

Mid-term Evaluation of Community Based Adaptation to Climate Change through Coastal Afforestation in Bangladesh



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Abbreviations

3F	Forest, Fruit, Fish integrated farming model
AWP	Annual Work Plan
BCAS	Bangladesh Centre for Advanced Studies
BFRI	Bangladesh Forest Research Institute
BWB	Bangladesh Water Board
CBO	Community Based Organisation
CCA	Climate Change Adaptation
CNRS	Center for Natural Resource Studies
CDA	Community Development Associate (Community Organizer)
DAE	Department of Agricultural Extension
GEF	Global Environment Facility
HH	Household
IPAC	Integrated Protected Area Co-management Project
LDCF	Least Developed Countries Fund
MACH	Management of Aquatic Ecosystem through Community Husbandry
M&E	Monitoring and Evaluation
MoA	Ministry of Agriculture
MoEF	Ministry of Environment and Forests
MoL	Ministry of Land
MTE	Mid Term Evaluation
PIR	Project Implementation Review
PMID	Participatory Management Initiative for Development
PM	Project Manager
PMU	Project Management Unit
PRA	Participatory Rural Appraisal
SDC	Swiss Development Cooperation
TPP	Technical Assistance Proforma/Proposal
TRP	Tri-partite Review
UNDP	United Nations Development Programme

Executive Summary

Mid Term Evaluation of Community Based Adaptation to Climate Change through Coastal Afforestation in Bangladesh

The Mid term Evaluation was undertaken during a ten day mission that involved discussions with UNDP, the Project Management Unit and project stakeholders and visits to three project sites. Overall, the project implementation has been *Satisfactory* especially given the project's innovativeness and remote locations. The project has demonstrated good progress and commitment toward meeting many of the ambitious targets, focused primarily on Outcome 1. Some of the planned outputs may not be achievable and others may need to be more sharply focused on the adaptation measures and the beneficiaries. Appendix 3 summarizes achievements.

Outcome 1 - demonstration of innovative technologies and livelihoods diversification is the main focus of the project. With continued progress, the outcome target of 80% adoption rate for the project's adaptation measures is likely to be achieved for most of the plantation methods with the current exception of 'ditch and dyke' (dyke plantation) where less than 18% of the project target has been met due to a perceived lack of available land. A process of intense negotiation and advocacy has been required to obtain land for the project. A more systematic designation approach should be formally established within the Forest Department to identify such land.

Outcome 2 – capacity development has so far involved government staff training of 153 district and 233 upazilla officials and exposure visits for 60 district officials to the project sites. Three important training modules and 8 technical training manuals have been developed, along with various communication materials. Community technical training has been substantial with over 12,000 people trained in mangrove nursery production and plantation, 1142 people trained in improved agricultural technologies (e.g., salt-tolerant crop varieties) and 220 households (HHs) involved in demonstrations, 60 HHs trained and demonstrating aquaculture and 470 HHs trained and demonstrating livestock livelihoods.

Outcome 3 – policy development has included establishing Co-management Committees for each project site. A draft Coastal Zone Act has been prepared. The extent to which the “national policies will be revised to increase climate risk resilience of coastal communities” remains to be seen and is probably unlikely unless some new impetus and support from government are provided. This has proven to be a larger task than originally anticipated.

Outcome 4 – knowledge management efforts have produced various publications and web information on the project. Two projects (SDC and LDCF proposal) have been activated, and project information has been added to the global Adaptation Learning Mechanism. The learning and dissemination component needs a more concerted strategy to promote successful measures in other upazillas and districts within the coastal belt.

Only 37% of the \$4.4 M LDCF/UNDP funding has been expended with 16 months remaining in the scheduled four year project. The current remaining budget is \$ 2.776 M excluding in-kind contributions and the SDC addition (\$2 M). The LDCF/UNDP funding may be sufficient for 20 months beyond the planned April 2013 completion date.

There is a general lack of self-help motivation and genuine ownership to currently sustain many of the individual and group outputs. It is not apparent that the necessary level of technical capacity and beneficiary ownership has yet been reached to assure sustainability although this is achievable. Government ownership also faces challenges related to the institutional constraints to adopting new technologies that involve communities, and the few benefits that enable government staff to fully participate at the project sites.

The project period could be extended to December 2014. The budget should be revised to address the priority gaps identified in the MTE, namely:

- Developing the policy and institutional framework for land allocation at the project sites for community-based adaptation measures in collaboration with the project Co-management Committees and the Ministry of Land;
- Refining the specifications of the project technologies based on experience to date in order to increase their resilience and robustness and reduce the risks of failure;
- Extending the project sites to provide greater opportunity to demonstrate dyke plantation with the 3F model and other community-based measures;
- Integrating the model (enhanced) mangrove plantation methods into Forest Department afforestation programs;
- Increasing the motivation and capacity of the Forest Department toward community-based approaches in cooperation with other ministries and sectors; and
- Strengthening the sustainability of livelihood diversification activities through extension support, value chain addition, marketing skills development and farmer's organizations.

Nine recommendations are presented related to the following:

1. Recruitment of a Monitoring and Learning Coordinator
2. Addendum to the Project Document
3. Revised Project Period and Budget
4. Project Management Arrangement for 2012-2014
5. Amendment of the Government TPP
6. Land Availability and Beneficiary Selection Review for Community-based Adaptation
7. Community Organizers Supervision and Reporting on Field Activities
8. Operational Support for Involvement of Government Experts
9. Outputs from the Project Advisors

1.0 **Introduction**

1.1 **Purpose of the Evaluation**

The Goal of *Community Based Adaptation to Climate Change through Coastal Afforestation in Bangladesh* is to promote climate-resilient development in the coastal areas of Bangladesh and the Objective is to reduce the vulnerability of coastal communities to the impacts of climate change-induced risks in four upazilas in the coastal districts of Barguna and Patuakhali (Western Region), Bhola (Central Region), Noakhali (Central Region), and Chittagong (Eastern Region). The four project sites are identified in Table 1 below.

Table 1: Project Sites

District	Upazila	Sites
Chittagong	Anwara	Raipur
Noakhali	Hatia	Sukhchar, Burirchar
Bhola	Char Fassion	Char Kukri-Mukri, Char Manika
Patuakhali	Barguna Sadar	Naltuna

The purpose of this Mid Term Evaluation (MTE) is to examine the performance of the project since the beginning of its implementation. The terms of reference (Annex 1) state that the review will evaluate progress in project implementation, as measured against planned Outputs set forth in the Project Document in accordance with rational budget allocations and managerial processes involved in achieving those Outputs, as well as the initial and potential impacts of the project, as measured by attainment of project Outcomes and Objectives. The review will also address underlying causes and issues contribution to targets not adequately achieved.¹

1.2 **Project Concept**

The project is organized into four outcomes with the following targets:

Outcome 1 – Enhanced Resilience of Vulnerable Coastal Communities and Protective Systems to Climate Risks	By end of the project, over 80% of the adaptation measures employed by the project demonstrate their effectiveness and sustainability in reducing climate vulnerability in coastal communities.
Outcome 2 – Climate Risk Reduction Measures Incorporated into Coastal Area Management Frameworks	By the end of the project, at least 75% of MoL and MoEF civil serants at the national level and in targeted districts are able to identify climate risks and prioritize, plan, and implement measures for adaptation in coastal areas.
Outcome 3 – National Policies Revised to Increase Climate Risk Resilience of Coastal Communities	By the end of the project, at least 2 national policies or action plans on coastal management and 2 on land use are revised to promote sustainable, climate-resilient development. By end of project, at least 75% of national-level civil servants in the MoL and MoEF report that the policies of those ministries have been adjusted to improve climate resilience in coastal communities.
Outcome 4 – Learning, Evaluation, and Adaptive Management Enhanced	By the end of the project, at least 4 proposed or ongoing coastal afforestation, livelihoods, or CBA programs draw on lessons and knowledge generated through the project.

¹ Terms of Reference International Consultant & Team Leader- Mid Term Evaluation of Community based Adaptation to Climate Change through Coastal Afforestation in Bangladesh.

The primary focus of implementation is on demonstrating five sets of afforestation measures and four related sets of livelihoods development measures (referred to in this report as the “project technologies”):

- Mangrove plantation on newly accredited land
- Dyke plantation (“ditch and dyke” method)
- Mound plantation (see cover photo)
- Model (enhanced) mangrove plantation
- Strip plantation (embankment and roadside)
- Forest-Fruit-Fish (3F) model of integrated farming
- Agricultural livelihoods diversification based on six crops
- Fisheries livelihoods diversification (aquaculture)
- Livestock livelihoods diversification

Many of these measures are innovative climate change adaptation technologies that are intended to:

- enhance forest shelter and barriers against storms and tidal surges
- trap coastal sediments and thereby reclaim land over the long term
- harvest rainwater and thereby provide for integrated farming and small scale aquaculture,
- improve agricultural production within the inundation zone (between the coastal forest and embankment) where high levels of salinity and seasonal flooding occur, and
- improve agriculture, fisheries and livestock production through demonstration of improved salt-tolerant varieties and modern livestock and aquaculture technologies (in farmers fields inside the embankment).

1.3 Project Implementation Arrangements

The innovative technologies under Outcome 1 of the project are being implemented by government agencies. The government implementing agencies are the Forest Department (MoEF), Ministry of Fisheries and Livestock (MoFL), Department of Agricultural Extension (DAE), Department of Lands (DoL) and Bangladesh Forest Research Institute (BFRI). A consortium of IUCN and CNRS has developed site-specific Management Plans for four target sites.

Outcome 2 (capacity building) and Outcome 3 (policy development) have been mostly focused on awareness building and policy proposals that are being delivered by external civil society organizations and by UNDP. A consortium of technical organizations is providing climate change adaptation training: Bangladesh Centre for Advanced Studies (BCAS), Participatory Management Initiative for Development (PMID) and Center for Natural Resource Studies (CNRS).

1.4 Evaluation Methodology and Process

The evaluation was undertaken in accordance with UNDP and GEF principles and guidelines. These emphasize an independent, objective, evidence-based and participatory process for mid-course review and, where necessary, adjustment of the project strategy and operations. A collaborative and consensus-based approach involving self-assessment by project staff and

participants has been used during the evaluation. The evaluation has been generally guided by the Evaluation Questions and Interview Guide presented in **Appendix 1**.

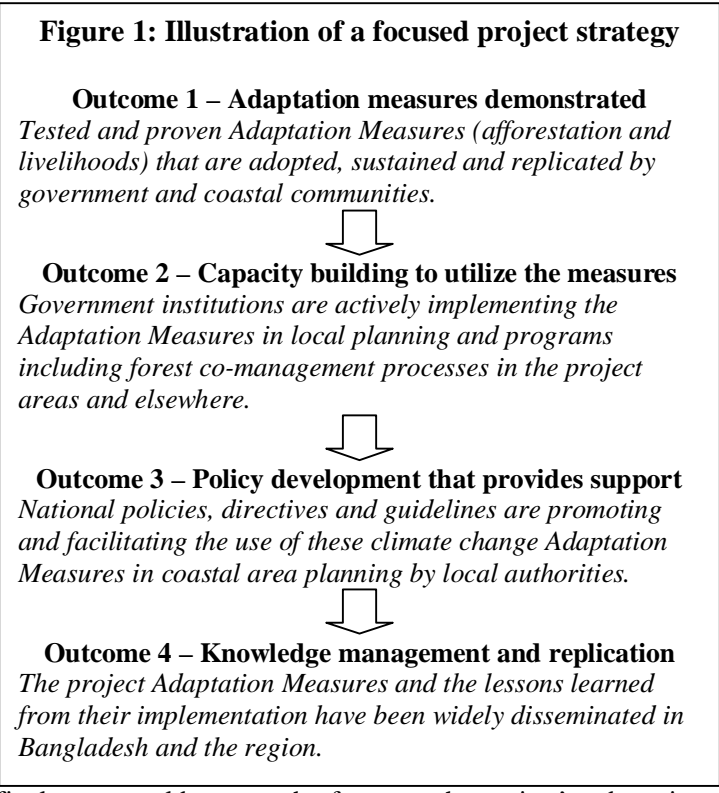
The standard criteria for MTEs include aspects of relevance of the project, country ownership, implementation effectiveness, efficiency of project delivery, results generated and their sustainability, all of which were considered. The MTE assessed progress to date relative to the expected results presented in the Project Document. The evaluation provides an opportunity to identify project design and implementation problems, assess progress toward planned results, document lessons learned, best practices, identify challenges and provide recommendations for the remaining project period.

The MTE has been limited by the short consultancy: ten days field mission and four days travel/report preparation. This has restricted the depth and detail of the evaluation. The itinerary and list of contacts are presented in **Appendix 2**.

