Terminal Evaluation of the UNEP/GEF Project "Establishing National Land Use and Land Degradation Profile toward mainstreaming Sustainable Land Management practices in sector policies in Bangladesh" – ENALULDEP/SLM

GEF ID 5823

(2017 – 2022)

Evaluation Office of the United Nations Environment Programme

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Terminal Evaluation Mission (2023)

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For further information on this report, please contact:

Evaluation Office of UNEP
P. O. Box 30552-00100 GPO
Nairobi Kenya
Tel: (254-20) 762 3389
Email: unep-evaluation-director@un.org
Website: https://www.unep.org/about-un-environment/evaluation

(Establishing National Land Use and Land Degradation Profile toward mainstreaming Sustainable Land Management practices in sector policies in Bangladesh – ENALULDEP/SLM Project)
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The evaluator sincerely hopes that his findings, conclusions and recommendations would contribute to the successful finalization of the current project, formulation of similar projects in Bangladesh and similar project interventions in other countries in the near future.

Evaluation Team
Preethi De Silva - Evaluation Consultant

Evaluation Office of UNEP
Victor Beguerie & Janet Wildish - Evaluation Mangers
Mercy Mwangi - Evaluation Programme Assistant

Brief consultant biography

Preethi De Silva, Agricultural Economist from Sri Lanka has over 30 years consulting experience in planning, implementing, monitoring and evaluating projects / programmes in developing countries in South Asia, Southeast Asia, Pacific and Africa regions for a variety of bi-lateral and multilateral donors. In Bangladesh, previously worked with the Department of Agricultural Extension, Bangladesh Water Development Board, Ministry of Land, Ministry of Finance, United Nations Development Programme and Dhaka Water Supply and Sewerage Authority since 2005 in Monitoring & Evaluation.

About the Evaluation

Joint Evaluation: No

Report Language(s): English.

Evaluation Type: Terminal Evaluation

Brief Description: This report is the Terminal Evaluation of the UNEP/GEF Project "Establishing National Land Use and Land Degradation Profile toward mainstreaming Sustainable Land Management practices in sector policies in Bangladesh" – ENALULDEP/SLM implemented between May 2017 and June 2022. The project's overall development goal was the reduction of the pressures on natural resources from competing land users to achieve long term environment and socio-economic goals in Bangladesh.

The evaluation sought to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The evaluation has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote learning, feedback, and knowledge sharing through results and lessons learned among UNEP, and the relevant agencies of the project participating country.

Key words: Land Degradation; Sustainable Land Management, Desertification, Land Degradation and Drought; Governance; Climate Change; Ecosystem Management;[1]

Primary data collection period: 15 January 2023 to 20 February 2023

Field mission dates: 15 January 2023 to 24 January 2023

[1] This data is used to aid the internet search of this report on the Evaluation Office of UNEP Website

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List of acronyms and abbreviations

AA	Administrative Assistant
BMDA	Barind Multipurpose Development Authority
BRRI	Banngladesh Rice Research Institute
CDB	Cotton Development Board
CEGIS	Center for Environmental and Geographic Information Services
CEO	Chief Executive Officer
DAE	Department of Agricultural Extension
DLDD	Desertification, Land Degradation and Drought
DoE	Department of Environment
DTIE	Division of Technology, Industry and Economics
DTU	Technical University of Denmark
EA	Executing Agency
EZ	Ecological Zone
GEF	Global Environment Facility
GoB	Government of Bangladesh
Ha	Hectare
IA	Implementing Agency
ICZMP	Integrated Costal Zone Management Plan
IUCN	World Coservation Union/Society
LD	Land Degradation
M&E	Monitoring & Evaluation
MoEF	Ministry of Envaiornment & Forest
MoA	Ministry of Agriculture
MoL	Ministry of Land
MTS	Medium Term Strategy
NAMA	Nationally Appropriate Mitigation Action
NAP	National Action Programme
NGO	Non-Governmental Organization
PAC	Project Advisory Committee
PIR	Project Implementation Review
PoW	Proogramme of Work
PM	Project Manager
PMU	Project Management Unit
PSC	Project Steering Committee
SDG	Sustainable Development Goal
SLM	Sustainable Land Management
SMART	Specific, Measurable, Achievable, Relevant, and Time-bound.
SRDI	Soil Resource Development Institute
TE	Terminal Evaluation
ToC	Theory of Change
ToR	Terms of Reference
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme

Project identification table

Table 1: Project Identification Table

GEF Project ID:	5823		
Implementing Agency:	UNEP Ecosystem Division Biodiversity & Land Branch GEF Biodiversity and Land Degradation Unit	**Executing Agency:**	Ministry of Environment Forestry and Climate Change (MoEFCC)
Relevant SDG(s) and indicator(s):	**SDG 15:** Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss **Target 15.3:** By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation-neutral world		
Sub-programme:	Climate Change[2] Ecosystem Management[3] Environment under Review[4]	**Expected Accomplishment(s):**	MTS 2014-2017 Climate Change EA1: Climate Resilience Ecosystem Management EA1: Production Environment under Review EA3: Information
UNEP approval date:	24 February 2017	**Programme of Work Output(s):**	PoW 2016-2017 Climate Change Output (a) Ecosystem Management Output (a) Environment under Review Output (c)
GEF approval date:	23 May 2016	**Project type:**	MSP
GEF Operational Programme #:	GEF 5	**Focal Area(s):**	Land Degradation
		GEF Strategic Priority:	LD-3: Integrated Landscapes: Reduce pressures on natural resources from competing land uses in the wider landscape

[2] Now called "Climate Action"
[3] Now called "Nature Action"
[4] Now called "Science – Policy"

***Expected* start date:**	27 Feb 2017	**Actual start date:**	4 May 2017 (Date of first disbursement)
***Planned* completion date:**	31 May 2020	**Actual operational completion date:**	30 June 2022
***Planned* project budget at approval:**	GEF USD 730,594 Co-Fin USD 3,280,000	**Actual total expenditures reported as of 30 June 2022:**	**4,559,842**
GEF grant allocation:	USD 730,594	**GEF grant expenditures reported as of 30 June 2022:**	USD 694,064.26
Project Preparation Grant - GEF financing:	USD 18,265	**Project Preparation Grant - co-financing:**	0
***Expected* Medium-Size Project/Full-Size Project co-financing:**	USD 3,280,000[5] (2,580,000[6])	**Secured Medium-Size Project/Full-Size Project co-financing:**	USD 3,829,248[7]
First disbursement:	4 May 2017	**Planned date of financial closure:**	June 2023
No. of formal project revisions:	2	**Date of last approved project revision:**	6 February 2022
No. of Steering Committee meetings:	3	**Date of last/next Steering Committee meeting:**	**Last:** 1 Sep 2021 **Next:** N/A
Mid-term Review/ Evaluation *(planned date):*	November 2020	**Mid-term Review/ Evaluation (actual date):**	No MTR
Terminal Evaluation *(planned date):*	Nov 2021	**Terminal Evaluation (actual date):**	October 2022 – April 2023
Coverage - Country:	Bangladesh	**Coverage - Region:**	Asia Pacific
Dates of previous project phases:	N/A	**Status of future project phases:**	N/A

[5] The Project Cooperation Agreement (PCA) mentions USD 2,780,000 while the request for CEO Endorsement mentions USD 3,280,000. The difference is the cash in-kind of USD 500,000 that was not included in the PCA.
[6] On the basis of co-financing agreements
[7] Source: PMU

Executive Summary

Project background

1- The "Establishing National Land Use and Land Degradation Profile toward Mainstreaming Sustainable Land Management Practices in Sector Policies in Bangladesh – ENALULDEP/SLM" Project was implemented by United Nations Environment Programme (UNEP) during the period from May 2017 to June 2022. The project was financially supported by the Global Environment Facility (GEF, ID 5823), with GEF funding of USD 730,594 and co-financing at design of USD 3,280,000.

2- The Ministry of Environment, Forest and Climate Change (MoEFCC) was the Executing Agency on behalf of the Government of Bangladesh. The Implementing Partners included Barind Multipurpose Development Authority, Center for Environmental and Geographic Information Services, Department of Environment, Department of Agricultural Extension and Soil Resource Development Institute, with other project stakeholders[8]. The Project Objective was to "establish a knowledge base and enabling policy and institutional environment for Sustainable Land Management (SLM) consideration in the country development agenda" (CEO Endorsement, 2016).

3- The project was implemented across Bangladesh with issues related to land use map updating and land degradation appraisal being relevant to the whole country and work on sustainable land management demonstration and documentation being concentrated in at least 4 'hotspots': (Barind Tracts, Hills, Coastal Zone and Flood Plains). Bangladesh is administered in Districts and Upazilas: an *Upazila* is is an administrative division in Bangladesh, functioning as a sub-unit of a district. See Figure 1, below.

This evaluation

4- The Terminal Evaluation (TE) was undertaken to assess project performance (in terms of relevance, effectiveness, and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The Evaluation has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP, GEF and the main project stakeholders in Bangladesh.

5- In the Terms of Reference for this evaluation it was envisaged that this project evaluation could also gather findings to support a portfolio perspective on Sustainable Land Management by addressing certain strategic questions. Unfortunately the utlimate timing of this work, involving 6 project evaluations, did not coincide well and the strategic questions on UNEP's work on Sustainable Land Management were not addressed.

6- The Evaluation Office of UNEP notes that a considerable number and range of substantive comments were received from the Executing Agency. All of these were shared with the Evaluation Consultant and some adjustments made to the evaluation report and its assessment of performance ratings as a result. As far as practically possible, this feedback and response process is reflected in the table in **Annex I**.

[8] Bangladesh Forest Department, Ministry of Agriculture, Bangladesh Agricultural Research Council, Department of Fisheries, Department of Livestock Services

Key findings

7- The overall project performance rating was "Moderately Unsatisfactory" according to the UNEP Evaluation Office method of 'weighted' performance criteria (see **Annex XVII**). The completed ratings table is presented in the Conclusions section. The findings against key evaluation criteria are briefly presented below.

8- **Strategic Relevance:** At design the project was relevant as aligned with the UNEP Medium Term Strategy (MTS) 2014 - 2017 & Programme of Work (POW) 2016 - 2017, fully consistent with GEF 5 priorities, fulfilling obligations under the 10-Year Strategy of the UNCCD and supporting the achievement of target 15.3 of Sustainable Development Goal (SDG) 15 by complementing initiatives addressing threats, root causes and barriers to SLM in Bangladesh.

9- **Effectiveness: Outputs -** The Project significantly deviated from its original scope of work in terms of envisaged outputs which substantially affected the ability of the project to achieve its intended outcomes and impact. The following outputs were delivered:

a. In addition to the envisioned Land Use Plan 2019, Land Use Plan 2010 was prepared to compare the changes in the land use coverage between 2010 and 2019, over a period of ten years. This seems to be a sensible decision and is an additional output.
b. The number of Hot Spots (4) and Best SLM Practices (12), as envisaged in the project design, was increased to 15 Hot Spots and 41 Best SLM Practices respectively.
c. In place of District Land Use Plans, 33 Land Use Plans by Upazila covering selected 15 Hot Spots were prepared, which is logical as the proposed National Road Map for Addressing Land Degradation in Bangladesh **(hereinafter National Road Map)** is expected to be firstly implemented in 15 Hot Spots as a priority.
d. In place of Land Degradation Profiles for 4 Hot Spots as mentioned in the CEO Endorsement, National Land Degradation Profiles in respect of 12 types of land degradation were produced without District, Upazila and Union boundaries.(This is a significant deviation from the intended plans and affects the Theory of Change).
e. In addition to all the above maps, 8 Divisional Agro Ecological Zone Maps Regions and Sub-Regions were prepared as an additional output.
f. 761 farmers[9] took part in three types of SLM training[10] and awareness activities.

10- **Work Contributing to Outcome 1** – Although 33 Land Use Maps by Upazila covering 15 Hot Spots were produced, none of the above maps were available to stakeholders either in hard copy or as digital copies at a fee or free until early 2023. The most important expected output of Land Degradation Profiles for selected Hot Spots was not produced. The National Roadmap for Addressing Land Degradation in Bangladesh lacks physical targets and indicative investment requirements, and was not prepared based on Land Degradation Profiles in selected Hot Spots as a target-based approach to address different types of land degradation in Hot Spots as a priority in addressing LD issues to atttain Land Degradation Neutrality (LDN) in 2030.

[9] 35% female farmers (263)
[10] Farmer Training, Farmer Day & Demonstration

11- The web-based M&E System developed under the project is not up and running and there is no service contract for software maintenance and updating. The weblink, http://dldd.gov.bd could not accessed during the evaluation, and up until the draft report was commented on. As the proposed DLDD cell is not yet functional, continuity of project accomplishments is not ensured as expected from the project. Further, the evaluation was informed that only two project publications, 402 copies of Sustainable Land Management Full Book (in both English & Bangla) and 200 copies of Land Degradation in Bangladesh 2020 SRDI, Ministry of Agriculture 2022 were printed and distributed among national and local stakeholders.The decision taken at the second PSC Meeting held on 22 October 2019 to provide all related organizations with a web link for monitoring LD was not implemented. **Therefore, Outcome 1: "Capacitated stakeholders provide data/information on land use and land degradation in the country" was not fully achieved.**

12- **Work Contributing to Outcome 2 -** Out of the 41 best SLM Practices (see Annex XIII), 27 practices do not directly arrest or reduce respective forms or types of land degradation in 5 agro ecological regions even though complying to Wocat concept. Although 761 farmers (35% female) took part in SLM training and awareness activities under the project, there was no evidence of, and follow up on, adapting documented SLM practices by such capacitated farmers in farmer localities. It is alarming to note that in spite of increasing Project activity M&E and Reporting budget by nearly 500% and with a recorded expenditure of USD 46,880 in 2021 and USD 14, 373 in 2022, the PMU failed to allocate funds within the M&E Budget Line for training on outcome monitoring. **Therefore, Outcome 2: "SLM practices adopted and implemented by relevant stakeholders and networks at national & local level" was not achieved.**

13- **Project Impact:** According to the Re-constructed Theory of Change, the expected Project Impact is "Reduction of the pressures on natural resources from competing land users to achieve long term environment and socio-economic goals." Even though both Department of Agricultural Extension (DAE) and Barind Multipurpose Development Authority (BMDA) opt to promote 41 Best SLM Practices documented under the project in small farmer localities, the envisaged impact would not be very significant. There is no evidence of readiness of all other origanizations, including BMDA and DAE, identified for 158 projects under the National Roadmap for Addressing Land Degradation in Bangladesh for implementation of any such projects.

14- There is hardly any contribution from the expected outcomes towards realization of the project impact in the long run and, therefore, the likelihood of long-lasting impact of the project is "Moderately Likely" without practical actions on the ground to tackle land degradation being undertaken.

15- **Efficiency:** The project was not able to complete project implementation within the project period due to initial delays in commencing the project and, therefore, the project underwent two no cost extensions. In addition, the project management was not prudent in the efficient utilization of financial resources as explained under Financial Management below.

16- **Financial Management:** Although the project adhered to UNEP financial policies and procedures and no irregularities were reported, details of two budget revisions and evidence of approval from UNEP for such revisions were not available to the TE during evaluation phase. All Implementing Partner's expenditure against respective budgets and the DoE budget were not available to the TE. In addition, expenditure under Publications appears unrealistic as all maps produced under the project and most of the output reports are yet to be published for dissemination among stakeholders.

17- **Sustainability:** There was no apparent vision for project sustainability at the project management level and the project did not develop an exit strategy as stipulated in the CEO Endorsement, in collaboration with MoL. In addition, at the time of this evaluation the DoE has not been instrumental in making available funds for the continuity of project accomplishments, as advocated in the CEO Endorsement. During the data collection phase of this evaluation neither the DAE nor the BMDA shared current plans to promote documented SLM practices in their routine work without any external financial support. The much-anticipated Desertification, Land Degradation and Drought (DLDD) Cell in DoE was not, during this evaluation period, functional to sustain project accomplishments.

18- Nevertheless, overall project sustainability may still be ensured by implementing all recommendations of the TE in the immediate future with adequate financial support from the Government of Bangladesh.

Conclusions

19- The moderate performance of the project is largely related to poor project management by both the Implementing Agency and Executing Agency. Apparently, national project managerial capacity and competency in technical management was overestimated by UNEP and, therefore, the project did not receive substantial technical support for implementation after the Project Inception Workshop in March 2018. UNEP did not carry out any Implementation Support and Supervisory Missions between the Inception Workshop and the end of the project in June 2022. This may have been due to the delay in commencing project activities till the second half of 2019 and the onset of COVID-19 in March 2020.

20- This situation was exacerbated due to inadequate details of expected outputs in the form of quality and pre-set standards in the CEO Endorsement and the project management opted to implement the project as they perceived project outputs to be and according to its own directions. Even though there had been several weaknesses in the project design, such weaknesses could have been overcome by a collaborative effort from the Implementing Agency and Executing Agency with appropriate budget revisions to end the project as a “model” project in Bangladesh to reduce and arrest LD and restore already degraded land to be productive even in a small area of degraded land.

Lessons Learned

21- **Lesson 1:** As the proposed Mid-term Review was not carried out, the opportunity of producing expected outputs as in the project design and re-directing the project to meet overall objective of the project was ruled out.

22- **Lesson 2:** The failure to develop an Exit Strategy as advocated in the CEO Endorsement resulted in project sustainability coming under threat and halting the continuity of project accomplishments as routine work of stakeholder organizations threatens project sustainability.

23- **Lesson 3:** Regular monitoring and on-site supervision are very necessary in implementing projects by UNEP and the absence of UNEP Supervisory/Support Missions throughout the project implementation after the Project Inception Workshop caused the project to distract from the original scope in terms of outputs and targets, resulting in low overall project performance.

24- **Lesson 4:** Although Work Plans of the project and the Half-yearly Progress Reports of the Executing Agency and Progress Implementation Review Reports (PIRs) were acceptable to UNEP, remote monitoring is not effective when progress reporting is not done against detailed time bound activities that are employed to produce respective time-bound outputs. Therefore, detailed work plans are very important in project implementation.

25- **Lesson 5:** As National Project & Technical Managerial Capacity was overestimated by UNEP at the project design, no provision was made for external technical support and the project was dependent on national staffs and experts. Nevertheless, according to findings of the TE, national project and technical managerial capacity was not sufficient to drive the project in meeting its objectives.

26- **Lesson 6:** Although no financial management irregularities were evidenced, the evaluation found that there was a lack of expenditure being reported against budgetary allocations, which limited the depth of analysis that could be undertaken. If expenditure had been closely monitoired periodically under each budget line, the respective physical progress would have been easily observed.The trust and relationship with UNEP is important and unilateral decisions taken by the Project Team in revising the budget and changing the scope of work in terms of outputs and targets could lead to losing confidence in the Government of Bangladesh by not only UNEP but also the donor community as a whole.

Recommendations

27- **Recommendation 1:** Soil Resource Development Institute (SRDI) should establish Land Degradation Profiles for 15 Hot Spots. These should be prepared by type of land degradation and cover the area bounded by Upazila, Union, Mouza and Plot.

28- **Recommendation 2:** The 15 Hot Spots (see recommendation # 1) should be included in a re-drafted National Roadmap for Addressing Land Degradation in Bangladesh .

29- **Recommendation 3:** Rather than documenting and adopting SLM practices by following the identification and selection processes attempted in this project, more attention should be paid by the SRDI to the 'Land Degradation in Bangladesh' document prepared by the Ministry of Agriculture.

30- **Recommendation 4:** The DLDD Cell in the DOE should be made functional as soon as possible to sustain project accomplishments and apply for further support from UNEP for a follow up project.

31- **Recommendation 5**: DLDD Cell should take a lead role in updating the Web-based M&E System developed under the project to be functional and useful for the purpose, for which it was planned, as stipulated in the CEO Endorsement.

32- **Recommendation 6:** SRDI should identify areas in Barind tract (based on Land Degradation Profiles, where irrigation is feasible and extent of land (Hectarage) to be irrigated in the future.

33- **Recommendation 7:** Based on Findings of the TE under Financial Management and Efficiency, it is strongly recommended that the role of supervision and monitoring by IA be strengthened for future projects.

34- **Recommendation 8:** UNEP should seriously consider extending financial and technical support to complete unfinished tasks of the project and initiate implementation of the

National Roadmap for Addressing Land Degradation in Bangladesh to move towards LDN in Bangladesh.

1 INTRODUCTION

35- This document is the final report of the Terminal Evaluation of the GEF ID 5823 "Establishing National Land Use and Land Degradation Profile toward Mainstreaming Sustainable Land Management Practices in Sector Policies in Bangladesh – ENALULDEP/SLM" Project. In line with the United Nations Environment Programme (UNEP) Evaluation Policy[11] and the UNEP Programme Manual[12], the Terminal Evaluation (TE) was undertaken at operational completion of this project to assess project performance (in terms of relevance, effectiveness, and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability.

36- The project was approved by GEF and UNEP on 23 May 2016 and 24 February 2017 respectively with an initial total project cost of USD 4,010,594, including a grant of USD 730,594 from Global Environment Facility (GEF). The project officially started with the first disbursement on 4 May 2017 and the project implementation was completed on 30 June 2022 having been granted two no cost project extensions on 4 July 2020 and 6 February 2022 (i.e. 18 months extension).

37- UNEP was the Implementing Agency for the project whereas the Ministry of Environment, Forest and Forest Climate Change (MoEFC) was named as the Executing Agency on behalf of the Government of Bangladesh. The work was managed within the GEF Biodiversity and Land Degradation Unit, which is part of the Biodiversity and Land Branch of the Ecosystems Division of UNEP.

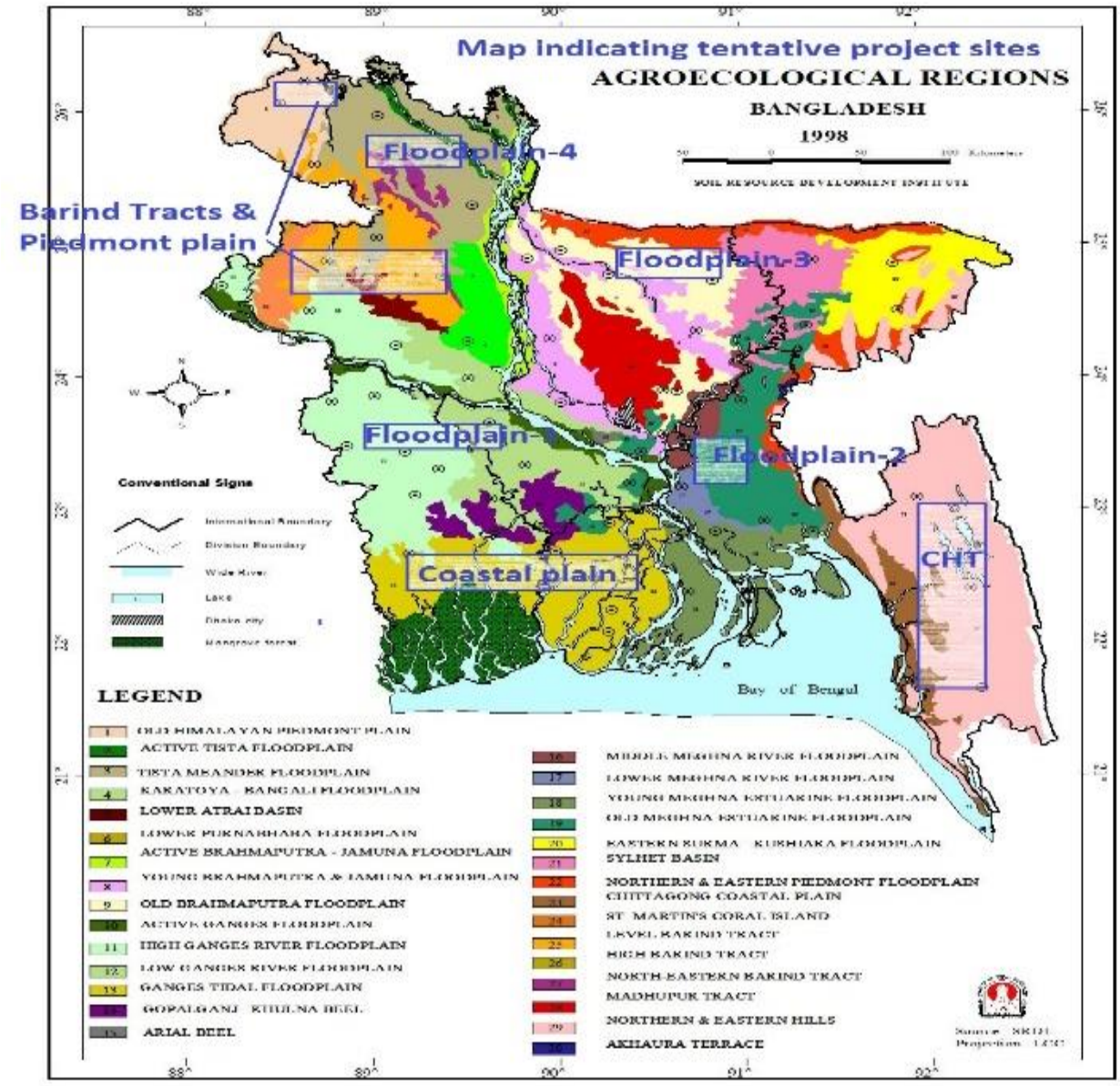
38- This project was designed to focus on appraising the existing land degradation situation and location-specific Sustainable Land Management (SLM) to protect lands and soils from further degradation and also to restore already degraded areas.

39- The project was designed to be implemented all over Bangladesh in terms of land use map updating and land degradation apraisal, but to be concentrated in 4 "Hot Spots" (Barind Tracts, Hills, Coastal Zone and Flood Plains) in terms of SLM documentation and demonstration (see map next page).

40- The project was designed to deliver against a number of strategic areas of focus in the UNEP Medium Term Strategy 2014 - 2017 particularly Climate change (EA1-Climate resilience), Disasters and conflicts (EA1-risk reduction), Ecosystem management (EA1-Production, EA3-enabling environment). The project was especially in line with the UNEP ecosystem management sub-programme of UNEP Medium Term Strategy 2014 – 2017, which had the objective to promote a transition to integrating the management of land, water and living resources, with a view to maintaining biodiversity and providing ecosystem services sustainably and equitably among countries.

11 https://www.unenvironment.org/about-un-environment/evaluation-office/policies-and-strategies
12 https://wecollaborate.unep.org

Figure 1: Map of Implementing Region



41- The TE has two primary purposes: to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP, GEF and the main project stakeholders in Bangladesh, namely, MoEFCC, Department of Environment (DoE), Department of Agricultural Extension (DAE), Barind Multipurpose Development Authority (BMDA), Center for Environmental and Geographic Information Services (CEGIS), Soil Resource Development Institute (SRDI) and other stakeholders[13]. The TE was undertaken over a period of seven months, from October 2022 until May 2023.

[13] BFD, MoA, BARC, DoF, DLS

2 EVALUATION METHODS

UNEP's evaluation model/approach

42- **Definitions of Evaluation Criteria:** In line with the UNEP Evaluation Policy, the UNEP Programme Manual and the Guidelines for GEF Agencies in Conducting Terminal Evaluations, this TE was carried out using a set of 9 commonly applied evaluation criteria which include: (1) Strategic Relevance[14], (2) Quality of Project Design, (3) Nature of External Context, (4) Effectiveness *(incl. availability of outputs; achievement of outcomes and likelihood of impact),* (5) Financial Management, (6) Efficiency, (7) Monitoring and Reporting, (8) Sustainability and (9) Factors Affecting Project Performance and Cross-Cutting Issues (see **Annex II**: Evaluation Framework/Matrix for more details on each evaluation criterion).

43- Most evaluation criteria are rated on a six-point scale as follows: Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU). Sustainability and Likelihood of Impact are rated from Highly Likely (HL) down to Highly Unlikely (HU) and Nature of External Context is rated from Highly Favourable (HF) to Highly Unfavourable (HU). The ratings against each criterion are 'weighted' to derive the Overall Project Performance Rating. The greatest weight is placed on the achievement of outcomes, followed by dimensions of sustainability.

44- **Matrix of ratings levels for each criterion:** The UNEP Evaluation Office has developed detailed descriptions of the main elements required to be demonstrated at each level (i.e. Highly Satisfactory to Highly Unsatisfactory) for each evaluation criterion. The evaluation team has considered all the evidence gathered during the evaluation in relation to this matrix in order to generate evaluation criteria performance ratings.

45- For projects funded by the GEF, findings from the evaluation are to be uploaded in the GEF Portal. To support this process, evaluation findings related to the 5 topics of interest to the GEF are summarised in **Annex III**. The intended action/results on the 5 topics were described in the GEF CEO Endorsement and Approval documents. The 5 topics are: i) performance against GEF's Core Indicator Targets; ii) engagement of stakeholders; iii) gender-responsive measures and gender result areas; iv) implementation of management measures taken against the Safeguards Plan and v) challenges and outcomes regarding the project's completed Knowledge Management Approach.

Evaluation Process

46- This evaluation adopted a participatory approach, consulting with project team members, partners and beneficiaries at several stages throughout the process. Central to the evaluation was the analysis (and reconstruction[15]) of the project's Theory of Change. Consultations were held during the evaluation inception phase to arrive at a nuanced understanding of how the project intended to drive change and what contributing conditions ('assumptions' and 'drivers') would need to be in place to support such change.

[14] This criterion includes a sub-category on Complementarity, which closely reflects the OECD-DAC criterion of 'Coherence', introduced in 2019. Complementarity with other initiatives is assessed with respect to the project's design. In addition, complementarity with other initiatives during the project's implementation is assessed under the criterion of Efficiency.
[15] Over time it is expected that UNEP projects will include a Theory of Change within the Project Document and the need to 'reconstruct' change models will reduce.

The (reconstructed) Theory of Change, supported by a graphic representation and narrative discussion of the causal pathways, was discussed further with respondents during the data collection phase, and refined as appropriate. The final iteration of the Theory of Change is presented in this final evaluation report and has been used throughout the evaluation process.

Data Collection

- **Primary Data Sources**

47- **Sampling Strategy:** As sources of primary data, major stakeholder groups representing project management, implementing partners and two groups of farmers (participated at SLM training and already practicing SLM before the project) were selected for collecting data from individual interviews and meetings during the evaluation process. Implementing partners were selected on the basis of their responsibility for delivering project outputs as identified in the Reconstructed ToC. The following table illustrates the composition of the selected key informants by stakeholder group and organization. Names, designation and gender of the key respondents by respective organization are given in **Annex IV.**

Table 1: Key Informants by Stakeholder Group and Organization

Stakeholder Group	Organization	Designation of Key Informant	Method of Data Collecting
Project Management	UNEP	Past Task Manager 1	On-line interview
		Past Task manager 2	On-line interview
		Current Task Manager	On-line interview
	MoEFCC & PSC	Joint Secretary	Face-to-face interview
	DoE & PIC	Director General	Face-to-face interview
	Technical Committee	Chairman	Face-to-face interview
	PMU	Project Director	Face-to-face interview, Meeting, Discussion
		Project Coordinator	Face-to-face interview, Meeting, Discussion
		Finance Consultant	Face-to-face interview, Meeting, Discussion
Implementing Partners	CEGIS CEGIS	Senior Specialist	Face-to-face interview & Follow up e-mails
		Research Associate	Face-to-face interview
	SRDI	Principal Scientific Officer	Face-to-face interview & Follow up e-mails
		Senior Scientific Officer	Face-to-face interview
	BMDA	Deputy Manager (Agriculture)	Face-to-face interview & meeting
		Assistant Engineer	Meeting
		Assistant Manager	Meeting
		Assistant Engineer	Meeting
		Sub-Assistant Engineer	Discussion
		Inspector	Discussion
	DAE	Deputy Director (Retired)	Face-to-face interview
		Deputy Director (Khulna)	Face-to-face interview
		Upazila Agriculture Officer	Face-to-face interview
		Sub-Assistance Agriculture Officer	Discussion

Stakeholder Group	Organization	Designation of Key Informant	Method of Data Collecting
		Sub-Assistance Agriculture Officer	Discussion
Farmers Participated in SLM Training	Rajshahi district	3 Farmers	Group interview
Farmers Practicing Documented SLM	Khulna district	2 Farmers	Individual interview

48- **Selection of field sites:** The actual time to be spent visiting farmer localities where documented SLM practices were in existence (not introduced by the project) was dependent on time availability and, therefore 2 days were allocated for two different sites. With regard to land degradation in Bangladesh, the problem in Barind tract in Rajshahi region is different as LD is due to drought whereas in most other areas water is the main cause for LD in different ways (e.g., Topsoil erosion, Acidification, Salinization, Riverbank erosion etc.) Therefore, one of the Upazila in Rajshahi district, namely, Godagari where Buried Irrigation Systems are practiced was selected to be visited.

