towards stressing the importance of the TE team to listen to stakeholders' views and also to reassure all stakeholders that the purpose of the evaluation is ***not to judge performance*** in order to apportion credit or blame but to ***measure the relative success of implementation*** and to ***determine learnt lessons*** for the wider ICBAAR project context.

- The ***confidentiality of all interviews is paramount***. Wherever quotes from interviews are used in the final report, they will be unattributed to an individual unless they wish otherwise. Wherever possible, and within time constraints, information collected will be ***cross-checked between various sources*** to ascertain its veracity.

Interviews will be carried out informally, ***focussing on certain key (strategic) points***, thereby allowing the evaluator to pick up on certain issues and draw vital information out from what often starts as a seeming "throw-away" answer to a question. ***A little preparation is required by the interviewee*** to help capture key messages (due to the virtual delivery) however, there are no "right" or "wrong" answer to each question posed. What is important is to learn stakeholder experiences, insights, reflections, and suggestions on the project.

The following questions (adapted from the ToR) were used during the TE evaluation mission (commencing on 1 March 2021 for 1 calendar week).

Questionnaire for direct interview

Name of the respondent:	
Designation:	

Office address:	
Mobile number:	
Email account:	
FGD[32] ID:	
Date of interview:	
Time of interview:	

Evaluation criteria	Serial No.	Questions	Whom to interview?
Relevance/ Impact	1	Was the ICBAAR programme design realistic in terms of achieving tangible results (in particular in terms of policies linked to CCA[33])? If yes, please elaborate.	Government official Upazila administrator PMU[34], UNDP Beneficiaries
	Yes☐	To an extent ☐ No ☐	
		Comments:	
Relevance/ Coherence	2	Are the ICBAAR's objectives and components relevant, according to the social and political context? (Degree of coherence between the project and national priorities, policies and strategies.) If yes, please elaborate	Government official Upazila administrator PMU, UNDP FGD
	Yes☐	To an extent ☐ No ☐	
		Comments:	
Coherence	3	Are counterpart resources (funding, staff, and facilities), enabling legislation, and adequate project management arrangements in place at project entry? (Appreciation from national stakeholders with respect to adequacy of project design and implementation to national realities and existing capacities.) If yes, please elaborate	Project partner Stakeholders
	Yes☐	To an extent ☐ No ☐	
		Comments:	
Effectiveness	4	What expected outputs have been achieved thus far? To what extent have the expected outcomes and objectives of the project been achieved thus far? (Degree of achievement vis a vis expected outcome indicators). Please elaborate below	Local stakeholders Upazila administrator
		Comments:	

[32] FGD= Focus Group Discussion

[33] CCA = Climate Change Adaptation

[34] PMU = Project Management Unit

Evaluation criteria	Serial No.	Questions	Whom to interview?
			Project partner
Effectiveness	5	Has the project been effective in designing policy guidance for the future development of coastal livelihood security in the ICBAAR pilot upazilas in general and in the intervention sites in particular? (Indication of policy guidance in project outputs, documents, products. Changes in policy attributable to project regarding climate change adaptation in all sectors) Please elaborate. Comments:	Government official Upazila administrator
Effectiveness	6	How well has the project involved and empowered coastal communities to implement management strategies and interventions as they relate to the ICBAAR intervention measures adopted? (Involvement of beneficiaries in project development and implementation. Analysis of participation by stakeholders (communities, civil society, etc.). Effect of projects implemented at specific sites). Please elaborate. Comments:	Local stakeholder Upazila administrator
Effectiveness	7	i. What caused delays in implementation of the ICBAAR project, in particular outputs for the project? ii. Where were the implementation 'bottlenecks'? iii. How can these issues be solved? iv. What changes perhaps should have been implemented? v. (Discrepancies between expected outputs/outcome by the end of the project and actual achievements attained.) Please elaborate. Comments:	Government official Upazila administrator Beneficiaries
Effectiveness	8	What have proved to be the best ICBAAR partnerships that demonstrate project activity implementation? (Working relationship between PMU, UNDP, and other strategic partners. Board functions.) Please elaborate. Comments:	Government official Upazila administrator PMU, UNDP
Effectiveness/ Coherence	9	In what ways are long term emerging effects to the project foreseen? (Level of coherence between project expected results and project design internal logic.) Please elaborate. Comments:	Government official Upazila administrator PMU, UNDP
Effectiveness/ Coherence	10	Were the relevant representatives from government and civil society involved in project implementation, including as part of the project? (Level of coherence between project design and project implementation approach Role of committees in guidance Harness effectiveness by analyzing how project's results were met vis-à-vis intended outcomes or objectives	Project partners PMU, UNDP

Evaluation criteria	Serial No.	Questions	Whom to interview?
		Draw lessons learned/good practices from the implementation and achievement of results) Please elaborate.	
		Comments:	
Efficiency	11	Was the project implemented efficiently, in line with international and national norms and standards? (Policies adopted / enacted Policies implemented Budgetary / financial means to implement policies drawn). Please elaborate.	Government official Upazila administrator PMU, UNDP
		Comments:	
Efficiency	12	How have institutional arrangements influenced the project's achievement of results? (Quality of risk mitigations strategies developed and followed) Please elaborate.	Government official Upazila administrator PMU, UNDP Beneficiaries
		Comments:	
Sustainability	13	In what way may the benefits from the project are likely to be maintained or increased in the future? • Social sustainability factors • Political/financial sustainability • Replicability Is there sufficient public/stakeholder awareness in support of the project's long term objectives? Do the legal frameworks, policies, and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits? Which of the project's aspects deserve to be replicated in future initiatives? Please elaborate.	Government official Upazila administrator PMU, UNDP Beneficiaries
		Comments:	
Sustainability	14	How did the project contribute to gender equality and women's empowerment? (At what level? - Specific event? Decision making? Economic solvency) Please elaborate.	Government official Upazila administrator PMU, UNDP Beneficiaries
		Comments:	

Evaluation criteria	Serial No.	Questions	Whom to interview?
Sustainability	15	What ICBAAR programme outputs are sustainable (and over what period)?	FGD Project partner Government official
		Comments:	
Impact	16	In light of the Mid Term Evaluation recommendations (2019), how can the notable successes of the project be taken forward if donor funding were to be made available to Bangladesh in the future?	Government official Project partner PMU, UNDP
		Comments:	
Impact	17	How well has the ICBAAR and its defined interventions been communicated to all governmental / institutional stakeholders in Bangladesh and what challenges were faced to address this? Please elaborate.	Government official Upazila administrator PMU, UNDP Beneficiaries
		Comments:	
Impact	18	Are there any factors (social/political/environmental/ physical) that influenced or affected the achievement or non- achievement of the stated ICBAAR outputs/ results? Please elaborate.	Government official Upazila administrator PMU, UNDP Beneficiaries
		Comments:	
Impact	19	Have ICBAAR activities made, or are likely to make, communities more resilient and less vulnerable to climate change impacts on the coast? If so how? What is the likelihood of replication or scaling up the activities within the project to other areas or within the pilot areas? Please elaborate.	Government official Upazila administrator PMU, UNDP Beneficiaries
		Comments:	
Impact	20	For all the impact questions, we should consider the following; • Clear lines documented communication and feedback with other government bodies. • Change to the quantity and strength of barriers such as change in; • Lack of community-level stakeholder capacity and experience to develop ICZM/CCA responses. • Insufficient knowledge of coastal processes to ensure sustainable resources are available. • Absence of scientific baseline coastal assessment and monitoring data. • Evidence of change at project level in light of external factors to enhance impact. • Evidence of enhanced community resilience in coastal upazilas	

Evaluation criteria	Serial No.	Questions	Whom to interview?
		• Evidence of community feeling safer/more secure from climate impacts. • Evidence of feedback loop with community with regards to coastal planning. Comments:	
Efficiency/ Impact	21 Yes☐	2. Was the choice of implementing partners and implementation modalities the optimal one for the Bangladesh? Where were the biggest implementation gaps? If yes, please elaborate. To an extent ☐ No ☐ Comments:	Government official Upazila administrator PMU, UNDP FGD
Effectiveness/ Impact	22 Yes☐	What was the level of achievement of the expected outputs and results from the ICBAAR project and were planned activities carried out according to schedule? If yes, please elaborate. To an extent ☐ No ☐ Comments:	Government official Upazila administrator PMU, UNDP FGD
Impact	23	What was the level of achievement of key project indicators and outputs? Please elaborate. Comments:	FGD Project partner
Efficiency / Impact	24	What was the level of disbursements? Can disbursements be linked to actual results and realistically to impact? Comments:	FGD Project partner
Sustainability/ Impact	25 Yes☐	Are there uncontrollable risks/factors at play that are beyond the scope of the ICBAAR programme intervention? If yes, please elaborate. To an extent ☐ No ☐ Comments:	FGD Project partner PMU, UNDP
Impact	26	What coordination mechanisms were in place by the end of the project to ensure a good flow of information? And how could these coordination mechanisms be further improved in the light of any new project Comments:	FGD Government official Project partner PMU, UNDP

Evaluation criteria	Serial No.	Questions	Whom to interview?
Sustainability	27	How is the overall institutional setting for Climate Change Adaptation and supporting coastal policy inclusion in Bangladesh and is this changing as a result of the ICBBAR programme? **Please elaborate.**	FGD Government official Project partner PMU, UNDP
		Comments:	

Whilst the above "questions" were used by the National Consultant during field (online) meetings, the review evaluation matrix below serves as a general guide for the TE in general. It provides directions for the review; particularly for the collection of relevant data by the International Consultant. It is designed to provide overall direction for the review and shall be used as a basis for interviewing people and reviewing ProDocs.