2.0 Project Design

2.1 Project Strategy Revisited

While the project design has been based on a broad framework for climate change resilience, the actual implementation of the project has primarily focused on a defined set of afforestation and livelihood adaptation measures that are being demonstrated at the project sites. The project is viewed as mostly Outcome 1 field demonstration outputs and various Outcome 2-4 outputs that have been mostly out-sourced to partner institutions with few links to Outcome 1. The current strategy assumes that the project will be able to develop or alter coastal area management policies in order to increase climate risk resilience in coastal communities, and to expand the project concept well beyond the project sites. This is an ambitious endeavor given the primary focus on adaptation technologies and the large challenge in any land policy reform. A more integrated approach during the final years could narrow the focus on the project's adaptation measures as reflected in Figure 1. If the project technologies can be fully established as reliable and replicable and the framework for land availability developed, this will be a great achievement of the project, although something short of the project vision.



2.2 Clarification of Outcomes and Outputs

Appendix 3 summarizes the current and anticipated outputs of the project. Some of the targets will be only partially achieved, in large part due to the scope of the project design related to policy and capacity development, and the assumptions around land availability. Accordingly, the following outputs and their targets may need to be re-assessed for their current relevance and viability, and perhaps aligned more directly with the project communities:

Outcome 1 – Output 1.4: Warning Communications for Extreme Climate Events Improved

Outcome 2 – Output 2.1: National Planners and Policymakers Trained in Climate-Resilient Coastal Development

Outcome 3 – Output 3.2: Land Use Policies Promote Sustainability of Protective Systems in Coastal Areas

The primary emphasis has been on implementing the outputs as per the TPP/ProDoc, particularly under Outcome 1. The reporting on outcomes progress has been weak in part due to the lack of clear understanding on the measurable outcomes. **Appendix 4** presents the current indicators, baselines and targets of the outcomes and suggests, for discussion purposes, some potential alternatives to improve outcome focus and reporting.

2.3 Availability of Land

The perceived lack of government land for community based adaptation measures in the inundation zone between embankment and coastal forest is the major problem facing the project at mid term. Much of this zone is unproductive or used for short periods for fodder and marginal rice farming due to high salinity levels and flooding. While these conditions serve as a control or buffer zone on land use outside of the embankment, the pressures of encroachment on the coastal forest still exist.

There are barriers within government toward making further land available for community initiatives and diversifying the adaptation measures beyond standard forest plantation. The conventional approach has been to focus on government afforestation on newly accreted land or along roads and embankments rather than engage in various community-based agro-forestry activities in the inundated backshore ‘wasteland’ area of the coastal belt. The community-based methods, the allocation of reclaimed land to the landless, the introduction of new reclamation measures, and the use of multi-species succession approach (‘model plantation’) all face institutional reluctance due to lack of awareness and experience in collaborating with communities on such new technologies.

The process of selecting and acquiring demonstration sites has been ad hoc and dependent upon PMU initiative, local knowledge, Google Earth and PM tenacity. It is not readily known which land could be available from the Forest Department for community-based interventions and a process of intense negotiation and advocacy has been required to obtain land for the project innovations. A more systematic designation approach should be formally established within the Forest Department to identify the unproductive backshore inundated land and accreted foreshore land that are suitable for plantation and related community agro-forestry measures, and to designate these opportunities in an orderly manner as part of a local planning process facilitated

by the Co-management Committees. Also, once the new plantations have matured after 20 years maintenance by the Forest Department and local communities, they are then transferred to the Land Department, with uncertain consequences. These specific issues could be directly addressed in Outcome 3 policy development activities.

2.4 Stakeholder Participation and Ownership

The project has undertaken extensive baseline preparation through site level PRA exercises and adaptation management plans that engaged the communities in identifying livelihood and risk reduction opportunities. Community Development Associates ('Community Organizers') and others have noted the initial reluctance of the communities and the often political and social issues that have made the project start-up a lengthy and complicated process at the project sites.

Community ownership of the project remains a key issue for the remaining years. The development assistance approach of the project contrasts with the disaster relief culture that exists amongst many of the beneficiaries. In the field visits, it was apparent that there is some expectation that the project will provide ongoing support to maintain the agricultural and forestry outputs. During the field visits, there appeared to be a general lack of self-help motivation and genuine ownership to currently sustain many of the outputs after the project, although exceptions exist (see Recommendation 7).

Government ownership of the project also faces challenges, mostly related to the institutional constraints to adopting new technologies that involve communities, and the few benefits that enable government staff to fully participate at the project sites. These issues can be addressed within a re-focused project strategy (see Recommendation 2).

2.5 Community Vulnerability and Poverty Reduction Effects

The project design does not explicitly define the strategy to link adaptation outputs and vulnerability reduction in the target communities. Anecdotal data on agricultural/fisheries production and income are presented in Section 3 below. Systematic data collection is needed as part of the M&E Plan.

From the MTE field visits, four key factors or challenges stand out from the perspective of enhancing community resilience:

- (1) **Landless access to land** – This is the first priority for the beneficiaries: to acquire their own plot from which they can enhance food security and income. The beneficiary selection and land tenure process remain to be further developed in the project.
- (2) **Livelihoods adaptation in flood-prone areas** – The innovative agronomic methods to adapt livelihoods to seasonal flooding and high salinity levels presents new opportunities and risks in ensuring that the technologies are robust and reliable (some, such as mound plantations, are still in a piloting stage).
- (3) **Shift from marginal rainfed to integrated irrigation farming** – The rainwater harvesting and ponds provide a new set of livelihood options that also require greater beneficiary capacity at water and soil management and small scale irrigation, including

new skills in fruit and vegetable production. Regular supervision and extension support are needed.

- (4) **Community organization to facilitate dialogue, learning and sustainability** – The beneficiaries at the project sites will need to collectively address common issues (e.g. pest infestations, pond drying, etc.) and to overcome a general custom of disaster relief rather than self-sustainability initiative. The community/farmer organization aspect was not considered in the original project design.

2.6 Policy Development Challenges

The experience with Outcome 3 of the project suggests the need for more targeted focus on the policy elements that directly constrain the acceptance and uptake of the project's technologies. In particular, the project needs to develop a framework and operational advice for addressing the land availability/allocation issue and the long term (20 yr) tenure when the benefit-sharing agreements with the Forest Department lapse on transfer of the land to the Land Department.

3.0 Project Results

The following provides further comment on the project outputs and results that are summarized in **Appendix 3**.

3.1 Adaptation Measures – Outcome 1

Adaptation Management Plans have been prepared for each of the project sites. Currently, 3310 ha of mangrove have been planted, 55% of the planned target. Dyke plantation ('ditch & dyke') has been installed on 40 ha, 18% of the project target, while mound plantation has been completed on 112 ha and strip (roadside/embankment side) plantation on 400 km, 22% and 40% of the respective targets. The model demonstration plantation (93 ha) is virtually completed. With continued progress, the outcome target of 80% adoption rate for the project's adaptation measures is likely to be achieved for most of the plantation methods (with the current exception of 'ditch and dyke').

Training outputs have been substantial: over 12,000 people trained in mangrove nursery production and plantation maintenance, 1142 people trained in improved agricultural technologies (e.g., salt-tolerant crop varieties) and 220 households (HHs) involved in demonstrations, 60 HHs trained and demonstrating aquaculture and 470 HHs trained and demonstrating livestock livelihoods.

3.2 Capacity Development – Outcome 2

Government staff training has involved 153 district and 233 upazilla officials and exposure visits for 60 district officials to the project sites. Three important training modules and 8 technical training manuals have been developed, along with various communication materials. Union officials and CBOs have not yet been trained as originally planned.

The outcome target of 75% of national and district staff trained on climate change adaptation in the key ministries may not be realistic, particularly given the institutional capacity constraints on fully utilizing such training. It is not an active part of the current focus of the project.

3.3 Policy Development – Outcome 3

Co-management Committees have been established for each project site. A draft Coastal Zone Act has been prepared. The extent to which the “national policies will be revised to increase climate risk resilience of coastal communities” remains to be seen and is probably unlikely within two years unless some new impetus and support from government are provided. Policies affecting use of the land outside of the embankment are the main area of concern for the project.

The implementation of Outcome 3 needs to take guidance from the Project Document which states:

*“A feedback loop between community-based adaptation actions and policy review will ensure that national policies are updated on the basis of actual lessons learned at the community level, and ensure that policy support provided through this project will ultimately benefit vulnerable communities”.*²

3.4 Knowledge Management – Outcome 4

Two of the proposed four projects/programs (SDC and LDCF proposal) have been activated, and project information has been added to the global Adaptation Learning Mechanism. The learning and dissemination component needs a more concerted strategy to promote successful measures in other upazillas and districts within the coastal belt. An overall plan should be prepared for this outcome, drawing upon UNDP expertise in development of a *Knowledge, Attitudes, Practices* (KAP) approach to maximizing the project outreach and impact.

3.5 Project Sustainability Potential

In the disaster-prone coastal areas, the development assistance model of the project contrasts sharply with the disaster relief culture that exists amongst many of the beneficiaries. In the field visits, beneficiaries requested that the project provide ongoing support to maintain their agricultural and forestry outputs. There is a general lack of sufficient self-help motivation and genuine ownership to currently sustain many of the individual and group outputs. It is not apparent from the brief field visits that the necessary level of technical capacity, profitability and beneficiary ownership have been reached to assure sustainability. This must be a key center of focus for the CDAs in the remaining years.

3.6 Field Visit Observations

Dyke plantations - The field visits at three of the four project sites provided an opportunity to review the level of progress. Key comments are as follows:

- a) There are some dramatic examples of increased crop and fish production and new incomes from the interventions: e.g., a reported HH income of 20,000 taka from vegetable production; a projected annual income of one lakh taka from vegetables and fruits on the better-managed dykes; 25 to over 100 kg of fish from aquaculture in some individual ponds generating up to 12,000 Taka per pond (90-120 Taka/kg); etc.

² Project Document, 29 July 2008, p. 2.

- b) Relatively good progress is occurring in terms of physical targets although performance is noticeably weaker at Hataya and Anwara/Chittigong sites. The PMU should collect basic output quality data for the ditch and dyke sites which record dyke integrity/stabilization (%); dyke vegetative cover (%), agricultural production (kg/crops and fish), HH income generated, and food expenditure avoided.
 - c) The process of identifying and selecting beneficiaries is sometimes politically charged and intertwined with social conflict over land allocation. Some concerns were expressed about the application of the beneficiary criteria, especially at Anwara/Chittangong (in regard to the 16 demonstration ponds). There is a need to review the beneficiary selection process.
 - d) Five management issues were observed at the 'ditch and dyke' sites:
 - (i) the addition of manure improves the agricultural productivity in saline soils but some farmers are unaware or unmotivated to collect and apply cow dung; it is expected that salinity will rapidly decline during the next rainy season. The prescriptions for improving soil quality seem to be poorly understood (despite the obvious agronomic success at many sites);
 - (ii) protection of the external dyke is critical and the specification has been increased from 2 m to 3m high, with still some risk of over-topping from both sides of the dyke that needs to be taken into account through detailed dyke management; it is not clear if some of the dykes may be altering hydrodynamics in the backshore or deflecting flood water toward the embankment;
 - (iii) minor sloughing of the lower banks of some of the dykes is occurring and owners are asking the project to fix the 'problem'. The real issue is inadequate ground cover on the top of the dyke to control runoff. This erosion control self-help message needs to be reinforced;
 - (iv) many of the ponds are expected to go dry later in the season and pumping from nearby rivers is proposed. It is unclear how the cost of this pumping will be organized and financed before and after the project ends; and
 - (v) the potential for the use of grasses (e.g., *vetiver*) to rapidly stabilize dykes and mounds may be currently under-recognized.
2. **Mound plantations** – The success of this method for short term agricultural production depends upon the ability of rainfall to leach out salts from the mounded soil and the window of opportunity to plant crops around the base of the trees whilst avoiding flooding from the surrounding land. This method holds risks that warrant careful assessment. One of the plantations at Chittigong has reportedly failed due to salt water flooding and there are flood elevation risks at the other sites that need to be addressed. One of the observed plantations is subject to open browsing by deer and inadequate physical or social fencing.
3. **Mangrove plantations** - The available data on afforestation success are limited, although planting and growth rate appeared to be effective during the site visits. Forest plantation survey data should be consolidated by the Forest Department from verified sources, recording the number of seedlings planted, survival rates, gap filling, maintenance activities and the growth rates measured as per professional standards.

4. **Model plantations** - The research work is almost complete. The results of these models could have major implications for future land reclamation in Bangladesh. Consolidation, discussion and applications of the findings need to be a priority.
5. **Agricultural livelihoods** – A six-fold increase in rice yields on salinated lands through salt-tolerant varieties was reported by one farmer interviewed. Project data entered into the Adaptation Learning Mechanism (www.adaptationlearning.net) describes the success of *Ziziphus mauritana* (Bau kul) and *Psidium guajava* (Apple guava), 10-20 kg per tree after 2-3 years growth and an income of about \$700 per mound/yr. Average fish production per ditch (pond) was 140-150 kg/yr for an income of about \$300 per ditch per year.
6. **Tree nurseries** – The project has trained more than 12,000 people in nurseries and plantation maintenance. This could assist future livelihood opportunities.
7. **Forest guarding** – There is an expectation that beneficiaries will serve as voluntary forest guards, but this may not be occurring to the extent expected as most are pre-occupied with (rather casually) protecting their own plots/ponds from livestock and wildlife which is a key concern at some of the sites.