49- Although it was proposed to visit Chittagong district to observe soil and water conservation practices in hilly areas, it was abandoned due to the delay in granting security clearance required for foreigners for visiting Chittagong hill tract by the Local Authority in Chittagong according to rules of Government of Bangladesh. Therefore, alternatively, having considered the travel time between the field site and Dhaka, Khulna district was selected to visit saline areas and accordingly, Bhatiaghata Upazila was identified for visiting existing SLM practices and interviewing farmers.

50- The field mission in Bangladesh was started with a Kick-off meeting held in the DoE on 15 January 2023 and the Evaluation Consultant was introduced to all Implementing partners (SRDI, BMDA, DAE & DoE) who were present at the meeting. In addition to Implementing Partners, the Chairman and Technical Committee was present at the meeting and available for consultation after the meeting. Thereafter, the Evaluation Consultant conducted consultative meetings/interviews with individual Implementing Partners who were responsible for the delivery of respective outputs as agreed at the Project Inception Workshop. A separate consultative meeting was held with Center for Environmental and Geographic Information Services (CEGIS) on 17 January 2023 as CEGIS was absent at the kick-off meeting. In addition, two distinct project areas in Rajshahi and Khulna districts were selected for observing documented Best SLM Practices in farmer localities and interviewing farmers in the neighbourhood.

51- **Data collection tools:** A combination of data collection methods were used to consult different stakeholder groups of the project. Such methods included group consultative meetings, face to face meetings, online interviews and informal discussions. Throughout this evaluation process, and in the compilation of the Final Evaluation Report, efforts have been made to represent the views of both mainstream and more marginalised groups. Data were collected with respect for ethics and human rights issues. All pictures were taken, and other information gathered after prior informed consent from people, all discussions remained anonymous, and all information was collected according to relevant UNEP guidelines and UN standards of conduct.

52- **Actions taken to increase response:** Two specific actions were undertaken to increase response from key informants within stakeholder groups. Firstly, the purpose of the TE was clearly explained at the beginning of meetings and interviews and usefulness of credible findings to sustain project results within their organizations. Secondly, while following guided questions in the Evaluation Matrix and additional specific questions to Implementing Partners of the Project, questions were not raised as stereotype questions and, based on the Evaluation Consultant's experience in undertaking in evaluations, a friendly conversation was induced and responses to specified questions were gathered in a diplomatic way.

Secondary data sources:

53- The sources of secondary data sources include the CEO Endorsement, Relevant Background Study Report, Half-yearly Progress Reports, Annual Project Implementation Review Reports (PIRs), Workshop Reports, Workshop presentations and Deliverables of the project including publications. A list of documents consulted is presented in **Annex V.**

- **Limitations and mitigation strategy**

54- With limited time and restricted budget, it was not possible to visit the farms of randomly selected farmers who had taken part in three types of training and awareness programmes conducted under the project, in order to observe their adaptation of the Wocat concept in individual farming localities. Therefore, interviews were conducted with farmers who were selected by both BMDA and DAE as respondents - the Evaluation Consultant had no control over selecting farmers. There were no specific selection criteria in identifying farmers for the interviews. BMDA invited three farmers residing near the Buried Irrigation Pipeline in Godagari Upazila in Rajshahi district who took part in SLM training whereas DAE identified two farmers practicing documented SLM practices in Bhatiaghata Upazila in Khulna district.

Analysis

55- Data from all available sources, interviews, observations and documentary evidence were considered in the review. Results and information from all sources were compared, to substantiate findings, corroborate evidence and highlight anomalies, hence addressing the required data triangulation. Where needed, e-mail communications were exchanged with stakeholders to verify gaps, discrepancies or contradictions.

56- The evaluation assesses the project design, project implementation and management, the project outputs and considers these in terms of (i) relevance, (ii) effectiveness, (iii) efficiency, (iv) impacts and (v) sustainability, as well as the evaluation criteria of financial management, monitoring and reporting and factors affecting performance, as provided by UNEP Office of Evaluation in the ToR and accompanying guidelines for this TE. The evaluation tested the reconstructed TOC at Evaluation to refine the initial understanding of causal pathways.

3 THE PROJECT

3.1 Context

57- The Government of Bangladesh signed the United Nations Convention to Combat Desertification (UNCCD) in 1994, ratified it in 1996 and upholds its obligations, including commitments to implement the 10-Year Strategy of the UNCCD. The project was designed to implement specific measures to combat land degradation identified in the National Action Programme (NAP) drafted in 2005, and finalized in 2015 to align it to the UNCCD 10 years Strategy, including the adoption of integrated and participatory approaches to SLM.

58- In alignment with the NAP, specific project issues included land degradation like soil erosion, nutrient depletion, deforestation; siltation, salinization and waterlogging. Moreover, it narrates the anthropogenic and natural causes of land degradation including all other related factors like socio-economic, political, demographic, poverty, pollution etc.

59- The other major concern under NAP was reviewing policies and plans like the Environment Policy, Forest Policy, Water Act, Land Use Policy, Coastal Zone Policy, Urban Sector Policy, Agriculture Policy, Livestock Development Policy, Poultry Development Policy, Fisheries Policy, Shrimp Policy, Breeding Policy, National Environment Management Action Plan, NAP 2005, Bangladesh Climate Change Strategy and Action Plan, Haor Master Plan, Master Plan for Agricultural Development in Southern Region, Perspective Plan, Seventh Five-year Plan and National Sustainable Development Strategy.

60- In addition, the project was expected to provide an analysis of policy gaps and further actions to be carried out to address Desertification, Land Degradation and Drought (DLDD) issues with special emphasis on developing an effective legislative framework for conservation of environment and DLDD issues.

61- The NAP (2015), therefore, formed the guidance document for the implementation of this project, tackling land degradation in priority areas as proposed for the project. The NAP identified a number of key problems and causes at national level:

- **Lack of information and low level of awareness of decision makers on land degradation, desertification and preservation of soil fertility.** This reflects the low-prioritization of the issue, low interest of NGOs and media and low-prioritization of land degradation issues at the National Level. Bangladesh is one of the signatories of Rio convention and in the line of implementing MGs then SDGs and finally to achieve LDN by 2030.

- **Gaps in the legislation regarding land degradation and desertification issues and the liabilities and commitments of conventions are poorly integrated.** The legislative norms regarding LD and desertification and other subsequent issues of legislation mostly appear not as a specific code of conduct. The enforced legislative and regulating acts do not have a systemized character, and that requires the adoption of a consolidated, framework law in the field of SLM and integration of the principles identified by this law in the laws of agriculture, forestry and territorial planning fields.

3.2 Results Framework

62- The project objective was to "Establish knowledge base and enabling policy and institutional environment for SLM consideration in the country development agenda" (CEO Endorsement, 2016). The project was designed with 3 components together with 7 outputs, as follows (each component being associated with one outcome).

Table 2 - Project Results Framework, (CEO Endorsement, Item B Results Framework and Annex A Logical Framework, 2016)

Project Component	**Expected Outcomes**	**Expected Outputs** *(Source of verifcation from Logical Framework, Annex A)*
Land use and land degradation profile	Increased understanding of land use and land degradation in the country *(Records of field visits and information on land use and LD)*	1.1 National land use map developed *(1 updated Plan with interpretation)* 1.2 Land Degradation profile established *(4 Hot Spot reports and thematic maps on LD classes appraised and validated)* 1.3 National roadmap to address SLM developed and validated at national level *(1 Roadmap to address LD; 40 factsheets on Best SLM Pratices, 1 appraisal report on social and environmental implication of LD)*
SLM mainstreaming	Capable national institution and stakeholders in favor of SLM practices *(Training reports; national insitutions' capacity to work with SLM documentation tools and implement SLM in workplans)*	2.1. National policy including Land Use Policy 2001 and institutional framework to mainstream SLM in production sectors (in line with output 1.3 implementation) *(Revised policies and framework documents; report with specific way forwards)* 2.2. SLM practices developed and disseminated by relevant stakeholders and networks at national level *(40 factsheets on Best SLM Practices on 4 Hot Spots – translated, disseminated and with recommendations for end user adoption; dedicated website; document of pilot testing and disseminationof proven SLM practices; survey report on network functionality and stakeholders perceptions of SLM mainstreaming)* 2.3. Training and awareness raising programmes for SLM adoption and dissemination developed and implemented at national and local levels *(Training reports; site visits and names of community members; demonstration records)*
SLM monitoring	Adequate SLM monitoring and evaluation *(SLM indicators for M&E, project records – visotrs book, videos, pictures, factsheets; end user record on adoption of SLM; community interviews on adoption of SLM; site visit)*	3.1 DLDD monitoring indicators developed and a monitoring and evaluation system of SLM impacts established *(Manual/guideline on M&E; DLDD M&E cell at DoE; field offices 'in the loop'; focal points aware of indicators and looped into wesbite)*

63- In the absence of descriptions of the three Components and responsible Implementing Partners for producing respective outputs in the CEO Endorsement, at the Project Inception Workshop[16], held on 19 March 2018, Implementing Partners for each output were decided as follows.

- **Component 1** - CEGIS was responsible for the national land use map/plan[17] (Output 1.1) and National Roadmap (Output 1.3) whereas SRDI was responsible for land degradation profiles (Output 1.2).

- **Component 2** - CEGIS was responsible for Output 2.1 and DAE and BMDA were responsible for implementing Output 2.2 and Output 2.3.

- **Component 3** – DoE was responsible for Component 3 and its Output 3.1.

64- A fourth outcome was recorded as being 'added' in the 2019 Project Implementation Review Report. Confirmation of this addition was provided in the minutes of the PSC meetimg of 3 January 2019; The Director General mentioned that this project would map land degradation scenarios of the country and the expected output would be a database, which would would feed the LDN target achieving process. By following his remarks at the PSC meeting, the Outcome is presented as: *'Assess the proportion of land that is degraded over toal land area of the country'* and the end of project target is: *'Data on three indicators, LCC, LPD and SOC'* in the 2019 PIR Report. The evaluation notes that this is actually an output level result and it has been addressed as such in the Reconstructed Theory of Change at Evaluation. In addition, the fourth outcome was not formally endorsed by UNEP.

3.3 Stakeholders

65- The extent to which stakeholder engagement informed the design of the project was not mentioned in the CEO Endorsement. There were hardly any references to consultative processes, information related to stakeholder workshops, a validation meeting, or other evidence of stakeholder consultations at the time of designing the project.

66- The project document suggested that the project design anticipated a multi-stakeholder collaboration in the implementation of the project. The following table shows the expected role of each stakeholder (CEO Endorsement, Table No. 23).

Table 3 - Expected Role of Stakeholders in Project Implementation & Terminal Evaluation

Name of Stakeholder	Responsibility (as assigned at design stage)
MoEFCC	- Overview of project implementation - M&E of project activities - Overall support to project management - Legal instrument
MoL	- Policy and advisory support on land use and Best SLM Practices - Will play an important role in the **project exit strategy** to be developed at mid-term and implemented at the end of the project
MoA	- Policy and advisory support on land use, land degradation and Best SLM Practices.

[16] *Project Inception Workshop Rapporteur's Report, 19 March 2018*
[17] The output statement refers to a map while the indicator refers to a plan.

Name of Stakeholder	Responsibility (as assigned at design stage)
BARC	- Technical advisory support on National land use updating, appraising land degradation Status and best SLM adoption and technology Transfer.
DoE	- Prop up to MoEFCC on overall project Implementation and **M&E process**. - All administrative, technical and financial functions to achieve project goals - Assessing LD & SLM related policy - **Assessing SLM M&E indicators** - Develop IEC materials and documentary for awareness raising - Reporting - **Setting DLDD M&E cell as a permanent unit** - Coordinating focal points of Stakeholders
SRDI, CEGIS	**National Land Use Map update, Appraise Land degradation profile and technical support on Best SLM Practices**
DAE, BMDA, DoF, DLS, Dept. of Forest	- **Documentation of Best SLM Practices with the participation of local farmers, GO/NGO, Community leaders and educational institute.**
DAE, BMDA	- **Demonstration, Farmers training, Farmers Day, field visit etc. at selected area during demonstration of Best SLM Practices**; Local GO/NGO, community and farmers will be tagged with process. Advocacy for appropriate use of fertilizer, OM or compost, crop rotation, etc.

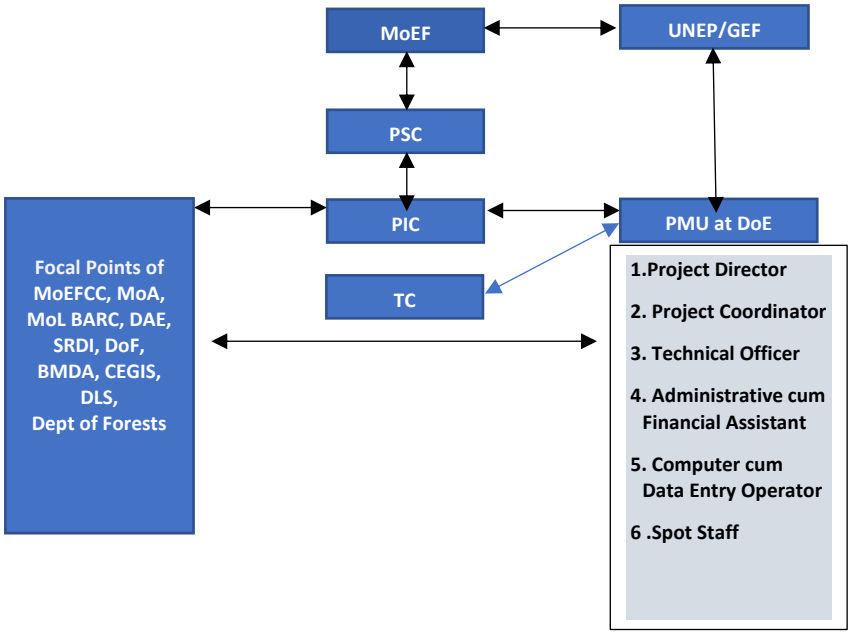
67- The stakeholder analysis shows representation from the following sectors in the country; (i) Government ministries & agencies, (ii) Academic institutions and (iii) Scientific & Professional bodies and (iv) NGO. The diagram below (Fig 1) shows the graphical representation of stakeholders or project organigram. The stakeholder analysis took a very targeted approach, focusing on a few stakeholders[18] with a direct role to play in executing project activities to produce well defined outputs under three outcome areas and implementation and/or disseminating newly developed SLM practices across the country, both at national and local levels. The other stakeholders were expected to play a facilitative role for the project implementation and sustain project results in implementing SLM[19].

68- No direct reference was made in the project document to civil society, gender, people with disabilities or vulnerable groups as stakeholders to the project. Civil society would have been indirectly included as a beneficiary under the output 2.3: Training and awareness raising programmes for SLM adoption and dissemination developed and implemented at national and local levels.

[18] BMDA, CEGIS, DAE, DoE, SRDI

[19] Bangladesh Agricultural Research Council, Department of Fisheries, Department of Forests, Department of Livestock Services, Ministry of Agriculture, Ministry of Land

Figure 2: Organigram of the Project with key project key stakeholders[20]



3.4 Project implementation structure and partners

69- Being the Executing Agency of the project, the MoEFCC was responsible for the following tasks as detailed in the CEO Endorsement.

- Project technical and financial reporting to the IA;
- Coordinate project activities at national and local levels;
- Provide technical expertise through its personnel and networks;
- Provide guidance and coordination to other national stakeholders;
- Address logistical issues, e.g. through organization of meetings and provision of relevant facilities;
- Support project management and regular project reporting;
- Ensure project execution according to the agreed Work Plan, Budget and reporting tasks

70- As detailed in the CEO Endorsement, for carrying out the above tasks, a Project Management Unit (PMU) was set up at DoE, responsible for day-to-day activities of the project. The responsibilities of the PMU included tracking all records relevant to the project goal for M&E, overseeing activities according to the work plan, preparing reports for Project Implementation Committee (PIC) and Project Steering Committee (PSC), publishing reports, journals, maps, booklets etc. and procuring operational goods for the project. The composition of the PMU is decribed below and in **Annex VI.**

71- As detailed in Annex H of the CEO Endorsement, two project management committees representing a wider range of stakeholders, namely PSC and PIC were formed at the

[20] Source: CEO Endorsement and ToR

commencement of the project. The Technical Committee was formed during the course of project implementation to monitor and support project activities, in particular identification and documentation of SLM practices as informed by the Project Management.

Project Steering Committee (PSC) - PSC was mainly expected to be responsible for providing strategic direction and oversight to project management, reviewing achievements and progress of project activities, solving any inter-ministerial problems arising for attaining any objective of the project, providing policy guidelines for project management and coordination, overall evaluation of the project, providing recommendation on any matters referred by PMU, monitoring and evaluation of implementation of the project activities, approving the annual work plan and approving reporting to send to UNEP-GEF. The composition of the PSC as detailed in the CEO Endorsement and regular participants of three PSC meetings is mentioned in **Annex VI**.

Project Implementation Committee (PIC) - Ensuring all aspects of project implementation, ensuring project governance and oversight of the financial resources from GEF investment, ensuring budget flow among the stakeholders to get the work done, providing staff time and expertise in guiding and advancing the project, sharing of all achievement and products of the project with all stakeholders, ensuring that consultants and project partner organizations delivered against their contracts and in time, organizing the Steering Committee meetings and serving as its secretariat, overall management and implementation of the project results and output level M&E framework, to evaluate project performance, management of the flow of information from the field to the Project collaborators and producing periodic monitoring reports. **Annex VI** presents the composition of the PIC as detailed in the CEO Endorsement and regular participants of three PIC meetings.

3.5 Changes in design during implementation

72- According to the following four project output reports compiled by DoE together with respective Implementing Partners, the project deviated from its original scope of work and envisaged outputs as summarized in Table 4.

Project Output Reports:

- Final Updating Land Use Map by CEGIS (2021) based on 2019 data
- Application of Divisional Agroecological Resources for Management and Development Planning by DoE (2020)
- Land Degradation in Bangladesh 2020 report by SRDI , Ministry of Agriculture (2022)
- Sustainable Land Management Best Practices of selected areas of Bangladesh (2021)

Table 4 – Deviations in Expected Outputs

Expected Output as in the CEO Endorsement	Reformulated/Additional Output	Justification/Reasons Provided to the Evaluator by Executive Agency
Output 1.1: National land use map developed *(1 updated Plan with interpretation)* In addition, District Land Use Maps to be prepared.	**In addition** to national Land Use Maps, Land Use Map 2010 was prepared. **In place of** District Land Use Maps, maps were prepared by Upazila representing 15 hotspots following IPCC legend,	The purpose was to compare land use pattern over a period ten years. As the number of Hot Spots was increased to 15 from 4, covering 33 Upazilas, Land Use Maps by Upazila were

Expected Output as in the CEO Endorsement	Reformulated/Additional Output	Justification/Reasons Provided to the Evaluator by Executive Agency
	which are consistent with updated National Land use map. This was more specific, explanabe LD types for actions needed.	decided to be more useful in planning land use and SLM.
Output 1.2: Land Degradation profile established *(4 Hot Spot reports and thematic maps on LD classes appraised and validated)*	**In place of** Land Degradation Profiles in 4 Hot Spots, National Land Degradation Maps by type of LD were prepared followed by a detail report with descriptions and magnitude of LD types, their coverage and distribution, and probable mitigation measures.	No proper justification. This publication was not available to the TE at the beginning together with another 3 deliverables by UNEP. This publication was shared later during the evaluation process. This report was approved by MoA and distributed on World Soil Day, 5 December 2022.
	8 Divisional Agro Ecological Zone Maps Regions & sub-regions) were prepared as an **additional output**.	Helpful for land use and SLM planning. In addtion monitoring and evaluation of LD or any adversity at divisional level or any intervention to utilize land and soil resources.
Output 2.1: National policy including Land Use Policy 2001 and institutional framework to mainstream SLM in production sectors *(Revised policies and framework documents; report with specific way forwards)*	**Review of** national land related policies including Land Use Policy 2001 and institutional framework to mainstream SLM in production sectors	There is no legal mandate to draft a policy by a project. Drafting a new policy or amending an existing policy should be the responsibility of the respective ministry. Accordingly drafting new Land Use Policy or amending the existing Land Use Policy 2001, the MoL should be held responsible. For these type of tasks Government has a defined protocol.

Expected Output as in the CEO Endorsement	Reformulated/Additional Output	Justification/Reasons Provided to the Evaluator by Executive Agency
Output 2.2: SLM practices developed and disseminated by relevant stakeholders and networks at national level *(40 factsheets on Best SLM Practices on 4 Hot Spots – translated, disseminated and with recommendations for end user adoption; dedicated website; document of pilot testing and disseminationof proven SLM practices; survey report on network functionality and stakeholders perceptions of SLM mainstreaming)* Target: 12 SLM practices from 4 Hot Spots	**Existing SLM practices** falling within Wocat concept documented and disseminated by relevant stakeholders and networks at national level Number of Hot Spots of 4 and 12 Best SLM Practices in the Project Design were **increased to 15 Hot Spots and 41 respectively**. In fact the project documented 65 SLM technologies from 6 hotspots. TC recommended 41 out of them.	The project time frame is not sufficient to develop new SLM practices through an adaptive research phase at farmer localities. As the Project became ambitious in view of alarming situation in LD country wide in order to bring a appropriate solutions in the short run. Documentation of SLM technologies following widely accepted methodology (WOCAT tool) from selected hotspots were done for the first time in country.

73- The above deviations were not discussed at PSC, PIC and Technical Committee meetings according to minutes of the meeting. The Project Team failed to provide any written evidence of approvals/consent from UNEP for such changes in outputs. The absence of UNEP from PSC meetings was noted by respondents. The deviations were included in the Technical Assitance Project Proposal (TAPP), which was approved by the MoEFCC and after that finally approved by planning commission.

74- All discussions were communicated to the UNEP Task Manager in routine reporting format informing all the actions during implementation. As there were no comments or any recommendation from the TM, the changes were deemed accepted by UNEP as informed by PMU. Above explanation revealed that the changes were done in favor of better outputs and in positive direction.

75- As there were no set targets in the CEO Endorsement for adapting documented SLM practices and conducting training and awareness, in particular number of farmers at local levels, at the Inception Workshop held on 19 March 2018, the following targets were agreed upon with two Implementing Partners, namely, DAE and BMDA.

Table 5 - Agreed Targets for Training and Awareness Raising Programmes for SLM Adoption at Local Level

Activity	DAE	BMDA
	Target	Target
Farmer Training No. of Farmers	10 300	2 40
Demonstrations[21] No. of Farmers	12 360	2 46
Farmer Day[22].	5	2

[21] A recommended agricultural practice is demonstrated to farmers in the field to understand technical know-how. (how it should be practically done.)

[22] Farmers are taken to one or several farmer localities to show existing recommended practices in the field.

No. of Farmers	100	74

Source: Project Records – PCR of BMDA & DAE

3.6 Project Finance

76- The initial total project cost was estimated to be USD 4,010,594 with a grant of USD 730,594 from GEF at the time of approving and the project was co-financed by five stakeholders in Bangladesh, namely, BMDA, DoE, CBA-ECA[23], CEGIS and GIZ Project[24]. The Finance Plan was as follows with co-finance arrangement.

Table 6 - Finance Plan (USD)

Stakeholder	Cash	In-Kind
GEF	730,594	
BMDA	200,000	
DoE	500,000	1,000,000
CBA-ECA Project		680,000
CEGIS		300,000
GIZ		600,000
Total	1,430,594	2,580,000
Total Estimated Project Cost		**4,010,594**

Source: Co-financing Letters

77- Among stakeholders, only BMDA and DoE agreed to co-finance the project in cash with a contribution of USD 200,000 and 500,000 respectively. The Project Cooperation Agreement (PCA) mentions USD 2,780,000 while the request for CEO Endorsement mentions USD 3,280,000. The difference is the cash in-kind of USD 500,000 that was not included in the PCA.

78- The expected contribution from BMDA and DoE in cash was not received and their contribution was received in-kind together with all other co-finance arrangements in kind. As reported by PMU, the contribution in kind from co-financing amounted to USD 3,829,248.17[25] and the breakdown by stakeholder is as follows.

Table 7 - Actual Co-finance

Stakeholder	In-Kind (USD)
DoE	680,000.00
BMDA	200,000.00
GIZ	600,000.00
CEGIS	300,000.00
CBA-ECA Project	1,000,000.00
DoE (Additional)	1,049,248.17
Total	**3,829,248.17**

Source: PIR 2021-2022

79- The composition of allocation of the GEF Grant of USD 730,594 as reported by PMU is as follows.

[23] Community Based Adaptation in the Ecologically Areas through Biodiversity Conservation and Protection Project
[24] Market Development Initiative for Bondhu Chula –Phase II Project
[25] Source: PMU Account Statements

Table 8 - Project Budget

Implementing Partner	Amount (USD)	Percentage Share
DoE	472,391	64.66
BMDA	26,652	3.65
SRDI	49,570	6.78
DAE	134,166	18.36
CEGIS	47,815	6.54
Total	**730,594**	

Source: PMU Financial Records

80- The details of total Project Expenditure including cumulative expenses as at 30 June 2022 and planned expenditure during 1 July 2022 to 30 June 2023 are given in **Annex VII**.

4 THEORY OF CHANGE AT EVALUATION

81- At the Evaluation Inception Phase, it was observed that there were some differences in the formulation of the result statements between the Project Logical Framework (Annex 8) and the Theory of Change (Annex 9) in the CEO Endorsement. Specifically a project goal and longer term impact statement is introduced, along with summary output level statements. The overall objective of the project was *to establish knowledge base and enabling policy and institutional environment for SLM consideration in the country development agenda* as stated in the Project Logical Framework in the CEO Endorsement.

82- According to the Theory of Change at the project design, the project goal is to *reduce pressures on natural resources from competing land uses in the wider landscape.* As shown in the Table 2 under Results Framework, in the project design, the project consisted of 3 components together with 7 outputs, each component being associated with one outcome.

83- At the Inception of the TE, the Theory of Change (ToC) was reconstructed and discussed with the Evaluation Manager, and three outcomes were narrowed down to two outcomes while grouping seven outputs to two major output groups, falling under each outcome: **Outcome 1:** Capacitated stakeholders provide data/information on land use and land degradation in the country and **Outcome 2:** SLM practices adopted and implemented by relevant stakeholders and networks at national and local level.

84- In the Theory of Change at the project design, causal relationships between goal and outcomes and outcomes and outputs were not adequately explained. Having gone through outputs, outcomes and goal and objectives in both the Logical Framework and the Theory of Change (Table 2), the Evaluation Consultant found that harmonization of results (goals and outcomes and objectives) and outputs to reflect the cause and effect intention of the project was necessary to make the performance evaluable. Refining (or re-wording) the outputs and outcomes and developing casual pathways from outputs to respective outcomes was necessary to make outputs and outcomes more explicit and tangible to facilitate the assessment of results. The Table below presents the reformulation of the different results statement which was used in the Theory of Change at Evaluation, along with its justification.

Table 9 - Reformulation of results statements & outputs (see Table 2 for original formulations)

Formulation for Reconstructed ToC at Evaluation Inception (RToC)	Justification for Reformulation
LONG TERM IMPACT	
Reduction of the pressures on natural resources from competing land uses to achieve long term environment and socio-economic goals	Derived from the Project Goal mentioned in the ToC at Design.
INTERMEDIATE STATES	
Policy and decision-making bodies increasingly take into account SLM issues in their policies in a more favorable policy environment with a capacitated institutional framework.	This reflects the uptake of the knowlede base and enabling policy and institutional environment the project aimed to achieve. Having produced all projects outputs leading towards realization of respective outcomes, all concerned parties in the government and non-government sector should allocate sufficient funds/resources in successive annual budgets for implementing National Road Map on a long-term basis.

Formulation for Reconstructed ToC at Evaluation Inception (RToC)	Justification for Reformulation
PROJECT OUTCOMES	
Outcome 1 Capacitated stakeholders provide data/information on land use and land degradation in the country	Outcome reformulated to a) identify a stakeholder group and b) reflect an actual application of this new knowledge (as per UNEP/standard definitions of outcomes).
Outcome 2 SLM practices adopted and implemented by relevant stakeholders and networks at national and local level	Outcome reformulated to a) identify a stakeholder group and b) show an actual behaviour change in the adoption and implementation of SLM practices
Outcome 3	As Outcome 3 of "Adequate SLM monitoring and evaluation" is directly related to reformulated Outcome 1 in the Reconstructed ToC, Outcome 3 was removed and the main, single output under Outcome 3 was brought under Outcome 1/Output 1.1.
Outcome 4 (added in 2019) Assess the proportion of land that is degraded over total land area of the country.	As Outcome 4 is articulated at an output level, it has been incorporated below under Output 1.1. This new Outcome was not formally approved.
OUTPUTS	
Output 1.1 Relevant stakeholders have access to updated, functioning and validated SLM new tools, plans and policies (National Land Use map, Land Degradation Profile, National Roadmap, **Land Use related policies**[26] reviewed, DLDD monitoring indicators and a monitoring and evaluation system of SLM impacts)	Original Outputs 1.1, 1.2, 1.3, 2.1, 3.1 and 4.1 consolidated to avoid repetition on the availability of documented SLM tools/data and recommendations for revising land use related policies by intended beneficiaries. All indicators/sources of verification remain in use.
Output 2.1 Intended users have access to **documented SLM practices** through training, awareness raising programmes and dissemination of pilot testing/proven SLM practices at national and local levels	Original outputs 2.2 and 2.3 consolidated to include both the documentation of existing SLM practices and their dissemination. All indicators/sources of verification remain in use.

85- As explained in para 84-, Project outputs and outcomes, the different results statements which were used in the ToC in the project design were reformulated to be in line with UNEP Glossary of results definitions. The Reconstructed ToC explains the process of change by outlining casual linkages in successive interventions, namely, project outputs, project outcomes, intermediate states and impact in the long run. There are **Assumptions** (contributing conditions that are largely outside the sphere of influence of the project) and **Drivers** (contributing conditions that can, to a large extent, be influenced by the project) identified in the Reconstructed ToC as shown in the following diagram.

86- In both Theory of Change at project design and Logical Framework, Intermediate States level results are missing. Having produced all projects outputs leading towards the realization of respective outcomes, all concerned parties in the government and non-government sector should allocate sufficient funds/resources in successive annual budgets for implementing National Road Map on long-term basis. For making such a commitment by all stakeholders for implementing the National Road Map for Addressing

[26] Including the Land Use Policy, 2021

Land Degradation in Bangladesh, their knowledge, understanding and capacity on various forms of land degradation, enabled policy environment should become pre-conditions due to expected project outcomes.

87- Therefore, a new Intermediate States Statement was formulated as *"policy and decision-making bodies increasingly take into account SLM issues in their policies in a more favourable policy environment with a capacitated institutional framework."* by capturing contributions from two reconstructed outcomes, showing the pathway from outcomes to the next higher level of project results.

88- There were no **Assumptions** and **Drivers** identified in the Theory of Change in the project design. In the Logical Framework presented in the CEO Endorsement, a number of assumptions were identified; among such assumptions, except one assumption, other assumptions are still valid and, therefore, included in the Reconstructed Theory of Change. The assumption under original Outcome 1 is "Increased understanding on land degradation and SLM" and it is more or less similar to original Outcome 1: Increased understanding/knowledge of land use and land degradation in the country. Therefore, this assumption was excluded in the Reconstructed Theory of Change. In addition, one of the assumptions, namely, "DoE will perform the task with PMU" was categorized as a Driver as the engagement of the DoE was an intrinsic part of the project.

Identification of Casual Pathways from Project Activities to Outputs

89- The reconstructed Theory of Change in the TE Inception Report guided the Terminal Evaluation. There are seven assumptions under which the project activities would successfully be transformed into project outputs and, thereby to outcomes as stated in the Reconstructed ToC at Evaluation. Out of seven assumptions, the most important assumption is "*Land degradation appraised with classification for target areas compiling available data of SRDI with updated information/data*" as Land Degradation Profiles in selected Hot Spots is expected to be the basis for drawing up the National Road Map and identifying and adapting documented SLM practices in priority Hot Spot areas in the country under the project patronage.

Identification of Casual Pathways from Project Outputs to Outcomes

90- **Outcome 1:** Successful delivery of output 1 will ensure use of National and Upazila-wise Land Use Map and, Land Degradation Profiles by Policy Makers, Planners and Decision Makers and Project Implementers. They will use these for identifying and delineating the Best SLM Practices, accessing necessary information for policy reforms and prioritizing and identifying areas for adapting SLM under the National Roadmap and updated information on changes in LD and impact through a functioning Web-based M&E System. **Outcome 2:** As a result of identifying and documenting Best SLM Practices and conducting SLM training and awareness programmes, adapting documented Best SLM Practices in farmer localities is expected.