Evaluative Questions	Indicators	Sources	Methodology
Relevance: To what extent is the project strategy relevant to Bangladesh country priorities, country ownership, and the best route towards expected results? How does the project relate to the main objectives of the GEF Focal area, and to the environment and development priorities in the local, regional and national level?			
Do the ICBAAR activities address the gaps in the policy, regulatory and capacity framework at the national level? To what extent is the project suited to local and national development priorities and policies?	Degree to which the project supports national environmental objectives. Addressing gaps and/or inconsistency with the national and local policies and priorities Addressing gaps in capacity framework	National policies Project Document	Document analysis
How relevant are the ICBAAR's intended outcomes?	Degree to which the project supports national environmental Objectives	Project Document and evaluations/progress reports	Document analysis
Are the ICBAAR's objectives and components relevant, according to the social and political context?	Degree ofcoherence between the project and national priorities, policies and strategies.	Govt of Bangladesh, UNDP, PMU etc	Interviews Document Analysis
Are counterpart resources (funding, staff, and facilities), enabling legislation, and adequate project management arrangements in place at project entry? Are the stated assumptions and risks logical and robust? Have they helped to determine activities and planned outputs? Is the project coherent with UNDP programming strategy for Bangladesh? To what extent is the project in line with GEF programs?	Appreciation from national stakeholders with respect to adequacy of project design and implementation to national realities and existing capacities. Coherence with UNDP and GEF operational programming.	Project partners and relevant stakeholders GEF, UNDAF, /GEF Programming statement	Interviews Document Analysis
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?			
What expected outputs have been achieved thus far? To what extent have the expected outcomes and objectives of the project been achieved thus far?	Degree of achievement vis a vis expected outcome indicators	PIRs, APRs etc Interviews	Document analysis Site Visits Stakeholder Interviews
Has the project been effective in designing policy guidance for the future development of coastal livelihood security in the ICBAAR pilot upazilas in general and in the intervention sites in particular?	Indication of policy guidance in project outputs, documents, products. Changes in policy attributable to project regarding climate change adaptation in all sectors	Project outcomes Norms, policies debated, adopted	Document analysis Site Visits Stakeholder Interviews

How well has the project involved and empowered coastal communities to implement management strategies and interventions as they relate to the ICBAAR intervention measures adopted?	Involvement of beneficiaries in project development and implementation Analysis of participation by stakeholders (communities, civil society, etc.). Effect of projects implemented at specific sites	Project outputs and outcomes	Site Visits Stakeholder Interviews
What caused delays in implementation of the ICBAAR project, in particular outputs for the project? Where were the implementation 'bottlenecks'? How can these issues be solved? What changes perhaps should have been implemented?	Discrepancies between expected outputs/outcome by the end of the project and actual achievements attained.	Findings in ProDocs, achievement indicators	Minutes of meetings/document analysis Site visit observations Stakeholder Interviews
What have proved to be the best ICBAAR partnerships that demonstrate project activity implementation?	Working relationship between PMU, UNDP, and other strategic partners. Board functions	Findings in ProDocs (PIRs, minutes of meetings) Indications from interviews	Minutes of meetings/ Project partners and relevant stakeholder s Stakeholder Interviews
In what ways are long term emerging effects to the project foreseen?	Level of coherence between the projects expected results and project design internal logic.	PMU/UNDP Govt of Bangladesh	Stakeholder Interviews
Were the relevant representatives from government and civil society involved in project implementation, including as part of the project?	Level of coherence between project design and project implementation approach Role of committees in guidance Harness effectiveness by analysing how project's results were met vis-à-vis intended outcomes or objectives Draw lessons learned/good practices from the implementation and achievement of results.	Project partners and relevant stakeholders	Minutes of meetings/ Project partners and relevant stakeholders
Efficiency: Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far? To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the project's implementation?			
Was the project implemented efficiently, in line with international and national norms and standards?	Policies adopted / enacted Policies implemented Budgetary / financial means to implement policies drawn	Policy documents contain sustainability factors policy adopted, implemented)	Documentation analysis Stakeholder interviews

Was adaptive management used and if so, how were modifications to the project contributed towards obtaining the intended objectives? Has the project been able to adapt to any changing conditions that were faced? To what extent did the project-level monitoring and evaluation systems, reporting, and project communications support the project's implementation?	Quality of existing information systems in place to identify merging risks and other issues	Policy documents contain sustainability factors policy adopted, implemented)	ProDocs
How have institutional arrangements influenced the project's achievement of results?	Quality of risk mitigations strategies developed and followed	Policy documents contain sustainability factors policy adopted, implemented)	Govt of Bangladesh and PMU/UNDP
Sustainability: To what extent are there financial, institutional, socio-political, and/or environmental risks to sustaining long-term project results?			
In what way may the benefits from the project are likely to be maintained or increased in the future?	See indicators in ProDoc results framework and log frame		ProDocs and reports
Social sustainability factors	Is there sufficient public/stakeholder awareness in support of the project's long term objectives?	Evidence that particular partnerships/linkages will be sustained	Govt of Bangladesh/PMU/UNDP
Political/financial sustainability	Do the legal frameworks, policies, and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits?	Evidence that particular practices will be sustained	Govt of Bangladesh/PMU/UNDP
Replicability	Which of the project's aspects deserve to be replicated in future initiatives?	Evidence that particular practices will be sustained	Govt of Bangladesh/PMU/UNDP
Gender equality and women's empowerment: How did the project contribute to gender equality and women's empowerment?			
Questions to be determined			
Impact: What are the potential and realized impacts of activities carried out in the context of the ICBAAR Project? Are there indications that the project has contributed to, or enabled progress toward reduced environmental stress and/or improved ecological status?			
How well has the ICBAAR and its defined interventions been communicated to all governmental / institutional stakeholders in Bangladesh and what challenges were faced to address this?	Clear lines documented communication and feedback with other government bodies.	ProDocs National policies and strategies to implement ICZM/CCA or related to the	Documents analyses

	Change to the quantity and strength of barriers such as change in; Lack of community-level stakeholder capacity and experience to develop ICZM/CCA responses. Insufficient knowledge of coastal processes to ensure sustainable resources are available. Absence of scientific baseline coastal assessment and monitoring data. Evidence of change at project level in light of external factors to enhance impact. Evidence of enhanced community resilience in coastal upazilas Evidence of community feeling safer/more secure from climate impacts. Evidence of feedback loop with community with regards to coastal planning.	coastal environment more generally Key government officials and other partners Government websites Key government officials and other partners MTR UNDP reports (PIRs etc)	Interviews with government officials and other partners Interviews with Project Beneficiaries Data analysis Research findings

ANNEX IV: CO-FINANCING INFORMATION

Co-financing (type/source)	UNDP Direct financing (US$)		LDCF (GEF) (US$)		USAID (US$)		Govt. of Bangladesh (US$)		Total (US$)	
	Planned	Actual	Planned	Actual (Upto Dec.'2020)	Planned	Actual	Planned	Actual	Planned	(Uo
Grants	0	0	5,650,000	5,359,469.62	0	0	0	0	5,650,000	
Loans/Concessions	0	0	0	0	0	0	0	0	0	
○ In-kind support	2,000,000	0	0	0	10,000,000	0	35,000,000	35,000,000	47,000,000	
○ Other	0	0	0	0	0	0	0	0		
Totals	**2,000,000**	**0**	**5,650,000**	**5,359,469.62**	**10,000,000**	**0**	**35,000,000**	**35,000,000**	**52,650,000**	

- As per the ProDoc, co-financing was planned through UNDP Direct Financing (US$2,000,000) and USAID (US$ 10,000,000) though these sources were not used. Government "in kind" contributions of US$35,000 did take place, such as provision of office space rental inside the Bangladesh Forest Department.

- Allocated fund from the GEF was adequate and hence additional fund was not required. That is why the co-financing from the UNDP was not utilized. On the other hand, USAID fund supported project was ended before initiation of the ICBAAR project.

- A separate co-financing template is filled in by the UNDP CO (separate to this TE) which is a requirement in order to complete the TE milestone.

ANNEX V: RATINGS TABLES AND SCALES USED

Evaluation Ratings Table for *(ICBAAR)*

Monitoring & Evaluation (M&E)	Rating[35]
M&E design at entry	
M&E Plan Implementation	
Overall Quality of M&E	
Implementation & Execution	**Rating**
Quality of UNDP Implementation/Oversight	
Quality of Implementing Partner Execution	
Overall quality of Implementation/Execution	
Assessment of Outcomes	**Rating**
Relevance	
Effectiveness	
Efficiency	
Overall Project Outcome Rating	
Sustainability	**Rating**
Financial resources	
Socio-political/economic	
Institutional framework and governance	
Environmental	
Overall Likelihood of Sustainability	

Ratings Definitions: (one rating for each outcomes above)		
6	Highly Satisfactory (HS)	The outcome has achieved or exceeded all its end-of-project targets, without major shortcomings. This can be presented as "good practice".
5	Satisfactory (S)	The outcome has achieved most of its end-of-project targets, with only minor shortcomings.
4	Moderately Satisfactory (MS)	The outcome has achieved most of its end-of-project targets but with significant shortcomings.
3	Moderately Unsatisfactory (HU)	The outcome has achieved its end-of-project targets with major shortcomings.

[35] Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight & Execution, Relevance are rated on a 6-point scale: 6=Highly Satisfactory (HS), 5=Satisfactory (S), 4=Moderately Satisfactory (MS), 3=Moderately Unsatisfactory (MU), 2=Unsatisfactory (U), 1=Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4=Likely (L), 3=Moderately Likely (ML), 2=Moderately Unlikely (MU), 1=Unlikely (U)

2	Unsatisfactory (U)	The outcome has not achieved most of its end-of-project targets.
1	Highly Unsatisfactory (HU)	The outcome has failed to achieve its end of project targets.

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

ANNEX VI: SIGNED UNEG CODE OF CONDUCT FORM

Evaluators/Consultants:

ETHICAL GUIDELINES FOR EVALUATION

PLEDGE OF ETHICAL CONDUCT IN EVALUATION

UNEG United Nations Evaluation Group

By signing this pledge, I hereby commit to discussing and applying the UNEG Ethical Guidelines for Evaluation and to adopting the associated ethical behaviours.

INTEGRITY

I will actively adhere to the moral values and professional standards of evaluation practice as outlined in the UNEG Ethical Guidelines for Evaluation and following the values of the United Nations. Specifically, I will be:

- **Honest and truthful** in my communication and actions.
- **Professional,** engaging in credible and trustworthy behaviour, alongside competence, commitment and ongoing reflective practice.
- **Independent, impartial and incorruptible.**

ACCOUNTABILITY

I will be answerable for all decisions made and actions taken and responsible for honouring commitments, without qualification or exception; I will report potential or actual harms observed. Specifically, I will be:

- **Transparent regarding evaluation** purpose and actions taken, establishing trust and increasing accountability for performance to the public, particularly those populations affected by the evaluation.
- **Responsive** as questions or events arise, adapting plans as required and referring to appropriate channels where corruption, fraud, sexual exploitation or abuse or other misconduct or waste of resources is identified.
- **Responsible** for meeting the evaluation purpose and for actions taken and for ensuring redress and recognition as needed.

RESPECT

I will engage with all stakeholders of an evaluation in a way that honours their dignity, well-being, personal agency and characteristics. Specifically, I will ensure:

- **Access to** the evaluation process and products by all relevant stakeholders – whether powerless or powerful – with due attention to factors that could impede access such as sex, gender, race, language, country of origin, LGBTQ status, age, background, religion, ethnicity and ability.
- **Meaningful participation and equitable treatment** of all relevant stakeholders in the evaluation processes, from design to dissemination. This includes engaging various stakeholders, particularly affected people, so they can actively inform the evaluation approach and products rather than being solely a subject of data collection.
- **Fair representation** of different voices and perspectives in evaluation products (reports, webinars, etc.).

BENEFICENCE

I will strive to do good for people and planet while minimizing harm arising from evaluation as an intervention. Specifically, I will ensure:

- **Explicit and ongoing consideration of risks and benefits** from evaluation processes.
- **Maximum benefits** at systemic (including environmental), organizational and programmatic levels.
- **No harm.** I will not proceed where harm cannot be mitigated.
- **Evaluation makes an overall positive contribution** to human and natural systems and the mission of the United Nations.

I commit to playing my part in ensuring that evaluations are conducted according to the Charter of the United Nations and the ethical requirements laid down above and contained within the UNEG Ethical Guidelines for Evaluation. When this is not possible, I will report the situation to my supervisor, designated focal points or channels and will actively seek an appropriate response.