4.0 Project Implementation

4.1 Management Structure and Processes

The project is governed by a Project Steering Committee at the executive level and a Project Board at the operational level. A National Project Director (NPD) and four Deputy Project Directors for the implementing agencies (MoEF, MoL, MoA/DAE, and BFRI) provide overall management supervision. The PMU provides administrative and technical support through a Project Manager and four staff members.

The Project Board Meetings occurred as follows: March 8, 2010; June 3, 2010; February 23, 2011; and May 7, 2011. The first Project Steering Committee meeting occurred November 20, 2011. Many of the core issues identified by the MTE were not addressed at these meetings.

The Project Document states that a Tri-partite meeting is required at least once a year involving the project signatories – UNDP, ERD, MoEF and the GEF Operational Focal Point. This does not appear to have occurred, perhaps due to changes in UNDP requirements.

4.2 PMU Capacity and Functions

The PMU is under-resourced given the scope of responsibilities and the project locations. The suggested PMU priorities are to update the ProDoc/TPP, facilitate TPP amendment, enhance field supervision, address the land availability issue, and develop and implement a knowledge management strategy and an M&E plan. The final phase of the project will require greater capacity in the PMU to monitor and compile results and to undertake capacity development and project dissemination. A **Monitoring & Learning Coordinator** within the PMU is needed given the results expected during the remaining years of the project. This advisor should serve as a deputy PM responsible for monitoring field activities and progress, facilitating and monitoring

progress of the Co-management Committees and overseeing technical inputs for the knowledge management products. The preparation for this position could be the immediate focus of the newly appointed CCA Advisor to develop the monitoring framework and program for this Advisor.

4.3 Project Implementation Issues

- a) **Operational support.** Despite the expectation of available capacity of government staff to support the project in agriculture, forestry, fisheries and livestock activities, the reality is that basic logistical and material support are often lacking. The lack of transport and material support presents a significant constraint on the ability of project staff to encourage the relevant experts to work in remote areas, and an undue amount of effort coaxing them to participate. In order to overcome this operational constraint, the PMU needs to have additional funds available to assist travel, material and related field support that can be used on an as-needed basis for specific government staff related tasks at the field level.
- b) **Flexibility to adjust activities as needed.** The GoB TPP specifies only six crops that are to be considered as part of the project interventions. Experience has found the critical need to select from a wide range of crops depending upon site circumstances. This and other items (expanded number of upazillas for dyke plantation) and related logistics support need to be addressed in an updated TPP that is adopted with additional amendments to accommodate the SDC project.
- c) **Quality of the innovations.** The project is driven by quantitative targets authorized by the TPP. The first purpose of the project however, is to verify the quality and effectiveness of the innovative technologies that are being implemented (e.g., mound plantation). Greater quality assurance should be part of the management performance and reporting.
- d) **Addressing institutional constraints.** The project may have limited time and resources to resolve major policy issues. With regard to land availability, it may be more effective to have narrow objectives that aim to (i) standardize the technical criteria and process for identifying and designating suitable land for dyke and mound plantations, (ii) demonstrate the application on nearby upazillas with an increased role for the Co-management Committees and verification of beneficiary targeting, and (iii) set up a longer-term process to resolve the 20 year land tenure period and beyond.
- e) **Co-management Committee role.** The MTE did not have time to assess the effectiveness of the four committees involved in project site decisions and beneficiary selection. Strengthening the role of these committees to oversee community-based adaptation on government lands would appear to be a key desirable result of the project, drawing upon the previous co-management experiences from *Management of Aquatic Ecosystem through Community Husbandry* (MACH) project and *Integrated Protected Area Co-management Project* (IPAC).

- f) **Data on outputs, costs and effects.** The project has generated substantial baseline information and rating of climate change vulnerability at a household level. It now needs to compile data on the physical and socio-economic effects of the interventions relative to the baseline. The project database structure has been established but not yet populated. It could provide the platform for results assessment. The project outcome indicators and subsequent reporting should be linked to this database.

4.4 Financial Status and Management

Table 2 presents the latest expenditure data. Only 37% of the \$4.4 M LDCF/UNDP funding has been expended with 16 months remaining in the 48 month project. Outcome 1 has consumed almost 41% of the planned \$3.3 M budget for this component.

Table 2: Project Expenditures 2009-2011 (till 14 December -as per CDR)

Category	Budget	2009	2010	2011	Total	%
Outcome-1	3,304,978.00	13,265.31	502,497.64	830,720.46	1,346,483.41	40.74
Outcome-2	284,800.00		22,598.07	8,244.71	30,842.78	10.83
Outcome-3	183,097.00			6,375.39	6,375.39	3.48
Outcome-4	208,944.52	23,175.52	18,915.96	3,399.49	45,490.97	21.77
Outcome-5	418,180.48	36,616.31	85,916.35	72,548.55	195,081.21	46.65
Total	4,400,000.00	73,057.14	629,928.02	921,288.60	1,624,273.76	36.92

GEF Budget (\$3.3 M)	1,264,340.59	42.14
UNDP (TRAC) Budget (\$1.1 M)	359,933.17	32.72
Total	1,624,273.76	

Source: PMU, December 2011. Note: Jul 1-Jun 30 GEF financial year

No issues were identified during the MTE other than the under-spending. The recent Auditor's Report noted the need to account for the government's contributions in kind and these were subsequently tabulated to accord with the original \$ 1M in-kind government commitment.

The TPP indicates a total budget of \$ 5.823 M as shown on Table 3, along with the agency breakdown. The Forest Department and others appear to have added \$ 0.423 M cash contributions above the total cash/in-kind budget of \$ 5.4 M in the Project Document.

Table 3: Agency wise Allocation of Project Cost

Agency	Lakh Taka	US \$	%
Forest Department	1600.37	2,563,107	44.02
PMU	460.63	674,422	11.58

UNDP	430.7	630,600	10.82
UNDP/MOEF	408.57	598,200	10.27
MoA/DAE	93.78	137,307	2.36
MoF&L	69.94	102,408	1.76
Min of Land	40.98	60,000	1.03
B. Forest Res. Inst.	38.90	56,956	0.98
CASH		4,823,000	
Forest Dept. in kind	614.7	900,000	15.46
MOEF in-kind	68.3	100,000	1.72
TOTAL	3977.11	5,823,000	100

Data source: TPP for Community-based Adaptation to Climate Change through Coastal Afforestation in Bangladesh, Annexure I, p.69

According to the Auditors' report for 2010, the project spent 642.12 lakh Taka (approx. \$803,000) of which 213.65 lakh Taka (33%) was in-kind from the Government of Bangladesh.³ This means a calendar year 2010 cash expenditure of about \$550,000 from GEF/UNDP funding.

The project will have achieved many of its physical targets by the scheduled April 2013 end date (see Appendix 3). The current remaining budget is \$ 2.776 M excluding in-kind contributions and the SDC addition. At an estimated average disbursement rate of \$900,000/year, the GEF/UNDP funding is sufficient for three more years (2012-2014), or at least 20 months beyond the expected completion date. The project is however capable of quickly ramping up physical outputs if required and in line with the project objective.

4.5 Project Period and Priorities

The Project Document specifies a four year project period from **March 2009 to April 2013**. The *actual start-up* was October 2009 and therefore a four year completion could be considered to be November 2013.

The project period has also been reported as July 2009 – November 2012 (error?), with a budget of \$5.823 M.⁴ There may be different interpretations of the project period based on start-up date. The government approvals of the project were as follows:

- April 30, 2009, Project Document signed
- October 18, 2009, Hon. Minister of Planning approves the project
- November 12, 2009, administrative approval and notification vide memo of the Ministry of Environment and Forest.

Based on this brief MTE, the strategic gaps that may require a **20 month extension** beyond the scheduled April 2013 closure to December 2014 include the following:

- Developing the policy and institutional framework for land allocation at the project sites for community-based adaptation measures in collaboration with the project Co-management Committees and the Ministry of Land;

³ Auditor's Report, Project Financial Statement (Rectified) 31st December 2010.

⁴ Meeting Agenda of the First National Steering Committee, Nov. 20,2011.

- Refining the specifications of the project technologies based on experience to date in order to increase their resilience and robustness and reduce the risks of failure;
- Extending the project sites to provide greater opportunity to demonstrate dyke plantation with the 3F model and other community-based measures;
- Integrating the model (enhanced) mangrove plantation methods into Forest Department afforestation programs;
- Increasing the motivation and capacity of the Forest Department toward community-based approaches in cooperation with other ministries and sectors; and
- Strengthening the sustainability of livelihood diversification activities through extension support, value chain addition, marketing skills development and farmer's organizations.

4.6 Monitoring and Reporting

The project has issued quarterly and annual reports (PIR). The major report to date is the *Annual Progress Report 2010*. The current state of project monitoring is reflected in Appendix 3 – Status of Outputs. Regular progress reporting on activities and targets has been sufficient to track achievements and disbursements. However, there have been difficulties in reporting on progress toward outcome achievement due in part to a lack of clarity about the overall project strategy and the outcomes, and the differences between government (targets completion) and UNDP//GEF (results achievement) reporting. A detailed Monitoring and Evaluation Plan should be developed. The project database and database manager should be an integral part of the proposed M&E plan.

In addition to improving the results measurement and reporting in line with updated indicators, the PMU should consider internal review of the beneficiary contribution and ownership/sustainability. For example, 66 heifers were distributed to select households at a cost of \$1.5 M Taka; and beneficiaries of some ponds may not always be from poor households. Some follow-up assessment of sustainability and impact of asset distributions may be warranted to better understand the optimum role of beneficiary contributions to livelihood results.

4.7 Risk Management Update

There are three primary risks that were noted during the MTE:

- the lack of land availability and social conflict associated with land allocation outside of the embankment;
- the physical risks of storm events, heavy rainfall and abnormal tides that could exceed the dyke and mound plantation protection; and
- the limited beneficiary ownership to date in controlling livestock/wildlife intrusions and maintaining the plantations and ponds.

The proposed Addendum to the ProDoc should address these risks.

5.0 Conclusions and Recommendations

5.1 Conclusions

1. Overall, the project implementation has been *Satisfactory* especially given the project's innovativeness and remote locations. The project has demonstrated good progress and commitment toward meeting many of the ambitious targets, focused primarily on Outcome

1. Some of the planned outputs may not be achievable and others may need to be more sharply focused on the adaptation measures and the beneficiaries. The project strategy needs to be refined with an emphasis on (a) clearly establishing the effectiveness and sustainability of the specific project technologies (including the land allocation framework) in reducing climate change vulnerability, (b) maximizing the sustainable livelihood effects (income, food security, etc.) that can be generated through these particular technologies, and (c) documenting the experiences and addressing the recognized policy and institutional barriers and or constraints to disseminating and scaling up the project results.
2. The project needs a clear vision of end-results and linkages between the project components. Activity completion and target achievement are the principal measures of performance and reporting under the TPP rather than the GEF outcomes. The expected results, in refinement of the current results framework, can be summarized as the extent to which the technologies have been proven and accepted, capacity to sustain them has been developed, and the necessary support for dissemination has been developed. This has implications for improving the monitoring and evaluation framework and the knowledge management strategy.
3. The dominant issue affecting the project is land availability which is also tied to the general reluctance of the agencies to engage in land allocation for landless people and to support community based interventions. Project initiative and momentum still lie with the PMU rather than the Forest Department who are primarily interested in expanding conventional mangrove plantation. The project innovations take time and effort, and require inter-sectoral cooperation and institutional change which continue to impose challenges for the project.
4. The project has introduced a new awareness of the possibilities of productive use of the saline, seasonally flooded inundation zone between coastal forest and embankment. This has opened the door to land use and tenure issues that present both opportunities and risks. The lack of available land has constrained the dyke plantation/3F model to less than one-fifth of its original target. This issue will require policy development in the remaining period.
5. The project adaptation measures have demonstrated some significant success. Nevertheless, the difficulty of accurately estimating flood elevation levels and tidal range creates a trial and error approach which needs to be reduced to improve reliability and sustainability. The project needs to confirm the recommended 'ditch and dyke' specifications on dyke height and stabilization, overflow drain, pond scaffolding/cover structures, etc. The mound plantations appear to be still experimental for short-term agriculture. The model (enhanced) plantation trials have yet to be tested within Forest Department mangrove plantation operations. The project technologies therefore require greater attention to quality assurance and sustainability during the remaining years.
6. The project financial disbursement is relatively low at 37 % of the total GEF/UNDP grant, with 70% of the four-year project period completed. Many of the planned outputs are ahead of schedule, and some others are generally treated as secondary. The project has been very efficient at generating outputs over a short period although sustainability is now a prime

concern as is the focus on outcome results. The potential is good for this project to serve as a technical model for adaptation in coastal areas provided the land issue can be addressed and the demonstrated technologies are fully validated.