91- In the Theory of Change, one of the most important elements is producing outputs at the desired quality and in a timely manner. Once such outputs are produced, translating outputs to outcomes depends on stakeholder interest and commitment. Therefore, under the assumption of "*all stakeholders are supportive of mainstreaming SLM through implementation of policies and plans favouring SLM",* the behaviour of stakeholders will ensure the achievement of two outcomes.

Identification of Casual Pathways from Project Outcomes to Intermediate States

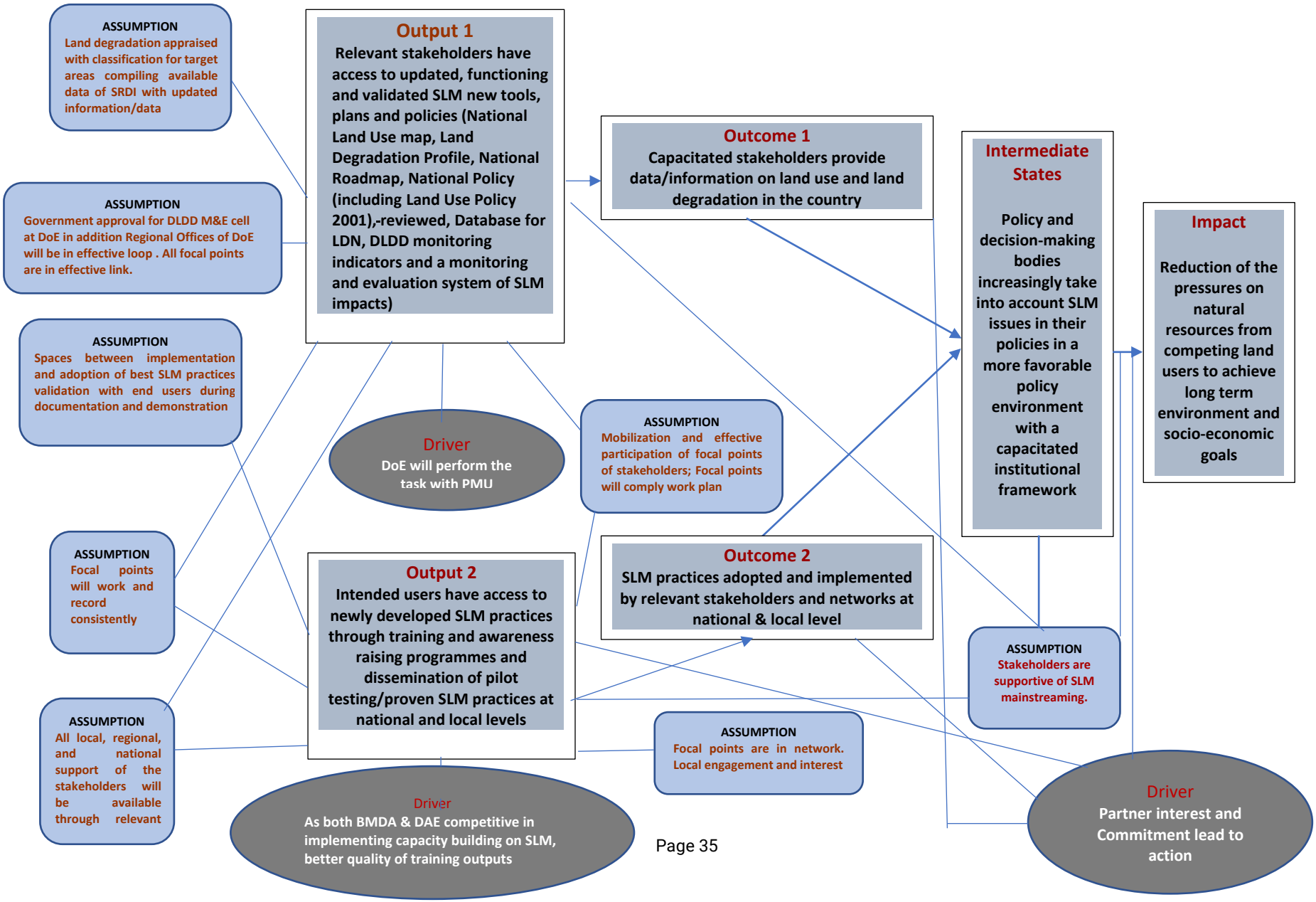
92- Having produced all project outputs leading towards realization of respective outcomes, all concerned parties in the government and non-government sector should allocate sufficient funds/resources in successive annual budgets for implementing SLM Roadmap on long-term basis. For making such a commitment by all stakeholders for implementing the National Road Map, their understanding and knowledge on various forms of land degradation, an enabled policy environment and sufficient capacity should become pre-conditions due to expected project outcomes. All such processes are dependent on stakeholder interest and commitment. Therefore, the assumption of "*all stakeholders are supportive of mainstreaming SLM through implementation of policies and plans favouring SLM"* is applicable for deriving Intermediate States from project outcomes.

Identification of Casual Pathways from Intermediate States to Impact

93- As for the translation of project outputs to outcomes and outcomes to intermediate state, if the assumption of *"all stakeholders are supportive of mainstreaming SLM through implementation of policies and plans favouring SLM"* holds this would pave the way for achieving the project impact in the long run. As shown in the following diagram, the Driver, *partner interest and commitment lead to action* is expected to catalyse this move.

94- As inspired by the Project Goal mentioned in the TOC at the Project Design, the best expected long term project impact would be *"Reduction of the pressures on natural resources from competing land uses to achieve long term environment and socio-economic goals"*. This project can be realistically considered as a steppingstone to achieving the much-desired project impact by adopting various SLM practices documented by the project in the entire landscape in Bangladesh.

Diagram 2 – Reconstructed Theory of Change



5 EVALUATION FINDINGS

5.1 Strategic Relevance

95- The TE has a task of assessing strategic relevance under the following four elements:

- Alignment to the UNEP Medium Term Strategy (MTS) Programme of Work (PoW) and Strategic Priorities
- Alignment to Donor/GEF/Partner Strategic Priorities
- Relevance Global, Regional, Sub-regional and National Environmental Priorities
- Complementarity with Relevant Existing Interventions/Coherence

5.1.1 Alignment to UNEP MTS, POW and Strategic Priorities

96- The project contributed to the delivery of a number of strategic areas of focus in the UNEP Medium Term Strategy 2014 - 2017 particularly Climate change (EA1-Climate resilience), Disasters and conflicts (EA1-risk reduction), Ecosystem management (EA1-Production, EA3-enabling environment).

97- The project was consistent with the Expected Accomplishments (EA) related to (i) **Climate resilience:** Ecosystem-based and supporting adaptation approaches are implemented and integrated into key sectoral and national development strategies to reduce vulnerability and strengthen resilience to climate change impact; (ii) **Risk reduction:** the capacity of countries to use natural resource and environmental management to prevent and reduce the risk of disasters like drought is improved; (iii) **Production:** Increased use is made of the ecosystem approach in countries, with a view to maintaining ecosystem services and the sustainable productivity of terrestrial and aquatic systems; (iv) **Enabling environment:** Services and benefits derived from ecosystems are integrated with development planning and accounting, particularly in relation to wider landscapes and seascapes and the implementation of biodiversity-related multilateral environmental agreements.

98- In addition, the project was adequately in line with the objectives of the following three sub-programmes of UNEP's Programme of Work 2016-2017.

- Subprogramme 1 - Climate change
- Subprogramme 2 - Disaster and conflicts
- Subprogramme 3 - Ecosystems management

99- **Subprogramme 1 - Climate change:** According to the project design, it is realistic to expect the project to contribute towards adaptation to climate change through mainstreaming of sustainable land management practices in farmer localities as a result of SLM training and awareness programmes. The adaptation of documented locally proven Best SLM Practices would improve climate resilience among farming communities. Resilience of farming communities was expected to improve through training and demonstrations promoting Best SLM practices. In addition, the project supports UNEP's initiatives in adaptation options and scientific and policy related information, identifying best practices, providing adaptation planning and policy development support.

100- **Subprogramme 2 - Disaster and conflicts:** The project can be realistically expected to meet the objective of Subprogramme 2: to promote a transition within countries to the sustainable use of natural resources and reduced environmental degradation to protect human well-being from the environmental causes and consequences of natural and man-made disasters. The project documented a few proven methods of irrigation to support resilience building to disasters particularly for drought in Barind tracts. The project also

facilitated the dissemination of such documented SLM practices to arrest land degradation due to drought in Barind tract by conducting SLM training and awareness activities.

101- **Subprogramme 3 - Ecosystems management:** The project is in line with meeting the objective of promoting a transition to the integration the conservation and management of land, water and living resources to main biodiversity and ecosystem services sustainability and equitably. The project was designed to contribute to improve the health and productivity of degraded land in the country by adapting Best SLM Practices, particularly to build up soil organic matter. This would eventually lead to more productive and viable ecosystems in the long run to contribute towards attaining neutrality in LD.

102- Therefore, the project is found to be consistent with UNEP's mandate and thematic priorities, as represented in the Medium-Term Strategy 2014 - 2017 and Programme of Work 2016 - 2017 under which the project was approved.

Rating for Alignment to UNEP MTS, POW and Strategic Priorities: Satisfactory

5.1.2 Alignment to UNEP/GEF/Donor Strategic Priorities

103- The project is found to be fully consistent with GEF 5 Land Degradation (Desertification and Deforestation) Strategy Goals and Objectives. The goal of the land degradation focal area is to contribute to arresting and reversing current global trends in land degradation, specifically desertification and deforestation.

104- This will be accomplished by promoting and supporting effective policies, legal and regulatory frameworks, capable institutions, knowledge sharing and monitoring mechanisms, together with good practices conducive to sustainable land management.

105- The following two objectives will contribute to the focal area goal and drive the development of the GEF-5 portfolio:

- Reduce pressures on natural resources from competing land uses in the wider landscape;
- Increase capacity to apply adaptive management tools in SLM.

106- In the Reconstructed ToC, the expected project goal in the long run is *"Reduction of the pressures on natural resources from competing land users to achieve long term environment and socio-economic goals"*. Besides, there is a project intervention to conduct training and awareness programmes on SLM to promote adapting SLM locally. Therefore, the project is aligned with GEF 5 priorities.

Rating for Alignment to UNEP/GEF/Donor Strategic Priorities: Satisfactory

5.1.3 Relevance to Global, Regional, Sub-regional and National Priorities

107- In response to signing the United Nations Convention to Combat Desertification (UNCCD) in 1994, ratified in 1996, the GoB upholds its obligations, including commitments to implement the 10-Year Strategy of the UNCCD, including the adoption of integrated and participatory approaches to SLM. Specific issues that are aligned with the NAP and which are relevant to the project include:

- Various forms of ***land degradation*** like soil erosion, nutrient depletion, deforestation; siltation, salinization and water-logging etc.

- Review policies and plans in the Agriculture, Environment, Livestock, Fisheries and Urban Sectors.
- Analysis of policy gaps and further actions to be done for addressing the DLDD issues with special emphasis on developing an effective legislative framework for conservation of environment and DLDD issues.

108- The project supports the Government of Bangladesh to create an enabling environment to achieve target 15.3 of SDG 15 in 2030. Goal 15 focuses specifically on managing forests sustainably, halting and reversing land and natural habitat degradation, successfully combating desertification and stopping biodiversity loss. All these efforts combine to ensure that the benefits of land-based ecosystems, including sustainable livelihoods, will be enjoyed for generations to come.

109- The target indicator 15.3 by 2020 is combat desertification, and restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land-degradation neutral world.

110- The Project was expected to support achieving the target indictor 15.3 by providing updated data on land use and land use patterns, establishing land degradation profiles for selected Hot Spots in respect of various types of land degradation with five distinct classes for managing LD, specific support for arresting land degradation due to drought in Barind tracts and drafting a national SLM Roadmap as a long term and persistent solution, setting up a DLDD Division within DoE to take care of impact monitoring of LD as a routine task and identifying policy gaps for amending policies to deal with all sorts of land degradation and environmental related issues in the country.

111- Therefore, as explained above, the project's implementation strategies are consistent with global, regional, sub-regional and / or national environmental priorities like NAP and SDG.

Rating for Relevance to Global, Regional, Sub-regional and National Priorities: Satisfactory

5.1.4 Complementarity with Existing Interventions/ Coherence

112- At the time of designing the project under evaluation, the following projects were under implementation by the Government of Bangladesh and its partners to address threats for declining cultivable land, root causes and barriers to SLM.

- **Barind Rainwater Conservation and irrigation Project (phase – II) –** The main project intervention was water resources mobilization to mitigate drought to avoid LD due to drought in Barind tract. This project provides a means of lesson learning in addressing land degradation with the water resources mobilization point of view and proven practices can be documented under the project under evaluation for adapting in other areas in Barind tract.

- **Community Based Adaptation in the Ecologically Critical Areas through Biodiversity Conservation and Social Protection Project:** Addressing land degradation through adoption of some SLM technologies. This project was important for the GEF project under evaluation as it was expected to provide an opportunity, during its own land degradation appraisal and land use map preparation of the country, to understand the role and impacts of activities conducted by the GEF project under evaluation in remediation of land degradation.

- **Integrated Coastal Zone Management Project (ICZMP)**: Demand for land for settlement (Urbanization), shrimp, salt production, tourism, export processing, environment management and several others are emerging in the most vulnerable areas. This project aims to rationalize coastal land use systems from different sectors by demarcating zones/subzone with more or less homogeneous characteristics to justify the existing diversity of resources. The experience undergone in the ICZMP project for environment management is useful to identify and document proven SLM practices to combat salinization in Southern coastal areas in Bangladesh for replication.

113- Among the on-going projects broadly falling within land management, the most important project was the National Land Zoning Project. It should be noted that the project design team for the project under evaluation (GEF 5823) had no interaction with the National Land Zoning Project, which commenced operations in 2012. The Land Zoning Project appeared to be very crucial for this project, as MoL was instrumental in preparing Zoning maps by Upazila as well as Land Use Maps covering the entire country. Had there been more interaction with MoL, at least a long-term partnership with MoL could have been established in the area of land use mapping with Mouza[27] and Plot boundaries in Hot Spots for adopting SLM practices.

114- The project identified existing land uses of an individual Upazila and demarcated its suitable land use zones for agriculture, forestry, fisheries, tourism, tea garden, industry and commercial development. Additionally, it offered land suitability maps and developed a Land Resource Database and Management Information System.

115- The identification of existing land uses and proposing land suitability zoning is helpful to facilitate the optimal utilization of land resources. A Land Zoning Report by Upazila is an important instrument for policy makers, land administrators, and users that can facilitate them to develop land resource planning up to the lower administrative tier of the country (union). Land zoning ensures better agricultural production and identifies priority areas for optimum production from land resources.

116- It is learned that objectives of the Land Zoning Project and the project under evaluation are different and neverthless, district boundaries, upazila boundaries, union boundaries, mouza boundaries and plot boundaries are common to both projects in the same country. Apart from administrative boundaries, data on plot owners and tennants in the Land Resource Database and Management Information System are useful in facilitating adopting documented SLM practices on the ground. It is clear that neither the Design Team nor the Project Team had any interaction with the National Land Zoning Project.

117- Although two other projects, namely, *Community Based Adaptation in the Ecologically Critical Areas through Biodiversity Conservation and Social Protection Project* and *Market Development Initiatives Bhondu Chula Project - Phase II Project* agreed to co-finance the project under evaluation in kind, both projects completed their implementation before this project commenced real operations due to initial delays for more than two years. The only on-going project was the National Land Zoning Project when this project started operations and the Project Team was deprived of interacting with all other projects due to initial delays in commencing project activities.

[27] In Bangladesh a mouza or mauza is a type of administrative district, corresponding to a specific land area within which there may be one or more settlements

Rating for Complementarity with Existing Interventions/ Coherence: Satisfactory

Rating for Strategic Relevance: Satisfactory

5.2 Quality of Project Design

118- As per the UNEP Evaluation Guidelines, the Quality of Project Design was assessed using a template prepared by UNEP Evaluation Office during the Inception Phase of the TE. Accordingly, based on this template, the Quality of Project Design was rated 3.52, "Moderately Satisfactory".

5.2.2 Strengths

119- The project was (and remains) highly relevant and strategically timed to initiate addressing various forms of land degradation in the country. (Table 2, CEO Endorsement, Page # 8). As it was dealt with in the CEO Endorsement, the absence of consolidated knowledge on the existing degree of land degradation in various forms across the country was a clear impediment for adopting SLM practices by all stakeholders. The link to UNEP, UNDP, UNDAF and GEF priorities was clearly spelled out in the CEO Endorsement and, therefore, there is no doubt about its alignment with these agencies' climate agendas. The problem analysis was very clear and the key questions, intervention with assumptions related to the project are clearly mentioned in the project design and, therefore, it was very helpful to comprehend the project in brief. (Table 4, CEO Endorsement, Page # 13)

5.2.3 Weaknesses

120- **Participation of Stakeholders at Design Phase:** There was no evidence of participation of stakeholders in the design stage of the project in the CEO Endorsement. Besides, although a list of stakeholders was given in the CEO Endorsement, specific roles of stakeholders on the project were not explicitly mentioned including Implementing Partners' responsibility in project accomplishments.

121- Although in the CEO Endorsement, five projects being in implementation in Bangladesh were cited as an important baseline for the proposed project, there was no documented evidence of interaction with the MoL at the project design stage to grasp progress made in land zoning introduced by the Land Use Act 2001, under which the National Land Zoning Project commenced operations in 2012 and its successor project to Coastal Land Zoning Project implemented by MoL in Bangladesh. The Executing Agency noted, however, that there were series of meetings with probable stakeholders at the project design at DoE, which is required for the project approval process. Among them were BMDA, DAE, SRDI, CEGIS, BMD, LGED, MoL and MoEF (at present MoEFCC).

122- **Descriptions of Project Outputs:** There were no adequate descriptions of outputs in terms of contents, quality, and responsible party for producing such outputs in the CEO Endorsement. Lack of descriptions of outputs in the CEO Endorsement persuaded responsible Implementing Partners to deliver outputs or deliverables in accordance with their perceptions. The absence of output related activities in the Logical Framework justified this move by Implementing Partners. Implementing Partners justified the quality and contents of their respective outputs with their own interpretation due to a lack of pre-set standards/norms for project outputs at the time of designing the project.

123- **Project Planning, Implementation, M&E and Reporting:** The CEO Endorsement distinctly fell short on Project Implementation Arrangement, Monitoring & Evaluation and Project Progress Reporting. Other than overlooking project implementation by two committees, project monitoring at implementation is not precisely explained. Also, there was no guidance for preparing Work Plans.

124- The Implementation Arrangement, in particular the roles of Implementing Partners and stakeholders for the project, was not sufficiently explained in the CEO Endorsement. Although UNEP was the Implementing Agency, a Project Management Unit was set up within the Department of Environment. Implementing partners for three project components consisting of respective project outputs are not clearly mentioned in the CEO Endorsement.

125- The project reporting channels within the project hierarchy and frequency of reporting physical and financial progress are not elaborated in the CEO Endorsement. Besides, no guidance was provided for the contents of both physical and financial progress reporting in the CEO Endorsement.

126- **Project Results Framework:** Even though the project contains a logical framework that links project outputs to outcomes and expected project impact, the causal relationship between goal and intermediate states, intermediate states and outcomes and outcomes and outputs were not adequately explained in the project's ToC, in line with the definitions of UNEP for project results. This is further explained and substantiated under the Reconstructed Theory of Change at evaluation (page # 31). The following two project outputs are not properly phrased in the Project Results Framework and, therefore, both output statements create an ambiguity and mislead the reader as further explained under Effectiveness (page # 22).

- Output 2.1: National policy including (Including Land Use Policy 2001) and institutional framework to mainstream SLM in production sectors

- Output 2.2: SLM practices developed and disseminated by relevant stakeholders and networks at national level

127- **Training and awareness raising programmes for SLM adoption and replication:** Project targets for training and awareness raising programmes for SLM adoption at local levels under Component 2 were not fixed in the project design. In addition, targets for adapting and replicating documented Best SLM Practices by adaptive farmers during the project period were not fixed and not appropriately budgeted. Further, the impracticability of achieving such adaptation of documented Best SLM Practices within a relatively very short project period is considered, by this TE, as an oversight by the Project Designers.

128- **Project Exit Strategy:** There was no guidance for a specific role to be played by the MoL on the project. Although the MoL was expected to play an "important role" in developing the project exit strategy at the mid-term[28] and implemented at the end of the project, the exact role was not elaborated in the CEO Endorsement.

129- **Project Planning and Budgeting:** The project budget is generally prepared based on the activities identified for producing a set of specific project outputs at a given time period and physical targets of such project outputs. It is observed that budgetary allocations for setting up 12 demonstrations and four farmer days are exceptionally high

[28] B4.2, page # 28, CEO Endorsement

and unrealistic[29]. Besides, the need for developing an Expert Group of 10 members and training 60 staffs from stakeholders to form 10 implementation groups were not adequately justified and explained in the CEO Endorsement.

Rating for Project Design: Moderately Satisfactory

5.3 Nature of the External Context

130- Other than Covid 19, it was not reported any other conflict, natural disaster or calamity and political unrest in Bangladesh during the project period and there was no clear evidence to substantiate the impact of Covid 19 on project implementation. At the consultative meeting held with CEGIS, it was revealed that required field work for data collections and sub-national (regional) consultative meetings were carried out as usual during Covid 19 period in 2020 and 2021.

131- At the other consultative/meetings/interviews held during Field Mission in Bangladesh, Covid 19 factor was not sighted as a barrier for smooth project implementation. Before the Covid 19 which started in Bangladesh in March 2020, apart from initial delay in commencing the project, project activities appeared to be slow even in 2018 and 2019. Nevertheless, project activities were at peak in 2020 and 2021 and most of project activities were completed in 2021 irrespective of Covid 19.

Rating for Nature of the external context: Favourable

5.4 Effectiveness

132- The project effectiveness is dealt with under three sub-categories, namely: Availability of Outputs, Achievement of Outcomes and Likelihood of Impact.

5.4.1 Availability of Outputs

<u>Output 1:</u> Relevant stakeholders have access to updated, functioning and validated SLM new tools, plans and policies (National Land Use map, Land Degradation Profile, National Roadmap, National Policy (including Land Use Policy 2001) reviewed, DLDD monitoring indicators and a monitoring and evaluation system of SLM impacts)

Table 10 - Achievement of Project Output 1

Sub-output No.	Description/Target/Indicator of Output	Achievement	Implementing Partner/ Responsibility	Degree of achievement
1	National Land Use Plan updated with illustrated legend[30]	National Land Use Plan 2019 (with district boundary) and National Land Use Plan 2010 (with district boundary)	CEGIS	Over Achieved as additional Land Use (Map) Plan 2010 produced.

[29] USD 6,167 per demonstration & USD 5,000 per farmer day
[30] Page # 14 (with GEF Alternative), CEO Endorsement

Sub-output No.	Description/Target/Indicator of Output	Achievement	Implementing Partner/ Responsibility	Degree of achievement
	District wise Land Use Plans prepared and compiled for the whole country with an illustrative legend[31]	33 Upazila wise Land Use Plans within 15 Hot Spots[32] (with union boundary)	CEGIS	Fully Achieved Instead of District wise Land Use Plans, 33 Upazila wise Land Use Maps were produced[33]..
	Additional Output	8 Division wise Agro Ecological Zone Maps (Regions & sub-regions) as an Additional Output (with upazila & union boundary)	PMU	Over Achieved
2	Land Degradation Profiles established for 4 Hot Spots	National Land Degradation Profiles in respect of different types of LD and National Land Degradation Profile showing 15 Hot Spots (with division boundary)	SRDI	Partially Achieved Instead of LD Profiles for 4 Hot Spots (revised target of 15 Hot Spots), National Land Degradation Profiles for different types of LD were produced.[34]
3	National roadmap to address SLM developed and validated at national level	National Road Map for Addressing Land Degradation in Bangladesh to address SLM developed and validated at National Level	CEGIS	Fully Achieved

[31] Page # 17 (with GEF Alternative), CEO Endorsement
[32] Original target of 4 Hot Spots was increased to 15 during project implementation.
[33] 33 upazila maps on LD with IPCC legend for 15 hotspots were prepared consistent with national LU map

[34] According to the CEO Endorsement, expected output is detailed LD Profiles for 4 Hot Spots covering different types of LD

Sub-output No.	Description/Target/Indicator of Output	Achievement	Implementing Partner/ Responsibility	Degree of achievement
4	Review of National land related policies including Land Use Policy 2001 and institutional framework to mainstream SLM in production sectors	18 Policies, 13 Plans and Strategies, 12 Acts and 6 Rules of Bangladesh related to land degradation were reviewed including National Land Use Policy 2001	CEGIS	Fully Achieved
5	DLDD monitoring indicators and a monitoring and evaluation system of SLM impacts	Web based monitoring & evaluation system was developed with a mobile application for data entry	DoE	Fully Achieved

Sub-output 1

133- **Land Use Maps:** The justification for producing the Land Use Map 2010 as an additional output was identifying land use changes in Bangladesh from 2010 to 2019 and it was a useful decision jointly taken by the Project Team and CEGIS. According to the findings[35], about 11,139 Ha of forest land decreased from 2010 to 2019 whereas the area under Aquaculture increased to 358,396 Ha in 2019 from 292,949 Ha in 2010. In addition, the other water bodies (excluding Rivers & Khals) decreased from 136,374 Ha to 125,464 Ha during the ten-year period. Further, it was reported that Orchard and other plantations increased by 79,143 Ha from 2010 to 2019.

134- It was found that under the National Land Zoning Project being in implementation in the Ministry of Land in Bangladesh, under the seventh five-year plan (2015 - 2020), both Upazila-wise Land Use Plans and Land Zoning Plans are available in Web[36]. In addition, Upazila wise reports consisting of details of land use in agriculture, forestry, fisheries, environmental considerations for land zoning and social aspects for land zoning can be instantly downloaded. As such information appears to be useful in planning and adopting SLM practices, a collaborative effort with MoL for information sharing would bring dividends. Such plans can be easily accessed on the web portal of the Ministry of Land. Out of 33 Upazilas within 15 Hot Spots, 27 Upazila Land Use Maps **(Annex X)** are currently available[37]. The legend of maps of CEGIS and MoL appears to be different for a few land classes, in particular classes related to Forestry as CEGIS opted to use IPCC legend that

[35] Project Output Report titled Final Updating Land Use Maps by CEGIS
[36] http://114.130.54.240/landzoning/zoning_map.php
[37] Unavailability of other 6 Upazila maps may be dure to a temporary technical fault.

enable policy makers to monitoer LDN indicator-Land Cover Change (LCC) and also to comply with UNCCD reporting.

135- The National Land Use Plan and National Roadmap for Addressing Land Degradation in Bangladesh were validated at the National Validation Workshop on held on 31 October 2019 and notably, MoL was not present at the Validation Workshop.

136- **Additional Maps:** In addition, the following Divisional Agro Ecological Zone (AEZ) region and sub-region maps were prepared by the Project Team in PMU with District, Upazila and Union boundaries.

a. Rangpur Division
b. Rajshahi Division
c. Khulna Division
d. Dhaka Division
e. Chittagong Division
f. Sylhet Division
g. Barishal Division
h. Mymensingh Division

137- All the above maps contain district and upazila boundaries. The report also includes the methodology of interpreting mapping units or polygan for any interventions, especially natural resourse management. The report was approved by MoEFCC for printing and printing is underway as the TE was informed by PMU.

Sub-output 2

138- Land Degradation Profiles: According to the CEO Endorsement, Land Degradation Profiles were required for 4 primary Hot Spots of Barind Tracts & Piedmont Plain, Chittagong Hill Tracts (CHT), Coastal Plain and Flood Plain. Nevertheless, the project opted to produce Land Degradation Profiles for the entire country to show the following types of land degradation in Bangladesh[38] with only Divisional boundaries. (8 Divisions in Bangladesh)

a. Soil nutrient depletion
b. Soil organic matter depletion
c. Acidification
d. Salinization
e. Soil erosion (in hilly areas)
f. Riverbank erosion
g. Drought
h. Sandy overwash
i. Water logging
j. Soil pollution
k. Ecosystem degradation
l. Soil sealing

139- In addition, based on the above 12 Land Degradation type maps, a National Land Degradation Map showing the combined effects of such land degradation types/processes and highlighting 15 Hot Spot areas[39] was produced. Each type of Land Degradation is categorized or classified into five classes, namely, “very severe”, “severe”, “moderate”, “light” and “none” depending on the degree of severity of respective LD

[38] Land Degradation in Bangladesh 2020 by SRDI , Ministry of Agriculture (2022)
[39] Page # 19, Land Degradation Profile 2020, SRDI, Ministry of Agriculture

(Annex XI). The usability of such national maps is limited due to the absence of Upazila and Union boundaries. Even though it is not explicitly mentioned in the CEO Endorsement, Land Degradation Profiles in 4 Hot Spots was the most crucial output in the mapping exercise under Component 1 to identify and document existing SLM practices, develop training and awareness programmes and to disseminate such documented SLM practices and draw up the National Roadmap for Addressing Land Degradation in Bangladesh.

140- The Memorandum of Understanding between SRDI and DoE was signed on 13 June 2019 and according to the agreed budget and workplan, there was no plan of activities to produce Land Degradation Profiles for 15 Hot Spots (or the original target of 4 Hot Spots) and only the National Land Degradation Maps for different LD types were targeted as an end product. The TE found that Land Degradation Profiles for 15 Hot Spots, which were considered most important among all sub-outputs under Outcome 1 in the Reconstructed ToC were not prepared due to time constraints and lack of adequate manpower. Therefore, priority was given for preparing National Land Degradation Maps with project funds. The evaluation raises a concern that the project management should be held responsible and accountable for this deviation and for allocating funds for an activity external to the project scope without formal approval or consent from UNEP, which had an effect on the project's likelihood of achivieving its outcomes.

Sub-output 3

141- **National roadmap to address SLM developed and validated at national level:** The National Roadmap to address SLM includes a list of projects under specified programs addressing all the issues at National as well as Regional level related to desertification, land degradation and drought in selected Hot Spots. In total, 350 projects under 18 thematic programs were proposed to address land degradation at eight divisions (i.e. 50 projects in Dhaka, 44 in Chittagong, 62 in Sylhet, 40 in Khulna, 34 in Barisal division, 42 in Rajshahi, 40 in Rangpur and 38 in Mymensingh Division).

142- The National Roadmap was first validated at several workshops at regional levels in addition to consultations with experts, focal points of the partner agencies, researchers and government and non-government agencies. It was finally validated at a National Workshop held on 31 October 2019 with the participation of 108 persons representing key government ministries, departments, research organizations, NGOs and Private Sector organizations. Notably, there was no representation from the MoL at the National Validation Workshop held on 31 October 2019.

143- The key contents of the validated National Roadmap to address SLM in Bangladesh are as follows in brief as reported by CEGIS;

- The programs are planned into **three tiers based on timeline (short term, mid-term and long-term**) and priority of the land degradation aspects.
- Target setting, policy updating, climate change risk reduction in vulnerable areas, disaster risk management, drought management and monitoring those programs were proposed in terms of improving overall land degradation situation at National level.
- Roadmap implementation framework was proposed for keeping track of progress made and measuring the impact of NAP implementation with the involvement of all the stakeholders to achieve its goal.
- The framework was structured in three segments such as **Planning and Coordination, Implementation and Monitoring.**

- A National Committee to Combat Land degradation (NCCLD) will be established for overall coordination of project planning and coordination stage chaired by the Director General of DoE as the Member Secretary.
- At regional level, monitoring and implementation will be carried out by the Divisional Committees to combat Land Degradation (DCCLD) under 8 Divisions.

144- As the National Roadmap lacks both physical targets and investment requirements the usability of the validated National Roadmap remains in question. Therefore, this sub-output to achieve outcome is deemed to be of poor quality / low utility by users and reviewers. It was observed that a similar Action Program[40] including investments in mitigating land degradation, drought and desertification in Bangladesh was presented in NAP for Combating Desertification, Land Degradation and Drought 2015 - 2024 under the UNCCD 10-year Strategic Plan and Framework Project[41]. Obviously, this Action Program (2015-2024) is not under implementation. It is very likely that the National SLM Roadmap generated in the project under evaluation emanated from the Aligned National Action Program (2015-2024). It was completed and validated in October 2019 well before National Land Degradation Profiles were prepared by SRDI .