Name of Consultants: Jonathan Warren McCue and Dr Danesh Miad

Name of Consultancy Organization (where relevant): N/A

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

Signed at *Manchester, UK* on 19 March 2021 *and in Dhaka, Bangladesh (15 March 2021*

Signatures

ANNEX VII: SIGNED TE FINAL REPORT CLEARANCE FORM

(To be completed by the Commissioning Unit (Accrediting Entity – UNDP Bangladesh and included in the final document)

Project Name: Integrating Community-Based Adaptation into Afforestation and Reforestation Programmes in Bangladesh (PIMS 4878)

Terminal Evaluation Report Reviewed and Cleared By:

Commissioning Unit

Name: Kazuyoshi Hirohata
Designation: M&E Specialist, UNDP Bangladesh

Signature: Kazuyoshi Hirohata **Date: 26 May 2021**

Name: Van Nguyen,
Designation: Deputy Resident Representative, UNDP Bangladesh

Signature: **Date: 26 May 2021**

UNDP Regional Technical Advisor

Name: Karma Lodey Rapten,
Designation: Regional Technical Specialist (Adaptation), Nature, Climate and Energy, Bangkok Regional Hub

Signature: **Date: 26 May 2021**

ANNEX VIII: TE TERMS OF REFERENCE (EXCLUDING TOR ANNEXES)

GLOBAL ENVIRONMENT FACILITY

UNITED NATIONS DEVELOPMENT PROGRAMME

TERMS OF REFERENCE

TERMINAL EVALUATION: Integrating community-based adaptation into afforestation and reforestation programmes in Bangladesh

Project Title:	Integrating Community-based Adaptation into Afforestation and Reforestation in Bangladesh (ICBAAR)
Functional Title:	International Consultant and National Consultant for Terminal Evaluation
Duration:	Estimated 30 days (per consultant) over a period of November 2020 -January 2021, including field mission to Bhola, Noakhali, Barguna, Patuakhali, and Pirojpur (two districts out of five).

1. INTRODUCTION

In accordance with UNDP and GEF M&E policies and procedures, all full and medium-sized UNDP-supported GEF financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. This Terms of Reference (TOR) sets out the expectations for the TE of the full-sized project titled *the Integrating Community-based Adaptation into Afforestation and Reforestation Programmes (ICBAAR) in Bangladesh* (PIMS 4878) implemented through Bangladesh Forest Department, Ministry of Environment, Forest and Climate Change (MoEFCC). The project started on 27 May 2015 as per ProDoc. The actual work began on 22 March 2017 and is in its 4th year of implementation. The TE process must follow the guidance outlined in the document 'Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects'.

2. PROJECT BACKGROUND AND CONTEXT

Bangladesh is one of the most climate vulnerable countries in the world. The country has frequently had damages from cyclones, floods, and storm due to the adverse impact of climate change. Around 35 million people who are living in 19 coastal districts of the country are at the highest level of climate risks. Experts suspected that due to global warming, 10-15% Bangladesh's land could be inundated by 2050, resulting in over 25 million climate refugees from the coastal districts. 'Integrating Community-based Adaptation into Afforestation and Reforestation (ICBA-AR) Programme in Bangladesh' has been designed and implemented to reduce vulnerabilities and hazards of such extreme weather events .The objective of the programme is to reduce climate vulnerability of local communities through participatory planning, community-based management, integration of climate resilient livelihoods and diversification of species in afforestation and reforestation programme.

Coastal greenbelt has been an important strategy for reducing the vulnerability of the coastal populations to climate-related hazards in Bangladesh and the country has had experience in coastal afforestation and reforestation over five decades. Over 200,000 ha of mangroves have been planted along the coast since the 1960s. However, successes of afforestation and reforestation have been highly variable due to a range of institutional, technical, socio-economic and environmental factors that have affected their long-term sustainability. A number of barriers currently prevent realization of the full adaptive potential of coastal greenbelts, including an underlying incentive structure that drives people to exploit and degrade coastal forests rather than preservation. The Least Developed Countries Fund (LDCF) support will be used to help the Government of Bangladesh (GoB) to overcome these barriers through complementary measures in order to reduce the vulnerability of communities to the adverse impacts of climate change in the coastal zone through participatory design, community-based

management and diversification of afforestation and reforestation programmes. The project has been designed to complement a major new programme on coastal afforestation and reforestation funded by the Bangladesh Climate Change Resilience Fund (BCCRF).

Project Component 1 addresses existing barriers in relation to lack of livelihood diversification and coastal forest diversification, both of which adversely impact coastal forest sustainability. Component 1 seeks to reduce the vulnerability of local communities in new afforestation and reforestation sites through livelihood diversification by a) linking livelihood diversification interventions to improved coastal forest stewardship and b) diversifying coastal plantations to increase their ecological and social sustainability by becoming more heterogenous and dense and by increasing a range of tangible benefits the forests can provide. Component 2 seeks to strengthen community engagement and ownership of forestry-based adaptation and climate risk reduction programmes by developing and demonstrating effective co-management and benefit-sharing for coastal greenbelt plantations. Finally, while mangrove greenbelts are important adaptation measures for coastal areas, there will always remain a need for complementary measures to further protect human lives and livelihoods assets in the face of extreme climate events. In recognition of this, the third Project Component focuses on protection of communal livelihood assets in afforestation and reforestation sites from extreme climate events through effective early warning and preparedness planning. Altogether, over 60,000 vulnerable people will benefit from a range of LDCF-supported interventions. Capacity development of local communities and key government actors is central to the project approach and will enhance the long-term sustainability of project impacts.

Furthermore, the project will leverage strategic partnerships with the Bangladesh Climate Change Resilience Fund (BCCRF)-supported project title Climate Resilient Participatory Afforestation and Reforestation Project (CRPARP), USAID supported Climate Resilient Ecosystems and Livelihoods project (CREL) and the GoB's Comprehensive Disaster Management Programme(CDMP-I &II), also supported by UNDP, to promote scale up and replication of successful strategies.

The objective of the project is to reduce poverty and hunger for poor people living on newly accreted coastal chars through the following outcomes and corresponding outputs:

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

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

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

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

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

Output 2.2 A forest product benefit sharing agreement between coastal communities and national government developed and adopted

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

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

Output 3.1 Strengthened cyclone preparedness programme (CPP) network capacity for effective early warning communications for extreme climate events in coastal afforestation sites

Output 3.2 Communal livelihood assets in new afforestation and reforestation sites are protected from extreme climate events through dedicated disaster preparedness and risk reduction measures.

ICBAAR Performance

ICBAAR project has delivered sustainable innovative interventions in response to the need of their target beneficiaries and partners in the remote coastal project sites. ICBAAR's contributions are as below:

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

ICBAAR has already provided climate resilient livelihood support to 7,740 (90%) out of the total target of 8,600 Households (HHs) by 2019. Project is currently implementing support for 900 HHs for climate resilient livelihood (agricultural and fisheries)

options including training. Among these, 360 HHs have been selected to receive training and input support for 3FV model livelihood support, 240 HHs for agriculture-based climate resilient support and 300 HHs for fisheries-based climate resilient livelihood. These interventions are expected to be completed by September 2020. Therefore, ICBAAR will overachieve the intended target by September 2020.

ICBAAR project has been introducing innovative and climate resilient livelihood options for the coastal population over the years as promised. These climate resilient innovations emphasizing nature-based solutions address vulnerability and diverts dependency of the coastal people on the greenbelt. Innovative livelihood options like Sorjone culture, Cage culture, 3FV model), 2FVD model, Fish culture through bio flock, etc., have enabled the vulnerable beneficiaries to ensure year-round benefits. (in some case one-time inputs are also able to bring benefits for 2-5 years).

The strongest attribute of these climate resilient livelihood interventions is that it has been implemented through the government partners fully utilizing their expertise in the relevant departments - Department of Agricultural Extension, Department of Fisheries, Department of Livestock and Forest Department. Joint monitoring and supervision of the interventions have established ownership and knowledge management within the departments ensuring sustainability of project interventions. ICBAAR project interventions are not only widely accepted by the Government of Bangladesh, it has also received international recognition on multiple occasions.

In addition, 572,000 mangrove seedlings of 12 robust, saline-tolerant species have been planted in 650 ha of degraded mangroves area, as well as 350 ha for gap plantation to strengthen the greenbelts.

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

After revision of interventions for the above outcomes as per mid-term review (MTR) recommendation and Project Steering Committee (PSC) meeting decision, 20 Forest Resource Protection Groups (FRPGs) of 600 members (261 M, 339 F) have been formed and trained. As direct benefits from the coastal forest under a formal benefit-sharing scheme will not be realistic which is mentioned above, the FRPG members will be made responsible for the protection of coastal forest providing Micro Capital Grant (MCG) to each FRPG. MCG revolving fund collection is currently approximately US$ 40,000 in 18 FRPG. A formal MoU regarding FRPG's roles in forest conservation with Forest Department is now also under process to ensure sustainability of the formed groups and their activities.

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

Except for the Killa (raised earthen platform to save livestock during disaster) construction (which is under process), the project has achieved all intended targets under this outcome. ICBAAR has overachieved the objective of this outcome through improvement of embankment and drainage facilities for over 50 km by repairing 20 sluice gates and canal re-excavation. (double the original target of 25 km). The project provided 150 raised tube wells to ensure fresh-water availability and necessary equipment for CPP which played crucial roles during the cyclone seasons. 4 Killa construction (out of 6 planned for 2020) have been completed, and the remaining 2 is near completion. The project plans to conduct additional plantation and dyke construction for qualitative enhancement - like income generation option for FRPG & Co-management committee (CMC), physical longevity and sustainability of all the killas. The intervention is expected to be completed by November 2020.

ICBAAR project has also undertaken additional interventions for protection of communal assets through CMC like construction of Community Resource Centers (CRC), Adaptation Learning Centre (ALC). CMC has undertaken initiative to build climate resilient cluster villages and implemented about 30% of the planned initiatives where forest resources protection is one of the prime objectives. These interventions are expected to be completed by November 2020. These interventions will bring provisions for sustainable benefits for the coastal population.

Crosscutting Issues: Gender

Gender focused project intervention, representation and communication are core strategies undertaken in the project. 50% of the project livelihood beneficiaries are female. Interventions were designed to provide innovative livelihood options suitable for women, including the floating garden, vegetables production in sacs, Khaki Campbell duck farming, 2FVD model of vegetable production and fisheries, the hydroponic fodder grass production etc. which requires less space and can be grown in the backyard. Steady livelihood options support economic empowerment of these very poor women in the remotest islands.

On top of economic empowerment, FRPG membership allows local women to raise their voice in natural resource management and governance. That is why 56.5% FRPG members are female, and thus women are both contributor and beneficiaries to FRPG savings scheme.

Project sites are located in the remote islands, where men tend to go to nearby cities to work as labors or go to sea for caching fish, and women stay back at home. Socio-economic empowerment of women is vital to adaptation and sustainability of nature-based solutions to divert livelihood dependency from the greenbelt and to develop resilience in these project sites.