7. The PMU has been very effective despite their late appointment and the dual government and UNDP/GEF management systems. They are essentially under-resourced given the scope of responsibilities, the project locations and concern about sustainability. The project monitoring and reporting needs to be enhanced, as do the field supervision activities of the Community Development Associates ('Community Organizers') and the strategy for knowledge management.
8. The project management structure has been slow to address some of the strategic issues outside of the delivery of the prescribed TPP outputs (e.g., focal point nomination, land availability), as well as organizational issues such as the division of responsibilities between UNDP and the PMU. The Forest Department would like to substitute the remaining unachieved dyke plantation target with conventional mangrove plantation and this is likely to occur unless strategic decisions are otherwise made by project management to actively promote a stronger interest in the search for available land for the community-based livelihood models.

5.2 Performance Rating

Rating component	Strengths and weaknesses
Project Design <i>Satisfactory</i>	The project concept of expanding the coastal adaptation measures and supportive livelihoods remains highly relevant and achievable, although the overall scope of the project may be too ambitious and the land availability issue was not fully anticipated.
Project Results <i>Satisfactory</i>	The project has demonstrated the potential for significant effects on reducing vulnerability and diversifying livelihoods, although it is still early. The project technologies require refinement and validation before dissemination and the land acquisition and beneficiary selection processes need some further development but prospects are generally good if the remaining activities are well-focused.
Project management <i>Marginally satisfactory</i>	The PMU has been very effective in delivering most of the outputs and in managing the dual GoB TPP and UNDP/GEF management systems within a restrictive budget. However, the project management structure has not sufficiently reported on outcome achievement and not intervened to address the key land availability issue and other delays and constraints to project delivery at the field level. Adaptive management has, so far, been limited at best.
Project Sustainability <i>Satisfactory</i>	Sustainability will depend upon the efficacy and robustness of the technologies (under climate event uncertainties) and the ability of the beneficiaries to adopt a self-sufficiency approach and

	commitment to sustain results after the project. The impressive income and food production benefits will help to drive sustainability.
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5.3 Priorities for SDC Additional Funding

The supplementary SDC funding of \$2M could aim to fill some specific gaps:

- (a) Increase the field presence of CDAs and supervision/extension support by government experts in order to improve the quality and sustainability of project outputs;
- (b) Increase the diversity of livelihood development opportunities, drawing upon the project site management plans as needed;
- (c) Refine the crop diversification protocols for the different project sites and beneficiary preferences;
- (d) Expand the beneficiary reach at the project sites with livelihood opportunities for the larger community including especially climate-displaced people not yet involved in the project;
- (e) Establish farmer organizations including saving programs to support the sustainability of the project activities and livelihood development results;
- (f) Develop a participatory process for Non-timber Forest Products benefit sharing and co-management of the coastal forest at the project sites;
- (g) Develop the value chain opportunities and enhance marketing skills and channels with the local farmers.

The additional funding could also conditionally support the proposed *Coastal Adaptation Learning Center* at the field level. However, this should be carefully designed with the users and sustainability in mind, and perhaps be located within BFRI facilities and organization with a long term operational cost recovery plan.

5.4 Recommendations

1. Recruitment of a Monitoring and Learning Coordinator

The Project Document proposes appointment of an M&E expert and a Knowledge Management expert. UNDP should recruit a senior *Monitoring and Learning Coordinator* who will be responsible for implementation of a monitoring and evaluation plan, overseeing field activities and reporting processes, and developing a knowledge management strategy to guide Outcome 4 of the project. The Climate Change Advisor should be tasked with providing input for the M&E plan in anticipation of the Monitoring and Learning Coordinator to be appointed by May 1, 2012.

2. Addendum to the Project Document

The Project Document needs to be reviewed in light of the Mid Term Evaluation report and the potential for achieving the remaining gaps in the project. An addendum should (i) clarify the project outcomes and their implementation strategies and indicators of achievement (see Appendix 4), (ii) identify the outputs that are necessary and sufficient to achieve these outcomes, (iii) integrate the SDC project into the current project, (iv) provide an M&E plan and

(v) present a revised budget for approval by the Project Steering Committee. The revisions to project strategy and planned outputs need to provide narrower focus on (a) documenting the cost-effectiveness, impact and sustainability of the technologies at the project sites, (b) institutionalizing the tested and reliable project technologies within government agencies through various targeted capacity building, and (c) design and execution of a knowledge management strategy for promotion and dissemination of the technologies. The Addendum should be produced by March 1, 2012.

3. Revised Project Period and Budget

The project period should be extended to December 2014, and the budget revised (consistent GEF/UNDP and TPP budgets) to address the priority gaps identified in the MTE, namely:

- Developing the policy and institutional framework for land allocation at the project sites for community-based adaptation measures in collaboration with the project Co-management Committees and the Ministry of Land;
- Refining the specifications of the project technologies based on experience to date in order to increase their resilience and robustness and reduce the risks of failure;
- Extending the project sites to provide greater opportunity to demonstrate dyke plantation with the 3F model and other community-based measures;
- Integrating the model (enhanced) mangrove plantation methods into Forest Department afforestation programs;
- Increasing the motivation and capacity of the Forest Department toward community-based approaches in cooperation with other ministries and sectors; and
- Strengthening the sustainability of livelihood diversification activities through extension support, value chain addition, marketing skills development and farmer's organizations.

4. Project Management Arrangement for 2012-2014

UNDP and the PMU should prepare a joint workplan covering the remaining period of the project that clearly defines roles and responsibilities, and the specific activities and timelines for the outputs that are to be produced as per the addendum to the Project Document. UNDP should take a more active role in implementation of the project, particularly for those aspects that have implications for learning and developing regional knowledge for community-based climate change adaptation, including possible linkages to the Bangladesh Comprehensive Disaster Management Program. The UNDP-PMU workplan should be produced by March 1, 2012.

5. Amendment of the Government TPP

The TPP requires various revisions to allow for project activities in upazillas adjacent to the project sites as needed depending upon land availability, to provide for additional crops (community driven and action research) beyond the six currently allowed, to provide for logistical and other operational support for field implementation by government staff, and to incorporate changes in activities and targets related to the Addendum of the Project Document. Senior officials from UNDP and the Chief Conservator of Forests should be requested to facilitate timely updating and approval of the TPP in conjunction with the Project Document Addendum.

6. Land Availability and Beneficiary Selection Review for Community-based Adaptation

One of the major contributions of the project will be to develop the framework and precedence for identification and allocation of land for community-based interventions in the inundation zone between the coastal forest and the embankment. The project (under Output 3.1) should undertake a substantive review of this process in collaboration with senior government officials including the extent to which beneficiary targeting has occurred to date. It should focus on:

- (a) developing the criteria and process for identification and acquisition of government land;
- (b) a transparent process of ensuring targeted beneficiaries through the Co-management Committees;
- (c) the manner in which the beneficiary agreements are monitored and enforced; and
- (d) the issues related to plantation tenure after 20 years maturity and governance by the Department of Forest.

7. Community Organizers Supervision and Reporting on Field Activities

A more rigorous system of work planning and reporting should be adopted for the Community Development Associates, which may include:

- a) tracking of implementation progress and results under the M&E plan;
- b) compiling data on project site impacts on household incomes, food security and poverty reduction (with guidance of the project technical advisors);
- c) facilitating preparation and implementation of simple *plantation site plans* for the stabilization of dykes and for the mound plantations (with support from BFRI);
- d) compilation of forest plantation survey data from forest officers on the status of project-funded plantations;
- e) organizing site level farmers' organizations that assist sustainability and collaboration between farmers and that encourage motivation and self-help.

8. Operational Support for Involvement of Government Experts

There needs to be enhanced support to encourage and facilitate government involvement and extension advice in guiding field activities. The PMU requires additional discretionary funds to assist travel, material and related field support that can be used on an as-needed basis for specific government staff-related tasks at the field level. An allocation of \$20,000 per year should be committed for these miscellaneous support costs to be paid directly by the PMU.

9. Outputs from the Project Advisors

The technical consultants engaged by the project should provide direct support for (a) monitoring and assessing the cost-effectiveness and impacts of the various project technologies across the four sites; (b) refining the recommended models for the community-based adaptation including aspects of the project site management plans that are relevant to the project implementation, and advice related to land allocation for community-based approaches, and (c) assisting in formulation of the knowledge management strategy under Outcome 4 of the project. A benefit-cost analysis of the model plantation approach would be very useful product to

convince Forest Department staff of the merits of enhanced management. So would a protocol for financing and managing the impacts of pond pumping during the dry season.

The Livelihoods support could consider leveraging the effects of the extensive tree nursery production and plantation training that has been completed (12,000 trainees).⁵ The Climate Change Adaptation support could consider the methodology and process for policy change for mainstreaming the community-based approach through the Co-management Committees.

6.0 Lessons Learned and Future Opportunities

(a) Long process for community engagement and building commitment. The project CDAs have faced operational challenges related to local politics and trust-building with the communities.⁶ Community mobilization takes time and ongoing dialogue and presence in the field by project staff and community organizers, especially for remote locations. This can require up to one year of inception and preparatory activities.

(b) Inter-ministerial cooperation and funding arrangements. Community-based approaches require cooperation between government ministries which is linked to the allocation of project budgets for each implementing agency.⁷ Joint implementation and co-management require greater effort for multi-sector climate change projects than for single sector projects.

(c) Land allocation for landless people. As noted in the report above, the difficulties in acquiring land for community-based measures and for altering land policy in coastal areas are significant, and require leadership and long term consultation which is beyond the scope of the project. A strong coordination mechanism and collaboration between MoL and MoEF are necessary pre-requisites for advancing any land use policy change.

(d) Motivation and capacity of line agencies to support project implementation. The project design assumes that the government in-kind contribution will provide the necessary overhead and technical support to serve project activities. In reality, there are major constraints in transport, materials, infrastructure and per diems that limit government staff participation. This was often pointed out during the mission. Innovation in project delivery through the government systems should be directly considered in future project designs.

(e) Orientation and capacity for results-based management and learning. The project has two different management systems (and financial years) – one under the TPP based on specific outputs targets and permitted activities, and the other under the ProDoc based on four general outcomes. The TPP is very precise, difficult to amend and the principal guide for the project implementation. The ProDoc is more flexible but hard to interpret beyond output achievement.

⁵ This could consider the potential for a strategic relationship with Katalyst (Partners for Business Innovation) which is supported by SDC in Bangladesh; www.katalyst.com.bd

⁶ See Annual Progress Report 2010, Lessons Learned, p. 19.

⁷ E.g.: “An unwillingness to participate in the operation of the project activities was observed at the beginning of project inception which promoted late nomination of Focal Points from the Ministry of Agriculture as well as the Ministry of Fisheries and Livestock. The main reason is associated with the minimum allocation of project fund from these implementing agencies.” Annual Progress Report 2010.

Necessary adjustment and continual improvement within these two management systems during project implementation require an active management approach and an emphasis on end results over activities.

Despite a proposed time extension to the project and the generally positive prospects of the technologies, it is unlikely the project will lead to a systemic impact on reducing national-scale coastal vulnerability to climate change. The best result may be the refinement and demonstration of innovative technical models at the project sites and, hopefully, a process for identifying and allocating land for these demonstrated technologies. A few cursory impressions are offered on some of the possible gaps in strengthening coastal climate change adaptation:

Scaling-up strategy for afforestation and livelihoods:

The current project has introduced new and important technologies for community based adaptation but it will require a much more comprehensive effort if these are to have widespread adoption throughout the coastal belt. This is why the M&E information and the knowledge management strategy are important elements during the final years – to provide compelling evidence of these new methods. Careful attention should be given the scaling-up strategy either in this project or the proposed one. One year of intensive discussions may be needed on how to integrate the appropriate technologies within development programs at the community level and the institutional mechanisms to support these community based adaptation measures.

Two highlights of the experience to date stand out for scaling-up. First, the model plantation method (multi species planted in succession) appears to have major storm resistance benefits along with livelihood diversification and possibly biodiversity conservation advantages. This could, if proven cost-effective, have a large-scale effect on land reclamation and afforestation programs in coastal Bangladesh. It involves a shift from standardized one and two species plantations to a much more complex, managed forest that might also offer a larger set of benefits to be shared. Further analysis of this potential should be encouraged.

Secondly, most of the project success to date has been driven by rainwater harvesting through ‘ditch and dyke’ methods. There appear to be many other opportunities to expand rainwater harvesting systems and to capture and maintain freshwater for irrigation and aquaculture throughout the year. The project sites visited have the good fortune of high levels of clay in the soil and thus the capability of low cost pond construction. This strategic advantage could be further leveraged. The project needs to further refine the ditch and dyke technical and management systems for integrated agroforestry and aquaculture including the use of scaffolding methods, and to further develop the mound plantation methods.

Land policy and governance in the coastal floodplain:

The current project focuses on demonstration of afforestation and agroforestry technologies; it may have limited substantive effect on policy and governance factors that affect widespread uptake of these technologies. The project does not yet know how to address the land policy issue that constrains its own project targets at four sites let alone formulate a national strategy for adaptation through afforestation. The MoL has hardly been involved in the project and the main project agency, MoEF, appear reluctant to engage in an active search for available land.

These are real constraints that point to the absence of policy and institutional capacity. Training alone is not sufficient for capacity building in support of community based approaches. Should a Coastal Forest Co-management Unit be established in MoEF to assist capacity development? How can the role of the Co-management Committees be strengthened as an integral part of the governance arrangements for community based climate change adaptation? How can the government extension services better support community initiatives?