Sub-output 4

145- **Review of National land related policies including Land Use Policy 2001 and institutional framework to mainstream SLM in production sectors:** The review consists of a total of 18 Policies, 13 Plans and Strategies, 12 Acts and 6 Rules of Bangladesh related to land degradation in Bangladesh, falling under four main categories, namely, Agriculture, Forest & Environment, Water Resources and Land use and Infrastructure Development. The following major policies and plans are included in the review; National Agriculture Policy, National Forest Policy, National Environment Policy, National Water Policy, Land Use Policy, Brick Kiln Policy, Perspective Plan for Bangladesh, Bangladesh Climate Change Strategy and Action Plan and Bangladesh Delta Plan 2100.

146- Under each policy, based on the review, brief recommendations were made to update each respective policy based on the gap analysis. Given below are Recommendations based on the Gap Analysis in respect to the Land Use Policy 2001.

- *This policy is a very old version and needs to be updated in line with the Vision 2041, BDP2100 and National Environmental Policy.*
- *Land zoning should have been promoted for sustainable development of economic zone. The management of blue economic zones should also be included in the policy.*
- *The policy did not focus on salinization, water logging, soil nutrient depletion and acidification.*
- *Drought and desertification are not mentioned in the policy.*

147- A similar policy and plan review covering 18 policies/plans was presented in the Bangladesh National Action Program for Combating Desertification, Land Degradation and Drought 2015-2024 as well. According to both reviews, the Land Use Policy 2001 introduced a 'zoning' system in order to ensure the best use of land in different parts of the country according to their local ecological differences to control unplanned expansion of residential, industrial, and commercial constructions.

[40] The Aligned National Action Program 2015-2024
[41] Page # 77-122, Bangladesh National Action Program for Combating Desertification, Land Degradation and Drought 2015-2024

148- As the review of policies was done in isolation without the involvement of intended users, the sub-output reflects a very low user ownership and there is a risk of acceptance by intended users of such policy and plan reviews resulting in a barrier to realize expected outcome. Relevent policies/plans/Acts/rules were reviwed followed by recommendatons.

Sub-output 5

149- **DLDD monitoring indicators and a monitoring and evaluation system of SLM impacts:** The M&E System of SLM Impacts consists of two parts; (1) A mobile application to transmit collected data using a pre-designed questionnaire from 15 selected Hot Spots (LD Survey) and (2) Online Map Resource of DLDD Cell (Renamed as UNCCD support cell) – a web and GIS based software to store, retrieve, monitor, map and develop/generate data. The collected data using the mobile application are instantly transmitted on-line and stored in the web-based software database. The Web and GIS based software is hosted in a dedicated server placed in the Bangladesh Computer Council, the Central Government Data Center. The installation of 'mobile Apps for Land Degradation' and 'Online Map Resource for DLDD Cell' took place in March 2021 and February 2021 respectively.

150- The project outsourced a private sector software development company to develop both applications. It is proposed to collect data from one point in each Hot Spot and six staff members from DoE were trained to use the mobile application. The M&E System is designed to collect data on the following land degradation monitoring indicators (Table 11 below). However, during this evaluation the M&E System was not up and running after completing the training on both softwares in April 2022.

Table 11 - Impact Indicators in M&E System

Land conversion or land cover change	Farmer's access to services and infrastructure
Present major Land use type / system	Socio-economic impact
Soils (with estimated percent area)	Socio-cultural impact
Soil Degradation Status	Ecological impacts
Water availability status	Climate and disaster
Water quality status	Climatic change/extreme

151- The twin features of the proposed M&E System of SLM Impacts are as follows as briefly documented in the CEO Endorsement.

- Organize existing land degradation information/data to narrate areas, extent, types, affected populace, magnitude of environmental hazard and socio-economical context. M&E indicators will be fixed in "Hot Spots" for setting M&E protocol.
- A DLDD cell will be set up at DoE and stakeholders will be linked through an interactive website.

152- Although an attempt was made to partially fulfil the first feature in the M&E System, the project abstained from developing an interactive website for linking stakeholders to the DLDD Cell at DoE. According to the planned data collection methodology, data covering the indicators listed in table 10 are collected from one point in each Hot Spot. This obviously raises a question about the accuracy of data and representation of the respective Hot Spot area. Besides, source of data is important, and this data collection should be tied up with a routine data collection process in all Hot Spots pertaining to LD. The acceptance of the M&E system by qualified scientific staff of the DoE is yet to be seen.

153- At the time of this evaluation there was no maintenance and service contract for both mobile app and software developed by the Vendor even though maintenance and service is important in particular for web-based applications. It is necessary to create an email address to purchase google play store for uploading/hosting mobile applications and the Vendor shouldered this responsibility as part of the contract for developing and hosting the mobile application in Google. This e-mail address is the mother e-mail for the mobile apps and it is necessary to respond on a timely basis to e-mail messages from Google for changing terms and technology updating.

154- Besides, in the process of running the application, there can be situations where bugs occur and there is a need for preventive maintenance to eliminate such bugs. The most acceptable and common arrangement is a maintenance and service contract with the software application developer. This deliverable appears to be non-functional in the DoE.

155- **DLDD Cell in DoE:** The DLDD Cell in DoE is not functional. As reported in the July – December 2019 Half Yearly Project Progress Report, an outline of the DLDD cell was done and it was renamed as UNCCD Support Unit with the recommendation of Technical Committee. Even though the evaluation consultant requested sight of the ToR, staff composition and job descriptions and tasks carried out so far, such details were not made available to the TE.

156- **LD Database:** As reported in 2021-2022 PIR Report, this work was not completed and, accordingly, upddated data on different Land Degradation types as at 2020 was not included in the SRDI publication titled "Land Degradation in Bangaldesh – 2020".

Output 2 - Intended users have access to documented SLM practices through training and awareness raising programmes at national and local levels

157- What was expected at the project design was to identify suitable SLM practices to arrest or reduce the rate of land degradation, preferably in the order of strong, mid and low as presented in the Table 2: Area Under Different Types of Land Degradation of the CEO Endorsement[42]. This table was updated with an increased number of land degradation types by SRDI and the updated table is presented in **Annex XI** for easy reference.

158- The Project was totally dependent on World Overview of Conservation Approaches and Technologies (WOCAT) tools for identifying and selecting Best SLM Practices from 5 Agro Ecological Zones. WOCAT defines SLM as the use of land resources, including soils, water, animals and plants, for the production of goods to meet changing human needs, while simultaneously ensuring the long-term productive potential of these resources and the maintenance of their environmental functions. Within SLM, WOCAT focuses mainly on efforts to prevent and reduce land degradation through **Soil and Water Conservation (SWC) technologies** and their implementation approaches.

159- The main WOCAT focuses and services include the

- Global Network of SLM specialists, forming partnerships, and maximizing synergies
- Standardized way to document SLM knowledge and host of a user-friendly database
- Tools to assess SLM solutions to promote their wide adoption and spread
- Training and capacity building in SLM

[42] Page # 8, CEO Endorsement

- Dissemination of targeted information via different channels ensuring strong knowledge flow related to SLM
- Searching and selecting SLM options: decision support for mainstreaming and scaling out SLM
- Mapping problems and progress: spatial assessment of land degradation and SLM in the context of Land Degradation Neutrality

160- As indicated in the CEO Endorsement, 41 Best Existing SLM Practices aligned to Wocat in farmer localities were documented through a rigorous selection process in 6 Hot Spots in 5 Agro Ecological Zones. The selected Best SLM Practices have the following characteristics.

A. Increased Land Productivity
- Water use efficiency
- Soil fertility
- Plant and their management
- Micro-climate

B. Improved Livelihoods
- Costs and benefits
- Input challenges for land users

C. Improved ecosystems: being environmentally friendly
- Prevent, mitigate and rehabilitate land degradation
- Improve biodiversity
- Climate change: a fresh challenge – a new opportunity

D. Addresses three Rio Conventions
- Land degradation, drought and desertification
- Adapt and mitigate Climate Change (CC) vulnerabilities.
- Biodiversity

161- Under this Project, a rigorous process was adopted in selecting and documenting Best SLM Practices in 5 selected Agro Ecological Zones. A team of 10 Field Officers from different disciplines (agriculture, livestock, fisheries, irrigation etc.) were selected and two-days' training was provided before visiting sites of existing SLM practices with respect to the Agro Ecological Zones. The team was grouped into three and an SLM practice was assigned to each group to perform documentation using a standard questionnaire[43] during field visits for the next two days. Thereafter, each group uploaded all their information in a computerized format for each SLM on the fifth day. A validation workshop was organized for each Hot Spot with local experts for their opinion and finally submitted to the Technical Committee of the Project. All Best SLM Practices were sent to the MoEFCC with the recommendation of Technical Committee for final approval.

162- Almost all the participating farmers in the training appear to be poor and very small-scale farmers (e.g., tower gardening, integrated homestead farming, mushroom, duck farming, usage of haor weeds, etc.). None of them are commercial farmers and their farm earnings are not lucrative. Therefore, by default they are disadvantaged in many aspects. There were no records of any disabled farmers attending farmer training activities conducted by DAE and BMDA. A summary of gender composition of farmer training activities by percentage is given below and details of SLM training activities are presented in **Annex XII.**

Table 12 - Achievement of Project Output 2

[43] WOCAT Questionnaires on technology, commonly known as Questionnaires on Technology

Description/Target/Indicator of Output[44]	Achievement	Implementing Partner/ Responsibility	Degree of achievement
12 Best SLM Practices Documented	41 Best SLM Practices Documented	DAE, BMDA & PMU	Fully achieved
10 Farmer Training conducted for 300 farmers	10 Farmer Training conducted for 200 farmers	DAE	Fully achieved
2 Farmer Training	2 Farmer Training for 40 farmers	BMDA	Fully achieved
12 Demonstrations	12 Demonstrations for 250 farmers	DAE	Fully achieved
2 Demonstrations	2 Demonstrations for 46 farmers	BMDA	Fully achieved
5 Farmer Day	5 Farmer Day for 150 farmers	DAE	Fully achieved
2 Farmer Day	3 Farmer Day for 85 farmers	BMDA	Fully achieved
60 Field Officers	50	DAE	Fully achieved
	10	BMDA	

Table 13- Percentage Gender Composition Farmer Training & Awareness at Local Level

Training Activity	DAE		BMDA	
	Male	Female	Male	Female
Farmer Training	46	54	55	45
Demonstrations	90	10	51	49
Farmer Day	53	47	93	7
Staff Training	84	16	100	

163- Details of SLM practices covered in Farmer Training, Demonstrations and Farmer Days were not made avilable to the TE. This information was requested at the virtual Kick-off meeting held on 26 September 2022 for the purpose of selecting a sample of trained farmers and staff on a random basis for visiting respective farm locations and interviewing trained staffs respectively. There was no response from PMU to all follow-up e-mails requesting this information and, after the second field visit to Khulna district on 23 January, copies of attendance sheets of participating farmers in Farmer Training, Demonstrations and Farmer Days were shared with the TE. The Evaluation Consultant was compelled to prepare training accomplishments in the above two tables (Table 12 & 13) to be presented in the Evaluation Report and requested PMU to check accuracy of summarized data extracted from Farmer Attendance Sheets.

164- In addition, the evaluation notes that there was no standard curriculum for farmer SLM training and the Wocat concept was used as the main subject area. Two to three speakers

[44] Only for SLM, a target was given in the CEO Endorsement, all other targets were fixed at the Project Inception Works held in March 2018.

delivered speeches to farming audiences at the farmer training activities. As training aids, 205 posters (5 posters for each SLM Practice) were designed by the project to show various Best SLM Practices for convincing farmers at farmer demonstrations to adapt such SLM practices in farmer localities.

165- The indicative target of Best SLM Practices was 12 from 4 Hot Spots as mentioned in the CEO Endorsement. The Project Team was ambitious to increase the number of Hot Spots to 15[45] from the target of 4 resulting in the finalization of 41 Best SLM Practices. Having gone through the 41 Best SLM Practices documented by the project, the Evaluation Consultant raises the following questions and concerns.

- In the CEO Endorsement, Wocat is mentioned 6 times as an example and the project was not bound to select all Best SLM Practices according to the selection criteria of Wocat. Nevertheless, the Project opted to select all 41 SLM Practices, which fully satisfy Wocat selection criteria.

- It was observed that out of the 41 Best SLM Practices (see **Annex XIII** for Evaluation Consultant's comments), 27 practices do not directly arrest or reduce respective forms or types of land degradation in 6 selected Hot Spots. Nevertheless, most of such practices (27) help farmers to continue cultivation in already degraded solis.

  Examples

  - Quality seeds production, preservation and marketing at farmers level in Old Himalayan Piedmont Plain, where acidification and decline in organic matter are prominent land degradation forms
  - Establishing Agricultural Communication and Information Centre in Old Himalayan Piedmont Plain
  - Integrated farm management in homesteads of slightly saline areas in Coastal Regions
  - Rainwater harvesting in coastal areas

- Was it necessary to undergo a two-day training for 10 Officers, drawn from various organizations, and to spend another 2 days to identify such existing proven SLM practices in farmer localities and 1 more day for presenting identified SLM practices? (in total 5 days)

- Was it necessary to fill up Wocat precribed questionnaire (QT) of 48 pages to identify existing proven SLM practices in farmer localities in Bangladesh?

- The Evaluation Consultant finds that well educated and experienced technical staff in the DAE can easily hand pick such SLM practices in each Hot Spot, which prevents various forms of land degradation at farmer localities in a collaborative manner without going through a laborious and costly process in identifying existing SLM practices at farmer localities. The Project publication titled "Land Degradation in Bangladesh, SRDI 2020" adequately demonstrates accumulated technical knowledge on various causes for LD and appropriate remedial measures in increasing land productivity. Such solutions are applicable and being practiced in other countries as well, in particular South Asian and Southeast Asian regions.

[45] Based on output of Interim Workshops held

Examples

- Women in large scale vermin compost production in Coastal Regions
- Tree plantation to protect embankment/dykes in Coastal Regions
- Mainstreaming river water (Surface water) to facilitate irrigation system in Barind region
- Buried Pipeline for irrigation water distribution in Barind region

166- It was found that out of 41 documented Best SLM Practices, only 14 SLM practices directly contribute to arrest or reduce land degradation. Out of 14 SLM practices, 7 SLM Practices were selected from Barind region where the primary cause of land degradation was drought. Therefore, irrigation is the best means to arrest land degradation in Barind area and selected SLM practices are well proven methods over many years. Some of the SLM practices selected from Chittagong Hill tract do not directly arrest or reduce topsoil erosion and it is strange to note that popular SLM practices in hilly areas like Contour Grassed waterways, Half-moon terrace, Hedge raw, Brushwood check dam and Gabion check dam[46] were not selected. As the TE was informed by PMU, as there was a similar project from FAO to document SLM following WOCAT tool, the PSC recommended to avoid duplication of SLM. Hence, SLM on forest management, Hedge row, Gabion check dam, coppice forest, terracing etc were not documented by the project under evaluation.

167- The Evaluation Consutant finds that the most sensible decision of the PSC would have been to refrain from duplicating the SLM documentation component and dividing well proven SLM practices between two projects for documentation. Ideally, one of the two projects could have taken care of the SLM documentation component. It is interesting to find out what are the proven SLM practices documented by the FAO Project as both sets of SLM practices are to be implemented very likely in same hot spots areas. (e.g. Hill tract) At least, duplicating field work in identifying and documenting proven SLM practices in the same geographical area by two projects could have been avoided.

168- The following table summarizes the above observations on 14 documented SLM Practices that directly arrest or reduce respective Land degradation types. It is an extract of **Annex XIII**.

[46] Page # 142, Annexure 3Land Degradation in Bangladesh 2020. SRDI, Ministry of Agriculture

Table 14 – Summary of 14 Documented SLM Practices Directly Arresting/Reducing LD

Major Land Degradation	Agro Ecological Zone	Serial No.[47]	Observation/Comment
Drought	Barind Region	28, 29, 30, 31, 32, 33 & 34	The best means to arrest LD due to drought is provision of water. (28, 29, 30, 31) Providing water by different methods of irrigation in Barind tract is a proven practice. 33 – Adding organic matter (e.g., vermicompost) to soil and thereby to increase water holding capacity and nutrient retentive capacity (cation exchange capacity) is universally accepted basic farming practice. 34 & 35 – Planting various perennial crops including Orchard and Forest tress subject to availability of water at the establishment. ***For identification of the above 7 SLM practices, there is no need to train 10 Field Officers. Such practices can be handpicked by experienced Field Officers & Researchers in Agriculture especially in Barind tract with several years of BMDA's experience.***
Soil erosion (Topsoil loss) and deforestation	Chittagong Hill Tracts	35, 36	35 - Planting Bamboo trees is a proven traditional soil conservation measures including earth slips & river bank erosion in South Asian region, emanating from ancient era 36 - Planting cover crops on sloping lands to prevent topsoil erosion is a very common practice. In addition, mulching (thatching) for reducing the speed of runoff water and, thereby to reduce topsoil erosion. ***5 days training for 10 Field Officers not required to identify these SLM practices.***
Water erosion by wave action	Haor Basin	27	This helps to arrest or reduce water erosion by wave action. ***5 days training for 10 Field Officers not required to identify this practice***
Acidification & Organic Matter Decline	Old Himalayan Piedmont Plain	5, 6 & 7	Pretty basic farming practices in rural areas to enrich soil with organic matter. Not the best solution for arresting acidification.[48] ***5 days training for 10 Field Officers not required to identify these SLM practices.***
Slightly to moderate Saline areas	Coastal Region Batiaghata & Dacope Upazilas	14	This helps to prevent salinization. Nevertheless, construction of sluice gates to prevent flow of saline water is beyond farmers. ***5 days training for 10 Field Officers not required to identify these SLM practices.***

169- The TE understands that even though some of the documented SLMs do not arrest/reduce respective major LD types of concern in the target area, but all those fit Wocat selection criteria and also no single LD type is not mutualy inclusive on the ground. In view of different types of LD in vast extent of land, the priority should be SLMs that directly reduce/arrest rate of LD within the shortest possible time in selected Hot Spots and other areas to attain LDN in 2030.

[47] As per Output Report titled "Sustainable Land Management Practices of Selected Areas of Bangladesh
[48] Page # 103, Land Degradation in Bangladesh 2020 by SRDI

Assumptions & Drivers:

170- Out of seven assumptions underlying the process of realizing project outputs during project implementation, one assumption, *"Land degradation appraised with classification for target areas compiling available data of SRDI with updated information/data"* did not hold as SRDI opted to prepare Land Degradation Profiles for the country instead of target areas as stipulated in the CEO Endorsement. The two drivers apparently catalysed the process of translating activities to outputs even though for some outputs, translating processes did not move in the desired directions to produce the envisioned outputs.

Rating for Availability of Outputs: Satisfactory

5.4.2 Achievement of Project Outcomes

Outcome 1 - Capacitated stakeholders provide data/information on land use and land degradation in the country

171- The achievement of project outcome 1 depends on the success of several project interventions under the reformulated output 1 in the Reconstructed ToC. Namely, that National Land Use Maps of 2010 and 2019 prepared under the ENALULDEP/SLM project help Policy Makers, Planners and Decision Makers and Project Implementers identify and delineate the best solution for sustainable land management practices considering the detailed land use map of 15 Hot Spots of the study area covering 33 Upazilas. The presence of Upazila boundaries in such newly updated land use maps eventually enhances the degree of usability.

172- Similarly, national land degradation profiles established under the project from data collected over a period of 20 years by SRDI help to identify changes in various types of land degradation by comparing with baseline in land degradation in 2000 even though usability is less due to the absence of district and upazila boundaries. It is understood that lower level administarive boundaries cannot be incorpoared in a national map owing to map scale as visibility is less. That was the exact reason as mentioned in the CEO Endorsement, Land Degradation Profiles for 4 Hot Spots were expected from the project for identfying locations for adopting various documented SLM practices on the ground. Producing Land Degradation Profiles in Hot Spots for different LD types is more useful to achieve the project impact rather than Land Degration Profiles covering the whole country for different land degradation types Further, Divisional Agro Ecological Zones (Regions and sub-regions) help to do land use planning more profoundly.

173- Eventually, an updated Agro-ecological database including various types /processes of land degradation and land use maps by Upazila would help to avoid, reduce/prevent land degradation or restore degraded land to achieve Land Degradation Neutrality as targeted in 2030.

174- However, none of the above maps prepared under the project were available to stakeholders either in hard copy or as digital copies at a fee or free until early this year (2023) even though the cost of publication is found to be exceptionally high (para # 188-) The distributed project publications are mentioned under Communication and Public Awareness heading of this report.

175- In contrast to achievements, as there are no set targets for the eradication of various types of land degradation in the country in particular areas under 15 Hot Spots and planned investment, the contribution towards the expected outcome from the National Roadmap for Addressing Land Degradation in Bangladesh is insignificant. Besides, even though a Policy Review was completed under the project, and the output is useful, there

were no follow up actions to amend policies with respective custodians, in particular Land Use Policy 2011 by MoL. The web-based M&E System developed under the project was not, at the time of data collection, in operation.Stakeholders were not provided with a weblink to monitor LD until the project completion in June 2022 in concurrence with a decision taken at the second PSC Meeting held on 22 October 2019. As the proposed DLDD cell is not functional yet, continuity of project accomplishments is not ensured as expected from the project. Therefore, there is no discernible contribution towards the achievement.

176- Therefore, the achievement of Outcome 1 as articulated in the Reconstructed ToC at Evaluation was not fully achieved and the achievement was partial.

Outcome 2 - SLM practices adopted and implemented by relevant stakeholders and networks at national and local level

177- Although intended users have access to documented SLM best practices through a publication on Best SLM Practices made available to national and local level stakeholders and training and awareness raising programmes conducted at local levels by DAE and BMDA in a few selected locations, there is no evidence of adapting recommended Best SLM Practices by capacitated farmers in farmer localities. At the Project Inception Workshop, it was decided only to conduct a few farmer training activities including technology demonstrations and farmer days and, accordingly targets were agreed upon with DAE and BMDA. Even though replication is advocated in the CEO Endorsement, it is not clear whether replication is within the project period or beyond the project period.

178- The trained DAE and BMDA staff members and farmers on SLM should be expected to act as “Resource Persons” and "Contact Farmers” respectively by disseminating their knowledge on SLM to fellow farmers in the vicinity. However, practically, this expectation has not become a reality as most of the trained staff members were transferred or retired. Besides, individual efforts are very unrealistic in promoting Best SLM Practices among farmers without a formally approved and budget for training programmes within DAE and BMDA.

179- The farmer training and awareness activities were completed in October 2020 in both DAE and BMDA and there was ample time for doing follow up activities until the project was closed in June 2022 to ascertain how far SLM training was useful in educating and convincing farmers to adapt SLM practices, to which farmers were exposed in SLM training. Nevertheless, as this activity was not planned at project inception, there was no evidence to this effect on the project.

180- The project incurred an expenditure of USD 69,843 for Project activity M&E and reporting (Budget Line: 5503) and the project management failed to allocate a very small portion of the allocation for following up with SLM trained farmers for reporting project results under the Outcome 2. Accordingly, Outcome 2, as articulated in the Reconstructed Theory of Change at Evaluation was not achieved.

Rating for Achievement of Project Outcomes: Unsatisfactory

5.4.3 Achievement of Likelihood of Impact

Impact - Reduction of the pressures on natural resources from competing land resources to achieve long term environment and socioeconomic goals

181- Despite the satisfactory delivery of some expected outputs and partial achievement of a major outcome, as described above, the likelihood of long-lasting impact of the project is unlikely without practical actions on the ground to reduce or arrest land degradation in the country. Even though both DAE and BMDA opt to promote 41 Best SLM Practices documented under the project in small farmer localities, the envisaged impact would not be very significant.

182- The main reason is that the majority of 41 Best SLM Practices documented by the project do not directly reduce or arrest rate of various forms of land degradation. On the other hand, Wocat tools themselves are not adequate to address land degradation in Bangladesh. Out of 41 Best SLM Practices, only 14 SLM practices have a bearing on controlling (arresting or reducing) the rate of different types of land degradation and can be practiced on large scale to achieve neutrality in LD in Bangladesh. **(Annex XIII)**.

183- In addition, the National Road Map for Addressing Land Degradation in Bangladesh lacks targets and a time based approach to achieve neutrality in LD in Bangladesh. Even though it was validated at a National Validation Workshop more than three years before, there are no signs of putting it into practice or bringing it under implementation. Further, in Work Programmes of two Implementing Partners, DAE & BMDA there is no SLM Component for implementation to promote SLM practices documented by the project until 2023. There is no evidence of readiness of all other organizations identified for 158 projects under the National Road Map. Therefore, it is unrealistic to expect realization of project impact in the Reconstructed Theory of Change.

184- Out of two outcomes in the Reconstructed Theory of Change, as only one outcome was partially achieved, the likelihood of project impact is rated as 'moderately unlikely' based on the decision-making tree used by UNEP Evaluation Office for rating Achievement of Likelihood of Impact.

185- In the long run, a substantial impact can be expected, if all recommendations of the TE are implemented in the immediate future. This move is subject to availability of funds in national budget and development of prioritized projects listed in the National Roadmap for Addressing Land Degradation in Bangladesh for attracting international donor funds and its effective implementation and expected functionality of DLDD Cell in DoE .

Rating for Achievement of Likelihood of Impact: Moderately Unlikely

Rating for Effectiveness: Unsatisfactory

5.5 Financial Management

5.5.1 Adherence to UNEP's Financial Policies and Procedures

186- The financial management of the project was primarily evaluated based on the financial documents submitted by the Project Team in PMU within DoE and responses from all Implementing Partners on the timely availability of funds for delivery of respective project outputs. No delays in fund disbursement was reported by UNEP as well as PMU. Financial Audit Reports were made available to the Terminal Evaluation for the entire project period, from May 2017 to June 2022 by the Project Team.

187- All financial actions were carried out by the Project Team. The overall financial management was done by UNEP and no deviations from the UNEP's Financial Policies and Procedures were reported. Nevertheless, there were two budget revisions of the project and details of budget revisions together with evidence of UNEP approvals with dates were

not available to the TE during the evaluation process. The two budget revisions were submitted by PMU to UNEP together with comments on the draft final report of the TE.

188- In addition, it was observed that a few expenses appear to be extremely high and unrealistic. Given below are examples as shown in the following table.

Table 15 - Two Notable Project Expenditure Items

UNEP Budget Line	Details of Expenses	Amount in USD	Comments
3202	Developing an expert group of ten on SLM documentation tools (e.g., WOCAT tools - 1 week)	USD 19,722	This appears to be exceptionally high for 1 week training for 10 officers. One week duration is too long and one day is more than sufficient. Per head cost amounts to USD 1,972.
5201	Publication of LD and SLM monitoring guideline-M&E Manual, newsletter, IEC material and documentary, leaflets, Posters, Banners, video, pictures etc.	USD 37,227 (as at 30 June 2022) and pending 2 payments of USD 7,641 and 5,889 for Publication for LD and Printing of Thematic maps, etc. respectively. **Total = USD 50,757**	So far, only 402 copies of Sustainable Land Management Full Book (in both English & Bangla) and 200 copies of Land Degradation in Bangladesh 2020 SRDI were printed. 150 copies of Application of Divisional Agroecological Resources for Management and Development Planning to be printed.

189- **UNEP Budget Line 3202 (Developing an Expert Group):** Even though an Expert Group of 10 was formed at a cost of USD 19,722, there was no curriculum developed by such Expert Group for Farmer Training, which was mentioned at the Kick-off meeting held on 26 September 2022. The Curriculum for officers traning manual submitted to the TE was prepared by Project Coordinator and contents of the mannual appears to be extracts from the Woact website. (www.wocat.net) As responded by PMU, the training duration was 5 days, 3 days in house and 2 days in field.

190- **UNEP Budget Line 5201 (Publications):** According to the Auditors' Report and financial statements submitted to UNEP, expenditures of USD 7,213.22 in 2018, USD 12,869.18 in 2019, USD 3,820.51 in 2020, USD 3,919.81and USD 9,404.22 totalling USD 37,226.94 were reported. This cost appears to be high compared with number of publications (including posters) mentioned under the heading of Communication and Public Awareness of this report. The Executing Agency noted that they are waiting for the final tranche of funding from UNEP in connection with this work.

191- **UNEP Budget Line 5503 (Project activity M&E & Reporting):** A sum of USD 69,843.25 was spent for Project activity & M&E reporting. (USD 5,128.21 in 2019 USD 3,461.54 in 2020, USD 46,880.27 in 2021 and USD 14,373.23 in 2022).

192- **Farmer Training, Demonstration and Field Day Budgets:** It was observed that lucrative honoraria were budgeted for Chairperson, Chief Guest, Specialist Guests, Trainers and Course Coordinators in budgets in Memorandum of Understanding with DAE and BMDA. It is interesting note that honoraria for 30 Trainer days (very likely, 6 Trainers for 5 days) were estimated to train 10 Field Officers for 5 days duration programme for documenting

existing SLM practices, by following Wocat tools. As informed by PMU, honorarium was given by keeping pace with their designation, dedication of time and considering social context.

193- In financial reporting, expenditure under Budget Lines was not reported against respective allocations under each Budget Line on the basis of the second budget revision. Despite such shortcomings mentioned above, all Financial Reports and Audit Reports submitted by PMU were acceptable to UNEP.

Rating for Adherence to UNEP's policies and procedures: Moderately Satisfactory

5.5.2 Completeness of Financial Information

194- The key financial documents, including all Audit Reports were made available to the Terminal Evaluation by the Project Team upon request. Nevertheless, all queries made by the Evaluation Consultant were not sufficiently cleared by the Project Team. Letters supporting the various co-financing Partners were provided. It should be noted that as mentioned under Para #76-, the expected contribution from BMDA and DAE in cash was not received and their contribution was received in kind together with all other co-finance arrangements in kind. The contribution by two co-financing projects[49] in kind were not available to the TE.

195- All project expenses as reported under UNEP Budget Lines are presented in **Annex VII** without budgetary allocations under each budget line in both Project Financial Records and Annual Audit Reports. The project budget of all four Implementing Partners was made available to the TE except that of DoE.

196- It was observed that 65 percent of the GEF Grant amounting to USD 472,391 was retained as DoE Budget for project implementation (Table 7). The project expenditure was not reported against budgetary allocations. Although in Implementing Partner agreements the respective Implementing Partner Budget was available, expenditure was not presented against budgetary allocations within each Implementing Partner budget. PMU made available only expenditure details according to UNEP budget lines. Therefore, in summary, standard financial documentation of the project was found to be incomplete and all requested financial documents were not available to the TE in a timely manner.

197- Therefore, comparison of expenditure against budgetary allocations was not possible for four implementing Partners and DoE and total project GEF budget. In addition, all the audit statements made available to the TE carry only expenditure details according to UNEP budget lines. Audit Statement 2020 does not provide details of expenditure compared with the other three Audit Statements.

198- In spite of the above defeciencies and shortcomings in financial reporting, all Financial Reports and Annual Audt Reports submitted by PMU were acceptable to UNEP.

Rating for Completeness of project financial information: Moderately Satisfactory

5.5.3 Communication Between Finance and Project Management Staff

199- Communication between the Finance and Project Management Staff appeared to be satisfactory and no irregularities were reported.

[49] Market Development Initiatives for Bondhu Chula – Phase II Project & Community Based Adaptation in the Ecologically Critical Areas through Biodiversity Conservation and Social Protection Project

Rating for Communication between finance and project management staff: Satisfactory

200- **Overall Rating for Financial Management:** In summary, it is not clear that regular analysis of expenditure against budget was done throughout the project implementation, Implementing Agency wise and for the whole project. All financial information detailed below in Table 16 was not available to the TE in a timely manner even though financial reporting and all audit reports were acceptable to UNEP, in particular two budget revisions. Therefore, the overall rating for the Financial Management is "Satisfactory" and the Financial Management Table is presented below.

Table 16 - Financial Management Table

Financial management components:		Rating	Evidence/ Comments
1. Adherence to UNEP's/GEF's policies and procedures:		**MS**	
Any evidence that indicates shortcomings in the project's adherence[50] to UNEP or donor policies, procedures or rules		Yes	**UNEP approval for two budget revisions not available**
2. Completeness of project financial information[51]:		**MS**	
Provision of key documents to the evaluator (based on the responses to A-H below)			
A.	Co-financing and Project Cost's tables at design (by budget lines)	Partly	Co-financing support letters available. Details of contribution by kind not available. Expenditure not reported against allocations of each Budget Line
B.	Revisions to the budget	Yes	Two revisions, **UNEP approval for two budget revisions with respective dates not available**
C.	All relevant project legal agreements (e.g. SSFA, PCA, ICA)	Yes	
D.	Proof of fund transfers	Yes	Available to Auditor
E.	Proof of co-financing (cash and in-kind)	No	Breakdown of Value of services by kind not available.
F.	A summary report on the project's expenditures during the life of the project (by budget lines, project components and/or annual level)	Partly	Expenditure not reported against allocations in respective budget lines.