Since women are undermined in the coastal areas, remarkably due to lack of education along social and cultural barriers, the project helped to foster changes in the situation. Now female beneficiaries are participating in upazila level government meetings and national level seminars and symposium to share their needs for gender equality at the grassroots.

The project intervention led to an increase in women's income as over 50% livelihood support of the project is focused on women. Women are the key beneficiaries of the livelihood's interventions of the project, which led to better adaptive capacity and increased resilience for them and their families. Besides the earnings, livelihood trainings enabled women to increase their knowledge and skills and earn and invest for themselves. Women are also aware about their rights.

Risks and Reasons for extension

The implementation modality of this project is very complex in nature due to remoteness of project location, diverse implementing partners, and seasonal variation. The project is implemented through 7 different government departments and an NGO in very remote sites (islands), which is highly dependent on seasonal variation.

The COVID-19 pandemic has created a new level of social insecurity and adversely affected project implementation as originally planned. 7 different government implementing partners are being engaged in COVID-19 crisis management. Limited market access and overall countrywide lockdown have delayed important activities like the Adaptation Learning Centre, Killa (raised earthen platform to protect livestock during disaster), Forest, Fruit, Fish and Vegetable (3FV) model at homestead level, and implementation of numerous climate resilient interventions at cluster villages.

In addition, due to remoteness of project sites (islands), seasonal variation has had a significant impact on delivery of project activities. In particular, transportation of construction materials from the mainland to islands and earth-work based construction has been significantly challenging. Some of the earthworks are time consuming, procurement/tendering formalities are lengthy and requires significant labourers/community involvement. COVID-19 situation is seriously hampering and will continue to hamper the completion of the overall process and implementation as well. The project has therefore applied and received a 3-month extension till March 2021.

Funded by:	Global Environment Facility (GEF)
Bangladesh National Counterparts:	Ministry of Environment, Forest and Climate Change (MoEFCC) Forest Department (FD)
Partnerships:	Department of Agricultural Extension (DAE) Department of Fisheries (DoF) Department of Livestock Service (DLS) Bangladesh Water Development Board (BWDB) Cyclone Preparedness Programme (CPP) Co-Management Committee (CMC) Partner NGO: Nature Conservation and Management (NACOM)
Project Locations:	5 Coastal Districts of Bangladesh: Barguna, Bhola, Noakhali, Patuakhali, Pirojpur 8 Upazilas: Patharghata, Charfassion, Monpura, Tazumuddin, Hatiya, Galachipa, Rangabali, Bhandaria.
CPD Output:	**(CPD Outcome 3) Enhance effective management of the natural and man-made environment focusing on improved sustainability and increased resilience of vulnerable individuals and groups.** **(CPD Output 3.1)** Government institutions have improved capacities, and institutional and legal frameworks to respond to and ensure resilient recovery from earthquakes, weather extremes, and environmental emergencies

	(CPD Output Indicator 3.1.3) Number of women and men with increased resilience at the household and community level.		
SP Output:	**(SP Outcome 1) Advance Poverty Eradication in all its forms and dimensions** **(SP Output 1.4.1)** Solutions scaled up for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains		
SDG Target:	**(SDG Goal 13) Take urgent action to combat climate change and its impacts** (SDG Target 13.1) Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries **(SDG Goal 15) Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss** **(SDG Target 15.2)** By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally		
Project Starting Date (DD/MM/YYYY):	Officially initiated date: 22 March 2017 (Pro-Doc starting date: March 2015)		
Original Completion Date (DD/MM/YYYY):	30 April 2019	Expected Completion Date (DD/MM/YYYY):	30 March 2021
Project Budget (USD):	$5,650,000	Fund Received (USD):	$5,650,000
GEF Project ID	4700	PIMS	4878
Award ID	00075892	Project ID	00087558
Country	Bangladesh	Region	Asia Pacific
Focal Area	Climate Resilient Adaptation		

3. TE PURPOSE

The TE report will assess the achievement of project results (both at outcome and output level) against what was expected to be achieved, and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TE report promotes accountability and transparency and assesses the extent of project accomplishments. The TE is part of UNDP Bangladesh Country Office Evaluation Plan (2017-2021).

Detailed objectives of terminal evaluation are as follows:

- Assess to what extent ICBAAR project has contributed to address the needs and problems identified during programme design.
- Assess how effectively ICBAAR project has achieved its stated development objective and purpose;
- Measure how efficiently the ICBAAR outcomes and outputs have progressed in attaining the development objective and purpose of the project;
- Assess both negative and positive factors that have facilitated or hampered progress in achieving the project outcomes, including external factors/environment, weakness in design, management and resource allocation;
- Assess the extent to which the application of the rights-based approach and gender mainstreaming are integrated within planning and implementation of the ICBAAR project;
- Identify and document substantive lessons learned, good practices and also opportunities for scaling up the future ICBAAR project in Bangladesh;
- Provide forward looking programmatic recommendations for the ICBAAR project.

The evaluation will focus on six key evaluation criteria: relevance, efficiency, effectiveness, potential impact, sustainability, and coherence. The evaluation should provide credible, useful, evidence-based information which enables timely incorporation of its findings, recommendations and lessons into decision making processes of UNDP and key stakeholders as well as assess the potential of the next phase of the project. The evaluation will cover the time span from 22nd March 2017 (the beginning of the ICBAAR) to date.

The primary users of the evaluation results will be UNDP and GEF, but the evaluation results will equally be useful to relevant Government of Bangladesh ministries, development partners and donors.

The TE will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects.

4. TE APPROACH AND METHODOLOGY

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

The TE team will review all relevant sources of information including documents prepared during the preparation phase (i.e. Project Identification Form (PIF), UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP), the ProDoc, Annual Work Plans, project reports including annual Project Implementation Report (PIRs), progress reports, project budget revisions, lesson learned reports, study/survey reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based evaluation. The TE team will review the baseline and midterm GEF focal area Core Indicators/Tracking Tools submitted to the GEF at the CEO endorsement and midterm stages and the terminal Core Indicators/Tracking Tools that must be completed before the TE field mission begins.

The evaluation will adopt mix methods of qualitative and quantitative approach in data collection and analysis, including key informant interviews and focus group discussions. Collected data and information will be triangulated by multiple data sources and evidence.

The TE team is expected to follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), Implementing Partners, the UNDP Country Office(s), the Regional Technical Advisor (RTA), direct beneficiaries and other 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 the Ministry of Environment, Forest and Climate Change, Forest Department, Department of Agricultural Extension, Department of Fisheries, Department of Live Stock, Bangladesh Water Development Board, Department of Disaster Management and relevant government stakeholders at both national and local level, Partner NGO-NACOM, CMC (Co-management committee), FRPG members and CPP (members task team/component leaders), project beneficiaries, National Project Director, Project Directors of partners, key experts and consultants in the subject area, Project Board, academia, local government and local leaders, etc.

Additionally, the TE team is expected to conduct field missions to two districts out of five, including Noakhali, Bhola, Barguna, Patuakhali and Pirojpur (Upazila- Hatiya, Charfassion, Monpura, Tazumuddin, Patharghata, Galachipa, Rangabali, and Bhandaria). These two districts will be identified in consultation with relevant stakeholders during the inception phase. Key Informant Interviews and Focus Group Discussions are expected to gather data and information from local stakeholders at the project sites, including project beneficiaries and local administrations.

Data collection should consider the COVID-19 situation in the country at the time of evaluation. In case if part of the evaluation is to be carried out virtually then consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely. Due to COVID-19 situation, an International consultant is expected to work remotely with the support of a national evaluator in the field. No stakeholders, consultants or UNDP staff should be put in harm's way and safety is a key priority in this regard.

The specific design and methodology for the TE should emerge from consultations between the TE team and the above-mentioned parties regarding what is appropriate and feasible for meeting the TE purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The TE team must use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the TE report.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation must be clearly outlined in the TE Inception Report and be fully discussed and agreed between UNDP, stakeholders and the TE team.

Evaluation Criteria Matrix (evaluation criteria with key questions, indicators, sources of data, and methodology) and key informant interview (KII) checklist need to be developed as part of the TE Inception Report. Refer to Annex D of this ToR for evaluation criteria matrix template.

The final report must 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 evaluation.

Gender and Human Rights based Approach

Gender analysis must also be incorporated in the terminal evaluation to measure how gender aspects have been incorporated in the project design/implementation and to what extent the project contributes to promotion of gender equality and empowerment in the project areas, which are geographically isolated in the country. Interviews must cover and focus on female beneficiaries to see the impact of the projects on their livelihood and socio-economic status. The consultant team is also expected to develop detailed methodology on gender analysis and incorporate it in the inception report.

In addition, the methodology used in the terminal evaluation, including data collection and analysis methods should be human rights and gender-sensitive to the greatest extent possible, with evaluation data and findings disaggregated by sex, ethnicity, age, etc. Detailed analysis on disaggregated data will be undertaken as part of terminal evaluation from which findings are consolidated to make recommendations and identify lessons learned for enhanced gender-responsive and rights-based approach of the project.

These evaluation approach and methodology should consider different types of groups in the ICBAAR project intervention, including women, minorities, vulnerable groups, and people in hard to reach areas.

The evaluators are requested to review *UNEG's Guidance in Integrating Human Rights and Gender Equality in Evaluation* during the inception phase[36].

5. DETAILED SCOPE OF THE TE

The TE will assess project performance against expectations set out in the project's Logical Framework/Results Framework (see ToR Annex A). The evaluation will at a minimum cover the criteria of: **relevance, effectiveness (results/achievements towards objective and expected outcome), impact, efficiency, sustainability (financial, socio-economic, institutional framework & governance).** Ratings must be provided on the following performance criteria. The completed table must be included in the evaluation executive summary. The timeframe of terminal evaluation covers the beginning of the project (including project design stage) to the time when terminal evaluation is initiated. The TE will assess results according to the criteria outlined in the Guidance for TEs of UNDP-supported GEF-financed Projects ('Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects')

The Findings section of the TE report will cover the topics listed below. A full outline of the TE report's content is provided in Annex C of this ToR. The asterisk "(*)" indicates criteria for which a rating is required.

Findings

i. Project Design/Formulation

- National priorities and country drivenness
- Theory of Change
- Gender equality and women's empowerment
- Social and Environmental Standards (Safeguards)
- Analysis of Results Framework: project logic and strategy, indicators
- Assumptions and Risks
- Lessons from other relevant projects (e.g. same focal area) incorporated into project design
- Planned stakeholder participation
- Linkages between project and other interventions within the sector

[36] Integrating Human Rights and Gender Equality in Evaluation - Towards UNEG Guidance: http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=980

- Management arrangements

ii. Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry (*), implementation (*), and overall assessment of M&E (*)
- Implementing Agency (UNDP) (*) and Executing Agency (*), overall project oversight/implementation and execution (*)
- Risk Management, including Social and Environmental Standards (Safeguards)

iii. Project Results

- Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements
- Relevance (*), Effectiveness (*), Efficiency (*) and overall project outcome (*)
- Sustainability: financial (*), socio-political (*), institutional framework and governance (*), environmental (*), overall likelihood of sustainability (*)
- Country ownership
- Gender equality and women's empowerment
- Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
- GEF Additionality
- Catalytic Role / Replication Effect
- Progress to impact

Project finance / co-finance

The Evaluation will assess the key financial aspects of the project, including the extent of co-financing planned and realized. Project cost and funding data need to be well analysed, including annual expenditures. Variances between planned and actual expenditures will need to be assessed and explained. Results from recent financial audits, as available, should be taken into consideration. The evaluator(s) will receive assistance from the Country Office (CO) and Project Team to obtain financial data in order to complete the co-financing table below, which will be included in the terminal evaluation report.