The sectoral/ministerial divisions and the land governance issues present a much bigger challenge than the current project can manage. It can be argued that decentralization of government services, involvement of union and upazilla authorities, CBOs and Co-management Committees need to be part of an institutional reform process aimed at a more integrated approach to delivering community based adaptation programs through the government systems as a whole rather than only as an MoEF donor-supported program. The CDMP, MACH and IPAC projects seem to be a starting point for discussion of this local empowerment, governance challenge. In addition, the incentives for improving civil service performance and results-based management within the government extension programs need to be considered.

Water management and coastal protection:

The current project operates outside of the coastal embankment but the climate change vulnerabilities extend inland and include all aspects of water management. The Bangladesh Water Board (BWB) is the main agency responsible for the embankment structures. Water logging of agricultural land is an issue in the Barguna Sardar area due apparently to a dysfunctional control gate in the embankment. This may be to the disadvantage of the inland residents and farmers and an advantage to the project sites outside the embankment but it highlights the integrated character of the risks throughout the floodplain. The project's strip plantation has been serving to strengthen the embankment (BWB hold a 20% benefit sharing interest as 'landowner') but on casual observation it seems that a more customized, area-based, multi-agency risk management approach might offer more effective overall vulnerability reduction. There appear to be some weaknesses in structural and non-structural floodplain risk management that could be usefully considered. E.g., How effective is the embankment and adjacent flood protection? Could there be a co-management regime for the embankment and other coastal protection that more broadly addresses water management, building upon the example of forest management benefit-sharing arrangements to date? Are there opportunities within the projects' site management plans that could serve as practical entry points for BWB initiatives in collaboration with the Forest Department?

Appendix 1: Key Evaluations Questions and Interview Guide

Key Evaluation Questions

<i>Evaluation components</i>	<i>Evaluation Criteria</i>
Project Design	<i>Is the project concept and strategy relevant, effective and appropriate for the objective of strengthening community resilience to climate change given the project implementation to date?</i>
	<ul style="list-style-type: none"> ▪ Is the project implementation conforming to the original project concept and the approved project document? ▪ Are the project design characteristics and assumptions still valid and relevant with regard to strengthening resilience to climate change? Does anything in the design need to be changed? ▪ Do project staff and stakeholders understand the project concept and links between the activities and climate change adaptation? ▪ Are there any critical risks that have not been identified that could constrain project achievements? ▪ To what extent do the beneficiaries take ownership of the project activities and results? ▪ Are there any aspects of the project design that limit or constrain implementation? ▪ Are the project resources (budget, technical and administrative support) sufficient to achieve the expected outputs and targets of the project? ▪ Are the co-financing commitments realistic and are they being met?
Project Implementation	<i>Is the project being implemented in an effective and efficient manner consistent with the project design?</i>
	<ul style="list-style-type: none"> ▪ Are the project activities being completed in a timely manner as per annual workplans (delays and actions taken)? ▪ Are the working relationships and coordination between project partners effective? Do they understand their roles and responsibilities in the project? ▪ Are workplans and quarterly/annual reports being submitted as required by GEF and UNDP (participatory, quality and timeliness)? ▪ Is the project management structure effective and efficient in meeting their roles and responsibilities for project direction and accountability? ▪ Is adaptive management being applied - observable management responses to issues and needs as they arise? ▪ Is the UNDP risk management system being implemented as expected? ▪ Are the costs of activities and management reasonable in relation to outputs generated? ▪ Does anything in the project delivery operational processes need to be changed to improve effectiveness or efficiency? ▪ Are the project monitoring and quality assurance processes

	established and effective? Are the project indicators being utilized in monitoring reports?
Project Results	<i>Is the project achieving its planned outputs, outcomes and objectives and how satisfactory is the progress to date?</i>
	<ul style="list-style-type: none"> ▪ What progress is being made toward achievement of the project objective of reducing the vulnerability of coastal communities (increase in adaptive capacity)? ▪ What progress is being made in achieving the project outcomes in relation to the indicators? ▪ What progress is being made in achieving the planned outputs in relation to targets? ▪ What are the perceptions of project participants regarding output quality and the project achievements to date? ▪ What effects on development and the poor (targeted beneficiaries) are observable in addition to enhanced resilience to climate change? ▪ What effects on gender equality and social equity can be observed? ▪ What effects on environmental quality and biodiversity conservation can be observed at the project sites? ▪ To what extent are the project results sustainable in terms of financial incentives (increased income/assets), institutional change and demand-driven land and natural resources management practices that will sustain or extend these results? What is the potential for these results to be maintained after the project?

Interview Guide

Project Staff and Implementing Partners

1. Are there any specific difficulties or issues (including capacity limitations) that you are facing in implementing the project? How can they be addressed?
2. Are there any aspects of the project design that are unclear or unrealistic in terms of implementation?
3. How satisfied are you with the project implementation progress to date?
4. Do you have any comments on the project management structure or procedures?
5. What is the likelihood that the project outputs will be sustained after the project? Why?
6. Are there cases where the dykes/ditch-pond system has failed (e.g., erosion/ sloughing of dykes, overtopping from tidal surge, pond seepage/evaporation)?
7. Are there any data on the extent of land accretion due to mangrove plantation? Does the width or density of the plantation affect the extent of sediment trapping? Are the current design standards adequate?
8. Are the targeted beneficiaries being selected as per criteria? What proportion are women?

9. How useful has the training been for you? Have you applied any new skills that were acquired in your regular job?
10. What is the status of new plantations in terms of community support and protection?
11. To what extent do the dyking/mounding and ditching systems reduce the effects of storm events and related flooding?
12. Can any biodiversity or fisheries production effects be observed from the afforestation?
13. If the project interventions were to be replicated or scaled up, what changes, if any, would you suggest?

Project Beneficiaries

1. What are the various benefits from the project for your household? What incomes have been generated for your household compared to before the project? How has food security changed?
2. Have the community organizers been effective and fair in implementing the project?
3. Are the project co-management committees a useful approach to local decision making? Would you suggest any changes to improve their effectiveness?
4. How often do you get support from government technical staff in relation to this project? Are they helpful? Do you have enough technical knowledge to implement the project methods?
5. Is the government benefit-sharing arrangement acceptable and effective?
6. To what extent does the community protect new plantations? How? Why? Can you give examples?
7. Do you think the afforestation and ditching/mounding has reduced the effects of storms and tidal surge?
8. What is the main thing that you have learned from the project?
9. Overall, have the project activities benefited your community? Have there been any negative effects?
10. Have you implemented on your own without project support, any agricultural methods that were demonstrated in the project? Will you continue with these methods? Why?

Appendix 2: Itinerary and List of Contacts

Date	Activities	Time	Contacts
Dec. 12, 2011 (Monday)	UNDP and PMU meetings and discussion of project issues	2.00 PM	Mr. Aminul Islam , UNDP Deputy Director Dr. Paramesh Nandy , Project Manger M.M. Haque , Database Assistant, PMU
Dec. 13, 2011 (Tuesday)	Meeting with Cluster ; Meeting with the <u>Secretary, Ministry of Environment and Forest (MoEF)</u> and National Project Director(NPD), CBACC-CF Project and Meeting with PMU, <u>Focal Point from the Dept. of Livestock Services, DPD of DAE and DPD, Ministry of Fisheries and Livestock (MoFL)</u> , particularly responsible for the Dept. of Fisheries		Mr. Mesbahul Alam , Secretary, MoEF and NPD; Mr. Munshi Md. Hedayetullah , Deputy Project Director of Dept. of Agr. Extension (DAE); Dr. Golam Rabbani , Focal Point from MoFL, responsible for the Dept. of Livestock Services. Mr. Abdur Rashid Dhali , DPD/MoFL; responsible for the Dept. of Fisheries;
Dec. 14, 2011 (Wednesday)	Depart Dhaka for Barisal Meeting with <u>Deputy Project Director, Forest Department, (FD)</u> ; and Meeting with <u>Deputy Project Director, Bangladesh Forest Research Institute, (BFRI)</u> and depart Barisal for Barguna and stay overnight at Barguna Circuit House	8:00 AM 14:00 PM 15:00 PM 16: PM	Mr. Sk Ahiul Islam , DPD, BFRI Mr. M. Kuddus Miah , Senior Field Investigator, BFRI
Dec. 15, 2011 (Thursday)	Visit Barguna Sadar-Naltona (Field Activities) Depart Naltona for Barguna Depart Barguna for Dhaka	8:00 AM 12:30 PM 13:00 PM PM	Mr. Gobinda Roy , Divisional Forest Officer, Patuakhali Coastal Forest Division
Dec. 16, 2011 (Friday)	Report Preparation		
Dec. 17, 2011 (Saturday)	Depart Dhaka for Noakhali Meeting with <u>DFO Noakhali</u> Depart Noakhali for Hatiya and stay overnight at Hatiya	8:00 AM 15:30 PM	Mr. Shah-E- Alam , Divisional Forest Officer, Noakhali Coastal Forest Division MD Ehsanul Haque , and Md Ehmanual Hoom , Community Dev Associates
Dec. 18, 2011 (Sunday)	Visit Hatiya Sadar-Burirchar (Field Activities) Depart Hatiya for Noakhali and Depart Noakhali for Dhaka Arrive Dhaka and overnight stay	8:00 AM 01:30 PM 15:30 PM 12: 30 PM	MD Ehsanul Haque , Community Dev Associate Mohammad Elias Habib , Community Dev Associate, Noakhali Arabinda Biswas , Upazila Agricultural Officer – Hatia Dist., Noakhali

Dec. 19, 2011 (Monday)	Report Preparation		
Dec. 20, 2011 (Tuesday) Intl. consultant	Meeting with PMU; and Meeting with Bangladesh Centre for Advanced Studies (BCAS); Participatory Management Initiative for Development (PMID) and Center for Natural Resources Studies (CNRS)	9:30 AM 10:00 AM 11:30 AM	Mr. Paramesh Nandy , Project Manager; Representatives: BCAS: Moinul I. Sharif , Senior Fellow, Md. Abu Syed , Research Fellow Khandaker Mainuddin PMID: Rafiqul Islam Khan , Managing Partner, CNRS: Mr. Anisul Islam , Director Mr. Dewan Zafrul Hassan , DPD, FD, Conservator of Forests Mr. Istiak Uddin Ahmed Chief Conservator of Forests Bangladesh
	Meeting with DPD, FD Meeting with the Chief Conservator of Forest (CCF)	4:30 PM	
Dec 20, 2011 National consultant	Visit Chittagong -Anwara (Field Activities) Depart Chittagong for Dhaka	8:00 AM 2:00 PM 5:00 PM	Md. Muzammel Hoque , Community Development Associate Md. Nahid Hassan Raju Community Development Associate Mr. Mozaffar Ahmed Chowdhry . Range Officer Chittagong Prpkash Chowdhry & Subas Kanti Sub Assistant Agriculture Officer, Anwara Upazilla 50 Community peoples including Mr. Shahabuddin Successful Owner of <i>BAU Kul</i> Farmer at Raypur, Anwara
Dec. 21, 2011 (Wednesday)	Debriefing Presentation of Preliminary Findings of MTE Team at CCED Cluster	11:30 AM	Mr. Robert Juhkam , Deputy Country Director, UNDP-BD, and Mr. Aminul Islam , Assistant Country Director, UNDP- BD
	Meeting with Climate Change Adaptation Advisor	2.00 pm	M. Mokhlesur Rahman , Executive Director, Center for Natural Resource Studies

Dec. 22, 2011 (Thursday)	Meeting with Climate Resilient Livelihood Expert	9:00 AM	Mr. Mizanur Rahman, Centre for Environment & Climate Change Studies Society
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Community Based Adaptation to Climate Change through Coastal Afforestation in Bangladesh

Appendix 3: Status of Project Outputs, December 2011

Outcome/Output	Target	Achievement and 2012 Planned Outputs			Est. Final Outputs
		Year 1 (Up to Dec. 2010)	Year 2 <u>Current status</u> (Jan – Dec. 2011)	Year 3 <u>Proposed</u> (Jan – Dec. 2012)	
Outcome 1 – Enhanced Resilience of Vulnerable Coastal Communities and Protective Systems to Climate Risks	<ul style="list-style-type: none"> By end of the project, over 80% of the adaptation measures employed by the project demonstrate their effectiveness and sustainability in reducing climate vulnerability in coastal communities 				Output target completion ranges from 18%, 64% and 100%
Output 1.1 – Community-Based Adaptation Initiatives Defined for 4 Upazilas	<ul style="list-style-type: none"> By the end of Year 1, 1 CBA plan on coastal Afforestation developed for each target upazila (4 total) 		4 CBA Mgt Plans developed on Coastal Afforestation for 4 sites		Management plans completed
	<ul style="list-style-type: none"> By the end of Year 1, 1 CBA plan on livelihood diversification developed for each target upazila (4 total) 		4 CBA Mgt Plans developed on livelihood diversifications for 4 sites		
	<ul style="list-style-type: none"> By the end of Year 1, 1 CBA plan on extreme climate warning communications developed for each target upazila (4 total) 		4 CBA Mgt Plans developed on extreme climate warning communications for 4 sites.		
Output 1.2 – Climate-Resilient and Community-Based Coastal Afforestation Measures Implemented	<ul style="list-style-type: none"> By the end of the project, 6000 ha of mangrove species by Forest Dept. 		3310 ha coastal Afforestation of mangrove species has been completed <u>Afforestation Sites:</u> Hatiya-2390 ha; Char Fassion: 600 ha; Barguna Sadar: 320 ha.	12.8 million Seedlings have been raised to cover 2690 ha coastal Afforestation with mangrove species.	3310+2690 = 6000 ha. (100%)
	<ul style="list-style-type: none"> 223.65 ha Dyke plantation with non-mangrove species (Dykes and Mounds) by Forest Dept. 		N/Mngrove Plantation with Dyke (FFF Model) – 40 ha <u>Dyke Plantation Sites:</u> Hatiya-20 ha;	Potential additional sites to be discussed	N/Mngrove Plantation with Dyke (FFF Model)