[50] If the evaluation raises concerns over adherence with policies or standard procedures, a recommendation maybe given to cover the topic in an upcoming audit, or similar financial oversight exercise.
[51] See also document 'Criterion Rating Description' for reference

Financial management components:		Rating	Evidence/ Comments
G.	Copies of any completed audits and management responses *(where applicable)*	Yes	All Audit Reports available
H.	Any other financial information that was required for this project (list):	N/A	
3. Communication between finance and project management staff		**S**	
Project Manager and/or Task Manager's level of awareness of the project's financial status.		S	
Fund Management Officer's knowledge of project progress/status when disbursements are done.		S	
Level of addressing and resolving financial management issues among Fund Management Officer and Project Manager/Task Manager.		S	No issues reported
Contact/communication between by Fund Management Officer, Project Manager/Task Manager during the preparation of financial and progress reports.		S	No communications gaps reported
Project Manager, Task Manager and Fund Management Officer responsiveness to financial requests during the evaluation process		MS	Satisfactory for disbursements
Overall rating		**Satisfactory**	

Rating for Financial Management: Satisfactory

5.6 Efficiency

201- In view of the substantial delay in commencing project activities, it was necessary to extend the project period in order to meet the project's overall objective and, therefore, the first amendment to the Project Cooperation Agreement was done on 20 May 2020 to extend the technical duration of the agreement at no additional cost for 5 months, from 31 May 2021 to 31 October 2021 for closure and validity of the project. As the extended time duration was inadequate to achieve the overall project objective, the second amendment was done 11 January 2022 to extend the technical duration of the agreement at no additional cost for 8 months, from 31 October 2021 to 30 June 2022.

202- The extremely high cost of SLM training activities (Farmer Training, Field Day and Demonstrations) raises a question of efficient use of financial resources of the project. As explained under para # 192- Financial Management Section of the TE Report, lucrative honoraria were unnecessary. These three training activities are very popular and standard communication methods in transferring agricultural research knowledge and know how to farmers in Agricultural Extension in developing countries. In government budgets, relatively small allocations are made for such activities to be undertaken by field staffs at grassroot levels for the benefit of the rural farmers.

203- The expenditure on SLM Farmer Training reveals that such training activities under the project were conducted at a grand scale similar to conducting workshops. Under the project, 761 farmers took part in three types of training activities conducted by both DAE and BMDA at a total cost of USD 107,019 amounting to a per head cost of USD 141 (Tk 10,969), which is considered very high.

204- The total cost of Wocat training, identifying and documenting Best SLM Practices under the project amounts to USD 182,663. On the basis of 41 Best SLM Practices

documented by following the Wocat concept, the unit cost (cost per documented SLM Practice) amounts to USD 1,845. As only 14 SLM practices really arrest or reduce rate of various forms of erosion, the net unit cost of documented SLM Practice is equal to USD 5,403. Based on the total cost of documenting SLM Practices and SLM farmer training, the average cost per trained farmer amounts to USD 240 (Tk 18,722). The net benefit of SLM farmer training appears to be zero as there was no evidence of adapting documented SLM practices by trained farmers on the project.

205- The above simple calculations and findings under Financial Management adequately explain the efficiency of utilization of financial resporces the project and, therefore, further explanations are not required.

206- The overall efficiency was rated based on all of the above analysis and UNEP evaluation criteria related to two no cost project extensions on the approved Results Framework.

Rating for Efficiency: Unsatisfactory

5.7 Monitoring and Reporting

5.7.1 Monitoring Design and Budgeting

207- The Monitoring & Evaluation Budget and Workplan was described in Annex G of the CEO Endorsement according to UNEP and GEF UNEP standard monitoring, reporting and evaluation processes and procedures and GEF Monitoring and Evaluation Policy. All specific types of monitoring activities were adequately described and a budgetary allocation of USD 73,000 was made. Such M&E activities included: Inception Meeting, Inception Report, Reports of PSC meetings, PIR reports, Interim six-monthly Progress Reports, Midterm review/Evaluation and Terminal Evaluation. Nevertheless, there was no guidance for Implementing Partners to report their progress of work against a detailed workplan at a regular interval.

208- In the Project Logical Framework, indicators were identified for measuring project objectives, three outcomes and respective outputs under three outcomes. Although all indicators appropriately cover three levels of results measurements, namely, objective, outcome and output, systematic routine data collection process was not adopted on the project for monitoring and reporting as no initiative was taken by the Project Team to develop M&E activities and procedure as per output 3.2 – Project Activity M&E in the Results Framework of the CEO Endorsement.

209- All Implementing Partners were expected to report to the PMU on progress of work every six months as per respective Memorandum of Understanding signed between the Executing Agency and implementing partners for preparation of Half Yearly Progress Reports and Annual PIRs. Nevertheless, none of the implementing partners adhered to this requirement of the project. There was no dedicated person for project monitoring in the Project Team and the Project Coordinator was responsible for project monitoring and reporting.

210- The training participants in farmer SLM training and awareness programmes are small scale farmers and they represent disadvantaged communities in rural areas. The gender composition of all attendees of farmer SLM training and awareness programmes were recorded with signature sheets, which were made available to the TE for preparing training summaries presented in **Annex XII.**

211- In the CEO Endorsement, a Mid-Term Review was proposed at a cost of USD 20,000 but the MTR was not conducted. This is unfortunate as it would have provided a good opportunity for formalising changes to the project and applying adaptive management. The lack of a MTR may have been possibly due to slow progress of the project until second half of 2019. In the original budget, allocation for Project activity M&E and reporting (Budget Line: 5503) was USD 14,000 and while the project was in implementation, this allocation was increased to USD 69,843, nearly 500% through two budget revisions. The reported cost amounted to USD 69,843 under this Budget Line for Project activity M&E and reporting without any savings.

Rating for Monitoring design and budgeting: Unsatisfactory

5.7.2 Monitoring of Project Implementation

212- It is clear that lack of Implementation and /or Supervisory Missions from UNEP throughout the project since Project Inception Workshop held in March 2018 and absence of the MTR negatively contributed to moving the project in the right directions to achieve its objective. The delay in commencing the project and slow project progress in 2019, as well as conducting the National Roadmap for Addressing Land Degradation in Bangladesh Validation Workshop in October 2019 well before completing land degradation profiles, should have been considered as a justification for conducting the Mid-term Review.

213- If the proposed MTR had been conducted, at least the following would have been achieved.

- Revising the project budget to ensure sufficient funds for supporting adaptation of documented SLM practices in farmer localities.
- Stressing development of Land Degradation Profiles in selected 4 Hot Spots (original target) or less than 15 Hot Spots (Revised Target) or 15 Hot Spots rather than National Land Degradation Profiles
- Development of a target based National Roadmap for Addressing Land Degradation in Bangladesh based on updated Land Degradation Profiles under the project while prioritizing Hot Spot areas
- Identifying well proven SLM practices which arrest or reduce **rate of different type of land degradation** in particular “Very Severe”, “Severe” and “Moderate” areas in order of preference.

214- Minutes of the technical committee meetings revealed that project monitoring was heavily dependent on technical committee meetings. Eight technical committee Meetings were held during the project implementation and minutes of six Technical Committee Meetings (except second and seventh[52]) were submitted to the TE. The first technical committee was held on 26 December 2018 whereas the last technical committee meeting was held on 08 August 2021.

215- The third technical committee meeting was held on 06 July 2020 and in between the third technical committee meeting and the last technical committee meeting, the purpose of all such technical committee meetings was finalization of Best SLM Practices in 5 Agro Ecological Zones. Representatives from Implementing Partners attended technical committee meetings together with the Project Director and Project Coordinator from the Project Team.

[52] Second PSC meeting minutes in Bangla and Seventh PSC meeting minutes not available

216- In addition to the Technical Committee, the PSC and PIC were responsible for monitoring project implementation at two levels, policy and planning and implementation respectively. The first PSC meeting was held on 3 January 2019 and the second and third meetings were held on 22 October 2019 and 1 September 2021 respectively. All three meetings were chaired by the Secretary/MoEFCC and there was representation from the MoEFCC, Finance Division, Implementation, Monitoring & Evaluation Division (IMED) & DoE. Notably, there was no representative from the MoL in the PSC although there should be a representative from the MoL according to composition of the PSC as detailed in the CEO Endorsement (Appendix H).

217- As per minutes, the decisions taken (matters discussed) at the first PSC included avoiding duplication or overlapping with similar projects, signing MoUs with IPs, Project Director's responsibility of following the planning and financial rules & disciplines and revising work plans of IAs.

218- The minutes of the second PSC show that decisions were taken to (1) upload documented SLM Practices to Wocat platform after approval firstly from DoE and secondary from MoEFCC, (2) to provide all related organizations with a web link for monitoring LD and (3) to submit a proposal to the MoEFCC for revising the Technical Assistance Project Proposal (TAPP) in view of the forthcoming request for project extension. The decisions seem to be useful even though the project was not able to develop the proposed weblink for monitoring LD by related organizations.

219- The only discussion topic of the third PSC was reallocation of funds for incomplete activities and, DoE was asked to submit a proposal with intercomponent adjustment to the MoEFCC and then, to the Planning Commission for approval. Details of the necessary revisions were not included in the minutes. The first PIC meeting was held on 25 October 2018. The second and third PIC meetings were held on 07 July 2019 and 21 December 2020 respectively. A representative from the MoL attended all three meetings among all other focal points of implementing partners of the project. In PIC meetings both technical and administrative matters were discussed, and the following decisions were taken to facilitate smooth functioning of project implementation.

220- The decisions taken at the first PIC included speeding up signing MoUs with IAs, arranging payment for support staff within the existing budget and updating TAPP in the future, if required. The minutes of the second PIC show that decisions were taken on submitting the revised TAPP to the PSC for approval, completing all documentation of already identified SLM practices by BMDA within 2 weeks, completing LD Base Map 2000 by SRDI within a month and completing Land Use Maps by CEGIS within 45 days. At the third PIC meeting, decisions for revising the budget in consultation with Director Planning (DoE) by Project Director (PD) for sending it to PSC for approval, planning exposure visit to Nepal and submitting a proposal by DoE to set up a monitoring wing in DoE.

221- The number of both PSC and PIC meetings and intervals between two successive meetings indirectly reflect that meetings were not held at a regular interval. It seems that such meetings were organized depending on the need for urgent decision making, very likely owing to slow project implementation.

222- According to the CEO Endorsement, PSC was expecte to meet at least on an annual basis or according to the project's needs. (Annex H) The two committes were entrusted with definite responsbilities, policy advice and inter-misisterial issues at national level at PSC meeetings and tehnchnical and implementation issues at PIC meetings. The presence of UNEP in PSC meeting being a Co-Chairperson would have ensured more

guidence for effective project implementation for meeting expectations of UNEP and GEF from the project.

Rating for Monitoring of project implementation: Moderately Unsatisfactory

5.7.3 Project Reporting

223- The following project progress reports were available for the TE.

Table 17 - List of Progress Reports Available for the TE

Serial Number	PIR	Half-Yearly Progress Reports
1	PIR_July2018-June2019	June - December 2017
2	PIR_July2019-June2020	July - December 2018
3	PIR_July2020-June2021	July - December 2019
4	PIR_July2021-June2022	July - December 2021

224- Both PIRs and half-Yearly Progress Reports were prepared according to UNEP reporting guidelines and all progress reports were acceptable to UNEP in terms of contents and quality. The deficiency of lack of project description in the first two PIRs was rectified in the third and fourth PIRs. Both PIRs and Half-yearly Progress Reports were found to be less descriptive. (e.g., details of farmer & staff training with gender dissagregation[53], development of M&E System including web and GIS based software, training of Data Collectors for M&E System, establishment of DLDD cell within DoE, details of identifying and documenting Best SLM Practices, proceedings of Regional & national workshops in preparing Land Use Plans, methodology in preparing Land Degradation Profiles, LD Database and the contribution in kind from 2 Co-financing Projecrs etc.)

225- The progress required for drafting both types of progress reports was gathered from discussions at technical committee meetings, ad-hoc meetings with respective implementing partners, e-mails and telephone calls etc. There was no system of routine progress reporting by implementing partners against detailed activities in respective workplans at an agreed time interval (e.g., quarterly/half-yearly). The absence of detailed timebound activities and sub-activities in the respective work plans could have permitted this nature of collecting information from implementing partners for half-yearly and annual progress reporting.

226- Both Half-yearly Progress Reports and Annual PIRs submitted by PMU to UNEP were found acceptable despite above notable deficiencies and the lack of detailed information.

Rating for Project reporting: Satisfactory

Rating for Monitoring and Reporting: Moderately Unsatisfactory

5.8 Sustainability

5.8.1 Socio-political Sustainability

[53] In all four PIRs, female participation in farmer training is mentioned as 50% and it is much less than 50% in Training Summaries as shown in Annex 7

227- The socio-political sustainability of the project is primarily assessed against Outcome 1 as articulated in the Reconstructed ToC. The key messages from political authorities in Project Publications indirectly imply at least awareness of long-term consequences due to continued land degradation in the country apart from political will, interest and commitment.

228- The failure to develop an exit strategy at the mid-term of the project with the support from the Ministry of Land is considered as a threat to socio-political sustainability of the project. The results emanating from the project, in particular the National Roadmap for Addressing Land Degradation in Bangladesh should have been streamlined into national planning processes. Unfortunately, this did not take place during the latter part of the project period. By and large, the implementation of the National Roadmap is expected to ensure sustainability of the project. Once the approved National Roadmap for Addressing Land Degradation in Bangladesh by Government of Bangladesh is streamlined into government's policies and priorities in national planning, the project results would sustain towards achieving neutrality of land degradation in the country.

229- In order to move forward with the National Roadmap to streamline the national planning process in SLM and committing funds in successive national budgets with the financial support from donor community, a strenuous effort is needed. This should be a collaborative action from political authority as well as government policy makers, planners and decision makers of policy & planning cells/units of the relevant ministries and departments. More importantly, demonstration of strong political commitment is a pre-requisite to sustain such efforts, which are often not easy to accomplish and would require constant engagement and well beyond the project boundary. It may be too early to rate socio-political sustainabilty, one year after the project completion.

230- Subject to taking care of all TE Recommendations at policy level and developing a few projects identified in the National Roadmap for Addressing Land Degradation in Bangladesh through a proritization process for fundng, socio-political sustanability can be expected in the long run. In addition, concrete partnerships among all stakeholders including MoL are required within an acceptable Implementation Framework specially for donor community. Further, as the Governmenet of Bangladesh has a strong commitment and obligation to achieve LDN by 2030 and same for SDG being one of the signatories of Rio-conventions.

Rating for Socio-political sustainability: Moderately Likely

5.8.2 Financial Sustainability

231- The post project continuity is highly dependent on the interest and commitment of the DoE, MoEFCC and other implementing partners. It is not realistic to expect CEGIS and SRDI to continue to update Land Use Maps and Land Degradation Profiles at shorter intervals as routine work subject to availability of funds from the national budget.

232- At present there is no evidence of the preparedness of both DAE and BMDA to continue to promote Best SLM Practices within their respective annual budgets. For the development of project proposals for the projects/programmes identified in the National Roadmap for Addressing Land Degradation in Bangladesh to attract financial support from donors and making provisions in the national budget, requirement of funds is mandatory. Even if external funding is secured in the future, the question will remain whether national outcomes are financially sustainable owing to poor socio-political sustainability as explained above.

233- The DoE was expected to ensure that financial resources are catered for the DoE from the DoE regular budget to ensure sustainability as mentioned in the CEO Endorsement[54]. This was not fulfilled by the DoE by the time the TE was carried out. However, if MoEFCC together with DoE ensures adequate budgetary allocations in national budget for implementing all TE Recommendations in the near future as mentioned in para # 230-, financial sustainability may be expected to sustain project accomplishments.

Rating for Financial sustainability: Moderately Likely

5.8.3 Institutional Sustainability

234- The institutional sustainability of the project is primarily assessed against Outcome 2 as articulated in the Reconstructed Theory of Change. The project was highly dependent on implementing partners to accomplish project interventions. Under the project, there were no initiatives to uplift capacities of implementing partners of the project. Both CEGIS and SRDI proved their capability and adequacy of technical knowledge and know how to produce expected deliverables in the area of land use plans and land degradation profiles.

235- The capacity building under the project was focused on individuals with a very specific purpose. The Project was instrumental in training 60 staff members from various government and non-government organizations on SLM Wocat tools for identifying and documenting existing SLM practices falling within Wocat definition on SLM in 5 Agro Ecological Zones. In each batch of 10 trained staffs (Field Officers) on Wocat tools the following were represented: DAE, BMDA, Livestock, Fisheries, NGO and Academia. Among 60 trained staffs **(Annex XII),** there are only a very few from both DAE and BMDA. Out of them, some are now on retirement, or are transferred elsewhere. In both partner organizations, there was no clear evidence of continuing to promote documented Best SLM Practices within respective domains after concluding farmer training. Therefore, the value of the capacity building during the project remains a question.

236- As socio-political sustainability, it may be too early to judge institutional sustainability of the project. At least, BMDA, DAE, SRDI, DoE, and other institutions are now familiar with SLM good practices to address LD at least in 6 hotspots. The Government of Bangladesh committed to achieve LDN and SDG by 2030 and, therefore, it will drive the process to fulfill its obligations through an updated institutional framework combined with institutional strengthening process.

Rating for Institutional sustainability: Moderately Likely

Rating for Sustainability: Moderately Likely

5.9 Factors Affecting Performance and Cross-Cutting Issues

5.9.1 Preparation and Readiness

237- As learned from consultative meetings/interviews and the document review, at least three factors contributed to the delay in project start up after disbursing the first disbursement by UNEP in May 2017. Primarily the time taken for re-drafting the project in Bangladesh Government's Technical Assistance Project Proposal (TAPP) format was exceptionally slow. Secondly, the UNEP Task Manager was based in Samoa and his insistence to be present at the Project Inception Workshop delayed the Project Inception

[54] Page # 22, CEO Endorsement

Workshop until he fully recovered from an injury and was fit for travel. The slow response from the EA to the Second Task Manager and lack of momentum of the project at the inception phase pursuaded him to be present at the Inception Workshop, which was initially planned to be held in December 2017 and subsequently postponed until March 2018.

238- The Project was under three Task Managers since design phase of the project and TE notes that this is a very unsatisfactory arrangement fpr a short-term project, which could have contributed for deterioration of communication between the EA and the IA resulting deviations in expected outputs and standard of outputs.

239- Thirdly, even though the Project Inception Workshop was held in March 2018, the signing of Memoranda of Understanding between the DoE and implementing partners took an extraordinary long time resulting in the project start up not happening until the second half of 2019. Although government procedural delays are very common in Bangladesh, such delays are not acceptable in an international context.

240- As there was no concern at the project management level for follow up activities with SLM trained farmers under the project in spite of nearly 500% increase in Project Activity M&E and reporting (Budget Line 5503), the opportunity of allocating necessary funds through a budget revision was missed out at the Inception workshop held in March 2019 and while preparing and obtaining approval from UNEP for two budget revisions. Had the project been instrumental in following up with partcipating farmers in SLM training, the project could have exhibited its success on adoption of documented SLM practices at local level.

Rating for Preparation and readiness: Moderately Satisfactory

5.9.2 Quality of Project Management and Supervision

5.9.2.1 Implementing Agency

241- Between the presence of UNEP at the Inception Workshop held in March 2018, until closure of the project in June 2022, there was no single Supervision or Implementation Support Mission. In addition, UNEP is responsible for the decision to skip the MTR at the midterm of the project. This is considered as an oversight largely due to slow progress until the second half of 2019. If UNEP had been instrumental in fielding a Supervision or Implementation Support Mission or the MTR as in the CEO Endorsement with an International Land Degradation Expert, the Project Team would have been easily guided to produce envisaged outputs at the project design. This is a missed opportunity resulting in a huge cost to the project. Only an experienced Land Degradation Specialist could technically guide the Project Team and facilitate the right decision making on technical matters.

242- The project was under three UNEP Task Managers. The first Task Manager served from project commencement in May 2017 to January 2019 and the second Task Manager who took over from the first Task Manager in January 2019 functioned until February 2021. Thereafter, there was no Task Manager on the project for three months and in June 2021 the current Task Manager took over the project. The formal handing over notes were not made available to the TE together with other project related documents at the beginning of the assignment.

Rating for Implementing Agency: Moderately Unsatisfactory

5.9.2.2 Executing Agency

243- There was no full-time Project Director on the project. The Director Laboratory/DoE was assigned to the project as Project Director without any extra compensation to manage the project on behalf of the DoE while carrying out routine work in his substantial position. This is not considered as a satisfactory arrangement in executing a project with several external agencies under different ministries as implementing partners.

244- Even though a Project Coordinator was recruited to support the Project Director in project management, the appointed staff functioned only for a short time, from 14 February 2018 to 30 April 2018. His successor was appointed on 18 September 2018 after a void of seven months, and he continued to serve until 31 October 2021. The slow recruitment process resulted in appointing Project Coordinator twice and Project Director was handicapped at the commencement of the project until the second Project Coordinator resumed duties in September 2018.

245- After signing Memoranda of Understanding with implementing partners, the Project began to function and all project outputs were realized in the second half of 2021. Therefore, in reality, the time taken to complete project accomplishments is considered reasonable under the project management. Procedural delays within the government structure and time constraints faced by the project management may have contributed to unnecessary delays in commencing project activities as scheduled.

Rating for Partner/Executing Agency: Moderately Unsatisfactory

Rating for Quality of Project Management and Supervision: Moderately Unsatisfactory

5.9.3 Stakeholders Participation and Cooperation

246- The degree of stakeholder participation appeared to be very high and inter agency cooperation was a plus factor to accomplish project interventions diligently within the project's active period. The extraordinary relationship between the staff of all project entities and their mutual respect to each other is commendable. For producing most of the project outputs, interagency cooperation was essential, and the project management was able to keep all staffs intact to produce expected project outputs in a collaborative manner. This was evident in consultative meetings and during two field visits to BMDA and DAE operating areas in Rajshahi and Khulna districts respectively. Other stakeholders, except the implementing partners had no opportunity of playing an active role on the project.

Rating for Stakeholder participation and cooperation: Highly Satisfactory

5.9.4 Responsiveness to Human Rights and Gender Equality

247- At the project design, the project was appraised as not having any significant negative impact on human rights as follows[55]:

[55] B4.4, page # 49, CEO Endorsement

"There are no activities which will generate unemployment, in migration or any forced labor or child labor. It will not generate any impairment of indigenous people's livelihood or their belief."

248- There was no evidence of violating any form of human rights during the project implementation. In fact, despite all initial delays in commencing project activities by respective implementing partners due to multitude reasons, the project implementation took place in harmony with all stakeholders' commitment and interest. This was evident in consultative meetings/interviews with stakeholders and interaction with grassroot level staff and farmers in two field visits during the field mission in Bangladesh.

249- In Bangladesh, women and children from almost all farming households are practically involved with Agricultural Production Systems in rural areas to varying degrees. The Project realized the importance of participation of women in project activities and gender composition of the capacity building programmes (farmer training and demonstration) undertaken by both DAE and BMDA reflects participation of female farmers. In DAE and BMDA capacity building programmes in SLM, 32 percent and 33 percent women farmers were found to be present respectively**, (Annex XII).** It is common knowledge that women are dominating in rural agriculture in Bangladesh and, they are tied up with many farm and off-farm activities in order to sustain their lives in rural areas. Besides, in male headed households, women are expected to play a supportive role in agriculture. Therefore, female representation in SLM training and awareness programmes appears to be low and achieving over 30 percent presence of women in SLM training is considered satisfactory.

250- In addition, gender composition of the people consulted for the TE shows presence of women holding positions in stakeholder organizations **(Annex IV).**

Rating for Responsiveness to human rights and gender equity: Satisfactory

5.9.5 Environmental and Social Safeguards

251- As there were no field activities other than capacity building in SLM, the project had no influence on the environment and the issue of social safeguards did not arise due to the nature of project accomplishments.

Rating for Environmental and social safeguards: Not Rated

5.9.6 Country Ownership and Driven-ness

252- The project design itself adequately demonstrated the proper country ownership and drivenness due to at least two reasons; (1) the project was implemented by government implementing partners; and (2) the project activities were carried out by national staffs in implementing partners coached by National Experts. As far as the project finance plan is concerned, the contribution from GEF was nearly 20 percent of the total estimated project cost and the balance contribution of nearly 80 percent was contributed by implementing partners. The external dependency of the project is very minimal and guidance for implementation from UNEP was expected to be received remotely as Implementation Support and Supervisory Missions from UNEP/GEF were not fielded during the project implementation after the Inception Workshop held in March 2018. In addition, there was no evidence of close monitoring of project activities by UNEP and supporting project implementation on a regular basis.

253- The implementing partners who were at the centre of the project implementation adequately demonstrated acceptability of the project by transforming project inputs to

project outputs during the active project implementation period, which is relatively short compared with the entire duration of the project with two no cost extensions.

Rating for Country ownership and driven-ness: Satisfactory

5.9.7 Communication and Public Awareness

254- According to the CEO Endorsement, there were very high expectations at the design stage under public awareness, communications and mainstreaming strategy.

255- **Public awareness:** The following activities were expected to take place under public awareness of the project.

- During the process of identification and documentation local experts group (Extension, Soil, GO/NGO representative) in consultation with farmers and community leaders will select best SLM of Hot Spot;
- Demonstration of SLM to expose approaches of technologies of SLM
- Develop IEC materials and documentary on SLM;
- Farmers day and group visit.

256- Project accomplishments in identification and documentation of SLM practices, farmer training, demonstrations and field days within respective Hot Spots were explained in detail under Output 2 (para # 162- para # 163-) and detailed information on Farmer Training is presented in **Annex XII.** For each documented Best SLM Practice, five posters were designed and displayed at demonstration venues for the purpose of disseminating such technology. Further, 402 copies of Sustainable Land Management Full Book (in both English & Bangla) and 200 copies of Land Degradation in Bangladesh 2020 SRDI, Ministry of Agriculture 2022 were printed and distributed among national and local stakeholders. In addition, publication of the following deliverables is presently underway, after the project completion.

- **Application of Divisional Agroecological Resources for Management and Development Planning** - 150 copies will be printed.

- **Final Updating Land Use Map CEGIS** - Not yet published, no. of copies to be printed will be decided in the near future.

- **National Road Map for Addressing Land Degradation in Bangladesh DOE Final 02September2020** - Not yet published, no. of copies to be printed will be decided in the near future.

257- As there was no follow up at field level by both DAE and BMDA after concluding all farmer training and awareness activities, the degree of adapting documented Best SLM Practices was not verified and reported to PMU.

258- **Communications:** The following activities were scheduled under Communications in the CEO Endorsement:

- Inception workshop, Interim workshop, Regional workshop on land degradation and review of SLM;
- Focal points are in network;
- Factsheets in Bengali;
- SMS on LD and SLM;
- Website on DLDD;

259- While all focal points were in the network, it was learned that numerous numbers of workshops at regional level were conducted in preparing Land Use Plans and developing the National Road Map for Addressing Land Degradation in Bangladesh. Besides, in each

Hot Spot, in identification and documentation of SLM process, field officers from various organizations were trained on Wocat tools for 2 days, totalling 50 staffs in DAE and 10 Staffs in BMDA operating areas. Both SMS Service and DLDD website were not fulfilled under the project. The weblink, www.dldd.gov.bd provided to the TE while sharing comments on the draft final evaluation report is now functional. The decsion taken at the second PSC Meeting on 22 October 2029 to provide all related organizations with a weblink to monitor LD was not implemented.

260- **Mainstreaming:** The following activities were identified for mainstreaming project accomplishments towards the end of the project in the CEO Endorsement:

- Stakeholders participated in the process to enable the identification of gaps in their own planning;
- Workshops/seminars/field day on LD and SLM at different tiers;

261- There was no evidence of occurring such mainstreaming activities as planned at the design stage of the project and however, numerous number of workshops were held in national and regional levels in the process of preparing Upazila wise Land Use Plans and validation of such Land Use Plans. In addition, farmer training (including demonstrations and field days) was conducted in selected Hot Spots as detailed in **Annex XII**.

Rating for Communication and public awareness: Moderately Satisfactory

Rating for Factors Affecting Performance and Cross-Cutting Issues: Moderately Satisfactory

6 CONCLUSIONS AND RECOMMENDATIONS

6.1 Conclusions

262- The project was found to be strategically relevant for the delivery against a number of strategic areas of focus in the UNEP Medium Term Strategy 2014 - 2017 particularly Climate change (EA1-Climate resilience), Disasters and conflicts (EA1-risk reduction), Ecosystem management (EA1-Production, EA3-enabling environment). In addition, the project is in line with the objectives of three sub-programmes, namely, Climate change, Disaster and conflicts and Ecosystems management.

263- Under Subprogramme 1 – Climate change, the adaptation of documented locally-proven Best SLM Practices was expected to improve climate resilience among farming communities. Resilience of farming communities was expected to improve through training and demonstrations promoting SLM practices. In addition, the project supports UNEP's initiatives in adaptation options and scientific and policy related information, identifying best practices, providing adaptation planning and supporting policy development.

264- The project documented a few proven methods of irrigation to support resilience building to disasters particularly for drought in Barind tracts in Bangladesh. The Project also facilitated the dissemination of documented SLM practices to arrest land degradation due to drought in Barind tract by conducting SLM training and awareness activities under Subprogramme 2 - Disaster and conflicts.

265- Under Subprogramme 3 - Ecosystems management, the project was designed to contribute to improve health and productivity of degraded land in the country by adapting Best SLM Practices, particularly to build up soil organic matter. This is expected to

eventually lead to more productive and viable ecosystems to contribute towards attaining neutrality in LD.

266- In addition, the project design is found to be fully consistent with GEF 5 Land Degradation (Desertification and Deforestation) Strategy Goals and Objectives. The goal of the land degradation focal area is to contribute to arresting and reversing current global trends in land degradation, specifically desertification and deforestation.

267- The Project was expected to support achieving the SDG target indictor 15.3 by providing updated data on land use and land use patterns, establishing land degradation profiles for selected Hot Spots in respect of various types of land degradation, providing specific support for arresting land degradation due to drought in Barind tracts and drafting a National Roadmap for Addressing Land Degradation in Bangladeshas a long term and enduring solution, setting up a DLDD Cell within DoE to take care of impact monitoring of LD as a routine task and identification of policy gaps for amending policies to deal with all sorts of land degradation and environmental related issues in the country.

268- The initial delay in commencing project activities in particular due to delays in signing Memorandum of Understanding between the Executing Agency and four implementing partners, the project lost the opportunity of interacting and building up synergies with projects that were ongoing at the project design stage, as such projects completed their implementation before this Project commenced. Both Design Team and Project Team were not instrumental in interacting with the National Land Zoning Project, which was closely related to the project under evaluation, particularly as follow up project of the Land Zoning Project, Mouza and Plot Based National Digital Land Zoning Project as Mouza and Plot boundaries could be borrowed from MoL to be incorporated in Land Degradation Profile in selected Hot Spots without duplicating digitizing process in drawing up Mouza and Plot boundaries as this process is time consuming and uncecessary cost. More imprtantly, inclusion of Mouza and Plot boundaries would help to identify specific vulnerable locations in different LD types for practical remedies.

269- Based on the above findings, it is concluded that the project deviated from its original scope of work in terms of envisaged outputs as summarized below. While some outputs were additional or documents were produced in numbers above the original targets, those outputs most necessary to achieving outcomes (i.e. Land Degradation Profiles for 4 Hot Spots) were not produced.

a. Land Use Plan 2010 was prepared to compare the changes in the land use coverage between 2010 and 2019, over a period of ten years.
b. Number of Hot Spots of 4 and 12 Best SLM Practices in the Project Design were increased to 15 Hot Spots and 41 respectively.
c. In place of District-wise Land Use Plans, 33 Land Use Plans by Upazila were developed covering selected 15 Hot Spots.
d. In place of Land Degradation Profiles for 4 Hot Spots as mentioned in the Project Logical Framework, National Land Degradation Profiles in respect of 12 types of LD were produced[56].
e. In addition to all the above, 8 division-wise Agro Ecological Zone Maps Regions & sub-regions) were prepared as an additional output.

270- **Land Degradation Profiles:** The importance of producing Land Degradation Profiles for Hot Spots is two fold: (1) The proposed National Roadmap for Addressing Land

[56] Even though district, upazila, union, mouza and plot boundaries are useful in selection of vulnerable lands in LD for adopting documented SLM practices, incorporation of such boundaries is not worthwhile as visibility is less in country level maps.