Co-financing (type/source)	UNDP own financing (mill. US$)		Government (mill. US$)		Partner Agency (mill. US$)		Total (mill. US$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Actual	Actual
Grants								
Loans/Concessions								
• In-kind support								
• Other								
Totals								

Impact

The evaluators will assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project has demonstrated the following results:

1. Increase resilience of local communities through diversification of livelihood and species in coastal greenbelts;
2. Strengthening community involvement in, and ownership of forestry-based adaptation and climate risk reduction activities;
3. Protect communal livelihood assets from extreme weather events

Main Findings, Conclusions, Recommendations and Lessons Learned

The TE team will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.

The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses and results of the project, respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and the GEF, including issues in relation to gender equality and women's empowerment.

Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.

The TE report should also include lessons that can be taken from the evaluation, including best practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GEF and UNDP interventions. When possible, the TE team should include examples of good practices in project design and implementation.

It is important for the conclusions, recommendations and lessons learned of the TE report to incorporate gender equality and empowerment of women.

The TE report will include an Evaluation Ratings Table, as shown below:

Evaluation Ratings Table for *(ICBAAR)*

Monitoring & Evaluation (M&E)	Rating[37]
M&E design at entry	
M&E Plan Implementation	
Overall Quality of M&E	
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	
Quality of Implementing Partner Execution	
Overall quality of Implementation/Execution	
Assessment of Outcomes	Rating
Relevance	
Effectiveness	
Efficiency	
Overall Project Outcome Rating	
Sustainability	Rating
Financial resources	
Socio-political/economic	

[37] Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight & Execution, Relevance are rated on a 6-point scale: 6=Highly Satisfactory (HS), 5=Satisfactory (S), 4=Moderately Satisfactory (MS), 3=Moderately Unsatisfactory (MU), 2=Unsatisfactory (U), 1=Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4=Likely (L), 3=Moderately Likely (ML), 2=Moderately Unlikely (MU), 1=Unlikely (U)

Institutional framework and governance	
Environmental	
Overall Likelihood of Sustainability	

6. TIMEFRAME

The total duration of the TE will be 30 working days (for each consultant) over a period of *(8 weeks)* starting on *(15/11/2020)*. The tentative TE timeframe is as follows:

Timeframe	Activity
05/11/2020	Application closes
12/11/2020	Selection of TE team (individuals not as a team)
15/11/2020	Preparation period for TE team (handover of documentation)
(15-19/11/2020) 5 days	Document review and preparation of TE Inception Report
(22-23/11/2020) 2 days	Finalization and Validation of TE Inception Report; latest start of TE mission
(01/12/2020-9/12/2020) 9 days	TE mission: stakeholder meetings, interviews, field visits, etc.
(10/12/2020)	Mission wrap-up meeting & presentation of initial findings; earliest end of TE mission
(28/12/2020) 10 days	Preparation of draft TE report
(28/12/2020)	Circulation of draft TE report for comments
(12/01/2020) 4 days	Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
(13/01/2020)	Preparation and Issuance of Management Response
TBD	Concluding Stakeholder Workshop (optional)
(15/01/2020)	Expected date of full TE completion

7. TE DELIVERABLES

The evaluation team is expected to deliver the following:

#	Deliverable	Description	Timing	Responsibilities
1	TE Inception Report	TE team clarifies objectives, methodology and timing of the TE	No later than 2 weeks before the TE mission: *(by 19/11/2020)*	TE team submits Inception Report to Commissioning Unit and project management
2	Presentation	Initial Findings	End of TE mission: *(10/12/2020)*	TE team presents to Commissioning Unit and project management
3	Draft TE Report	Full draft report *(using guidelines on report content in ToR Annex C)* with annexes	Within 3 weeks of end of TE mission: *(28/12/2020)*	TE team submits to Commissioning Unit; reviewed by RTA, Project Coordinating Unit, GEF OFP

5	Final TE Report* + Annex + Audit Trail + Cleaned datasets (if any)	Revised final report and TE Audit trail in which the TE details how all received comments have (and have not) been addressed in the final TE report *(See template in ToR Annex H)*	Within 1 week of receiving comments on draft report: *(by 12/01/2021)*	TE team submits both documents to the Commissioning Unit

*All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 (Page 5-11) of the UNDP Evaluation Guidelines.[38]

8. TE ARRANGEMENTS

The principal responsibility for managing the TE resides with the Commissioning Unit. The Commissioning Unit for this project's TE is UNDP Bangladesh Country Office (Resilience and Inclusive Growth cluster).

The Commissioning Unit will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the TE team. The M&E focal point of UNDP Bangladesh will also be responsible for quality assurance of evaluation. The Project Team will be responsible for liaising with the TE team to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

9. TE TEAM COMPOSITION

A team of two independent evaluators will conduct the TE – one international team leader (with experience and exposure to projects and evaluations in other regions) and one national team expert from Bangladesh. Recruitment will be done individually, not as a team. The consultants shall have prior experience in evaluating similar projects. Experience with GEF financed projects is an advantage. An international consultant will be designated as the team leader and will be responsible for overall evaluation process, including evaluation design and reporting. A national consultant will be designated as a team expert and responsible for conduction of evaluation, particularly data collection and consultation with the stakeholders in the country.

The evaluator(s) cannot have participated in the project preparation, formulation and/or implementation (including the writing of the ProDoc), must not have conducted this project's Mid-Term Review and should not have a conflict of interest with the project's related activities.

Due to international travel restrictions resulting from the COVID-19 pandemic, an international consultant (team leader) is expected to conduct evaluation remotely, while a national consultant shall take the lead in on-site data collection, field visits including KIIs interviews and FGDs. Division of roles will be clearly defined before conduct of the TE and discussed and finalized during the inception phase in consultation with UNDP and relevant stakeholders.

As of 11 March 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic as the new coronavirus rapidly spread to all regions of the world. Travel to the country has been restricted. Due to international travel restrictions, an international consultant (team leader) is expected to conduct evaluation remotely, while a national consultant shall take the lead in on-site data collection, including KIIs and FGDs. Division of roles will be clearly defined before conduct of the TE and discussed and finalized during the inception phase in consultation with UNDP and relevant stakeholders.

The Team members must present the following qualifications. Any individual who has had prior involvement in design, implementation, or Mid-term Review (MTR) of ICBAAR project or those who have been directly or indirectly related to the ICBAAR project are not eligible for this consultancy due to conflict of interests.

A. INTERNATIONAL LEAD CONSULTANT

- At least Master's degree in a discipline relevant to Natural Resource Management/ Forestry/ environmental science & development studies or other closely related field (5%);

[38] UNDP Evaluation Guidelines (Section 6): http://web.undp.org/evaluation/guideline/section-6.shtml

- Minimum *7* years of relevant professional experience of project evaluation, particularly GEF financed project evaluations, with proven knowledge of evaluation methodologies (25%);
- Previous experiences in project evaluation/project design/implementation in relevant thematic areas (i.e. forestry, climate change, livelihood, environmental conservation) (25%);
- Experience of working in *Asia especially South Asian countries* having technical knowledge in the targeted focal area(s) is an advantage (10%);
- Demonstrated understanding of issues related to gender and forestry & climate change; experience in gender sensitive evaluation and analysis (5%);
- Excellent communication skills in English;
- Demonstrate analytical skills;
- No involvement in design, implementation, or Mid-term Review (MTR) of ICBAAR project.

RESPONSIBILITIES

- Conduct document review and data gathering;
- Design and develop appropriate, detailed evaluation methodologies for TE;
- Lead the TE Team in planning, conducting, and reporting on the evaluation remotely with clear division of labour within the Team, ensuring timeliness of reports;
- Lead drafting and finalization of the Inception Report for the Terminal Evaluation;
- Use of best practice methodologies in conducting evaluation;
- Lead presentation of the draft evaluation findings and recommendations remotely;
- Organize the de-briefing to the UNDP Country Office in Bangladesh and Core Project Management Team remotely;
- Lead the drafting and finalization of the Terminal Evaluation Report

B. NATIONAL CONSULTANT

- At least Master's degree in a discipline relevant to Natural Resource Management/ Forestry/ environmental science & development studies or other closely related field (5%);
- Minimum *7* years of relevant professional experience of project evaluation, particularly GEF financed project evaluations, with proven knowledge of evaluation methodologies (25%);
- Previous experiences in project evaluation/project design/implementation in relevant thematic areas (i.e. forestry, climate change, livelihood, environmental conservation) (25%);
- Proven experiences in field level data collection with adequate knowledge of data collection tools, including KIIs and FGDs (10%);
- Demonstrated understanding of issues related to gender and forestry & climate change; experience in gender sensitive evaluation and analysis (5%);
- Excellent communication skills in English;
- Demonstrate analytical skills;
- No involvement in design, implementation, or Mid-term Review (MTR) of ICBAAR project.

RESPONSIBILITIES

- Conduct document review and data gathering;
- Contribute to the development of the evaluation plan and methodology;
- Lead data collection in the field, including KIIs and FGDs;
- Conduct field studies and analysis under the guidance of the international consultant due to the COVID-19 crisis;
- Conducting other elements of the evaluation determined jointly with the international consultant and UNDP;
- Contribute to presentation of the review findings and recommendations at the wrap-up meeting;
- Contribute to the drafting and finalization of the TE report

10. EVALUATOR ETHICS

The TE team will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The evaluator must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The evaluator must also ensure security of collected information before and after the evaluation and

protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses without the express authorization of UNDP and partners.

11. PAYMENT SCHEDULE

- 20% payment upon satisfactory delivery of the final TE Inception Report and approval by the Commissioning Unit;
- 40% payment upon satisfactory delivery of the draft TE report to the Commissioning Unit
- 40% payment upon satisfactory delivery of the final TE report and approval by the Commissioning Unit and RTA (via signatures on the TE Report Clearance Form) and delivery of completed TE Audit Trail

Criteria for issuing the final payment of 40%[39]:

- The final TE report includes all requirements outlined in the TE TOR and is in accordance with the TE guidance.
- The final TE report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut & pasted from other TE reports).
- The Audit Trail includes responses to and justification for each comment listed.