Outcome/Output	Target	Achievement and 2012 Planned Outputs			Est. Final Outputs
		Year 1 (Up to Dec. 2010)	Year 2 <u>Current status</u> (Jan – Dec. 2011)	Year 3 <u>Proposed</u> (Jan – Dec. 2012)	
			Char Fassion: 10 ha; Barguna Sadar: 10 ha.		– 40 ha (18%)
	• 500 ha Mound plantation with non-mangrove species by Forest Dept.		Non-Mangrove Plantation with Mound 112 ha. <u>Mound Plantation Sites:</u> Hatiya-50 ha; Char Fassion: 62 ha; Barguna Sadar: 10 ha.	Mound Plantation Target- 210 ha. <u>Proposed Sites:</u> Hatiya-100 ha; Char Fassion: 110 ha;	Non-Mangrove Plantation with Mounds (112+210) = 322 ha (64%)
	• 1000 km of coastal strip plantation by Forest Dept.	Road Site Plantation-87 km. <u>Plantation Sites:</u> Hatiya-87 km; Char Fassion: 5 km; Barguna Sadar: 30 km; Anwara: 52 km.	Road Site Plantation-313 km. <u>Plantation Sites:</u> Hatiya-90 km; Char Fassion: 5 km; Barguna Sadar: 118 km; Anwara: 100 km.	Road Site Plantation Target- 215 km. <u>Proposed Sites:</u> Barguna Sadar: 150 km; Anwara: 65 km.	Strip Plantation (87+313+215) = 615 km. (62% est. completion)
	• 100 ha of model demonstration species planted by BFRI	Model Demo 55 ha planted with 10 mangrove species. <u>Plantation Sites:</u> Hatiya-20 ha; Char Fassion: 35 ha	Model Demo 38 ha planted with 10 mangrove species. <u>Plantation Sites:</u> Hatiya-20 ha; Char Fassion: 18 ha;	Model Demo (7 ha.) <u>Proposed Sites:</u> Hatiya-4 ha; Char Fassion: 3 ha;	Model Demo 100 ha. (100%)
	• By the end of the project, 12,200 people trained on mangrove nursery establishment and community-based forest management by Forest Dept.	5640 people trained on mangrove nursery establishment and community-based forest management <u>Training Sites:</u> Haitya: 2010 nos. Char Fassion: 2010 nos. Barguna Sadar: 1020 nos. Anwara: 600 nos.	6360 people trained on mangrove nursery establishment and community-based forest management <u>Training Sites:</u> Haitya: 2220 nos. Char Fassion: 2270 nos. Barguna Sadar: 1470 nos. Anwara: 600 nos.	-	Total 12,000 coastal people trained (100%)

Outcome/Output	Target	Achievement and 2012 Planned Outputs			Est. Final Outputs
		Year 1 (Up to Dec. 2010)	Year 2 <u>Current status</u> (Jan – Dec. 2011)	Year 3 <u>Proposed</u> (Jan – Dec. 2012)	
Output 1.3 – Climate-Resilient Livelihood Options Enabled and Promoted	<ul style="list-style-type: none"> By Year 2, at least 60% of villages in the target upazilas promote alternative livelihood options and create conducive structures that enable at least 1,600 households to actively adopt them. 			<i>To be determined in a Project Document Addendum</i>	Likely achievable
	<ul style="list-style-type: none"> By the end of the project, 400 households in each of the target upazilas have actively expanded their livelihood options through the project (1,600 total) 	580 Coastal people trained in improved Agricultural Technologies and 250 HH involved in the promotion of improved Agricultural Demonstrations	562 Coastal people trained in improved Agricultural Technologies and 250 HH involved in the promotion of improved Agricultural Demo.	Maintenance	1642 HH actively involved in training and promotion of agriculture based adaptation measures (100%)
			Fisheries- 120 households (60 trained and 60 in the promotion of improved aquaculture)	Maintenance	Training & Demonstration conducted with 120 HH (100%)
			Livestock = 940 HH (470 HH trained and 470 HH involved in demonstration)	Maintenance	Training & Demonstration conducted with 940 HH (100%)
Output 1.4 – Warning Communications for Extreme Climate Events Improved	<ul style="list-style-type: none"> By Year 3, assessments of local early warning needs, as required for sustainability of climate-resilient alternative livelihood options, conducted in communities in target upazilas (4 assessments in total) 				Not Completed

Outcome/Output	Target	Achievement and 2012 Planned Outputs			Est. Final Outputs
		Year 1 (Up to Dec. 2010)	Year 2 <u>Current status</u> (Jan – Dec. 2011)	Year 3 <u>Proposed</u> (Jan – Dec. 2012)	
Outcome 2 – Climate Risk Reduction Measures Incorporated into Coastal Area Management Frameworks	<ul style="list-style-type: none"> By the end of the project, at least 75% of MoL and MoEF civil servants at the national level and in targeted districts are able to identify climate risks and prioritize, plan, and implement measures for adaptation in coastal areas 				Out of 196 civil servants at the national level in 4 targeted districts, 151 or 77% (including 100% of MoEF) have been trained and able to implement adaptation measures in coastal areas.
	<ul style="list-style-type: none"> Training Modules Developed (total 8 nos.) 		<p>The following training modules developed and published:</p> <ol style="list-style-type: none"> 1) Modern Aquaculture Training Manual, Module 1; 2) Modern Aquaculture Training Manual, Module 2; 3) Cow Rearing and Nutrition Management Technology, Hen Rearing and Nutrition Management Technology 4) Training Module on Soybean Production Technology 5) Training Module on Rice Production Technology 6) Training Module on Jujubee Production Technology 7) Training Module on Maizee & Chili Production Technology 		Training modules 100% completed

Outcome/Output	Target	Achievement and 2012 Planned Outputs			Est. Final Outputs
		Year 1 (Up to Dec. 2010)	Year 2 <u>Current status</u> (Jan – Dec. 2011)	Year 3 <u>Proposed</u> (Jan – Dec. 2012)	
			8) Training Module on Guava Production Technology		
Output 2.1 – National Planners and Policymakers Trained in Climate-Resilient Coastal Development	<ul style="list-style-type: none"> By the end of Year 1, 5 briefing notes, 5 fact sheets, and 1 cross-sectoral guideline for climate-resilient coastal planning developed and disseminated 		1 Briefing note; 1 Fact sheet, 2 brochures on “Communities adapt” and another on “A Land use model-Forest Fish Fruit” Published.	<i>To be determined in a Project Document Addendum</i>	One fact sheet, briefing note and 2 brochures published.
	<ul style="list-style-type: none"> Developed Training Modules on Coastal Afforestation, Livelihood Diversifications and Early Warning Communications (Total 3) 		The following training modules developed and published: 1) Training Manual on Climate Resilient and Community Based Coastal Afforestation. 2) Training Module on Livelihood Support and Livelihood Diversification. 3) Training Module on Early Warning Communication		Materials and trainings modules completed. 100%
	<ul style="list-style-type: none"> By the end of Year 2, 2 national training seminars for relevant national ministries and organizations on climate-resilient coastal planning conducted (2 total) 			To be conducted by Nov. 2012	100% completion expected
	<ul style="list-style-type: none"> By the end of the project, at least 80% of relevant national sectoral planners are able to anticipate climate change-induced risks in their professional sector and advocate/plan for suitable corresponding adaptation measures 			<i>To be determined in a Project Document Addendum</i>	Achievable
Output 2.2 – District Officials Trained in Facilitating Community-	<ul style="list-style-type: none"> By the end of Year 3, 3 climate change seminars conducted in each target district (12 total) 		151 district officials trained (12 district level seminars conducted)	<i>To be determined in a Project Document Addendum</i>	Further seminars to be completed

Outcome/Output	Target	Achievement and 2012 Planned Outputs			Est. Final Outputs
		Year 1 (Up to Dec. 2010)	Year 2 <u>Current status</u> (Jan – Dec. 2011)	Year 3 <u>Proposed</u> (Jan – Dec. 2012)	
Based Adaptation	<ul style="list-style-type: none"> By the end of Year 3, at least 20 district officials undertake exposure visits to project villages to enhance knowledge on CBA and sustainable management of protective systems (80 total) 		Three exposure visits completed and 60 district officials undertook exposure visits from one district to another district particularly to project villages to enhance knowledge on CBA activities	Four additional exposure visits planned and to be completed by May 2012	100% of district training completion expected
	<ul style="list-style-type: none"> By end of the project, at least 90% of target district officials are able to anticipate climate change risks and facilitate CBA measures in coastal areas 			Expected	100% of district training completion expected
Output 2.3 – Upazila Officials Trained in Promoting and Facilitating Local Climate Risk Resilience	<ul style="list-style-type: none"> By the end of Year 2, 10 representatives from UzDMCs and UzDCCs in each target upazila trained and able to assess, plan, and implement CBA measures (total 40) 		233 upazila officials trained including 10 representatives from UzDMCs and UzDCCs from each target upazila (24 upazila level training programmes completed)		All upazila officials (100%) including elected members, school teachers, NGOs, Red Cross, Journalists, civil society members trained
	<ul style="list-style-type: none"> By the end of Year 3, climate resilience integrated into at least 2 sectoral upazila development plans (total 8) 			<i>To be determined in a Project Document Addendum</i>	Achievable
	<ul style="list-style-type: none"> By the end of Year 3, a local institution, such as the UzDMC, acts as the “Local Climate Resource and Support Center” for CBA in each of the target upazilas. The centers will serve the upazila (total 			<i>To be determined in a Project Document Addendum</i>	Four Climate Clubs, one in each upazila

Outcome/Output	Target	Achievement and 2012 Planned Outputs			Est. Final Outputs
		Year 1 (Up to Dec. 2010)	Year 2 <u>Current status</u> (Jan – Dec. 2011)	Year 3 <u>Proposed</u> (Jan – Dec. 2012)	
	4 centers)				established
	<ul style="list-style-type: none"> By the end of Year 3, a civil society network is established in each target upazila (4 total) 			<i>To be determined in a Project Document Addendum</i>	Uncertain
Output 2.4 – Union Officials and Community-based Organizations Trained in Climate Risk Reduction	<ul style="list-style-type: none"> By the end of Year 3, 200 vulnerable people (including at least 100 women members of Union Parishads and other groups) in each target upazila trained and able to assess, plan, and implement CBA measures (800 total) 			SRF submitted to the procurement section of UNDP-BD on Sept. 21, 2011	Under process
	<ul style="list-style-type: none"> By the end of Year 3, 1 union-level climate change network established to raise community awareness of climate risk reduction, local participation, decision-making, and livelihood security in each upazila (4 total) 			By the end of this year, networks to be established <i>To be determined in a Project Document Addendum</i>	Under process
Output 2.5 – Community Awareness Campaign Conducted on Climatic Risks and Community-based Adaptation Defined and Implemented	<ul style="list-style-type: none"> By the end of Year 2, 1 PRA conducted in each target upazila to improve understanding of capacity needs in target communities on longer-term climatic and environmental changes (4 total) 		4 PRAs completed in four project sites to improve understanding of capacity needs in target communities on longer-term climatic and environmental changes		Partially completed
	<ul style="list-style-type: none"> By the end of Year 3, culturally appropriate tools are developed to raise awareness on climate change impacts on relevant sectors 			<i>Expected. To be determined in a Project Document Addendum</i>	Under process
	<ul style="list-style-type: none"> By the end of Year 3, 25 people, including Red Crescent volunteers and other ward/village members, trained and able to apply PRA methods specifically in climate risk assessment and CBA planning and implementation (100 total) 			<i>To be determined in a Project Document Addendum</i>	Uncertain