Degradation in Bangladesh which was planned to be implemented beyond the project period should ideally be drawn up on the basis of the LD severity classes within Hot Spots. One would expect to include "very severe", "severe" and even "moderate" land degradation classes in selected Hot Spots as prioritized areas for the implementation of SLM practices. (2) The identified and documented Best Existing SLM Practices should have been able to tackle different classes of LD types in selected Hot Spots within the project period and, thereafter. (The "very severe" class of different land degradation types demand engineering work to increase land productivity and, therefore, "very severe" classes are beyond the scope of this project.)

271- Nevertheless, during the course of project implementation neither of the two actions above took place. This is considered a huge cost as there is still insufficient data on different classes of LD in selected Hot Spots to draw up the National Roadmap for Addressing Land Degradation in Bangladeshas envisaged at the project design. This logic is not precisely explained in the CEO Endorsement and the importance of Land Degradation Profiles in Hot Spots for drawing up the National Roadmap for Addressing Land Degradation in Bangladesh was not realized during project implementation. It should be noted that that what was crucial for this project would have been Land Degradation Profiles in Hot Spot areas rather than Land Use Maps by Upazila.

272- **Land Use Maps:** It was a rational decision to prepare Land Use Plans by Upazila for 15 Hot Spots (in place of District-wise Land Use Plans), as Upazila wise Land Use Maps are more useful in practical applications of documented SLM practices for arresting or reducing rates of LD peratining to different LD types.

273- As a follow up project to the National Land Zoning Project, MoL is presently implementing a Mouza- and Plot-based National Digital and Land Zoning Project[57]. Mouza and Plot boundaries are extremely useful in addressing different types of land degradation to varying degrees in bringing tailor-made solutions at selected farmer localities and, therefore, it would now be a good time to join hands with the MoL to work further on land degradation in the country while implementing the National Roadmap for Addressing Land Degradation in Bangladesh. This move will help to enrich Upazila wise Land Use Maps with Mouza and Plot boundaries as well.

274- **National Roadmap for Addressing LD in Bangladesh:** This task was completed well before the National Land Degradation Profiles were prepared. Therefore, there is no target-based approach based on different classes of land degradation type in 15 Hot Spots as a remedy to address land degraded areas as a priority in the proposed National Roadmap for Addressing Land Degradation in Bangladesh. Ideally, this Roadmap should show how neutrality in land degradation is acheived in 2030 during the remaining time period through a target-based approach. Besides, the required investment is not estimated in the National Roadmap for Addressing Land Degradation in Bangladeshand, only a list of projects and programmes under 18 Thematic Programmes is presented. There has been no follow up action for a period of three and a half years since the National Roadmap for Addressing LD in Bangladesh was validated at a National Validation Workshop in October 2019.

275- **Documentation of Best SLM Practices:** In the CEO Endorsement, it is repeatedly mentioned that Wocat is only an example and, therefore, the Project had the option for selecting other existing methodologies/technologies in SLM within such selected Hot Spots for documentation and replication. Nevertheless, the project opted to select and document Best SLM Practices solely by following the Wocat Technology Questionnaire.

[57] http://www.landzoning.gov.bd/

The basis for identifying Best SLM Practices should have been the practices that arrest or reduce different land degradation types or **rate of land degradation** based on experience in Bangladesh (e.g., Topsoil erosion in hilly areas, rate of riverbank erosion, rate of salinization).

276- The tedious process that was employed to identify existing SLM practices in 5 agro ecological zones by six teams of Field Officers is considered unnecessary, time consuming and extra expenditure. If the Project Team had been more prudent, effort, time and expenses could have been easily trimmed down resulting in the same results.

277- **SLM Training at Local Level:** There is no evidence or follow-up of adopting Best SLM Practices by trained farmers after taking part in farmer training, demonstration and field days even though provisions for Project activity M&E and reporting were increased by nearly 500%. Some of the Field Officers attached to DAE and trained in using the Wocat tool are now transferred or retired. Both DAE and BMDA have no agenda of continuing to promote documented Best SLM Practices under the project within their routine work. Other trained Field Officers from Livestock, Fisheries, Accademia and NGOs have no definite roles to play in promoting Wocat tools in their own organizations. Therefore, capacity building of the Project remains in question.

278- **Project Performance:** The poor performance of the project can be mostly attributed to the project management of both Implementing Agency and Executing Agency. The Project did not receive substantial technical support for implementation after the Project Inception Workshop in March 2018. The first Project Coordinator functioned for a very short spell, and left the position at the end of April 2018. The guidance received from UNEP at the Inception Workshop and for a week right after the workshop was instantly lost with the Project Coordinator's departure. It is clear that the lack of Implementation and/or Supervisory Missions from UNEP throughout the project and the absence of the MTR negatively affected the movement of the project in the right direction to achieve its objective.

279- In addition, a long delay in commencing the project due to various reasons and unilateral variations in crucial project outputs drastically reduced the Efficiency of the Project. The failure to develop an exit strategy for implementation after the mid-point of the project threatened project sustainability in terms of socio-political, financial and institutional.

280- In the event that the Project had been confined to the original 4 Hot Spots and documented 12 Best SLM Practices to be promoted with such 4 Hot Spot areas, the project budget could have been more prudently used for conducting more awareness and training programmes at local level and even supporting farmers for adapting such documented Best SLM Practices locally as spelled out in the CEO Endorsement and reported farmer training outcomes in adopting documented SLM practices, the project could have ended as a "Model Project" in SLM in Bangladesh.

281- It is concluded that the project impact is unlikely to be achieved due to poor delivery of outputs resulting in limited achievement of project outcomes as illustrated in the Reconstructed Theory of Change of the TE.

282- The table below provides a summary of the ratings and findings discussed above. Overall, the project demonstrates a rating of "**Moderately Unsatisfactory**".

Table 18 - Summary of project findings and ratings

Criterion	Summary assessment	Rating[58]
Strategic Relevance		**S**
1. Alignment to UNEP MTS, POW and Strategic Priorities	Strong alignment with the UNEP's MTS (2014-2017) and POW (2014-2015)	**S**
2. Alignment to UNEP Donor/GEF/Partner strategic priorities	Fully consistent with GEF 5 priorities,	**S**
3. Relevance to global, regional, sub-regional and national environmental priorities	A commitment to implement the UNCCD 10-year Strategy and supporting to achieve target 15.3 of SDG 15	**S**
4. Complementarity with existing interventions/ Coherence	Complimenting project initiatives addressing threats, root causes and barriers to SLM at the design stage, nevertheless, failed to interact with National Land Zoning Project implemented by MoL. Project Team failed to interact with on-going projects at design stage due to commencing the project before completion of such projects and National Land Zoning Project	**S**
Quality of Project Design	Strengths - problem analysis clear; Weaknesses - No output details & ambiguity of outputs, No targets for SLM training & adapting SLM, no guidance for exit strategy	**MS**
Nature of External Context	No conflicts, natural disaster or calamity and political unrest other than Covid 19, which did not have much impact on the project	**Favorable**
Effectiveness		**U**
1. Availability of outputs	Land Degradation Profiles for Hot Spots not produced & instead National Maps produced for different types of LD Upazila wise Land Use Maps produced instead of District wise Land Use Maps, National Roadmap for Addressing Land Degradation in Bangladesh prepared, Policy Review completed, Web-based M&E System developed & installed in DoE.	**S**
2. Achievement of project outcomes	Outcome 1: partial achievement & Outcome 2: not achieved	**U**
3. Likelihood of impact	Failure to achieve two outcomes and no evidence and follow up of adapting documented SLM practices in farmer localities by capacitated farmers	**MU**
Financial Management		**MS**
1. Adherence to UNEP's financial policies and procedures	All UNEP financial management and reporting standards were adhered to, no adverse reports from UNEP	**MS**
2. Completeness of project financial information	Most of vital financial information requested not made available	**MS**
3. Communication between finance and project management staff	Effective communications and high degree of satisfaction and transparency in communications	**S**

[58] Most criteria will be rated on a six-point scale as follows: Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU). *Sustainability* and *Likelihood of Impact* are rated, also on a six-point scale, from Highly Likely (HL) down to Highly Unlikely (HU) and *Nature of External Context* is rated from Highly Favourable (HF) to Highly Unfavourable (HU).

Criterion		Summary assessment	Rating[58]
Efficiency		Project has had two justified 'no cost extensions' of one year or more against the formally approved results framework. Cost of identifying & documenting Best SLM Practices exceptionally high, financial resources do not appear to have been prudently managed.	**U**
Monitoring and Reporting			**MU**
1. Monitoring design and budgeting		As per UNEP Guidelines, however, 500% increase Project activity M&E & reporting Budget Line	**U**
2. Monitoring of project implementation		Mostly through Technical Committees, no regular monitoring by PSC and PIC 9 only 3 meetings each over a period of 5 years	**MU**
3. Project reporting		Regular PIRs and Half-yearly Progress Reports submitted to UNEP. In adequate details of progress.	**S**
Sustainability			**ML**
1. Socio-political sustainability		Project failed to develop an exit strategy; National Roadmap was not mainstreamed into national planning process	**ML**
2. Financial sustainability		DoE not able to draw funds from DoE budget to ensure project sustainability	**ML**
3. Institutional sustainability		No opportunity for trained Field Officers in DAE & BMDA to promote SLM practices beyond project life, some staff transferred or retired, capacity building is a question.	**ML**
Factors Affecting Performance			**MS**
1. Preparation and readiness		Long delay in commencing project activities	**MS**
2. Quality of project management and supervision			**MU**
	UNEP/Implementing Agency	UNEP: No Implementation Support/Supervisory Missions after presence of UNEP at the Inception Workshop in March 2018 till June 2022	**MU**
	Partner/Executing Agency	No full-time Project Director, services of Project coordinator not continuous, project managerial capacity and competency in technical management is poor	**MU**
3. Stakeholders' participation and cooperation		Inter-agency cooperation excellent and commendable in national and sub-national level	**HS**
4. Responsiveness to human rights and gender equality		No violations of human rights, female farmers participated in SLM training & awareness	**S**
5. Environmental and social safeguards		Not applicable as no field level implementation other than farmer training	**NR**
6. Country ownership and driven-ness		Project activities were carried out by national staffs in Implementing Partners coached by National Experts	**S**
7. Communication and public awareness		402 copies of major publication were printed and one more publication to be printed. 205 posters were printed to communicate SLM messages to farmers. Mainstreaming poor	**MS**
Overall Project Performance Rating			**Moderately Unsatisfactory**

6.2 Lessons learned

Lesson Learned #1:	**As the proposed Mid-term Review was not carried out, the opportunity of producing expected outputs as in the project design and re-directing the project to meet overall objective of the project was ruled out.**
Context/comment:	The absence of the Mid-term Review incurred a tremendous cost to the project. The opportunity of directing the delivery of majority of expected outputs according to aspirations of the project designers would have been easily ensured, if the MTR had been conducted with an experienced International Land Degradation Specialist as a member of the Review Team. This appears to be an oversight by UNEP rather than the Executing Agency and stakeholders of the project. The delay in commencing the project and slow project progress till the second half of 2019 and conducting the National Roadmap for Addressing Land Degradation in BangladeshValidation Workshop held in October 2019 well before completing and degradation profiles should have been considered as a justification for conducting the Mid-term Review. Ideally, UNEP should have been present at the National Roadmap for Addressing Land Degradation in Bangladesh Validation Workshop held in October 2019 and proceeded with the MTR, thereafter. The common experience is that slow progress is a more pronounced justification for the MTR rather than smooth project implementation well on the target. If the proposed MTR had been conducted, at least the following would have been achieved. ▪ Revising the project budget to ensure sufficient funds for supporting adaptation of documented SLM practices in farmer localities. ▪ Stressing development of Land Degradation Profiles in selected 4 Hot Spots (original target) or less than 15 Hot Spots (Revised Target) or 15 Hot Spots rather than aiming at National Land Degradation Profiles ▪ Development of a target based National Roadmap for Addressing Land Degradation in Bangladeshbased on updated Land Degradation Profiles under the project while prioritizing Hot Spot areas to attain LDN. ▪ Identifying well proven SLM practices which arrest or reduce **rate of different type of land degradation** in particular “Very Severe”, “Severe” and “Moderate” areas in the order of preference.

Lesson Learned #2:	**The failure to develop an Exit Strategy as advocated in the CEO Endorsement resulted in project sustainability under threat and halts continuity of project accomplishments as routine work of stakeholder organizations towards achieving project impact.**
Context/comment:	Among expected roles to be played by stakeholders, the key role of the MoL was to develop an exit strategy at the mid-term and implement at the end of the project. It is common knowledge that project exit strategy is of paramount important to ensure sustainability of the project results and to institutionalize project accomplishments. Nevertheless, this was apparently overlooked by both UNEP and Executing Agency.

Lesson Learned #3:	**Regular monitoring and on-site supervision are very necessary in implementing projects by UNEP and the absence of UNEP Supervisory/Support Missions throughout the project implementation after the Project Inception Workshop caused the project to distract from the original scope in terms of outputs and targets resulting low overall project performance.**

Context/comment:	On-site Implementation Support & Supervision: This is a well acceptable management practice by International Donors to make sure successful project / programme implementation and respond to accountability issues. Although UNEP was very keen in its presence at the Inception Workshop held in March 2018, no in-country supervisory and implementation support missions were fielded thereafter, till end of the project in June 2022. This has had severe setbacks as explained under the MTR (para # 212- & 213-) . It is well understood that Covid 19 prevented any such in-country missions from March 2020 when project activities were at their peak irrespective of incidences of Covid 19. Lack of any progress till the second half of 2019 persuaded UNEP to postpone UNEP Supervisory Missions until such time as remarkable project progress was achieved and, such missions were not materialized till end of the project in June 2022.

Lesson Learned #4:	**Although Work Plans of the project and implementing partners, Half-yearly Progress Reports and PIRs were acceptable to UNEP, remote monitoring is not effective when progress reporting is not done against detailed time bound activities that were employed to produce respective time-bound outputs. Therefore, detailed work plans are very important in project implementation.**
Context/comment:	It was agreed at the Inception Workshop held in March 2018 to prepare work plans for each Implementing partner and finally a project work plan by combining all such work plans of CEGIS, SRDI, DAE, BMDA and DoE. Although this obligation was fulfilled by all concerned parties, all Workplans lack detailed timebound activities and respective sub-activities to produce envisaged outputs under three components. Therefore, this situation ruled out the possibility of careful or close monitoring of project activities that were employed to deliver respective expected outputs under three components. Lack of submission of routine progress reports or periodic progress reports by Implementing Partners to the PMU exacerbated this situation resulting in PIRs and Half-yearly Progress Reports being less descriptive. (e.g., details of farmer & staff training with gender dissagregation[59], development of M&E System including web and GIS based software, training of Data Collectors for M&E System, establishment of DLDD cell within DoE, details of identifying and documenting Best SLM Practices, proceedings of Regional & national workshops in preparing Land Use Plans, methodology in preparing Land Degradation Profiles, LD Database and the contribution in kind from 2 Co-financing Projecrs etc.)

Lesson Learned #5:	**As National Project & Technical Managerial Capacity was overestimated by UNEP at the project design, no provision was made for external technical support and the project was dependent on national staffs and experts. Nevertheless, according to findings of the TE, national project and technical managerial capacity was not sufficient to drive the project in meeting project objectives.**
Context/comment:	The national project & technical managerial capacity was overestimated in the project design phase as well as project implementation. Firstly, international technical support was not envisaged in the project design for supporting project implementation at least for providing short term technical inputs in LD. Secondly, UNEP apparently relied on national project management and technical management for implementation of the project and refrained from fielding Implementation Support/Supervisory Missions during project implementation since UNEPs' presence at the Project Inception Workshop in March 2018.

[59] In all four PIRs, female participation in farmer training is mentioned as 50% and it is much les than 50% in Training Summaries as shown in Annex 7

Lesson Learned # 6:	**The trust and relationship with UNEP is important and unilateral decisions taken by the Project Team in revising the budget and changing the scope of work in terms of outputs and targets would lead to losing confidence in the Government of Bangladesh by not only UNEP but also the donor community as a whole.**
Context/comment:	Ambitiousness and innovativeness should be essential elements in project implementation for increasing the degree of the project success and it is well acceptable. Nevertheless, unilateral decisions taken by the Project Team during project implementation did not bring adequate dividends. (e.g., as Upazila wise Land use Maps duplicative, National Land Degradation Profiles in place of that 4 Hot Spots, increasing number of Hot Spots and number of Best SLM Practices to 15 and 41 respectively, etc.) The opportunity of ending the project as a "Model" Project in LD in Bangladesh while keeping the project scope and scale of operations as planned in the project design was completely ruled out due to poor planning of financial resources to demonstrate adaption of documented Best SLM Practices in farmer localities and its replication as per the CEO Endorsement. It is very important that when projects are implemented with donor financial support, changes in the project design should be discussed and agreed upon with the donor rather than making unilateral decisions as done by the Project Team. Otherwise, such actions may lead to a deteriorate in the relationship with international donors and a loss of confidence in the recipient country.

6.3 Recommendations

Recommendation #1:	**SRDI should establish Land Degradation Profiles for 15 Hot Spots. These should be prepared by type of land degradation and cover the area bounded by Upazila, Union, Mouza and Plot.**
Challenge/problem to be addressed by the recommendation:	This task is not a costly and time-consuming exercise to do in GIS as National Land Degradation Profiles for different types of land degradation were developed under the project. Besides, digital layers of Upazila and Union boundaries are available in Upzila-wise Land Use Maps prepared by CEGIS. Being two Implementing Partners of the project, through a collaborative effort, Land Degradation Profiles by Upazila can be easily prepared. Further, if an amicable relationship or official partnership can be established with the MoL, mouza and plot boundaries together with zonal boundaries (depending on the need, e.g., Agriculture, Economic, etc.) also can be included in the same maps for identification of specific plots to deal with specific types of land degradation in distinct classes. For use of such Land Degradation Profiles by organizations in agriculture sector like DAE and BMDA, Agriculture Zonal Boundaries should be included in Land Degradation Profiles so that for adaptation of SLM practices, Mouzas and /or plots within Agriculture Zones & within respective Upazilas can be easily selected on a priority basis in order to increase land productivity. DoE/MoEFCC should be expected to play a coordinating role for bringing two Implementing Partners and the Ministry of Land together as a team to complete this important task in the interest of achieving neutrality in Land degradation in Bangladesh.
Priority Level:	Critical
Type of Recommendation:	Partner
Responsibility:	SRDI, CEGIS, MOEFCC and DoE
Proposed implementation time-frame:	Immediately, to sustain project accomplishments

283- Cross-reference(s) to rationale and supporting discussions:

- Para # 138- to 140-, 270- to 271-

Recommendation #2:	**The 15 Hot Spots (see recommendation #1) should be included in a re-drafted National Roadmap for Addressing Land Degradation in Bangladesh.**
Challenge/problem to be addressed by the recommendation:	It is realistic to expect inclusion of 15 Hot Spots as priority areas in drafting a National Roadmap for Addressing Land Degradation in Bangladeshowing to acuteness (seriousness) and coverage (extent land area) of different types of land degradation. Besides, a target-based approach (Refer to **Annex XIV** for guidance) is highly recommended in tackling various types of land degradation identified and documented in scientific agriculture literature in Bangladesh. Therefore, based on updated Land Degradation Maps/Profiles target areas for each Upazilla by type of Land Degradation and its respective classes, preferably in the order of "very Severe", "severe" and "moderate", annual targets should be set for a specific period for 33 Upazillas within 15 Hot Spot areas as a priority. While the National Roadmap is under implementation more and more areas from other parts of the country can be included to update the National SLM Roadmap. This should be the basis and planning tool for developing the proposed National SLM Roadmap. Thereafter, based on such targets, projects/programmes should be developed with identification of Responsible Party for implementation and requirement of investment based on annual targets. It is needless to say that the National Roadmap for Addressing Land Degradation in Bangladeshshould be doable or practicable, realistic and achievable within the given time frame. It is important to understand that heavy investments are required to achieve substantial results both in the short run and long run.
Priority Level:	Critical
Type of Recommendation:	Partner
Responsibility:	CEGIS and DoE
Proposed implementation time-frame:	Soon after establishing Land Degradation Profiles by SRDI

284- Cross-reference(s) to rationale and supporting discussions:

- Para # 141- to144-, 274-

Recommendation #3:	**Rather than documenting and adapting SLM practices by following the identification and selection processes attempted in this project, more attention should be paid by SRDI to the 'Land Degradation in Bangladesh' document prepared by the Ministry of Agriculture for identifying suitable SLM practices for adopting in degraded lands.**
Challenge/problem to be addressed by the recommendation:	Further work on documenting Best Existing SLM Practices by following the same identification and selection process is not recommended. There is a wealth of existing scientific agriculture knowledge based on causes for different types of land degradation and possible solutions for arresting, reducing and thriving under such degraded conditions while increasing land productivity. It is worthwhile to pay attention to the Chapter 6, the Way Forward of the Project Publication titled "Land Degradation in Bangladesh, 2020, SRDI, Ministry of Agriculture (2022) published under the project patronage. In the proposed National SLM Roadmap, both Engineering solutions and Agricultural Solutions (a combination of various Agronomic practices) should be identified for addressing various types of land degradation.
Priority Level:	Important
Type of Recommendation:	Partner
Responsibility:	BMDA, DAE and DoE
Proposed implementation time-frame:	2023 onwards

285- Cross-reference(s) to rationale and supporting discussions:
- Para # 165- to 166-, 275-, 276-

Recommendation # 4:	**The DLDD Cell in the DOE should be made functional as soon as possible to sustain project accomplishments in the near future and apply for further support from UNEP. Both IA and EA should consider of developing follow-up project at GEF-8 cycle.**
Challenge/problem to be addressed by the recommendation:	It is necessary to make the DLDD Cell functional as soon as possible to sustain project accomplishments and attract further support from UNEP as DLDD Cell appears to be the ideal organizational unit, which can take forward project accomplishments to arrest and reduce various type LD in the country towards achieving neutrality in LD as it was planned in the project design. This is subject to budget availability in national budget, which is very unlikely. Therefore, both IA and EA should consider of developing follow-up project at GEF-8 cycle, ideally, bringing MoL as an Implementing Partner.
Priority Level:	Critical
Type of Recommendation:	Partner
Responsibility:	DoE
Proposed implementation time-frame:	Immediately

286- Cross-reference(s) to rationale and supporting discussions:
- Para # 66-, 110-, 149-, 259-, 267-

Recommendation # 5:	**DLDD Cell should take a lead role in updating the Web-based M&E System developed under the project to be functional and useful for the purpose, for which it was planned to design as stipulated in the CEO Endorsement.**
Challenge/problem to be addressed by the recommendation:	The DLDD Cell has a lead role in updating the Web-based M&E System developed under the project to be functional and useful for the purpose, for which it was planned to design as stipulated in the CEO Endorsement. The M&E System should essentially cater to twin tasks. The M&E system should monitor and report implementation of the much waited National Roadmap for Addressing Land Degradation in Bangladeshand track both positive and negative changes in LD in particular covering 15 Hot Spot Areas on different types of LD in consultation and collaboration with SRDI. Ideally, data on LD being collected by SRDI in routine work should be fed to the M&E System for generating periodic maps from the Web-based software application, as and when necessary.
Priority Level:	Critical
Type of Recommendation:	Partner
Responsibility:	DoE & SRDI
Proposed implementation time-frame:	Immediately

287- Cross-reference(s) to rationale and supporting discussions:
- Para # 149- to 155-

Recommendation # 6:	**SRDI should identify areas (based on Land Degradation Profiles), where irrigation is feasible and demarcate the extent of land (Hectarage) to be irrigated in the future.**
Challenge/problem to be addressed by the recommendation:	As provision of water by various forms of irrigation as currently practised is the best solution to arrest land degradation due to drought in Barind tract within BMDA territory, SRDI can support BMDA in identifying areas (based on Land Degradation Profiles), where irrigation is feasible and the extent of land (Hectarage) to be irrigated in the future. Such tailor-made maps based on Land

	Degradation Profile (Drought) should be made available to BMDA by SRDI to prevent further land degradation due to drought in Barind tract in Bangladesh. The majority of documented SLM Practices in Barind tract demand capital investments and such practices are beyond farmers' financial capacity.
Priority Level:	Important
Type of Recommendation:	Partner
Responsibility:	BMDA, SRDI & DoE
Proposed implementation time-frame:	Immediately

288- Cross-reference(s) to rationale and supporting discussions:

- Para # 160 to 179, 269-

Recommendation # 7:	**It is strongly recommended that the role of supervision and monitoring by the Implementing Agency be strengthened, especially in cases where there are multiple Task Managers. A stronger system of staff handovers should be introduced.**
Challenge/problem to be addressed by the recommendation:	Based on Findings of the TE under Financial Management and Efficiency, it is paramount important to strengthen the role of supervision and monitoring by IA to improve financial discipline and accountability of Executive Agency and Implementing Partners.
Priority Level:	Important
Type of Recommendation:	UNEP
Responsibility:	UNEP
Proposed implementation time-frame:	Immediately

289- Cross-reference(s) to rationale and supporting discussions:

- Para # 186- to 206-

Recommendation # 8:	**UNEP should seriously consider extending financial and technical support to complete unfinished tasks of the project and initiate implementation of National Roadmap for Addressing Land Degradation in Bangladesh to move towards neutrality in LD in Bangladesh.**
Challenge/problem to be addressed by the recommendation:	Having considered all deficiencies and shortcomings of the project design and its implementation in Bangladesh context by only national staffs and experts, and dedication, interest, enthusiasm shown by technically skilful young professionals among stakeholders in particular CEGIS and SRDI on project work, it is worthwhile to carefully analyse the present situation for further support from UNEP .
Priority Level:	Important
Type of Recommendation	UNEP
Responsibility:	UNEP
Proposed implementation time-frame:	Immediately

290- Cross-reference(s) to rationale and supporting discussions:
Para # 270-, 271-, 274-

Recommendation # 9:	**At least in DAE, technical staff in a few selected Upazila Agriculture Offices should be trained to use GIS applications for identifying locations for adopting documented SLM practices and, therefore, when a follow-up project is designed, this receommendation should be seriously considered.**

Challenge/problem to be addressed by the recommendation:	It is obvious that usability of printed Land Degradation Profiles for selected Hot Spots is limited, even though mouza and plot boundaries are present. Finding names and contact details of owners and tenants in plots, which are vulnerable to various LD types, GIS is an appropriate tool to the work handy. At the design stage of a follow up project, information/data available in Land Resource Database and Management Information System with MOL should be explored for developing a workable partnership with MoL.
Priority Level:	Important
Type of Recommendation	UNEP
Responsibility:	UNEP
Proposed implementation time-frame:	Immediately

291- Cross-reference(s) to rationale and supporting discussions:
Para # 270-, 271-, 274-

ANNEX I. RESPONSE TO STAKEHOLDER COMMENTS

Place in text	Comment (UNEP)	Evaluation Consultant Response
P. 13 (Rec. 3)	Internal technical and financial review by an independent team from UNEP seems not reasonable. Instead, strengthening the role of supervision and monitoring by IA could be considered instead.	Rec. 3 has become redundant, as there were two budget revisions on the project. This was not shared with me until 11 July 2023. Adopted. Please see **Rec.7**
P. 13 (Rec. 4)	It's up to budget availability which is unlikely this case. Instead, both IA and EA should consider of developing follow-up project at GEF-8 cycle.	Adopted. Rec.8.
#33	The project had another task manager who brought from concept to initiation until Feb 2017. The report is not providing any information on the first task manager (and not task manager 1 as per report) and possible impacts either positive or negative	The first TM was approached for an appointment through a number of emails but no response was received.
#118	The project was designed as a one-step MSP and its respective GEF template meaning that the outputs would have been, in principle, discussed and crystallized at the inception meeting	Agreed outputs mentioned in the Inception Workshop Report are mentioned in the Evaluation Report. No Mission Report or Aide Memoire was available for the TE in spite of repetitive requests.
#232	The second Task manager who was based in Samoa was pursuing (not very successfully) frequent contact with the EA. The EA agreed for the first time to have the inception meeting in December 2017. The earliest available date given by the EA after that was March 2017. At the same time reading the TE once would have to assume that the TMs' insistence to be present at inception was absolutely necessary given the state of the project. This is not coming out well from para 232 and beyond.	Appropriately incorporated.
#235	The project was under four TMs. The fist TM served to bring the concept to GEF CEO endorsement and UNEP level commencement. I would reckon that the rather frequent changes of TMs out of which some were completely in UNEP's control, have deteriorated the already difficult communications between IA and EA and introduced significant confusion to the EA. The latter is also reflected in the way EA has been delivering on outputs.	Valid point, appropriately incorporated.
P. 75 (Para 268)	Incomplete sentence (see recommendation no. 6)	Completed
P. 76 (Para 269)	Refer to the 1st comment above (P. 13, Rec. 3)	Adopted
P. 76 (Para 270)	Refer to the 2nd comment above (P. 13, Rec. 4)	Adopted

Continues/

	Comment PARTNERS	Evaluation Consultant Response
#6 (iv)	• Consistent to #6 (ii & iii) National LD profile was mapped and validated in local, regional and in interim workshops. District, Upazila and union boundaries could be superimposed at any time, but the scale of the map limits union boundaries in National map. • Hotspots maps included union boundaries and they are readable and usable. • National maps generally used at national and regional level. • However information on LD in most cases follow geographical areas rather than administrative areas.	Expected output as in the CEO Endorsemenet was LD Proficles for 4 Hot Spots, not national PD Profile. In Land Use Maps. True, expected project output on LD id different (Hotspots) True, lower level administative boundaries are important for practical remedies in arresting or reducing LD.
#6 (v)	This output is enable the users at division, district and upazila level to use agro-ecological resources for local level management, planning and disaster monitoring, etc. Nevertheless this output could cover the intension of #6 (iv)- mapping district and upazila. Therefore the project did not in fact deviated from the mainstream rather it is more specific with workable scale.	Deviations are remarkable and affected the overall objective of the ptoject.
#6 (vi)	Therefore the project did not in fact deviated from the mainstream rather it is more specific and with workable scale. Therefore over all ratings need revisit.	Revisited the ratings in response to comemnts from EO/UNEP & Project Team.
#7	• The project has no report titled "National SLM road Map" • Purpose of Upazila land zoning map has different vision like land adminstartion, managemnt context and developed on 2012 data, where National land use map with report produce by the project maily focused on land transformation or spatial and temporal land cover changes developed following IPCC legend. • 33Upazila of 15 hotspots LU map developed align with national LU map prepared on IPCC legend based on data of 2019 that enable to feed UNCCD reporting system. • These maps are enable to monitor further M&E of land degradation, trends of land cover change, etc.. These maps are specifically potential for land cover changes (as one of the indicators of LDN). • Therfore, the tasks are not duplication but addition of updated information. However during the process land zoning information were used. • In addition National Action Program (NAP) for Combating Desertification, Land Degradation and Drought 2015-2024 identified 128 activities with an indicative investment requirements to address LD in Bangladesh. This is under consideration on MoEFCC and by this time steering committee was formed. It will follow MoEFCC protocol. .	The Consultant has extracted this shorten form from the title of the Validation Workshop held on 31 October 2019; Validation Workshop on "Updating National Land Use Map and **National Road Map**" under Establishing National Land Use and Land Degradation Profile toward Mainstreaming SLM Practices in Sector Policies (ENALULDEP/SLM) Please refer to Minutes of the Workshop and Workshop Agenda. I have used the correct title; National Land Use Plan and National Roadmap for Addressing Land Degradation in Bangladesh throughout the report. Please refer to # 113 to # 116 of the Final Evaluation Report.
#8	This section has two contexts: 1- Related to web-base M&E system: One Director, one Deputy Director with few staff deployed to lookafter the system. Training also imparted to capacitated the DoE officers to conduct M&E in 15 hotspots. Alternately maintenance and updating could be done "as and when necessary" basis. Therefore outcome -1 fully achieved.	This is not in operation.