12. APPLICATION PROCESS[40]

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

Recommended Presentation of Proposal:

a) **Letter of Confirmation of Interest and Availability** using the template[41] provided by UNDP;
b) **CV** and a **Personal History Form** (P11 form[42]);
c) Brief description **of approach to work/technical proposal** of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)
d) **Financial Proposal** that indicates the all-inclusive fixed total contract price and all other travel related costs (such as flight ticket, per diem, etc), supported by a breakdown of costs, as per template attached to the Letter of Confirmation of Interest template. If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

Criteria for Evaluation of Proposal: Only those applications which are responsive and compliant will be evaluated. Offers will be evaluated according to the Combined Scoring method – where the educational background and experience on similar

[39] The Commissioning Unit is obligated to issue payments to the TE team as soon as the terms under the ToR are fulfilled. If there is an ongoing discussion regarding the quality and completeness of the final deliverables that cannot be resolved between the Commissioning Unit and the TE team, the Regional M&E Advisor and Vertical Fund Directorate will be consulted. If needed, the Commissioning Unit's senior management, Procurement Services Unit and Legal Support Office will be notified as well so that a decision can be made about whether or not to withhold payment of any amounts that may be due to the evaluator(s), suspend or terminate the contract and/or remove the individual contractor from any applicable rosters. See the UNDP Individual Contract Policy for further details:

https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Individual%20Contract_Individual%20Contract%20Policy.docx&action=default

[40] Engagement of evaluators should be done in line with guidelines for hiring consultants in the POPP https://popp.undp.org/SitePages/POPPRoot.aspx

[41] https://intranet.undp.org/unit/bom/pso/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx

[42] http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc

assignments will be weighted at 70% and the price proposal will weigh as 30% of the total scoring. The applicant receiving the Highest Combined Score that has also accepted UNDP's General Terms and Conditions will be awarded the contract.

Technical Criteria for Evaluation for internationals (Maximum 70 points):

- Criteria-01: At least Master's degree in a discipline relevant to Natural Resource Management/ Forestry/ Environmental Science & Development Studies or other closely related field - Max Point 5;
- Criteria-02: Minimum 7 years of relevant professional experience of project evaluation, particularly GEF financed project evaluations, with proven knowledge of evaluation methodologies - Max Point 25;
- Criteria-03: Previous experiences with project evaluation/project design/implementation in relevant thematic areas (i.e. forestry, climate change, livelihood, environmental conservation) -Max Point 25;
- Criteria-04: Experience of working in Asia especially South Asian countries having technical knowledge in the targeted focal area(s) is an advantage - Max Point 10;
- Criteria-05: Demonstrated understanding of issues related to gender and forestry & climate change; experience in gender sensitive evaluation and analysis - Max Point 5.

Technical Criteria for Evaluation for national candidates (Maximum 70 points):

- Criteria-01: At least Master's degree in a discipline relevant to Natural Resource Management/ Forestry/ Environmental Science & Development Studies or other closely related field - Max Point 5;
- Criteria-02: Minimum 7 years of relevant professional experience of project evaluation, particularly GEF financed project evaluations, with proven knowledge of evaluation methodologies - Max Point 25;
- Criteria-03: Previous experiences in project evaluation/project design/implementation in relevant thematic areas (i.e. forestry, climate change, livelihood, environmental conservation) - Max Point 25;
- Criteria-04: Proven experiences in field level data collection with adequate knowledge of data collection tools, including KIIs and FGDs - Max Point 10;
- Criteria-05: Demonstrated understanding of issues related to gender and forestry & climate change; experience in gender sensitive evaluation and analysis - Max Point 5.

Financial Evaluation (Total 30 marks)

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

- ToR Annex A: Project Logical/Results Framework
- ToR Annex B: Project Information Package to be reviewed by TE team
- ToR Annex C: Content of the TE report
- ToR Annex D: Evaluation Criteria Matrix template
- ToR Annex E: UNEG Code of Conduct for Evaluators
- ToR Annex F: TE Rating Scales
- ToR Annex G: TE Report Clearance Form
- ToR Annex H: TE Audit Trail

ANNEX IX: RELEVANT MIDTERM TRACKING TOOL (OR SIMILAR)

No formal GEF Tracking Tool (such as AMAT) appears to have been produced or was available for review during this TE.

The ICBAAR Project has a detailed data base for all the beneficiaries and undertakes a “follow up” of more than 30% of the beneficiaries supported through different interventions to help capture changes in household (HHs) numbers etc. The project has directly contributed to the following Core Indicators:

GEF/LDCF/SCCF Core Indicators		
Climate Change Adaptation Strategy Objective	**Corresponding Core indicator**	**Update**
Reduce vulnerability and increase resilience through innovation and technology transfer for climate change adaptation	Number of direct beneficiaries	***8645 (4501 female, 4144 male)***
	Area of land under climate-resilient management	***650 Ha***

ANNEX X: ANNUAL WORK PLAN FOR 2020 (REPRESENTING SPEND SINCE THE MID TERM REVIEW FEB 2019 TO JAN 2020)

Atlas Award ID: 00075892 Atlas Project ID: 00087558	**Annual Work Plan (AWP) for 2020, Version-A, dated 22 January 2020**										
Project/Programme Title:	**Integrating Community-based Adaptation into Afforestation and Reforestation Programmes in Bangladesh**										
UNDAF Outcome:	(UNDAF Outcome-2) Enhance effective management of the natural and manmade environment focusing on improved sustainability and increased resilience of vulnerable individuals and groups.										
Applicable Output(s) from the UNDP Strategic Plan:	(SP Outcome 1) Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded										
CPD Outcome:	(CPD Outcome 3) Enhance effective management of the natural and man-made environment focusing on improved sustainability and increased resilience of vulnerable individuals and groups.										
CPD Output(s):	(Output 3.1) Government institutions have improved capacities, and institutional and legal frameworks to respond to and ensure resilient recovery from earthquakes, weather extremes, and environmental emergencies										
EXPECTED OUTPUTS	**PLANNED ACTIVITIES**	**Timeframe**				**Responsible Party**	**Fund Code**	**Planned Budget**			
Components or major interim Results of the project ; To be shown as Activities in Atlas	***Activity Results are the Outputs of the Project and Actions are the activities for achieving each output- not to be included in Atlas***	**Q1**	**Q2**	**Q3**	**Q4**			**Donor**	**Budget Code**	**Budget Description**	**Amount (USD)**
Atlas Activity # 1: Vulnerability of communities in new afforestation and reforestation sites reduced through diversified livelihood options and more effective greenbelts	**Output 1.1** Community-based adaptation and livelihood diversification measures are integrated with baseline afforestation and reforestation activities in 4 districts. **Output 1.2** Diversified trial plantations of up to 10 mangrove and non-mangrove varieties established in 4 districts to increase the adaptive capacity of greenbelt structures on accreted lands										
	Contractual services - Companies (FFF Model)-FD/CMC	x	x	x	x	FD/MoEF	62160	10003	72100		-
	Contractual services - Companies (Agriculture)	x	x	x	x	FD/MoEF	62160	10003	72100		6,200
	Contractual services - Companies (Fisheries)	x	x	x	x	FD/MoEF	62160	10003	72100		6,000
	Contractual services - Companies (livestock)	x	x	x	x	FD/MoEF	62160	10003	72100		7,000

Indicators: No. of targeted households that have adopted resilient livelihoods under existing and projected climate change	Contractual services - Companies (Livelihood Diversification Support)-NGO			x	x	NGO 011359	62160	10003	72100		60,300
	Contractual services - Companies (Community Center)-CMC/PMU					FD/MoEF	62160	10003	72100		-
	Contractual services - Companies (Local Adaptation Watcher)-CMC/PMU			x	x	FD/MoEF	62160	10003	72100		12,715
	Contractual services - Companies (Farmers Training by Cooperatives)-CMC/PMU/Partners					FD/MoEF	62160	10003	72100		-
	Contractual services - Companies (Mixed species demonstration)-FD	x	x	x	x	FD/MoEF	62160	10003	72100		-
Baseline: Currently, livelihood strategies are not meaningfully integrated into coastal afforestation / reforestation programs, reducing the resilience of both livelihoods and coastal forest resources	Contractual services - Companies (Mixed species protection and maintenance)					FD/MoEF	62160	10003	72100		3,000
	Contractual services - Companies (Assessment of beneficiary selection performance)					FD/MoEF	62160	10003	72100		-
	Local consultants- Climate Change Adaptation Specialist	x				DCOS (UNDP)	62160	10003	71300		20,000
	Local consultants- Climate Resilient livelihood Specialist	x				DCOS (UNDP)	62160	10003	71300		-
	Local consultants - Environmental and social screening - Local Adaptation Facilitator					DCOS (UNDP)	62160	10003	71300		2,000
	Service Contract-Individual (M&E Specialist)	x	x	x	x	DCOS (UNDP)	62160	10003	71400		20,000
	Contractual Services- Individual (Community Development Associates- 4)	x	x	x	x	DCOS (UNDP)	62160	10003	71400		21,409
	Contractual Services- Individual (Community Development Assistants- 7)	x	x	x	x	DCOS (UNDP)	62160	10003	71400		29,363
Targets: At least 3,865 target households living adjacent to CRPAR coastal afforestation / reforestation sites have adopted resilient livelihoods introduced in the project	Mid Term Evaluation- Team leader (Int.)				x	DCOS (UNDP)	62160	10003	71200		-
	Terminal Evaluation - Team Leader (Int.)					DCOS (UNDP)	62160	10003	71200		15,808
	Mid Term Evaluation- Local Consultant				x	DCOS (UNDP)	62160	10003	71300		-
	Terminal Evaluation - Local Consultant				x	DCOS (UNDP)	62160	10003	71300		6,750

project	Travel	x	x	x	x	DCOS (UNDP)	62160	10003	71600		10,000
	Equipments and furniture					DCOS (UNDP)	62160	10003	72200		-
	Acquisition of Communication Equipment	x	x	x	x	DCOS (UNDP)	62160	10003	72400		-
Related CPD Outcome: Enhance effective management of the natural and man-made environment focusing on improved sustainability and increased resilience of vulnerable individuals and groups.	Training, Workshop and Conference (Local Level)	x	x	x	x	FD/MoEF	62160	10003	75700		20,000
	Training, Workshop and Conference	x	x	x	x	FD/MoEF	62160	10003	75700		-
	Training, Workshop and Conference	x	x	x	x	DCOS (UNDP)	62160	10003	75700		-
	Audio visual & Print production costs	x	x	x	x	FD/MoEF	62160	10003	74200		2,177
	Contri. To CO Common Security	x	x	x	x	DCOS (UNDP)	62160	10003	74300		10,000
	Supplies	x	x	x	x	FD/MoEF	62160	10003	72500		1,850
	Supplies	x	x	x	x	DCOS (UNDP)	62160	10003	72500		2,000
	Miscellaneous Expenses	x	x	x	x	FD/MoEF	62160	10003	74500		500
	Miscellaneous Expenses (UNDP Cost Recovery Charges)	x	x	x	x	DCOS (UNDP)	62160	10003	74500		-
										Total of Activity 1	257,072.00