Outcome/Output	Target	Achievement and 2012 Planned Outputs			Est. Final Outputs
		Year 1 (Up to Dec. 2010)	Year 2 <u>Current status</u> (Jan – Dec. 2011)	Year 3 <u>Proposed</u> (Jan – Dec. 2012)	
	<ul style="list-style-type: none"> By the end of the project, at least 80% of households in 4 upazilas are aware of climate change issues and CBA options 			<i>To be determined in a Project Document Addendum</i>	Achievable
Outcome 3 – National Policies Revised to Increase Climate Risk Resilience of Coastal Communities	<ul style="list-style-type: none"> By the end of the project, at least 2 national policies or action plans on coastal management and 2 on land use are revised to promote sustainable, climate-resilient development 			<i>To be determined in a Project Document Addendum</i>	Uncertain how MoL and MoEF would report and adjust policies without climate resilient interventions in all coastal sites
	<ul style="list-style-type: none"> By end of project, at least 75% of national-level civil servants in the MoL and MoEF report that the policies of those ministries have been adjusted to improve climate resilience in coastal communities 			<i>To be determined in a Project Document Addendum</i>	Under process
Output 3.1 – Policy Effects on Livelihood Resilience Analyzed and Policy Recommendations Developed	<ul style="list-style-type: none"> By the middle of Year 2, 1 comprehensive review of policies that support or impede climate-resilient livelihoods in coastal communities conducted 			SRF submitted to the procurement section of UNDP-BD on Sept. 21, 2011	Not completed; results of proposed outputs uncertain
	<ul style="list-style-type: none"> By the middle of Year 3, at least 75% of policymakers in the MoA, MoEF, MoFL, MoFDM, MoL, MoLGRDC, and MoWR receive policy recommendations on impacts of various sectoral policies on the resilience of livelihoods in coastal areas 			<i>To be determined in a Project Document Addendum</i>	Not achievable

Outcome/Output	Target	Achievement and 2012 Planned Outputs			Est. Final Outputs
		Year 1 (Up to Dec. 2010)	Year 2 <u>Current status</u> (Jan – Dec. 2011)	Year 3 <u>Proposed</u> (Jan – Dec. 2012)	
Output 3.2 – Land Use Policies Promote Sustainability of Protective Systems in Coastal Areas	<ul style="list-style-type: none"> By the middle of Year 2, 1 review of impacts of existing land use policies on the sustainability of protective greenbelt structures produced 		Appointment of Land use and land zoning expert has been completed.	Review of impacts to be completed <i>To be determined in a Project Document Addendum</i>	Achievable
	<ul style="list-style-type: none"> By the end of the project, at least 1 land use policy or action plan is revised to reflect policy recommendations and promotes sustainability of coastal protective ecosystems in each target district (4 total) 		One Coastal Zone (Declaration, Protection and Management) Act 2011 drafted	<i>To be determined in a Project Document Addendum</i>	Achievable
	<ul style="list-style-type: none"> By the end of the project, at least 2 coastal zoning regulations promote resilient livelihoods and sustainability of protective systems 			<i>To be determined in a Project Document Addendum</i>	Partially completed
Output 3.3 – Coordination Mechanism for Climate-Resilient Policy Development and Coastal Planning Established	<ul style="list-style-type: none"> By the end of Year 1, 1 assessment conducted of institutional roles and coordination regarding coastal zone management in target districts 	How inter-ministerial agreement could be a target of a project?		<i>To be determined in a Project Document Addendum</i>	Achievable Co-management Committees established but other outputs not completed
	<ul style="list-style-type: none"> By the end of Year 2, 1 agreement achieved and documented between the MoL and FD that ensures sustainability of protective ecosystems in newly accreted coastal lands target districts 				Achievable
	<ul style="list-style-type: none"> During Years 2, 3, and 4 of the project, 1 coordination meeting for the District Steering Committee held each quarter in target districts 		16 Co-Management Committee meetings held (one in each quarter)		Achievable

Outcome/Output	Target	Achievement and 2012 Planned Outputs			Est. Final Outputs
		Year 1 (Up to Dec. 2010)	Year 2 <u>Current status</u> (Jan – Dec. 2011)	Year 3 <u>Proposed</u> (Jan – Dec. 2012)	
	<ul style="list-style-type: none"> By the end of the project, at least 80% of government officials and representatives of coastal management organizations attending quarterly coordination meetings report comprehensive information support on climate resilience and coordination with other organizations in coastal development planning 			Government officials and representatives of coastal management organizations are regularly attending quarterly coordination meetings.	100% completed
Outcome 4 – Learning, Evaluation, and Adaptive Management Enhanced	<ul style="list-style-type: none"> By the end of the project, at least 4 proposed or ongoing coastal afforestation, livelihoods, or CBA programs draw on lessons and knowledge generated through the project 				
Output 4.1 – Project Lessons Captured in, and Disseminated through, the Adaptation Learning Mechanism	<ul style="list-style-type: none"> By the end of the project, all project monitoring and evaluation reports are screened for inclusion in the ALM 	Disseminated through ALM on WWW.adaptationlearning.net			100% completed
	<ul style="list-style-type: none"> By the end of the project, key project lessons are captured and disseminated through the ALM 		Disseminated through ALM in Nov, 2011 on WWW.adaptationlearning.net/country-profiles/bd		Partially completed
Output 4.2 – Project Knowledge Shared with Other Regions and Countries Facing Climate-Induced Coastal Hazards	<ul style="list-style-type: none"> By the end of the project, 1 national and 1 international workshop on coastal Afforestation and other climate-resilient livelihoods conducted (2 total) with at least 100 participants each 			One national and one international workshops planned	The Inter-ministerial meeting held at ERD on Jan. 04, 2012 accepted SDC and decided to extend the

Outcome/Output	Target	Achievement and 2012 Planned Outputs			Est. Final Outputs
		Year 1 (Up to Dec. 2010)	Year 2 <u>Current status</u> (Jan – Dec. 2011)	Year 3 <u>Proposed</u> (Jan – Dec. 2012)	
					project period up to June 2014 and hence the Prodoc is now under revision process
Output 4.3 – Project Knowledge Incorporated into Other Coastal Afforestation and Livelihoods Programs in Bangladesh	<ul style="list-style-type: none"> By the end of the project, at least 2 follow-up/replication project within Bangladesh are designed on the basis of project lessons 	How replication project for outside Bangladesh could be made ?	Swiss Dev Cooperation project developed and approved One follow-up project submitted to GEF secretariat.	Design of SDC project	Partially completed. One follow-up project submitted to GEF secretariat.
	<ul style="list-style-type: none"> By the end of the project, at least 2 follow-up/replication projects outside of Bangladesh are informed by project lessons 			<i>To be determined in a Project Document Addendum</i>	Some uncertainty due to outputs external to the project implementation
	<ul style="list-style-type: none"> By the end of the project, at least 3 new research initiatives for coastal adaptation draw on knowledge gaps identified during the project. 			<i>To be determined in a Project Document Addendum</i>	

Appendix 4: Current and alternative outcome indicators, baselines and targets

Outcome	Indicator	Baseline	Target
Outcome 1 – Enhanced Resilience of Vulnerable Coastal Communities and Protective Systems to Climate Risks	Percentage of locally designed, sustainable adaptation measures demonstrating effectiveness in reducing climate vulnerability	Disaster management efforts have increased preparedness for cyclones in some areas; however, there is a lack of planned measures and structured analysis of options to adapt to a broader range of both extreme and gradual climate change – induced hazards in coastal areas	<ul style="list-style-type: none"> • By end of the project, over 80% of the adaptation measures employed by the project demonstrate their effectiveness and sustainability in reducing climate vulnerability in coastal communities
<i>Alternative wording:</i>	<i>Percentage of satisfactory performance of the Afforestation (plantation survival and growth) and Livelihood measures (increased food security, incomes and income diversification) of the project beneficiaries</i>	<i>Pre-project status of coastal landscapes being treated, and food/income status of project beneficiary households being assisted with livelihoods development (as drawn from the Participatory Assessments and Site Management Plan)</i>	<ul style="list-style-type: none"> • >90% of the afforestation areas are assessed as effective and sustainable in post-plantation surveys • >80% of the households participating in the project have increased food security and income to adapt to climate risks
Outcome 2 – Climate Risk Reduction Measures Incorporated into Coastal Area Management Frameworks	Percentage of national planners, district authorities, and communities able to identify climate risks and prioritize, plan, and implement effective adaptation measures	Coastal development planners currently take certain extreme events into account at the national, district, and local levels, but the capacity to plan for and react to dynamic climate change risks is very low. There is a lack of an integrated framework and human and institutional capacity for assessing, planning for, and addressing climate change-induced risks at coastal areas.	<ul style="list-style-type: none"> • By the end of the project, at least 75% of MoL and MoEF civil servants at the national level and in targeted districts are able to identify climate risks and prioritize, plan, and implement measures for adaptation in coastal areas
<i>Alternative wording:</i>	<i>Percentage of unions, upzillas and districts in the project sites that have plans and programs/budgets to address climate change risks</i>	<i>No mechanisms and budgets available to local authorities to address climate change risks</i>	<ul style="list-style-type: none"> • >75% of local authorities in the project sites have adopted or strengthened plans and strategies to address climate change • >50% of the local authorities are implementing afforestation and livelihood support measures in the inundation zone (between coastal forest and embankment)
Outcome 3 – National Policies Revised to Increase Climate Risk	Number of policies and government action plans that support climate-resilient development Percentage of civil	Currently there is a national coastal management policy and land use policy, in addition to several others that affect coastal development; however, they do not address climate change and	<ul style="list-style-type: none"> • By the end of the project, at least 2 national policies or action plans on coastal management and 2 on land use are revised to promote sustainable, climate-resilient

Resilience of Coastal Communities	servants reporting that policies have been revised to improve climate resilience in coastal communities	adaptation issues in an integrated manner	development <ul style="list-style-type: none"> • By end of project, at least 75% of national-level civil servants in the MoL and MoEF report that the policies of those ministries have been adjusted to improve climate resilience in coastal communities
<i>Alternative wording:</i>	<i>Specific policies have been adopted in support of the project's adaptation measures</i>	<i>As above</i>	<ul style="list-style-type: none"> • <i>Policies are adopted to support designation of land for community-based reclamation, model plantation practices and the implementation of co-management processes</i>
Outcome 4 – Learning, Evaluation, and Adaptive Management Enhanced	Number of proposals, papers, and other documents that incorporate learning from the project	Development projects currently do not systematically benefit from learning practices and project lessons on community-based adaptation.	<ul style="list-style-type: none"> • By the end of the project, at least 4 proposed or ongoing coastal afforestation, livelihoods, or CBA programs draw on lessons and knowledge generated through the project
<i>Alternative wording:</i>	<i>Introduction of new project adaptation measures and guidance as a result of learning exercises from the current project</i> <i>Number and area of replication of the project's adaptation measures</i>	<i>As above</i>	<ul style="list-style-type: none"> • <i>Adaptation measures piloted by the project are consistently modified and/or further improved, based on project experiences</i> • <i>All of the local authorities in the vicinity of the project sites have implemented some of the piloted adaptation measures outside of the project sites</i>

ANNEX 1: TERMS OF REFERENCE

International Consultant & Team Leader- Mid Term Evaluation Community based Adaptation to Climate Change through Coastal Afforestation in Bangladesh

1 Introduction

a) Project Context & Background

Bangladesh is highly vulnerable to the impacts of climate change. Climate change will exacerbate many of the natural hazards the country already faces, posing a significant challenge for future development. Multiple national assessments, including the Government's own National Adaptation Programme for Action, have suggested that climate change impacts of particular relevance to Bangladesh will include the increased frequency and severity of climatic events such as flooding, cyclones and drought, leading to increased mortality and loss of assets and livelihoods; the undermining of macro-economic growth; reductions in food security; and increasing migration pressures. Climate change impacts are already posing threats in the coastal areas and the development efforts are increasingly at risk.

The threats are particularly acute for coastal communities living in the low-lying deltaic regions in Bangladesh. The Intergovernmental Panel on Climate Change Fourth Assessment Report of 2007 suggests that an expected sea level rise by up to 45cm, will directly affect the lives of 35 million people living in coastal areas. Without adaptation actions like coastal afforestation, the low lying coastal zones of Bangladesh are likely to experience a submergence of 17.5 percent of the country's land mass, increasing salinity trends in coastal fresh water resources, growing drainage congestion, dynamic changes in coastal morphology and a decline in the functioning of protective ecosystems.

Recognizing Bangladesh as one of the countries worst affected by the impacts of climate change, the Government of Bangladesh is implementing the NAPA follow-up project 'Community-based Adaptation to Climate Change through Coastal Afforestation (CBACC-CF)' funded by the Least Developed Countries Fund (LDCF) and UNDP Bangladesh. The objective of the CBACC-CF project is to reduce the vulnerability of coastal communities to the impacts of climate change-induced risks, and to strengthen institutional mechanisms to support these communities to adapt to climate change impacts.

The project is the second LDCF-funded adaptation project in Asia and innovative in the way that it brings together climate change adaptation and sustainable economic development through coastal afforestation. As a pilot, the project is working across 14kms of Bangladesh's 710km coastline which is particularly vulnerable to the impacts of climate change.

Objective:

The overall objective of the project is to reduce vulnerability of coastal communities to the impacts of climate change-induced risks in four of the most vulnerable coastal areas of Patuakhali, Bhola, Noakhali and Chittagong Coastal Forest Divisions.

