



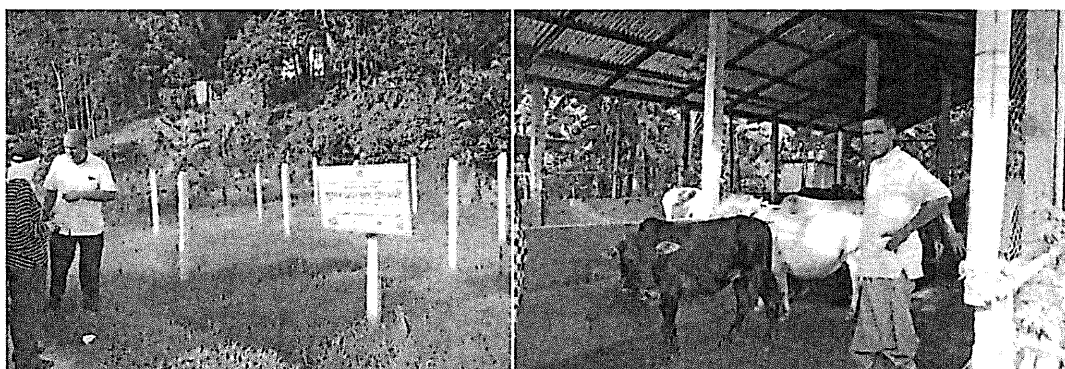
Empowered lives.  
Resilient nations.



## Final Report Terminal Evaluation

### UNDP/GEF Project

### National capacity development for implementing Rio Conventions through environmental governance



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

International Consultant: Amal Aldababseh

**Acknowledgments:**

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

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

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

## ii. Table of Contents

---

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

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

#### List of Tables:

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

## 1. Executive Summary

### 1.1 Project Summary Table

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

### 1.2 Project Description

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

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

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

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

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

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

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

### 1.3 Evaluation Rating Table

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

Table 1: Rating Project Performance<sup>1</sup>

Criteria	Rating
<b>Monitoring and Evaluation<sup>2</sup></b>	
The overall quality of M&E	<b>S</b>
M&E design at project startup	<b>S</b>
M&E Plan Implementation	<b>S</b>
<b>IA &amp; EA Execution</b>	
The overall quality of Implementation / Execution	<b>HS</b>
Implementing Agency Execution	<b>HS</b>

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

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

Executing Agency Execution	HS
<b>Outcomes:</b>	
<b>Overall Quality of Project Outcomes</b>	HS
Relevance: relevant (R) or not relevant (NR)	R
Effectiveness	S
Efficiency	S
<b>Sustainability<sup>3</sup>:</b>	
<b>The overall likelihood of sustainability</b>	L
Financial resources	L
Socio-economic	L
Institutional framework and governance	L
Environmental	L
<b>Impact<sup>4</sup>:</b>	
Environmental Status Improvement	S
Environmental Stress Reduction	S
Progress towards stress/status change	S
<b>Overall Project Results</b>	HS

#### 1.4 Summary of Conclusions, Recommendations, and Lessons learned

##### *Summary of Conclusions*

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

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

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

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

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

<sup>4</sup> Impact Rating: Significant (S), Minimal (M), Negligible (N)

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

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

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

#### ***Recommendations:***

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

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

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

#### ***Lessons Learned***

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

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



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

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

## Acronyms and abbreviations

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