Atlas Activity #2: Strengthened community involvement in, and ownership of, forestry-based adaptation and climate risk reduction programmes	**Output 2.1** Existing systems of participatory natural resource management applied to strengthen the climate resilience of coastal afforestation/ reforestation programmes **Output 2.2** A forest product benefit sharing agreement between coastal communities and national government developed and adopted. **Output 2.**3 Awareness and capacity of local communities and government staff to promote coastal greenbelt co-management and benefit sharing improved										
	Local consultants (Land Use policy Expert)					DCOS (UNDP)	62160	10003	71300		-
	International/National consultants (Climate Adaptation Specialist)					DCOS (UNDP)	62160	10003	71300		15,000
	Local consultants (Benefit Sharing Expert)	×	×			DCOS (UNDP)	62160	10003	71300		-
Indicator: Number of Forest Resources Protection Group (FRPG) members who gain access to coastal forest resources underpinned by a formal agreement	Local consultants (Knowledge Management Expert)					DCOS (UNDP)	62160	10003	71300		5,000
	Local consultants (Policy Institution Expert)					DCOS (UNDP)	62160	10003	71300		5,187
	Local consultants (MIS)			×	×	DCOS (UNDP)	62160	10003	71300		5,000
	Mid Term Evaluation- Team leader (int.)				×	DCOS (UNDP)	62160	10003	71200		-
	Terminal Evaluation - Team Leader (int.)					DCOS (UNDP)	62160	10003	71200		3,952
Baseline: Currently, benefitsharing agreement pertaining to coastal forest resources does not exists and hence any benefits extracted from coastal forests are not legally permitted	Mid Term Evaluation - Local Consultant				×	DCOS (UNDP)	62160	10003	71300		-
	Terminal Evaluation - Local Consultant					DCOS (UNDP)	62160	10003	71300		1,688
	Contractual Services- Individual (Communcation Officer)	×	×	×	×	DCOS (UNDP)	62160	10003	71400		20,000
	Contractual Services- Individual (Other Field staff)	×	×	×	×	DCOS (UNDP)	62160	10003	71400		46,089
	Contractual Services- Individual (Project Manager)	×	×	×	×	DCOS (UNDP)	62160	10003	71400		32,878
	Local Consultant/Firm (Capacity Building)-Consultant/NGO			×	×	DCOS (UNDP)	62160	10003	72100		-
	Local Consultant/Firm (Capacity Building)-Consultant/NGO	×	×			NIM/NGO	62160	10003	72100		60,000
	Contractual Services-Companies (Capacity Building)-Consultant			×	×	DCOS (UNDP)	62160	10003	71300		6,830
	Travel	×	×	×	×	FD/MoEF	62160	10003	71600		11,816
	Travel	×	×	×	×	DCOS (UNDP)	62160	10003	71600		21,724

	Mobile Connectivity Charges	x	x	x	x	FD/MoEF	62160	10003	72400		3,000
Target: 20 FRPGs will be formed by the end of 2020	Internet Connectivity Charges	x	x	x	x	FD/MoEF	62160	10003	72400		2,500
	Printing and Publication	x	x	x	x	FD/MoEF	62160	10003	72500		10,578
	Custodian & Cleaning Services	x	x	x	x	DCOS (UNDP)	62160	10003	73100		2,238
Related CPD Outcome: Enhance effective management of the natural and man-made environment focusing on improved sustainability and increased resilience of vulnerable individuals and groups.	Rental-Transport Equipment(Speed Boat+ Fuel etc)	x	x	x	x	DCOS (UNDP)	62160	10003	73400		12,605
	Rental-Transport Equipment(Speed Boat+ Fuel etc)	x	x	x	x	FD/MoEF	62160	10003	73400		9,854
	Training, Workshop and Conference	x	x	x	x	DCOS (UNDP)	62160	10003	75700		2,000
	Training, Workshop and Exposure Visit	x	x	x	x	DCOS (UNDP)	62160	10003	75700		7,500
	Promotional Materials	x	x	x	x	DCOS (UNDP)	62160	10003	74200		3,500
	Miscellaneous Expenses	x	x	x	x	DCOS (UNDP)	62160	10003	74500		2,000
										Total of Activity 2	**290,939.00**
Atlas Activity # 3: Communal livelihood assets in afforestation and reforestation sites are protected from extreme climate events through effective early warning and preparedness planning	**Output 3.1** Strengthened CPP network capacity for effective early warning communications for extreme climate events in coastal afforestation sites. **Output 3.2** Communal livelihood assets in new afforestation and reforestation sites are protected from extreme climate events through dedicated disaster preparedness and risk reduction measures										
	Equipments and Furniture (CPP vol)	x	x			DCOS (UNDP)	62160	10003	72200		-
	Machinary & Eqipment	x	x			DCOS (UNDP)	62160	10003	72200		-
	Common Service Communications	x	x	x	x	DCOS (UNDP)	62160	10003	72400		20,000
	Training, Workshop and Conference (CPP)	x	x	x	x	FD/MoEF	62160	10003	75700		-
Indicator: The number and types of communal livelihood assets safeguarded from the potential impacts of extreme and localized climate events	Training, Workshop and Exposure Visit	x	x	x	x	FD/MoEF	62160	10003	75700		43,584
	Training, Workshop and Exposure Visit	x	x	x	x	DCOS (UNDP)	62160	10003	75700		40,000
	Contractual Services Companies(Killa construction & Pond)		x			FD/MoEF	62160	10003	72100		220,000
	Contractual Services Companies (Embankment)-BWDB	x	x	x	x	FD/MoEF	62160	10003	72100		-
Baseline: 1) Currently around 1250 km of 2500 km of coastal embankment has drainage provision. 2) Currently only 300 killas exists compared to nearly 3,500 cyclone 3) Baselines on freshwater supply infrastructure	Contractual Services Companies (Safe drinking water)-CMC/PMU			x	x	FD/MoEF	62160	10003	72100		4,500
	Contractual Services Companies (UNDP)	x	x	x	x	DCOS (UNDP)	62160	10003	72100		10,000
	Supplies	x	x	x	x	DCOS (UNDP)	62160	10003	72500		5,000

infrastructure will be updated during the project inception phase	Mid Term Evaluation- Team leader (Int.)				x	DCOS (UNDP)	62160	10003	71200		-
	Terminal Evaluation - Team Leader (Int.)					DCOS (UNDP)	62160	10003	71200		1,875
	Mid Term Evaluation - Local Consultant				x	DCOS (UNDP)	62160	10003	71300		-
Targets: 1) 13 damaged sluicegate will be reparied , 2) 4 killas are constructed for ensurig shelter for livestock, 3) 150 sets of freshwater supply infrastructure is safeguarded from floods	Terminal Evaluation - Local Consultant					DCOS (UNDP)	62160	10003	71300		2,812
	Local Consultant-Early Warning	x	x			DCOS (UNDP)	62160	10003	71300		-
	Local Consultants (Site Engineer, Supervision)			x	x	DCOS (UNDP)	62160	10003	71300		14,000
	Local consultants - Environmental and social screening/ Jonior Consultant-Documentation					DCOS (UNDP)	62160	10003	71300		3,000
Related CPD Outcome: Enhance effective management of the natural and man-made environment focusing on improved sustainability and increased resilience of vulnerable individuals and groups.	Service Contract-Individual (PSO+PA+Others)	x	x	x	x	DCOS (UNDP)	62160	10003	71400		51,303
	Travel	x	x	x	x	DCOS (UNDP)	62160	10003	71600		46,725
	Miscellaneous Expenses (UNDP Cost Recovery Charges)	x	x	x	x	DCOS (UNDP)	62160	10003	74500		20,000
										Total of Activity 3	**482,799.00**
Activity4: Project Management	Service Contract-Individual (Project Manager)	x	x	x	x	DCOS (UNDP)	62160	10003	71400		12,214
	Service Contract-Individual (Programme Associate/Project Support Officer)	x	x	x	x	DCOS (UNDP)	62160	10003	71400		14,500
	Service Contract-Individual (Project Assistant)	x	x	x	x	DCOS (UNDP)	62160	10003	71400		8,000
	Travel	x	x	x	x	DCOS (UNDP)	62160	10003	71600		-
	Equipment and Furniture(PMU)	x	x	x	x	DCOS (UNDP)	62160	10003	72200		-
	Training, Workshop and Conference	x	x	x	x	DCOS (UNDP)	62160	10003	75700		-
	Supplies	x	x	x	x	DCOS (UNDP)	62160	10003	72500		-
	Operations & maintenance	x	x	x	x	DCOS (UNDP)	62160	10003	73400		-
	Miscellaneous Expenses	x	x	x	x	DCOS (UNDP)	62160	10003	74500		-
										Total of Project Management (Activity 4):	**34,713.67**
										Total 2019 Project Budget	**1,065,523.67**

Total By Output:

Output 1	257,072.00
Output 2	290,939.00
Output 3	482,799.00
Output 4	34,713.67
Total	**1,065,523.67**

Total for Procurement	$ 98,902.00
Total for Cash Advance	$ 485,574.00
Total Programme Cost	$ 981,722.00
Total Operational/Administrative Cost	$ 83,801.67

Total Budget by Fund & Donors:

GEF Trustee	**1,065,523.67**
Total Programmable Budget	**1,065,523.67**

Total by Implementing Agency

UNDP (DCOS)	579,949.67
NIM	485,574.00
Total Project Budget	**1,065,523.67**

- This signed AWP along with the approved CPAP constitutes the legal basis for management and Implementation of project activities for the period specified in the AWP
- This signed AWP authorizes entering of the project budget in ATLAS and revise accordingly.
- An AWP signed by the IP and UNDP hereby authorizes Fund Commitment, Disbursement and Expenditure Reporting.
- AWP forms an integral part of the CPAP, and when completed, is annexed thereto and incorporated therein by reference.
- This AWP supersedes any previous AWP for the period specified

ANNEX XI. PROJECT ACTIVITY "DASHBOARD" SUMMARY EVALUATION OF ACHIEVEMENTS BY OBJECTIVES AND OUTCOMES REPORT (INTERPRETED/EVALUATED BY THE INTERNATIONAL CONSULTANT FOR THIS TE)

Indicator Assessment Key for this TE

Green= Achieved (or over-achieved)	Yellow= partially achieved	Red= not achieved

NB: the ICBAAR M&E Plan (updated December 2020) outlines each project Output Indicator (not this "Dashboard")