	Comment PARTNERS	Evaluation Consultant Response
	2- Gap analyses regarding Policies, Acts and Rules done followed by stakeholders consultations and reached to a conclusion for making necessary amendments. So, follow up actions for amending Land Use Policy 2011, government has its own protocol to accomplish this agenda. This issue is not related to Outcome-1. Therefore the project Outcome-1 was fully achieved	No actions by the project or DoE to go ahead with proposed ammendments until the project was closed inJune 2022.
#9	WOCAT defines SLM as the use of land resources, including soils, water, animals and plants, for the production of goods to meet changing human needs, while simultaneously ensuring the long-term productive potential of these resources and the maintenance of their environmental functions.The main objective of SLM is to promote human coexistence with nature with a long-term perspective so that the provisioning, regulating, cultural, and supporting services of ecosystems are ensured. SLM is an essential prerequisite to sustainable development; progress should be made simultaneously at all levels. • Considering above context the project had documented 65 SLMs from 6 hotspots with special reference to major LD types as well as minor LD types that potentially contribute to major one. • TC approved 41 among them, relevent to longterm productive potentials of natural resources (Soil, Land & water) and maitaining environmental functions that promote coexistence of both natural and social capital. • Documeted SLMs covered the criteria explained in #191 of this report accounting both direct and indirect relations with major and minor LD types in each hotspots. All SLMs are either avoid or reduce or halt LD types in each areas. • There are evidences of follow up and adoption of SLM. TE may refer to Batiaghata, Khulna, where vermin compsting practiced by two family, now adopted by 91 femaly. However adoption of agri-technology has bearing on many drivers, like socio-economic, mind set, land or space avalability, season, etc. • Strong and effective awareness program (Demonstration, Farmer day and Farmer training, etc) were conducted at all hotspots. • Regarding the follow up of documented SLMs, time is too short to conclude. However, documeted SLMs are widely practiced and hopefully the Evaluator did not missed that field information during his visit. **Therefore the project Outcome-2 was fully achieved** Natural as well as anthropogenic causes (direct /indirect) interventions on land resources lead to LD. To halt/reduce or to avoid further degradation sustainable land management is essential. SLM technologies can address LD directly/indirectly. Noticeably documented SLMs were satisfied criteria described in #191. Therefore documented SLMs are not single shots ***(For example to reduce or avoid drought irrigation support comes first, but increase of SOM in soil- increase water holding***	In the CEO Endorsement, Wocat is repetitively mentioned 6 times as an example and the project was not bound to select all Best SLM Practices according to the selection criteria of Wocat. Nevertheless, the Project opted to select all 41 SLM Practices, which fully satisfy Wocat selection criteria. It would have been more cost effective and less laborious in tapping established scientific knowledge on SLM in Bangladesh. No evidence of adapting SLM by trained farmers was reported by the Project as there was no follow up by DAE and BMDA inspite of nearly 500% percent increase in M&E Budget.

	Comment PARTNERS	Evaluation Consultant Response
	capacity, or selection/adoption of drought tolerant varieties, or timing of cropping schedule, AWD, etc. may be the options to avoid/reduce drought). The teams were selected those SLMs, which are already adopted in location and has potential to extrapolate in similar AEZ by involving local farmers or under extension program. Further, adoptions of SLM technologies need to galvanize people's opinion. Sometimes, farmers need financial support, may be bank loan, etc. So, adoption of new technology is a process and it will take some time. SLMs as outcome were documented by multidiscipline team following structured WOCAT tool, which is adopted by UNCCD. **Therefore the project Outcome-2 was fully achieved**	No evidence of adapting SLM by trained farmers was reported by the Project as there was no follow up by DAE and BMDA inspite of nearly 500% percent increase in M&E Budget.
#10	**Assumption of the eveluator.** However commencement of the project was little bit delayed due to prepartation of Technical Assistance Project Proposal (TAPP- a detail work plan) to support national protocol and its administrative approval from align ministry-MoA. The implementation of the project was severely affected by the COVID19 pandemic situation and this needs to take into consideration. The project management had to go through national procedures and also the pendemic situation. Within all constraints project management came out with a very effective outcomes. The immediate impacts of the project are raising awareness among farmers/land users, field officers of relevant departments and ministries. Policy makers at present aware about SLM technologies and its importance though to a limited extent (as the project is very small and midterm size with limited time). Further actions and resources are necessary for wide spread impacts. The project is the beginning for addressing DLDD issues in Bangladesh and more initiative with new projects to carry forward the outcomes of the project. The knowledge products produced by the projects are recognized by the government and those could be widely used by the land use practitioners, researchers, extension and development staff, etc. The project initiate and delivered tools to address LD, where required actions on the ground will take some time. Now Bangladesh has data/information on LD and updated LU with spatial and temporal changes. High level actions definetly will be retrieved as per protocol, where a small project can only feed the data.	Not little but, more than one year. In consultative meetings, Covid was not brought up an issue for slowness of the project. No signs of institutionalizing the project accomplishments until the Field Mission in January 2023.

	Comment PARTNERS	Evaluation Consultant Response
#12	• The project had provided all the information to the TE during his visit and still can provide TE with wanted information. • Project had to go through existing government procedure. All the output documents need approval from the administrative ministry before publication. Recently projrct got approval from the ministry for publication. • Project was duly audited and reports provided to TE and also TM. • Publicatiion cost significantly increased due to inflation. All publications will be provided to the relevent stakeholders after printing which is subject to fund release (final instalment) by UNEP. • Financial resources were managed following existing norms/rules of the country, that is competative bididng among the service provider.	Not all critical dcuments at the beginning of the TE. Examples: Budget revisions and approval from UNEP. Details of Farmer/Officer Training and list of farmers & officers. The Most important publication – Land Degradation in Bangladesh 2020 by SRDI Farmer Traininig Curriculum Limited number of printed documents in relation to cost of publication. Noted. Noted.
#13	• Bangladesh participated in LDN-TSP and set specific targets to achieve LDN and SDG target by 2030. Toward this end, the DoE is executing "Ecosystem based Approaches to Adaptation (EbA) in Drought Prone Barind Tract (where BMDA is a executing partner) and Haor Wetland Area (where Bangladesh Water Development Board is a executing partner) project. From within the limited manpower, DoE deployed one Director and one Deputy Director to run the DLDD Cell. Further to this, DoE proposed a permanent post i.e. Director (LD) with additional officers and stuffs in the organogram which is under active consideration of the government. So, things are moving forward (may be bit slowly) but in the right direction. • In addition the project proposed an exit plan as **"Implementation Framework for for the Road map on Combating Land Degradation".** However proect can floor the issues to policy makers. • Within all adversities project outcomes will benefit researcher & development , policy makers in line to achieve LDN.	It is noted that some efforts are still emerging but a Terminal Evaluation must assess performance at the end of project operational completion.
#14	"Poor project management" needs detail explanation. PMU worked even during the COVID19 situation. Regular reporting (both technical and financial) by the project management was done and as no comments received from the TM, project management took the system as workable one.	Please refer to # 243 to # 245 of the Final Evaluation Report.
#16 Lesson-1	The status and progress of project outcomes were informed during the implementation process to TM. and Project deliverables met both quality and standard were maintained during preparation and validated at local and national level. All those are enable to address LD of the country.	Reported project progress in terms of activity and output, not outcome.

	Comment PARTNERS	Evaluation Consultant Response
#17 Lesson-2	• The project proposed an exit plan as "Implementation Framework for the Road map on Combating Land Degradation", where all relevant stakeholders included. The plan was validated in national workshop. • The document was provided to TE. **However project can floor the issues to policy makers**	No taget based approach in Roadmap and no estmated costs for implementation of listed projects.
#20	• Quality and quantity of deleverables will enable to contribute in LD managemnt at country level	Web-based M&E System not in operation.
#21	• Absolutely TE's assumption. • The changes in revisions enhaced the scope work. All steps were informed in reports to TM,e.g. UNEP. Despite negative impacts of COVID19 pandemic situation the project team work hard to achieve the overall goals of the project and became able to produce some additional outputs as well. This is how the project team made best use of project resources. Further, the project team did extra works without increasing project cost and those were communicated with UNEP through regular reporting and were accepted by UNEP. So, nothisng happened to loose confidence.	No evidence of reaching consensus with UNEP was available to the TE.
#22	• SRDI prepared LD profile covering entire country.	
#43	Khulna visit of TE: Project got feed back from field that TE visisted two SLM documented sites in Batiaghata, Khunlna area. In one he met three farmers with one who adopted landscape change technology where single crop land transformed to multicropping (Year round vegetable) with fish. and other one where a village transformed into vermin compost village by this time. In vermicompst village he met three wommen and one man farmer who practiced vermin composting as pioneer. Therefor TE meet 7 farmers in Khulna.	Interviewed two farmers as shown in the Field Visit Video although several farmers were present in the vicinity due to limited time availability.
#44	This is an example that documented SLMs are in practice.	Yes, definitely, not introduced by the project under evaluation.
#52	Social context should be taken into consideration during evaluation process.	Yes, 5 criteria given in the ToR.
#68	Clarifications added in Table -4: Ouput 1.1, Output1.2, Output 2.1, Output 2.2; Above explanation revealed that the changes were done in favor of better outputs and in positive direction.	Accepted, please see the text
#69	All are included in the TAPP, that was approved by MoEFCC and than Planning commission. All discussions were communicated to TM in routine reporting format informing all the actions during implementation. As there were no commetnts or any recommendation from TM , the changes deemed accepted by UNEP.	Thank you
#75	Information may be given again though it has been provided to TE. If there is any specific format for breakdown of co-financing pleasse provide to the PMU.	Please refer to Table 7 under # 73.

	Comment PARTNERS	Evaluation Consultant Response
#111 -122	• Several issues included in these sections refered to weakness of the project. • However, Prodoc was prepared based on the PIF in consultation with UNEP representative (Mr. Adamou Bauhari) and submitted to UNEP. Simulteneously the project had to prepare TAPP align with government protocol and accomplish it tasks. • Considering outputs with all hardles out of anticipations like, COVID-19, delay of MoU with partners, etc the project delvered desired outputs. They are: - Updated National land Use map 2019 based on IPCC legend, adhere to UNCCD rporting. - National land degradaton profile (a report and maps) for the whole country, where spatial and temporal LD types were projected. It is the first report on LD cover the whole country approved by MoA distributed among the stakeholders in Worl Soil Day, 5 December 2022. - A road map to combat LD in the country, consists of 350 activities in 18 themeatic areas, validated at local, regional and national level with an exit plan-Institutional framework for implementation. - Relevent Policies/Acts/rules/ program were reviewed with recommendations as and where necessary. - Application of Divisional Agro-ecological resources for management and planing. - SLMs documented from 6 hotspots of 5 agroecological regions. 65 SLMs were documented where 41 were approved by the TC. - Capacity on understanding SLM, LD and relevant termonologies of WOCAT tool was developed among 60 officers from different discipline in 6 hotspots. - Demonstrations, Farmer training and farmer day were conducted to raise awareness amog the land users, farmers. - The cost of all events were done considering inflation and market rates. Authorised auditors audited the financial and relevent project acitivites. Audit reports shred with TE. - Website developed (www.dldd.gov.bd) and a mobile app developed to monitor LD from 15 hotspots. - All project ouputs were aceived. **Therefore rating should be revisited.**	All these outputs were captured in the TE.

	Comment PARTNERS	Evaluation Consultant Response
#123-124	Despite negative impacts of COVID19 pandemic situation the project team work hard to achieve the overall goals of the project and became able to produce some additional outputs as well. This is how the project team made best use of project resources. Further, the project team did extra works without increasing project cost and those were communicated with UNEP through regular reporting those were accepted by UNEP. So, nothisng happened to loose confidence The partners and the stakeholders includung farmers should be acknowledged for their contribution towads accomplishing of the tasks.	It was mentioned that project was more active during Corona period.
#128	DoE was implementing two projects simultaneously namely DS/SLM (IA-FAO) and ENALULDEP/SLM (IA- UNEP). Important common work of the two projects was documentation of SLM and hence scientists suggested to avoid duplication.Representative from MoL was invited in the workshop. PSC included representation from MoL.	OK Mentioned Yes, by composition, MoL was absent in 3 PSC meetings whereas LOL was present in 3 PIC Meetings.
#170	Considering the above explanation in #168, #169 the rating could be revised.	The rating for Achievement of Likelihood of Impact is calculated using an approach given by IEO/UNEP. Accordingly, subject to revising rating of outcomes, the rating was revised.
#173	Considering inflation and social context the budget was resonable. The budget (second revised budget) was discussed with finance team of UNEP in several meetings and was approved.	The revised budget and UNEP approvals as supporting documents were not available to the TE. Therefore, the expenditure was compared with original budgetary allocations (Budget Line). Only Revised budget was made available to the TE by IEO/UNEP together with comments on the draft final report on 11 July 2023. Ideally, project expenditure should be presented against revised budgetary allocations by Budget Line.
#175	Curriculum for officers traning manual was submitted to TE. Regarding the training manual for farmer training DAE/BMDA standered procedure followed. In addition it was also informed to TE that farmers were trained on the already practiced/adopted SLM as their training curiculam in each hotspots. Participents also provided training materials, displayed SLM posters, banners and also food and snacks. Manual on SLM best practices documentation followed.	Curriculum for Officer Training was submitted to the TE. At the Kick-off meeting held on 26 September 2023, it was mentioned that no curriculum for farmer training, training was done on the basis of Wocat principle. Revised the text.
#176	Original budget (farmers training, demonstration and field day) was approved by UNEP. According to approved budget MoU were signed with DAE, BMDA. Then DAE and BMDA got approval of detail breakdown of budget from their administrative ministry (MoA) and they follwed that.	No action needed
#177	Expenditure of 3032 and 3203 were made according to the approved (by UNEP) second revised budget. PDF of audit report 2022 and approved second revised budget attached.	OK

	Comment PARTNERS	Evaluation Consultant Response
#178	Expenditures made according to approved second revised budget. PDF of audit report 2022 and approved second revised budget attached.	OK
#179	Co-financing letters attached.	Provided to the TE by IEO/UNEP at the very beginning.
#180	UNEP approved entire budget is the budget DoE. To complete all activities, DoE signed MoU with four implementing partners. Before signing MoU, DoE requested all partners to submit their budgets. So, there is no seperated budget for DoE (coordinator).	No action needed.
#181	This observation seems inaccureate. All expenditures were made according to approved second revised budget by UNEP. During the entire project period we submitted financial expenditure reports with the help and consultation of UNEP finance team. All the reports were accepted by UNEP without any negative feedback.	Please refer to my response under # 173.
#182	UNEP approved entire budget is the budget DoE. To complete all activities, DoE signed MoU with four implementing partners. Before signing MoU, DoE requested all partners to submit their budgets. So, there is no seperated budget for DoE (coordinator). Before deploying an audit farm, ToR was approved by UNEP. CA farm did audit according to approved ToR and submitted their audit report which was accepted by UNEP finance team. Note that before submiting final audit report, the draft audit report was submitted to UNEP and there was no feedback.	Please refer to Para # 74. I have extracted the information in Table 8 from Project Financial Records. Total budget of 4 Implementing Partners amounts to USD 258,203. The balance funds, USD 472,391 is DoE Budget.
#183	In 2018, expenditure was made considering USD exchange rate (1USD=78BDT) as well as original budget was prepared following same conversion rate. Due to inflation budget revision was essential and the second revised budget was made considering 1USD= 84.91BDT. So, such an observed inconsistency is not correct. TE may consult with UNEP finance team.	# 183 refers to UNEP Evaluation criteria. Not about fluctuation of the exchange rate.
#126- 128	These two project have diferent objectives, over and above land use map based on 2019 data and trends of land cover changes between two time serieses e.g. 2010 and 2019 weighted the output more ratioanl to combat LD. The two maps have different legend and thses 33 upazila maps produced keeping consistent with National LU map. Therefore the task was not duplicate one rather upgraded then zoning map.	Thanks, appropriately taken and added in the main text.
#129	All above these maps contains district and upazila bounday. The report also included the mathodology of interpreting mapping unites or polygan for any interventions , especially natural resourse management. The report is approved by MoEFCC for printing. Now its is in printing process.	OK. Presence of Mouza and Plot boundaries more useful for selecting areas for adopting SLM practices. (Please see below)
#131	- There is a misunderstanding. Generally we do not use upazila and union boundaries in a national map of this scale are not used (because of invisibility). SLM best practices were documented to address major LD type (directly/indirectly) in six hotspots of five AEZs. The project did a nationwide LD map highlighting 12 LD types as well as 12 maps for each LD type. No map for 15 hotspots rather the project did LU map for 15 hotspots using IPCC legend to meet requirement for UNCCD reportiing. (15 hotspots were selected depending on land degradaton types but not are unique. For example hotspots (9,10, 14) of hill tracts represented major LD type-Top soil loss,major	Agreed. The purpose of producing 4 Hot Spots (or even 15 Hot Spots) as in the CEO Endorsement is to identify specific areas within such Hot Spots to adopt documented SLM practices in par with LD type. Therefore, in addition to upazila & union boundaries, mouza a& plot boundaries are more useful, as smaller and smaller polygons are visible on the map for identification.

	Comment PARTNERS	Evaluation Consultant Response
	LD types of hotspots 2 &3 of Barind drought and GW depletion, Major LD types hotspots 6,7 &8 of Haor are ecosystem vulnearabilty and Flash flood, Major LD types of hotspots 11 & 12 of coastal plain were salinization and natural hazards and major LD t.ype of hotspot 1 of piedmont is nutrient and SOM depletion and acidification. Considering the situation a map of land degradaton was prepared covering whole country. It is first time Bangladesh has a land degradation maps with spatial disribution of LD types and it is more rational and justified. The reports on this issue had been sent to TM .)	
#137-142	Relevent policies/plans/Acts/rules were reviwed followed by recommendatons and TE was informed..	Included in the main text.
#150	The main WOCAT focuses and services include the following: • Global Network of SLM specialists, forming partnerships, and maximizing synergies • Standardized way to document SLM knowledge and host of a user-friendly database • Tools to assess SLM solutions to promote their wide adoption and spread • Training and capacity building in SLM • Dissemination of targeted information via different channels ensuring strong knowledge flow related to SLM • Searching and selecting SLM options: decision support for mainstreaming and scaling out SLM • Mapping problems and progress: spatial assessment of land degradation and SLM in the context of Land Degradation Neutrality	Thanks for this information.
#157	Regarding commets on training of 10 officers (In table-14) during documentation the following issues could be considered: • WOCAT provides standardized, user-driven, open-access, globally-used tools and methods for the documentation and assessment of sustainable land management (SLM) practices. Documentation of SLM following WOCAT tool is a team work, composed of multi discipline members (GO, NGO, Academia, Local leaders, etc.) • The team has to fill a precribed questionnaire (QT) of 48 pages and has to check out the criteria describe in #151, where team had to explain and record general information and description about SLM Technology getting information from the land users, classifiying the SLM Technology, framing its technical specifications with costs (sources, etc.), implementation and maintenance activities with inputs and costs, existing natural and human environment, Climate and ecosystem, its social and natural impacts and links to relevant information that is available online, etc to be recorded.	Thanks for all explanations.

	Comment PARTNERS	Evaluation Consultant Response
	• Hence project considered to organize team for each hotspot composed of trained members. In addition the members of the team may contribute in their own sectors after this task. • Any of Major or minor LD types do not stand alone. Rather they are mutually inclusive. On the other side any sigle SLM can not work as single silver bullet to address LD of an area. The WOCAT team documented all relevant major/minor SLMs which satisfy the criteria (#151) in all hotspots avoiding duplication. • It is to be noted that total 65 SLMs were documented from 5 agro-ecological regions. TC approved 41 which were deemed best suited for area concern. Multiple LDs (major and minor) may exist in a hotspot. For example, Barind drought is also influenced by acidification, depletion of SOM, over exploiting of resources, etc. Similarly one SLM may address more than one LD types having major impact on one LD type while minor impact on the other LD type. Therefore considering the wide impact of major and minor LD types the team documented SLM technologies that have bearing on the major one.	
#159 - #164	Response to #159- #164 • All deliverables specially report on Land use, Land egradation -2020 (already distributed to world soil day conference participants), Road map to combat LD, etc will be distributed after printing. Printing of some of these delverables deleyed as project had to get approval from MoEFCC.. • There are substential increase cost of papers, other printing materials, inflation, etc. and printing order had given after checking biding of vendors. • Comment costing of printing reports may be the assumtion of TE. • The project does not has any report Title "National SLM Roadmap". Rather it prepared a report " National Road Map for Combating Land Degradation in Bangladesh. In the road map 350 projects under 18 separate thematic areas were proposed to combat LD in short. Mid and long term approach. Hence project achieved Outcome-1 perfectly.	Revised budgets were not made available to the TE until 11 July 2023. Based on the 2nd revised budget, the Section on Finance was appropriated edited. Please see revised ratings based on all your comments and lengthy explanations.
#166-167	• Sharing knowledge on SLM following a proven tool was the first time in the country. A good numers of farmers, land users, local leaders etc now know about SLM to address land degradation. • The assumption of TE on adaptation of SLM technologies was too early. • For more undrstanding it is to be noted as example that buried pipe irrigation is now practicing many Upazilas, Balance use of fertilizer based on soil test to ddress nutrient deplition, Tree plantation along roads and river bank, haor weed management to retain SOM, Duck farming by marginal farmers in Haor to sustain livelihood in Haor ecosystem, etc etc	As list of farmers participated in training, demonstrations and field days was not available to the TE until the second field visit was concluded, it was not possible to observe follow up actions by such farmers. No actions from 3 farmers interviewed in Barind area. Out of 2 farmers interviewed in Khulna, Vermin Compost was started under a FAO funded project in 2016. The other farmer adopted SLM practice six years before.
#168	• As envisaged from above statement (in #168) that deliveries of the project were satisfactory, but impacts were "very unlikely".	IEO/UNEP rating is likely, unlikely, very unlikely NOT Satisfactory.

	Comment PARTNERS	Evaluation Consultant Response
	• Comment on impact is absolutely assumption of TE in a very short time & visit. To support the statement of TE needs research and monitoring. • However, WOCAT team, who were extensively briefed, shared their knowledge, interven farmers, overview landscape, analyse environment, soil and water resources, long-term potentials, cost-benefit,etc during selection and documentation of SLM technology. • Therefore project is confident that SLM will be taken as best tool to avoid/reduce LD in sectors. • Examples: (In coastal region) a) Vermi compost preparation at Batiaghata: During documentation (2018) only two women were practicing vermi composting. TE have seen during his visit (2023) the same village where 91 family were practicing vermin compost preparation. b) Likewise Tower gardening, Changing landscape, etc may cited c) Buried pipe irrigation is now practicing many Upazilas, Balance use of fertilizer based on soil test to ddress nutrient deplition, Tree plantation along roads and river bank, haor weed management to retain SOM, Duck farming by marginal farmers in Haor to sustain livelihood in Haor ecosystem, etc etc. However, all SLM may not scale out in similar manner. Farmer choice, fund availabilty, market, etc have bearing on adoption of technology.	The above explanation (#167) applies. If Vermin compost is applied in own farm, it helps to improve content of organic matter in soil. If sold in market, it is unrealistic to expect poor farmers to buy from market and apply on own farmland. The interviewed female farmer in Khulna selling vermin compost in the market.
#169	• Explanation in #168 may be refered. • In addtion LD types are not unique and stand alone. Major LD types may be infleced by more then one minor LD types. Likewise SLMs addressing minor LD types may also have bearing on halting/avoiding or reducing major LD types.	Yes, in agreement.
#173	Considering inflation and social context the budget was resonable. The budget (second revised budget) was discussed with finance team of UNEP in several meetings and was approved.	Yes, I understand after making the second revised budget available on 11 July 2023 by IEO/UNEP. No evidence of approvoals of UNEP for two budget revisions was available to the TE.
#175	Curriculam for officers traning manual was submitted to TE Regarding the training manual for farmer training DAE/BMDA standered procedure followed. In addition it was also informed to TE that farmers were trained on the already practiced/adopted SLM as their training curiculam in each hotspots. Participents also provided training materials, displayed SLM posters, banners and also food and snacks. Manual on SLM best practices documentation followed.	
#176	Original budget (farmers training, demonstration and field day) was approved by UNEP. According to approved budget MoU were signed with DAE, BMDA. Then DAE and BMDA got approval of detail breakdown of budget from their administrative ministry (MoA) and they follwed that.	Original budgets are part of the CEO Endorsement.

	Comment PARTNERS	Evaluation Consultant Response
#177	Expenditure of 3032 and 3203 were made according to the approved (by UNEP) second revised budget. PDF of audit report 2022 and approved second revised budget attached.	
#178	Expenditures made according to approved second revised budget through online consultation. PDF of audit report 2022 and approved second revised budget attached.	No evidence of approvals of UNEP for two budget revisions was available to the TE.
#179	Co-financing letters attached.	Provided by UNEP at the beginning of the TE.
#180	UNEP approved entire budget is the budget DoE. To complete all activities, DoE signed MoU with four implementing partners. Before signing MoU, DoE requested all partners to submit their budgets. So, there is no seperated budget for DoE (coordinator).	No evidence of UNEP approval for 2 budget revisions
#181	This observation seems inaccureate. All expenditures were made according to approved second revised budget by UNEP. During the entire project period we submitted financial expenditure reports with the help and consultation of UNEP finance team. All the reports were accepted by UNEP without any negative feedback.	The observations are based on figures and facts.
#182	UNEP approved entire budget is the budget DoE. To complete all activities, DoE signed MoU with four implementing partners. Before signing MoU, DoE requested all partners to submit their budgets. So, there is no seperated budget for DoE (coordinator). Before deploying an audit farm, ToR was approved by UNEP. CA farm did audit according to approved ToR and submitted their audit report which was accepted by UNEP finance team. Note that before submiting final audit report, the draft audit report was submitted to UNEP and there was no feedback.	No evidence of UNEP approval for 2 budget revisions
#183	In 2018, expenditure was made considering USD exchange rate (1USD=78BDT) as well as original budget was prepared following same conversion rate. Due to inflation budget revision was essential and the second revised budget was made considering 1USD= 84.91BDT. So, such an observed inconsistency is not correct. TE may consult with UNEP finance team.	Noted.
#184 & Table 16	Biased observation and this needs re-TE.	EO/UNEP not supportive.
#187	• The two outputs have two different visions. Hotspot wise 33 upazila LU maps prepared consistent with updated national land use map using data of 2019 and following IPCC legend. Regarding the issue Table-10 may be consulted. • Regarding WOCAT training: It was described earlier in #155 that :- (Please refer to WOCAT training module)	Please check the revised table. In the CEO Endorsement, Wocat is repetitively mentioned 6 times as an example and the project was not bound to select all Best SLM Practices according to the selection criteria of Wocat. Nevertheless, the Project opted to select all 41 SLM Practices, which fully satisfy Wocat selection criteria. It would have been more cost effective and less laborious in tapping established scientific knowledge on SLM in Bangladesh.

	Comment PARTNERS	Evaluation Consultant Response
	○ WOCAT team ideally composed of multidesciplinary personnel. In this case it includes Government departments (DAE,SRDI, BARC, BRDB, BADC, LGED, Dept of Forestry, BBS etc.), Local authorities (Upazila and Union Porishad),Land users (Commercial and Subsistence farmers and users of biomass energy, other resources), Local institutions (Fertilizer dealers, water users associations, community leaders etc.), NGOs, Academician, Civil societies and other parties relevant to local situation. Therefore team members from different disciplins (GO, NGO, Academia etc.) have variable apptitudes , understanding and knowledge on SLM – what it is, why it is, how it works, etc. The training therefore focused on orientation and famaliarizing SLM related termonologies, social context, role of biodiversity, knowledge share, different sectoral data collection and to mainstreaming SLM among the participants for future. ○ To develop an efficient, workable, smart team to document and sharing knowledge 5 day schedule was framed.	
#185- #192	#187: • The two outputs have two different visions. Hotspot wise 33 upazila LU maps prepared consistent with updated national land use map using data of 2019 and following IPCC legend. Regarding the issue Table-10 may be consulted. • Regarding WOCAT training: It was described earlier in #155 that :- (Please refer to WOCAT training module) ○ WOCAT team ideally composed of multidesciplinary personnel. In this case it includes Government departments (DAE,SRDI, BARC, BRDB, BADC, LGED, Dept of Forestry, BBS etc.), Local authorities (Upazila and Union Porishad),Land users (Commercial and Subsistence farmers and users of biomass energy, other resources), Local institutions (Fertilizer dealers, water users associations, community leaders etc.), NGOs, Academician, Civil societies and other parties relevant to local situation. Therefore team members from different disciplins (GO, NGO, Academia etc.) have variable apptitudes , understanding and knowledge on SLM – what it is, why it is, how it works, etc. The training therefore focused on orientation and familiarizing SLM related termonologies, social context, role of biodiversity, knowledge share, different sectoral data collection and to mainstreaming SLM among the participants for future. #188 SLMs training budget was organized onsidering inflation, and cost of the trainig materials and honorariums for the guest and speakers local situation, their designation, time and attachment with the project were considered. 6.4 To develop an efficient, workable, smart team to document and sharing knowledge 5 day schedule was framed. Response to 185 to 192 are as follows: • Evaluation must include both tengible and intengible benefits	Accepted. In the CEO Endorsement, Wocat is repetitively mentioned 6 times as an example and the project was not bound to select all Best SLM Practices according to the selection criteria of Wocat. Nevertheless, the Project opted to select all 41 SLM Practices, which fully satisfy Wocat selection criteria. It would have been more cost effective and less laborious in tapping established scientific knowledge on SLM in Bangladesh.

	Comment PARTNERS	Evaluation Consultant Response
	• The statement above is not rational as the number of documented SLM was 65. Out of them only 41 SLMs approved by the TC, where target was 40. Therefore total cost of SLM documentation should be based on 65 SLMs and also the cost of WOCAT team. • Effect of SLM on LD may be direct/indirect. None of the SLM stand alone, rather supplimentary to each other. • Similarly none of LD types stand alone, one LD type has impact on the other- major or minor. So SLMs of different approach may need to be adopted to address this types problems. • Project documented SLMs only those are being practiced by the farmers in each hotspot. • During the training farmers were shared knowledge on SLM technology, their benefits, market, social impact, and they were also educated on SLM practices of other farmers. • Project wanted to evaluated duly the merit, time and knowledge of resource persons and participants by paying adequate honorarium to ensure their instentaneous perticipation even during COVID situation. • Therefore sweeping comment like the "net benefit of SLM farmer training appears to be zero" is not rational and thus, unexpected. Because farmers in hotspots area now know what is SLM and why SLM for example. So this nesscited re-Terminal Evaluation of the project.	The farmer traininig in rural areas is a routine activity of DAE and BMDA and, therefore, presence of guests and speakers are not really required. Financial resources could have been rationally used. Not necessary to go through a laborious process in identifying proven SLM in Bangladesh. "The Project publication titled "Land Degradation in Bangladesh, SRDI 2020" adequately demonstrates accumulated technical knowledge on various causes for LD and appropriate remedial measures in increasing land productivity. Such solutions are applicable and being practiced in other countries as well, in particular South Asian and Southeast Asian regions." It is not possible to gauge economic or financial gain as there was no follow up with trained farmers by both DAE & BMDA.
#193-197	Project was not informed by UNEP regarding why MTR was not conducted, but it was essential for proper implementation of the project.	No action needed.
#199	• Hence the project was on the right track. TE under valued the outputs and outcomes of the project. • SLMs documented following standerd format and validated locally and regionally and they were proven best technologies in each hotspots. • Further as noted by TE "The National SLM road map validation workshop" rather it was "National SLM validation workshop". It seems there is understanding gap on subject matter.	Delivery of outputs were realistically assessed and hardly any outcomes Already explained. Based on Inception Workshop Report.

	Comment PARTNERS	Evaluation Consultant Response
#200	Second TC meeting minute was in Bangla and was sent to TE by mail later and project lost TC seventh minute. The project was also monitored by Annual Development Program (ADP) monthly meeting chaired by the Honb'le Minister, MoEFCC.	True,
#202	Inevitably all members of PSC were invited to the meetings, including MoL. However representative from MoL was present in PIC (Please refer to #205).	Noted, MoL was absent in PSCs and a representative from MoL attended three PICs.
#203	Again there is misinterpretation of the PSC minutes. Actualy there were two projects a) Decision Support for Mainstreaming and Scaling up of Sustainable Land Management (SLM) implemented by FAO & DoE, a global project implemented in 15 countries, where Bangladesh is one and b) ENALULDEP/SLM project implemented by UNEP & DoE. These two projects were executed simultaneously by DoE and PSC recommended to avoid duplication of documentation of SLM not the land use map for upazila.	One of the two projects could have taken care of SLM documentation component father than dividing proven SLM practices between two projects. More, importantly duplicating field work in identifying and documenting proven SLM practices in the same geographical area by two projects could have been avoided. Please refer to # 162 of the Final Evaluation Report.
#204	A web link was uploaded as www.dldd.gov.bd - Uploading SLM under process (some already uploaded). - Web platform link will be provided to all related organizations. - TAPP revised and approved by the government.	This link not functioning at draft report stage.
#205	• Third PSC meeting propose to reallocate inter head budget for incomplete tasks without additional cost of the project and recust TAPP accordingly. • Inhead allocations were revised based on project need and market price. • If representative from UNEP was present in PSC this complexity may be avoided. • The project initiated in 2015, but implemeted in 2018 -2022 with the same budget, though there were heavy infltion, increase of cost.	Noted. Noted True, accepted. Noted.
#207	• Actually PSC and PIC meetings were need base. PSC meetings were convened to resolve policy/interministrial issues during implementation of the project. • Most of the administrative and technical issues were resolved through PIC meetings. • Primarily project implementation was affected by deley of signing MoUs and most importantly COVID-19 situation (Project activities, cost of activities etc.) • The presence of UNEP representative in PSC meeting would enhance project implementation and increase justification of project activities. • However MoEFCC met in each moth to monitor progress of all project under execution (Annual Development Program – ADP monthly meeting).	According to the CEO Endorsemement, should be regular, at least PSC to be held once a year. Only 3 PIC meetings throughut project implementation. CEGIS specifically mentioned that Covid was not an issue. The project was at its peak during Covod period. Accepted. Minutes of such meeting were not shared with the TE.
#211-213	- National road map developed.	No taregts and budget. Noted.