Project Outcomes:

- Outcome 1: Enhanced resilience of vulnerable coastal communities and protective systems to climate risks
- Outcome 2: Climate risk reduction measures incorporated into coastal area management frameworks
- Outcome 3: National policies revised to increase climate risk resilience of coastal communities
- Outcome 4: Learning, evaluation, and adaptive management enhanced

2 Objectives of Mid Term Evaluation (MTE)

The purpose of this MTE is to examine the performance of the project since the beginning of its implementation. The review will evaluate progress in project implementation, as measured against planned Outputs set forth in the Project Document in accordance with rational budget allocations and managerial processes involved in achieving those Outputs, as well as the initial and potential impacts of the project, as measured by attainment of project Outcomes and Objectives. The review will also address underlying causes and issues contribution to targets not adequately achieved.

The Mid-Term Review is intended to identify weaknesses and strengths of the project design and recommend necessary changes in the overall design and orientation of the project. It will assess the adequacy, efficiency and effectiveness of project implementation, and assess the status of project Outputs and Outcomes to date (including reasons for non-achievement). Consequently, the review mission is also expected to make detailed recommendations on the work plan for the remaining project period to help the project achieve its intended impact. It will thereby provide an opportunity to assess early signs of the project success or failure and prompt necessary adjustments. The findings and lessons learned from the MTE will be incorporated into the project to enable necessary adjustments in the work plan and the project document, and define timely and appropriate steps to sustain project activities after 2012.

3 Scope of MTE

The MTE will comprise the following elements:

- a. Assess whether the project design is clear, logical and commensurate with time and resources available;
- b. Provide a summary evaluation of the project and all its major components undertaken to date, and determine progress towards achievement of project Objective, Outcomes and Outputs;
- c. Review project performance in relation to the indicators, assumptions and risks specified in the strategic results framework matrix and the project document;
- d. Assess the scope, quality and significance of projects Outputs produced to date in relation to expected Outcomes;

- e. Analyze the extent of local and national stakeholder participation and involvement in the project;
- f. Assess the functionality of the institutional structure and implementation mechanisms established by the project and the role of the Project Board, steering Committee, and any additional Technical Support and Advisory bodies;
- g. Identify and, to the extent possible, quantify any additional Outputs and Outcomes that have been achieved beyond those specified in the project document;
- h. Identify any substantive programmatic and financial variance and/or adjustments made during the first two years of the project, their conformity with decisions of the Project Board and their appropriateness in terms of overall objectives of the project;
- i. Evaluate the effectiveness and efficiency of project coordination, management and administration provided by the Project Management Office. This evaluation should include specific reference to:
 - Organizational/institutional arrangements for collaboration among the various partner institutions involved in project execution;
 - The effectiveness of the monitoring mechanisms currently employed by the project manager in monitoring on a day to day basis the progress in project execution;
 - Administrative, operational and/or technical problems and constraints that have influenced the effective implementation of the project (including recommendations for necessary operational changes and alignments); and
 - Financial management of the project, including the balance between expenditures on administrative and overhead charges in relation to those on the achievement of substantive Outputs and Outcomes.
- j. Review the financial planning and sustainability of the project, including the timely delivery and use of committed co-financing.
- k. Assess the extent to which project Outputs to data have scientific credibility and potential for replication;
- l. Assess the extent to which scientific and technical information and knowledge have influenced the execution of the project activities;
- m. Assess the degree to which the overall Objectives and expected Outcomes of the project are likely to be met by the end of the project;
- n. Summarize key Lessons learned during project implementation;
- o. Recommend any necessary corrections and adjustments to the overall project work plan and timetable for the purposes of enhancing the achievement of project objectives and outcomes.

Other issues to be considered

1. The GEF and UNDP are paying particular attention to risk analysis and management. UNDP has developed a risk management system within ATLAS and guidance on using this system, which is also now incorporated in the annual Project Implementation Review (PIR). The evaluators are requested to determine how effectively the risk management system is

being used as an adaptive management tool. Risks may be of a financial, socio-political, institutional, operational, environmental (or other) type.

2. Considering that UNDP is concerned about poverty reduction, local governance and the promotion of gender equity through a rights-based approach, the review requires looking at these cross cutting issues.
3. Describe the main lessons that have emerged in terms of:
 - Strengthening country ownership;
 - Strengthening stakeholder participation;
 - Application of adaptive management strategies;
 - Efforts to secure sustainability;
 - Knowledge transfer;
4. Capacity Development: Assess the extent to which national project implementing partners have been adequately trained and enhanced their capacity to take over technical and professional responsibilities as envisaged in the project design.

4 Products Expected from the Evaluation

The review team will provide the following deliverables to UNDP, UNDP/GEF-LDCF and the Project Board:

- a. A presentation of key MTE findings to key stakeholders;
- b. An executive summary, jointly prepared by the reviewers, including key findings and recommendations;
- c. A detailed evaluation report covering point 3. Above (' Scope of the Mid-term review') with detailed attention to lessons learnt and recommendations; and
- d. List of annexes prepared by the consultants including TOR's, itinerary, List of Persons interviewed, summary of field visits, list of documents reviewed, questionnaire and summary of results, co-financing and leveraged resources, etc.

The report together with the annexes shall be written in English and shall be presented in electronic form in MS Word format.

A possible structure for the evaluation report is as follows:

1. Executive Summary
2. (Brief description of project, context and purpose of the evaluation, main findings, conclusions and recommendations)Introduction
(Purpose, methodology and structure of evaluation)
3. The project and its development context

(Problems that the project seeks to address; key Objectives, Outcomes and Outputs; expected impact)

4. Findings and Conclusions

- Project formulation and design
- Project management and implementation
- Project results and impact

5. Recommendations

- Revisions in the Strategic Results Framework
- Adjustments in project management/implementation arrangements
- Adjustments in project monitoring and evaluation
- Actions to follow-up or reinforce initial benefits from the project

5 MTE Team Composition & Responsibilities

The MTE mission will comprise an international and a local consultant which together form the evaluation team. The international consultant will be the Team Leader (TL) and is required to have an in depth understanding of UNDP and GEF projects including evaluation experience. The international consultant will have the overall responsibility for developing the evaluation methodology, leading the evaluation, and delivering the key products expected from the evaluation, including coordinating the inputs from the national consultant. The national consultant will provide professional back up and support with local consultations, translation, and arrangement of local meetings.

The consultants will meet with all project partners and institutions and gather information and opinions on implementation-related processes such as project management and coordination, fund release mechanisms, and project management capacity and evaluate to what extent each of them has been supportive to the project delivery. They will visit field sites and consult extension agents and communities and directly record issues, benefits and gaps, and relate them to the project achievements. Finally, the consultants will compile the findings into a report highlighting both constraints and opportunities, formulating lessons learned and suggesting corrective measures for the remaining part of the project period.

The consultants will sign an agreement with UNDP Bangladesh and will be bound by the terms and conditions set out in the agreement.

6 Methodology

The MTE will be conducted in a participatory manner, starting with a desk review of relevant project documentation (including the approved Project Identification Form (PIF), the final UNDP project document, the inception workshop report, the Strategic Results Framework of the project, annual budgets and work plans, the annual Project Implementation Review (PIR), Project Board and meeting minutes as available, and other technical reports and documents as relevant). A list of key documents is given in Annex 1.

The evaluation methodology should be clearly documented in the final evaluation report including comprehensive details on the following:

- Documents reviewed
- Interviews conducted
- Consultations held with all key stakeholders
- Project sites visited
- Techniques and approaches used for data gathering, verification and analysis

The evaluation team will work independently but is required to liaise closely with the UNDP Country Office (CO) and implementing partners from the Ministry of Environment & Forest, Forest Department, Bangladesh Forest Research Institute, Ministry of Fisheries and Livestock, Ministry of Land and Department of Agriculture Extension. The team will visit the project sites to ensure adequate consultation with key stakeholders. Towards the end of the field evaluation, the findings will be presented to all key stakeholders in Dhaka.

While the evaluation team is free to determine the actual layout of the final evaluation report, the document must include the minimum content requirements mentioned earlier under section 4 “Products Expected from the Evaluation”. The TL will submit a draft report to key stakeholders for review and comments, and the final report to UNDP Bangladesh for onward distribution to all stakeholders. The evaluators will be responsible for the contents, quality, timeliness and veracity of the report.

7 Tentative Schedule for the MTE:

The MTE will take place in October 2011 and requires 7 days country mission in Bangladesh as well as a desk review (prior to the country mission) and drafting and finalization of the report (following the country mission). The draft evaluation report should be submitted to UNDP CO for circulation to relevant stakeholders within two weeks after the completion of the evaluation mission to Bangladesh. The consultants will finalize the report within two weeks upon receiving comments and feedback from stakeholders compiled by UNDP CO and APRC.

8. Period of Assignment and Duty Station:

The duration of the assignment is from 10 October 2011 to 16 October 2012. The duty station will be Project Management Unit, Coastal Afforestation Project, Ban Bhaban, Agargaon, Sher-e-Bangla Nagar, Dhaka-1207 and travel to the project sites.

9. Special Tasks for International Consultant/Team Leader & Qualification:

The international consultant will report to the Assistant Country Director, UNDP Bangladesh, and act as the Team Leader (TL) for the MTE. He/she will have overall responsibility for the work and operation of the evaluation team, including the coordination of inputs from different team members and stakeholders. The TL will be accountable for the timeliness and quality of the agreed outputs. He/she will:

- Provide guidance to the national consultant in undertaking the MTE
- Undertake a thorough desk research of existing project-related documents, survey/research/evaluation reports and field reports;

- Conduct fieldwork together with national counterparts and interview stakeholders, extension agents and communities to generate authentic information/opinions
- Identify and summarize key lessons learned;
- Provide guidance and specific recommendations on how the project team and UNDP can improve performance (both substantive and management) during the remaining duration of the project;
- Make a presentation of key findings highlighting project strengths, weaknesses, opportunities and risks to relevant decision makers and stakeholders
- Write and finalize the evaluation report

Qualifications:

1. International/regional consultant with academic (relevant Post Graduate University Degree) and professional background in fields related to Climate Change Adaptation, Disaster Risk Reduction, Community Development or Integrated Coastal Zone Management. A minimum of 10 years of relevant experience is required;
2. Substantive experience in reviewing and evaluating similar projects, preferably those involving GEF, LDCF, SCCF or other United Nations development agencies or major donors;
3. Excellent English writing and communication skills;
4. Demonstrate ability to assess complex situations, succinctly distil critical issues from a broad array of stakeholder feedback, and draw forward-looking conclusions and recommendations;
5. Highly knowledgeable of participatory monitoring and evaluation processes, and experience in evaluation of technical assistance projects with major donor agencies;
6. Ability and experience to lead multi-disciplinary and national teams, and deliver quality reports within the given time;
7. Familiarity with the challenges developing countries face in adapting to climate change;
8. Familiarity with the Bangladesh context; and
9. Excellent in human relations, coordination, planning and team work.

A National Consultant - Mid Term Evaluation Community based Adaptation to Climate Change through Coastal Afforestation in Bangladesh has also worked with International Consultant.

Key Responsibilities to assist Int'l Consultant including following responsibilities:

The national consultant has report to the Team Leader in all the tasks mentioned above including field work, desk based reviews, translations and research of specific pieces of information as agreed with the TL. Additionally, the national consultant will liaise with local stakeholders to ensure that cultural perspectives and local circumstances are taken into account in the MTE and are duly incorporated into MTE recommendations.

Annex 1: List of Key Background Documents for the Evaluation

Sl. #	Documents
A	Project Document
1	CBACC-CF (2009)
	CEO endorsement template
B	UNDP-related Documents
1	Country Programme Action Plan (CPAP) 2006 - 2010
2	United Nations Development Assistance Framework for the People's Republic of Bangladesh 2006-2010
C	Government Documents
1	National Adaptation Programme of Action Plan (NAPA)
2	Bangladesh Climate Change Strategy and Action Plan 2009
	Others?
D	UNDP/GEF Guidance Documents
1	The Evaluation Policy of UNDP 2006
2	UPDATED RESULTS-BASED MANAGEMENT FRAMEWORK FOR THE LEAST DEVELOPED COUNTRIES FUND (LDCF) AND THE SPECIAL CLIMATE CHANGE FUND (SCCF) AND ADAPTATION MONITORING AND ASSESSMENT TOOL
3	GEF Tracking Tools for Strategic Objective 1 and Strategic Objective 2
	GEF PROGRAMMING PAPER FOR FUNDING THE IMPLEMENTATION OF NAPAS UNDER THE LDC TRUST FUND
E	Key Project Outputs
1	Adaptation Management Plans, developed for Four Coastal Upazilas
2	Project Progress Reports (PIR 2010, PIR 2011, Quarterly Progress Reports)
3	Project Inception Report, Community Risk and Training Need Assessment Report, Participatory Climate Vulnerability Assessment Reports of all Project Sites, Status Reports on Training Workshops, conducted in Four Coastal Districts and Four Coastal Upazilas
4	Minutes of Project Board Meetings
5	Minutes of Project Steering Committee Meetings
6	Back to Office Reports / Field Monitoring Reports of UNDP staff
F	Audiovisual Productions
1	Arrowheads TV Production, Himalayan Meltdown, 2011
2	UNDP BGD Flip-Cam Production, Coastal Afforestation, 2010