ICBAAR "Summary Evaluation of Project Achievements by Objectives and Outcomes"				
Objective: Reduce vulnerability of communities to the adverse impacts of climate change through participative design, community-based management and diversification of afforestation and reforestation programmes				
Description of Indicator	**Baseline Level**	**Midterm target level**	**End of project target level**	**ICBAAR Achievements (adapted from the 2020 PIR)**
1) Differential survival rate of new coastal mangrove plantations with and without associated integrated livelihood diversification support	There is no linking of coastal afforestation /reforestation with livelihood support	*(not set or not applicable)*	The survival rate of mangrove forests linked to livelihood support in CRPAR project afforestation sites is at least 15% higher than in afforestation sites without linked livelihood support	*According to the "Garden survey and monitoring report of the Mangrove plantation 2018-2019 by the Forest department of Bangladesh, 98.73% of the plantation were fresh and strong, 1.27% suffered damage. (2019-2020 report is most likely be out in December 2020). In addition the report states survival of diversified multi-species mangrove plantation in the ICBAAR sites.* Approaches undertaken to achieve this include the following: **Enrichment Plantation:** Plantation of diversified species of Mangrove to enrich the mangrove diversification and thus increasing the survival chances (similar to that of Sundarbans). Since each type of mangrove has different seasonal characteristics that contribute to strengthening the greenbelt throughout the year. Project introduced 12 different saline tolerant mangroves, prior to project interventions these greenbelts had (2/3 varieties). 572,000 mangrove seedlings (embracing 12 robust, saline-tolerant species) have been planted in 650 ha degraded mangroves. The seedlings were raised in 10 different forest ranges in four working districts (Noakhali, Bhola, Patuakhali and Barguna) of ICBAAR. Project also identified 350 ha. for gap filling and strengthening of the greenbelts. **Climate Resilient Livelihood:** 8645 HH (out of a planned 8600 HH (revised from 10,500 as per MTR and PSC recommendation) received climate resilient livelihood support through different government

				partners. Provided support related to climate resilient agriculture in 2300 HH, innovative Forest, Fruit, Fish and Vegetable (3FV) model in 140 HHs, fisheries in 2200 HHs, livestock options in 2500 HHs. Livelihood support was provided to 600 Forest Resources Protection Group (FRPG) beneficiaries. Additional 900 HHs have been selected and currently in process of receiving climate resilient livelihood support. 48% HH of the beneficiaries were dependent on the nearby mangrove forest for Wood and Fuel, 48% HH Fishing from Mangrove or Nearby River, 39% HH worked in Fish/ Shrimp Farm in Mangrove and 80% HH for Protection from Cyclone/ Tidal Surge. These HH were provided alternatives climate resilient livelihood options to reduce dependency.
2) % of community members (gender disaggregated) who feel 'ownership' of coastal mangrove forest resources measured through change in score obtained through simplified adaptation of Knowledge, Attitude & Practices (KAP) survey method	'Ownership' will be defined in the process of adapting KAP methodology for monitoring this indicator. A gender-disaggregated baseline will be established during the inception phase of the project	*(not set or not applicable)*	30% improvement in the sense of ownership towards coastal mangrove resources	Strong campaigning and awareness building activities involving Forest Resources Protection Group (FRPG) and Co-management Committees (CMC) in all project sites continued. Co-management Committees (CMC) in each Upazilas of project sites and 20 Forest Resources Protection Groups (FRPG) formed are now active in the sense of ownership towards conservation of coastal mangrove resources. For example, CMC has undertaken initiative to build climate resilient cluster villages where forest resources protection is one of the prime objectives. FRPGs are also jointly working with Forest Department in forest resource protection like guarding certain areas as per Forest Department guidance. Co-management Committees actively advocates forest resource management in their regular activities. Every livelihood beneficiary is sensitized on the matter as an intricate part of the adaptation training process.
Outcome 1: Vulnerability of communities in new afforestation and reforestation sites reduced through diversified livelihood options and more effective greenbelts				
Description of Indicator	**Baseline Level**	**Midterm target level**	**End of project target level**	**ICBAAR Achievements**
% of targeted households that have adopted resilient livelihoods under	Currently, livelihood strategies are not meaningfully	*(not set or not applicable)*	At least 70% of 10,500 target households living adjacent to CRPAR coastal	***Overachieved*** - Out of planned 8,600 HHs (revised from 10,500 as per MTR and PSC recommendation) 8,645 selected climate vulnerable HHs in 5 project sites (districts) living adjacent to CRPAR coastal afforestation / reforestation sites have adopted resilient livelihoods (related to climate resilient agriculture, fisheries and livestock options) introduced in the project. ICBAAR project has reached ***8645***

existing and projected climate change [AMAT 1.3.1.1]	integrated into coastal afforestation / reforestation programs, reducing the resilience of both livelihoods and coastal forest resources		afforestation / reforestation sites have adopted resilient livelihoods introduced in the project	***(4501 female, 4144 male)*** vulnerable Households through variety of climate resilient livelihood Interventions to provide them with further alternatives and as a result reduce vulnerability. ***52%*** of the project livelihood beneficiaries are female. Interventions were designed to provide innovative livelihood options suitable for women, including the floating garden, vegetables production in sacks, Khaki Campbell duck farming, 2FVD model of vegetable production and fisheries, the hydroponic fodder grass production etc. which requires less space and can be grown in the backyard. Steady livelihood options support economic empowerment of these very poor women in the remotest islands.
Outcome 2: Strengthened community involvement in, and ownership of, forestry-based adaptation and climate risk reduction programmes				
Description of Indicator	**Baseline Level**	**Midterm target level**	**End of project target level originally set target)**	**ICBAAR Achievements**
Regulatory reform and fiscal incentive structures introduced that incorporate climate change risk management [AMAT 1.1.1.3]	Currently there is no regulatory mechanism in place to provide sufficient incentives, through the security of future stream of benefits, to protect coastal forest resources	*(not set or not applicable)*	A formal government policy on benefit sharing agreement pertaining to coastal forest resources is in place	***Achieved*** - This target had been removed based on MTR recommendation and PSC meeting decision. Instead of this mechanism, as per MTR recommendation and PSC meeting decision, a Micro Capital Grant (MCG) was provided to all 20 FRPGs. This fund is for the sustainability of FRPG livelihood interventions. The nature of this fund is revolving method where the FRPG beneficiary returns the allocated fund after using it for livelihood interventions. All the members can take out these funds as per need, but they have to return it to ensure longevity of the fund usage. ICBAAR ensured guidelines for fund usage and strict monitoring and follow up through CMC. MCG revolving fund collection is currently approximately US$40,000 in 18 FRPG. A formal MoU regarding FRPG's roles in forest conservation with Forest Department is now also under process. 20 FRPG (comprising of 600 members - 261 M, 339 F) have been formed and trained. As direct benefits from the coastal forest under a formal benefit-sharing scheme is not realistic which is mentioned above, the FRPG members has been made responsible for the protection of coastal forest providing MCG to each FRPG. At the end of the project, FRPG member savings are up to approximately US$ 6000. MCG revolving fund collection- approximately US$40,000 in 18 FRPG. (2 are currently under process) for livelihood interventions and members can avail these funds, as needed. Guidelines for fund usage has been prepared and strict monitoring and follow-up are carried out by the CMC A formal MoU regarding FRPG's roles in forest conservation with Forest Department is under process and is expected to be signed by October 2020. The MoU clarifies, amongst others, the roles and
Number of Forest Resource Management Group (FRMG) members (gender-disaggregated) who gain access to coastal forest resources underpinned by a	Currently, benefit-sharing agreement pertaining to coastal forest resources does not exists and hence any benefits extracted from coastal forests are	*(not set or not applicable)*	By the end of the project, at least 2,500 FRMG members (or 50% of all FRMG members) will have obtained access to coastal forest benefits	

formal benefit-sharing agreement	not legally permitted			responsibilities of the FRPG and the Forest Department in forest protection, maintenance and management; the role of the CMC as a monitoring body; prioritizing the FRPG members in forest department nursery raising and other labour-based work; allocation of safe areas for fishing inside forest etc.
Outcome 3: Communal livelihood assets in afforestation and reforestation sites are protected from extreme climate events through effective early warning and preparedness planning				
Description of Indicator	**Baseline Level**	**Midterm target level**	**End of project target level**	**ICBAAR Achievements**
The number of CPP volunteers trained for climate risks, disaster preparedness, and the benefits of coastal forests for climate risk mitigation	There are currently some 10,000 CPP volunteers in the 7 target project upazilas (50,000 in total in 27 coastal upazilas covered by CDMP). However, the existing CPP training methodology does not contain any elements pertaining to climate risks or benefits of coastal mangrove forests on mitigating such risks	*(not set or not applicable)*	By the end of the project, at least 6,000 volunteers (representing 60% of the existing CPP network in the project target sites) are trained on additional elements on climate change and disaster preparedness	***Achieved*** **-** 6,000 CPP volunteers have been trained by the Department of Disaster Management as per MoU signed between DDM and ICBARR following a specially developed training module emphasizing the roles of CPPs during disaster and also regarding roles of coastal forests against cyclone and storm surges as per agreement signed with Department of Disaster Management. CPP volunteers played significant role in 2020 cyclone season to secure lives and livelihoods. Special COVID 19 precautionary support was provided for cyclone centers in the project site during Cyclone Amphan by the CPP volunteers.
The number and types of communal livelihood assets safeguarded from the potential impacts of	Only around 50% of existing length of coastal embankment (or 1250 km of a total of 2,500 km)	*(not set or not applicable)*	By the end of the project, the following investments are complete:	***Overachieved.*** 20 sluice gates repaired resulting in improvement of around 50 km along the embankment and drainage facilities exceeding the original target of 25 kms of embankment. This intervention led to better water availability and improved agricultural production of the vulnerable coastal communities (success stories are highlighted in section H). In addition, project has reformed and partially revived sluice-gate management committee supervised by Bangladesh Water Development Board.

extreme and localized climate events	currently has adequate drainage provision.		• At least 25 km of embankment is equipped with sufficient drainage channel	Additional 2.9 km of Canal-re-excavation conducted to improve drainage facilities. Approximately 2 Lac coastal climate vulnerable population will benefit from the improved drainage facilities.
-	There are currently only 300 killas compared to nearly 3,500 cyclone shelters most of which do not have killas nearby or provision for housing livestock within the shelter.	*(not set or not applicable)*	• At least 10 killas are constructed providing additional safe havens for livestock	***Achieved -*** Due to severe unavailability of suitable lands, as per MTR recommendation and PSC decision, the target was revised to be 6 killas, as the project was able to more readily identify 6 suitable killa sites which are all now completed. Project has also constructed two ponds and plantation along the banks of the killa for physical and financial sustainability after project phase out. Management committees have also been formed for proper maintenance and management of killa sites post project. The construction of two killas were delayed due to COVID-19 and rainy season, but nevertheless were completed before project closure.
-	Baselines on the number of freshwater supply infrastructure will be updated during the project inception phase and established for specific target districts and upazilas	*(not set or not applicable)*	-• At least 150 sets of freshwater supply infrastructure is safeguarded from floods	***Overachieved -*** All 150 sets of raised platforms (tube wells) providing freshwater have been established in suitable sites benefitting over 5000 households. In addition to raising tube wells, the ICBAAR has also repaired 48 PSF (Pond Sand Filter) to support the availability of fresh water in areas not suitable for tube wells. Each tube well/ PSF is used by circa 30-35HH. These raised tube wells are at times the only reliable water source during flood season since all other water sources are inundated by saline water during flood and thus not drinkable.

ANNEX XII FIELD MISSION PHOTOS (MARCH 2021)

TE interview - Livestock office; Upazila Tazamuddin (Bhola District)

Char Jahiruddin; Upazila Tazamuddin (Bhola District)

Char Jahiruddin; Upazila Tazamuddin (Bhola District)

TE Interview: Upazila Char Fasson (Bhola District)