	Comment PARTNERS	Evaluation Consultant Response
	- Necessary changes in the organogram of DoE under consideration of the government. - (#232-233) country ownership and driven-ness is satisfactory.	
#214-216	- BMDA and DAE are advocating for scale up/scale out of SLM. - Financial sustainability depends on accumulation/mainstreaming of SLM and thus, needs time. - "poor socio-political sustainabilit" needs detail explanation.	SLM not included in Annual Work Programme/Plan of both DAE & BMDA.
#217- 218	- What is TE's suggestion? Not to retire/transfer? Transfer, retirement from job is a regular process and the education of the project (that widen their outlook) will transmit to next person or (in case of transfer) will be applied to new work station. Nothing goes in vain. - This is a small project with limited resources and time and thus, unrealistic to hope to meet all the needs by one project.	Advisable to avaid staff who are nearing retirement for the traininig. Routine Transfers are unavoidable. Staffs who are not retired and not transferred are not utilized as no SLM component in Annual Work Programme/Plan of DAE & BMDA. If there is SLM component in Annual Work Programme/Plan of DAE & BMDA, even tranferred staffs can be efffectively engaged in SLM.
#234-241	- SLMs selected and documented through wider consultation. - Conducted workshops/seminars at different tiers. - www.dldd.gov.bd on board. - Project implementation was severely affected by COVID19 pandemic situation. Despite that natural hazard the project has been completed successfully.	Please refer to the explanantion above. (#185-#192) Even though the link is ficntioning, the Web-based M&E System is not in operation. Covid was not a big issue for the project.
#248-263	- Responded earlier, - #254, the purpsed of MoL project is different, despite that DoE will keep close contact with MoL. - #256, WOCAT is an approved method by UNCCD. - MTR would improve quality of outputs. - Conclusions are biased and thus, needs re-TE.	Noted and appropriately addressed in Findings. Not necessary to depend on Wocat due to wealth of scientifc knowledge on SLM in Bangladesh.
Pg 115, Annex XIII, item 5	"This practice builds up the content of organic matter in soil, not arrest or reduce salinization process" Should read: This practice builds up the content of organic matter in soil, arrest or reduce **acidification**.	Agreed and corrected, thank you. It is acidification in Old Himalayan Piedmont Plain and not salinization. Edited to read: "This practice builds up the content of organic matter in soils, arrest or reduce acidification"
P 113, Annex XIII, item 6	"This practice helps to build up soil organic matter, not arrest salinization process" Should read: This practice helps to build up soil organic matter, arrest or reduce **acidification**	Agreed and corrected, thank you. It is acidification in Old Himalayan Piedmont Plain and not salinization. Edited to read: "This practice builds up the content of organic matter in soils, arrest or reduce acidification"

	Comment PARTNERS	**Evaluation Consultant Response**
P 113, Annex XIII, item 7	"Rearing milk cattle in homesteads indirectly increase soil fertility. (provided cow dung is applied on cultivable area), not arrest or reduce salinization process" Should read: Rearing milk cattle in homesteads indirectly increases soil fertility (provided cow dung is applied on cultivable area), arrests or reduces **acidification**	Agreed and corrected, thank you. It is acidification in Old Himalayan Piedmont Plain and not salinization. Edited to read: "Rearing milk cattle in homesteads indirectly increases soil fertility (provided cow dung is applied on cultivable area), arrests or reduces acidification"
P 113, Annex XIII, item 9	(col.4) Provide safe drinking water in saline area Should read: Provide safe drinking water **and irrigation water in dry season** in saline	Accepted. Edited to read "Provide safe drinking water and irrigation water in dry season in saline areas".
P 113, Annex XIII, item 9	(Col-5) To provide safe drinking water and health and sanitation of the users of coastal region. Should read: To provide safe drinking water and health and sanitation of the users **and small-scale irrigation in dry season** in coastal region.	Accepted. Edited to read "To provide safe drinking water, irrigation in dry season and health and sanitation of the users of coastal region"
P 113, Annex XIII, item 9	(Col-6) This practice of collecting rainwater does not directly arrest or reduce salinization process. It helps to get safe drinking water in saline zones. Should read: This practice of collecting rainwater does not directly arrest or reduce salinization process. It helps to get safe drinking water **and dry-season irrigation** in saline zones.	No change needed or made.

ANNEX II. EVALUATION FRAMEWORK

NOTE: In the Terms of Reference for this evaluation it was envisaged that this project evaluation could also gather findings to support a portfolio perspective on Sustainable Land Management by addressing certain strategic questions. Unfortunately the utlimate timing of this work, involving 6 project evaluations, did not coincide well and the questions were not addressed.

Ref. No.	Main Evaluation Criteria / Questions	Evaluation indicators	Sources / means of verification
2. Strategic Relevance: The extent to which the activity is suited to the priorities and policies of the target group, recipient and donors, implementing regions/countries and the target beneficiaries.?			
2.1	Alignment to the UNEP Medium Term Strategy[60] (MTS), Programme of Work (POW) and Strategic Priorities	Confirm alignment with UNEP Medium Term Strategy (MTS), Programme of Work (POW) and Strategic Priorities	Project documentation and all relevant frameworks and reports; interviews with country stakeholders; interviews with relevant UNEP and/or GEF interfaces.
2.2	Alignment to Donor/GEF/Partner Strategic Priorities	Confirmation against past and updated priorities and strategies; Evidence of cooperation / networking / information sharing with region and other similar climatic regions – most notably related GEF-UNEP projects.	Project documentation and all relevant frameworks and reports; interviews with country stakeholders; interviews with relevant UNEP and Project team.
2.3	Relevance to Global, Regional, Sub-regional and National Environmental Priorities	Confirm alignment with (i) SDGs and Agenda 2030, (ii) stated environmental concerns and needs of the countries, sub-regions or regions where it is being implemented, (iii) Nationally Appropriate Mitigation Action (NAMA) plans or regional agreements; and (iv) current policy priority to leave no one behind.	Project documentation and all relevant frameworks and reports; interviews with country stakeholders; interviews with relevant UNEP and/or GEF interfaces.
2.4	Complementarity with Relevant Existing Interventions/Coherence	Confirm against past and recently introduced interventions for synergies and alignment.	Interviews with country stakeholders and project team.

[60] *UNEP's Medium Term Strategy (MTS) is a document that guides UNEP's programme planning over a four-year period. It identifies UNEP's thematic priorities, known as Sub-programmes (SP), and sets out the desired outcomes, known as Expected Accomplishments (EAs), of the Sub-programmes. https://www.unenvironment.org/about-un-environment/evaluation-office/our-evaluation-approach/un-environment-documents*

Ref. No.	Main Evaluation Criteria / Questions	Evaluation indicators	Sources / means of verification
3. Quality of Project Design			
	How satisfactory was the project design? Factors affecting this criterion may include (at the design stage): - Stakeholders participation and cooperation - Responsiveness to human rights and gender equality	Assessment / rating template completed. Any further insights gained during the evaluation with specific consideration of: - Stakeholder participation and cooperation; - Responsiveness to human rights and gender equity. - Adherence to social and environmental safeguards	Project documentation and all relevant frameworks and reports; interviews with project team
4. Nature of External Context			
	Where there any unforeseen developments that impacted the project success? - project's external operating context (considering the prevalence of conflict, natural disasters and political upheaval)	No such unforeseen development anticipated at design phase.	Interviews with project team, Verification through interviews with stakeholder and supporting information available in public domain, as relevant.
5. Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?			
5.1	**Availability of Outputs** – How successful was the project in producing the programmed outputs and delivery targets / milestones. Where there any formal modifications / revisions made during the project implementation phase?	Evidence of producing respective outputs under three Project Components	Interviews with project team (primarily) and stakeholders (Implementing Agencies) ; Review of related deliverables & documentation and half - yearly and annual progress reports.

Ref. No.	Main Evaluation Criteria / Questions	Evaluation indicators	Sources / means of verification
	Factors affecting this criterion may include: - Preparation and readiness - Quality of project management and supervision		
5.2	**Achievement of Project Outcomes** – is assessed as performance against the project outcomes as defined in the reconstructed[61] Theory of Change. - Factors and processes affecting project performance: (i) preparation and readiness, (ii) quality of project management and supervision, (iii) stakeholder participation and cooperation, (iv) responsiveness to human rights and gender equity, (v) communication and public awareness.	Evidence of Enhanced knowledgebase of land use and land degradation in the country Evidence of Increased capacity of national institutions and stakeholders for implementing SLM practices Evidence of Functional SLM monitoring and evaluation systems at country (national) and project levels	Interviews with project team and Stakeholders Review of all related documentation and annual and half-yearly progress reports. Assessing quality and contents of deliverables (outputs)
5.3	**Likelihood of Impact** - How likely are the positive, intended impacts to occur? To what extent did the project catalyse, scale up or replicate positive impacts, such that they would have a long-term effect? Factors affecting this criterion may include: - Quality of Project Management and Supervision (including adaptive management) - Stakeholders participation and cooperation	Evidence of continued access to knowledge base of land use and land degradation by stakeholders Stakeholder interest to use project deliverables for SLM. Stakeholder interest to improve knowledgebase for	Interviews with project team and Stakeholders

[61] *All submitted UNEP project documents are required to present a Theory of Change with all submitted project designs. The level of 'reconstruction' needed during an evaluation will depend on the quality of this initial TOC, the time that has lapsed between project design and implementation (which may be related to securing and disbursing funds) and the level of any formal changes made to the project design.*

Ref. No.	Main Evaluation Criteria / Questions	Evaluation indicators	Sources / means of verification
	- Responsiveness to human rights and gender equality - Country ownership and driven-ness - Communication and public awareness		
6. Financial Management:			
	Under three themes - ADHERENCE, COMPLETENESS & COMMUNICATION – Are all records available. How much of the funds (from each source) were spent, and for which outputs? Compared to budget? How was co-funding released? How effectively did the Project & Task Managers & Fund Management Officer exchange information and adapt as needed to changes? Did any communication issues affect the quality of the project performance? Factors affecting this criterion may include: - Preparation and readiness - Quality of project management and supervision	Availability and quality of financial and progress reports Timelines and adequacy of reporting provided Level of discrepancy between planned and utilized financial expenditures Planned vs. actual funds leveraged. Agility in responding to delays. Timing of advances and expenditure. Quality and regularity of reporting and communication Efficiency of communication and processing of funding reallocations for activities / outputs if needed.	Audits, Progress Reports, financial reports, Interviews with PM and financial team members / officers at UNEP
7. Efficiency: Extent to which the project delivered maximum results from the given resources			
	How cost effective was the project? Was it executed in a timely manner? How were delays managed to minimize impacts? Were events sequenced efficiently?	Adequacy of budgetary allocations for Cost Items. Reporting under expenditure/over expenditure	Progress Reports, financial reports and audit reports

Ref. No.	Main Evaluation Criteria / Questions	Evaluation indicators	Sources / means of verification
	Could the project extension have been avoided? What was its cost impact? Were any cost-saving measures introduced? Were any efforts made during project implementation to make use of/build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc. to increase project efficiency. Was anything done to minimize the UNEPs environmental footprint? What was the impact of no-cost extensions on partners / implementing parties? Factors affecting this criterion may include: - Preparation and readiness (e.g. timeliness) - Quality of project management and supervision - Stakeholders participation and cooperation	Number of budget revisions made during implementation	Interviews with Project Management and financial team members / officers at UNEP and Stakeholders.
8. Monitoring and Reporting: Across three sub-categories: monitoring design and budgeting, monitoring implementation and project reporting			
8.1	Monitoring design and budgeting – was the M&E plan clear, SMART, adequate. Was there a budget allocation made for M&E	Monitoring plan; Effective tracking tool progress; adequacy of budget allocation; budget spend; challenges with plan and/or budget.	Monitoring reports, Interviews with PM and financial team members / officers at UNEP, Stakeholders
8.2	Monitoring of project implementation - Was the monitoring system operating? Did it facilitate timely tracking? Were allocated funds expended for monitoring?	Submissions of timely reports and complete with respect to requirements of respective monitoring plans.	Monitoring reports, Interviews with PM and financial team members / officers at UNEP, Stakeholders

Ref. No.	Main Evaluation Criteria / Questions	Evaluation indicators	Sources / means of verification
		Expenditures & payments align with approved budgets.	
8.3	(iii) Project reporting - How regularly and completely were project reports and tracking tools completed and submitted? Factors affecting this criterion may include: - Quality of project management and supervision - Responsiveness to human rights and gender equality (e.g. disaggregated indicators and data)	Quality of results-based management reporting (progress reporting, monitoring and evaluation) Quality of project documentation and records Timelines and adequacy of reporting provided Dated reports; signed (or email) acknowledgements of receipt of reports. Completeness of reports, per agreed-upon requirements.	Reports, budgets, financial statements and correspondences. Specifically reports uploaded to Anubis, to be shared by the Evaluation Manager. If required, interviews with relevant team members.
9. Sustainability: Probability of direct outcomes being maintained and developed after close of intervention			
9.1	**SOCIO-POLITICAL SUSTAINABILITY** – to what extent do social and political factors support the continuation and further development of the outcomes in terms of (a) level of ownership, interest and commitment to take the project forward, and (b) whether individual capacity development efforts are likely to be sustained.	Increased budgetary allocations for SLM in National Budget and breakdown by stakeholders Interest shown by Policy Makers to design a follow up project to undertake continued updates to knowledgebase of land use and land degradation.	Interviews with project team and country partners; Review of all related documentation and annual, quarterly and final project reports.
9.2	**FINANCIAL** – Which, if any, outcomes require additional funding to be sustained? Were financial risks analyzed and adequately addressed in proposals and plans?	Identified outcomes requiring additional funding to be sustained	Interviews with project team and stakeholders; Budgets and reports
9.3	**INSTITUTIONAL** – To what extent is sustainability dependent on institutional frameworks and governance	Evidence of continued (more and more) accessing knowledgebase of land use and land degradation for SLM by stakeholders.	Interviews with project team and stakeholders Review of all related documentation and annual, half-yearly and final project reports.

Ref. No.	Main Evaluation Criteria / Questions	Evaluation indicators	Sources / means of verification
	Factors affecting this criterion may include: - Stakeholders participation and cooperation - Responsiveness to human rights and gender equality (e.g. where interventions are not inclusive, their sustainability may be undermined) - Communication and public awareness - Country ownership and driven-ness	Evidence of accessing knowledgebase of land use and land degradation for SLM by non-project stakeholders. Any additional institutional capacity established to drive project outcomes	
10. Factors Affecting Project Performance and Cross Cutting Issues			
10.1	Preparation and Readiness This criterion focuses on the inception or mobilization stage of the project (i.e., the time between project approval and first disbursement). The Evaluation will assess whether appropriate measures were taken to either address weaknesses in the project design or respond to changes that took place between project approval, the securing of funds and project mobilization	Time taken to release the first disbursement to the Project from UNEP from commencement date of the Project. Time taken to recruit key project staffs. Time taken to conduct the Inception Workshop from the date of commencing the project.	Interviews with project team and stakeholders Review of all related documentation and annual, half-yearly and final project reports.
10.2	Quality of Project Management and Supervision The Evaluation will assess the effectiveness of project management with regard to: providing leadership towards achieving the planned outcomes; managing team structures; maintaining productive partner relationships (including Steering Groups etc.); maintaining project relevance within changing external and strategic contexts; communication and	Recommendations made by UNEP Implementation Support/Review Missions for improving project performance	Aid Memoires/Mission Reports. Review of all related documentation and annual, half-yearly and final project reports.

Ref. No.	Main Evaluation Criteria / Questions	Evaluation indicators	Sources / means of verification
	collaboration with UNEP colleagues; risk management; use of problem-solving; project adaptation and overall project execution	Efficiency (mainly time) in putting such recommendation to practice in project implementation	
10.3	Stakeholder Participation and Cooperation The assessment will consider the quality and effectiveness of all forms of communication and consultation with stakeholders throughout the project life and the support given to maximize collaboration and coherence between various stakeholders, including sharing plans, pooling resources and exchanging learning and expertise. *The progress, challenges and outcomes regarding engagement of stakeholders in the project/program occurring since the MTR should be reviewed. (This should be based on the description included in the Stakeholder Engagement Plan or equivalent documentation submitted at CEO Endorsement/Approval).*	- Level of consultation/involvement of key stakeholders in the project design process - Level and nature of involvement of key stakeholders at all levels in implementation - Stakeholders were heard in the development of outputs - Level of cooperation and dialogue with key stakeholders - Existence of partnerships with stakeholders	Review of all related documentation and annual, half-yearly and final project reports. Interviews with project team and stakeholders
10.4	Responsiveness to Human Rights and Gender Equality *The Evaluation will ascertain to what extent the project has applied the UN Common Understanding on the human rights-based approach (HRBA) and the UN Declaration on the Rights of Indigenous People. Within this human rights context the Evaluation will assess to what extent the*	- Events and products addressed human rights and gender considerations in project implementation - Participation of women in SLM capacity building & training programmes at local level	Review of all related documentation and annual, half-yearly and final project reports. Interviews with project team and stakeholders

Ref. No.	Main Evaluation Criteria / Questions	Evaluation indicators	Sources / means of verification
	intervention adheres to UNEP's Policy and Strategy for Gender Equality and the Environment[62].		
10.5	Environmental and Social Safeguards The Evaluation will confirm whether UNEP requirements[63] were met to: *review* risk ratings on a regular basis; *monitor* project implementation for possible safeguard issues; *respond* (where relevant) to safeguard issues through risk avoidance, minimization, mitigation or offsetting and r*eport* on the implementation of safeguard management measures taken.	- Environmental and social safeguarding screening at project design 1. - Regular risk rating in project implementation and responding to safeguard issues	Review of all related documentation and annual, half-yearly and final project reports/records Interviews with project team and stakeholders
10.6	Country Ownership and Driven-ness The Evaluation will assess the quality and degree of engagement of government / public sector agencies in the project. While there is some overlap between Country Ownership and Institutional Sustainability, this criterion focuses primarily on the forward momentum of the intended projects results, i.e. either a) moving forwards from outputs to project outcomes or b) moving forward from project outcomes towards intermediate states.	This is partly addressed under Effectiveness. - Level of high-level ownership and commitment to pursue SLM in development agenda in the country. - Ability to engage stakeholders in SLM by providing allocations in National Budget (Driving Road Map – Output 1.3 under Outcome1	National Budget and respective Stakeholder Budget Interviews with project team and stakeholders

[62] *The Evaluation Office notes that Gender Equality was first introduced in the UNEP Project Review Committee Checklist in 2010 and, therefore, provides a criterion rating on gender for projects approved from 2010 onwards. Equally, it is noted that policy documents, operational guidelines and other capacity building efforts have only been developed since then and have evolved over time. https://wedocs.unep.org/bitstream/handle/20.500.11822/7655/-Gender_equality_and_the_environment_Policy_and_strategy-2015Gender_equality_and_the_environment_policy_and_strategy.pdf.pdf?sequence=3&isAllowed=y*

[63] *For the review of project concepts and proposals, the Safeguard Risk Identification Form (SRIF) was introduced in 2019 and replaced the Environmental, Social and Economic Review note (ESERN), which had been in place since 2016. In GEF projects safeguards have been considered in project designs since 2011.*

Ref. No.	Main Evaluation Criteria / Questions	Evaluation indicators	Sources / means of verification
		- Level of use of knowledgebase of land use and land degradation at national & local level.	
10.7	Communication and Public Awareness The Evaluation will assess the effectiveness of: a) communication of learning and experience sharing between project partners and interested groups arising from the project during its life and b) public awareness activities that were undertaken during the implementation of the project to influence attitudes or shape behaviour among wider communities and civil society at large. The Evaluation should consider whether existing communication channels and networks were used effectively, including meeting the differentiated needs of gendered or marginalised groups, and whether any feedback channels were established.	- Number of hits and downloads from web platform of key Implementing Partners 2. - The project and its services were communicated through various channels (e.g. UNEP, DoE and other media in Bangladesh)	- PIR, progress and completion reports - Web traffic data Interviews with stakeholder

ANNEX III. GEF PORTAL INPUTS

Question: What was the performance at the project's completion against Core Indicator Targets? (For projects approved prior to GEF-7[64], these indicators will be identified retrospectively and comments on performance provided[65]).
Response: *While some outputs were additional or documents were produced in numbers above the original targets, those outputs most necessary to achieving outcomes (i.e. Land Degradation Profiles for 4 Hot Spots) were not produced.The following outputs were produced as against targets;* *1. National Land Use Maps 2010 and 2019 were prepared against the targeted (most recent) National Land Use MAp* *2. 33 Land Use Maps by Upazila of 15 Hot Spots were produced against the targeted District-wise Land Use Maps* *3. The target of 12 Best SLM Practices in 4 Hot Spots was increased to 41 Best SLM Practices in 6 (six) Hot Spots* *4. National Land Degradation Profiles in respect of 12 types of land degradation were produced in addition to a combine National land degradation profile covering the whole country instead of the targeted Land Degradation Profiles in 4 Hot Spots* *5. 8 Division-wise Agro Ecological Zone Maps (Regions & Sub-Regions) were prepared as an additional output to support regional level policy makers for land resource management planning and monitoring.* *6. Expected Policy (Land Use Policy 2001 and other land & environment related) Review was delivered.* *7. Expected National Roadmap for Addressing Land Degradation in Bangladesh was delivered and validated at a National Validation Workshop.* 8. *Conducted 12 one-day Farmer Training & 7 Farmer (Field) Day, 14 visits were made to demonstrations against the target of setting up 12 demonstrations and conducting 4 farmer days* 9. Expected Web-based (http://dldd.gov.bd) M&E System was developed but was not in operation during this terminal evaluation.
Question: What were the progress, challenges and outcomes regarding engagement of stakeholders in the project/program as evolved from the time of the MTR? *(This should be based on the description included in the Stakeholder Engagement Plan or equivalent documentation submitted at CEO Endorsement/Approval)*
Response: *MTR was not conducted. The degree of stakeholder participation appeared to be very high and inter agency cooperation was a plus factor to accomplish project interventions diligently within the project active period. The extraordinary relationship between the staff of all project entities and their mutual respect to each other is commendable. For producing most of the project outputs, interagency cooperation was essential, and the project management was able to keep all staffs intact to produce expected project outputs in a collaborative manner.*
Question: What were the completed gender-responsive measures and, if applicable, actual gender result areas? *(This should be based on the documentation at CEO Endorsement/Approval, including*

[64] The GEF is currently operating under the seventh replenishment period of the GEF Trust Fund covering the period July 1, 2018 to June 30, 2022. The GEF Portal Reporting Guide for FY20 Reporting Process indicates that GEF-6 projects that have yet to map existing indicators to GEF-7 Core Indicators need to do so at MTR stage or (if already there) at the time of the TE. .(i.e. not GEF projects approved before GEF-6)

[65] This is not applicable for Enabling Activities

gender-sensitive indicators contained in the project results framework or gender action plan or equivalent)

Response: *In Bangladesh, women and children from almost all farming households are practically involved with Agricultural Production Systems in rural areas to varying degrees. The Project realized the importance of participation of women in project activities and gender composition of the capacity building programmes (farmer training and demonstration) undertaken by both DAE and BMDA reflects participation of female farmers. In DAE and BMDA capacity building programmes in SLM, 32 percent and 33 percent women farmers were found to be present respectively.*

Question: What was the progress made in the implementation of the management measures against the Safeguards Plan submitted at CEO Approval? The risk classifications reported in the latest PIR report should be verified and the findings of the effectiveness of any measures or lessons learned taken to address identified risks assessed. *(Any supporting documents gathered by the Consultant during this review should be shared with the Task Manager for uploading in the GEF Portal)*

Response: *As there were no field activities other than capacity building in SLM, the project had no influence on the environment and the issue of social safeguards did not arise due to the nature of project accomplishments.*

Question: What were the challenges and outcomes regarding the project's completed Knowledge Management Approach, including: Knowledge and Learning Deliverables (e.g. website/platform development); Knowledge Products/Events; Communication Strategy; Lessons Learned and Good Practice; Adaptive Management Actions? *(This should be based on the documentation approved at CEO Endorsement/Approval)*

Response: *402 copies of Sustainable Land Management Full Book (in both English & Bangla) and 200 copies of Land Degradation in Bangladesh 2020 SRDI, Ministry of Agriculture 2022 were printed and distributed among national and local stakeholders. For each documented Best SLM Practice, five posters were designed and displayed at demonstration venues for the purpose of dissemination such technology. In addition, publication of the following deliverables is presently underway.*

- ***Application of Divisional Agroecological Resources for Management and Development Planning*** *- 150 copies will be printed.*
- ***Final Updating Land Use Map CEGIS*** *- Not yet published, no. of copies to be printed will be decided in the near future.*
- ***National Road Map for Addressing Land Degradation in Bangladesh DOE Final 02_09_2020*** *- Not yet published, no. of copies to be printed will be decided in the near future.*

Question: What are the main findings of the evaluation?

Response:

In spite of producing most of expected outputs, the ***project Outcome 1: Capacitated stakeholders provide data/information on land use and land degradation in the country*** *was partially achieved due to unavailability of expected output of Land Degradation Profiles for selected Hot Spots, absence of targets and investment requirement within the National SLM Roadmap, no interest shown by custodians of policies for amending/redrafting respective policies based on the review, M&E system not up and running* ***AND***
Outcome 2: SLM practices adopted and implemented by relevant stakeholders and networks at local level *was not achieved as there was no evidence of adapting documented Best SLM Practices by SLM trained farmers under the project, in their farming localities.*

ANNEX IV. PEOPLE CONSULTED DURING THE EVALUATION

Serial No.	Organization	Title	Name	Position	Gender
1	UNEP	Mr	Stamatios Christopoulos	Past Task Manager	Male
2	UNEP	Ms	Manoela Pessoa De Miranda	Past Task Manager	Female
3	UNEP	Mr	Sang Jin Lee	Task Manager	Male
4	DoE	Mr	Ashraf Uddin	Director General	Male
5	DoE	Dr	Md. Sohrab Ali	Project Director	Male
6	DoE	Mr	Jalal Uddin Md. Shoaib	Project Coordinator	Male
7	DoE	Mr	Mohammad Enayet Hossain	Jr. Consultant of Finance and Procurement	Male
8	BMDA	Mr	A.T.M. Rafiqul Islam	Deputy Manager (Agriculture)	Male
9	BMDA	Mr	Syed Zilleel Bary	Assistant Engineer (Irrigation)	Male
10	BMDA	Mr	Md. Monirul Islam	Assistant Manager (Agriculture)	Male
11	BMDA	Mr	Md. Rafiqul Hassan	Assistant Engineer	Male
12	BMDA	Mr	Md. Nizamul Hoque	Sub-Assistant Engineer	Male
13	BMDA	Mr	Md Motahar	Inspector	Male
14	CEGIS	Dr	Farhana Ahmed	Senior Specialist	Female
15	CEGIS	Ms	Sarrwat Tazrian	Research Associate	Female
16	DAE	Dr	Radheshyam Sarker	Deputy Director (Retired)	Male
17	DAE	Mr	Kaji Jahangir Hossain	Deputy Director	Male
18	DAE	Mr	Robiul Islam	Upazila Agriculture Officer	Male
19	DAE	Mr	Dipankar Mondal	Sub-Assistance Agriculture Officer	Male
20	DAE	Mr	Jibanonda Roy	Sub-Assistance Agriculture Officer	Male
21	SRDI		Ameer Md. Zahid	Principal Scientific Officer	Male
22	SRDI	Ms	Shamsun Nahar Ratna	Senior Scientific Officer	Female
23		Prof/Dr	Zahurul Karim	Chairman/Technical Committee	Male
24	Pearl Consultant Ltd.	Dr	Md. Moqbul Hossain	Director	Male
25	MoEFCC	Ms	Zakia Afroz	Joint Secretary	Female
26		Mr	Md. Rezaul Karim	Farmer/Godagari	Male
27		Mr	Md. Akbar Ali	Farmer/Godagari	Male
28		Mr	Md. Sazzad Ali	Farmer/Godagari	Male
29		Mr	Asish Biswas	Farmer/Khulna	Male
30		Ms	Tanwi Golder	Farmer/Khulna	Female

ANNEX V. KEY DOCUMENTS CONSULTED

1	Application of Divisional Agro-ecological Resources for Management & Development Planning , DoE, 2020
2	Audit Report 2018
3	Audit Report 2019
4	Audit Report 2020
5	CEO Endorsement, UNEP, 30 April 2014
6	Co-financing Letters, BMDA, CBA-ECA, CEGIS, DOA & GIZ
7	Final Roadmap on Land Degradation by CEGIS
8	Final Presentation for Roadmap on Land Degradation by CEGIS
9	Half yearly progress report Jul-Dec 2019
10	Half yearly Progress Report Jul-Dec 2021
11	Half yearly progress report Jun-Dec 2017
12	Half yearly progress report Jun-Dec 2018
13	Land Degradation in Bangladesh - Baseline Study of Land Degradation Processes 1985 to 2000, SRDI
14	Land Use Change in Bangladesh from 2010 to 2019 by CEGIS
15	Land Use Policy 2001
16	Minutes of First PSC Meeting, 3 January 2019
17	Minutes of Second PSC Meeting, 22 October2019
18	Minutes of Third PSC Meeting, 1 September 2021
19	National Roadmap for Addressing Land Degradation in Bangladesh, 2021
20	National Action Program (NAP) for Combating Desertification - 2005
21	NAP for implementation of the UNCCD, MOEF, 2006
22	National Action Program (NAP) for Combating Desertification, Land Degradation and Drought 2015 - 2024
23	PIR_July2018-June2019
24	PIR_July2019-June2020
25	PIR_July2020-June2021
26	PIR_July2021-June2022
27	Sustainable Land Management Best Practices of Selected Areas of Bangladesh, 2021
28	Updating Land Use Map and Land Use Distribution in Bangladesh, DoE, 2021
29	Minutes of Technical Committee Meetings -
30	Minutes of PIC Meetings
31	Land Degradation in Bangladesh - 2020, SRDI, Ministry of Agriculture, December 2022

ANNEX VI. COMPOSITION OF PSC & PIC

Composition of the PMU
Project Director (Deployed for DoE)
Project Coordinator (Hired)
EIA Expert (Hired)
Administration-cum- Financial Assistant (Hired)
Computer-cum- Data Entry Operator (M&E) (Hired)

Serial No.	Project Steering Committee Members as per CEO Endorsement		Regular Attendees in 3 Meetings
	Designation	Position in PSC	
1	Secretary/MoEFCC	Co-Chairperson	Additional Secretaries, MoEFCC Chief Conservator of Forests or his Representative in his absence Director, BARC, Director General or his Representative in his absence Director General or his Representative in his absence Deputy Chief of MoA Assistant Chief of MoEFCC Project Director
2	UNEP/DEPI/GEF Representative	Co-Chairperson	
3	OFP of GEF	Member	
4	Chief Conservator of Forests	Member	
5	Director General, DoE	Member	
6	Executive Chairman, BARC	Member	
7	DG,DAE	Member	
8	Director, SRDI	Member	
9	Executive Director, BMDA	Member	
10	Representative from ERD	Member	
11	Representative from IMED	Member	
12	Representative from Planning Commission	Member	
13	Representative from MoL	Member	
14	Representative from MoA	Member	
15	Representative from Ministry of Livestock	Member	
16	Representative from Ministry of Fisheries	Member	
17	Joint Secretary (Dev), MoEFCC	Member	
18	Deputy Chief, MoEFCC	Member	
19	Project Manager	Member	
20	Project Director	Member Secretary	

Project Implementation Committee			
Serial No.	Members as per CEO Endorsement		Regular Attendees in 3 Meetings
	Designation	Position in PSC	
1	Director General, DoE	Chairperson	DG, DoE
2	Focal points from relevant stakeholders	Member	Focal points from CEGIS, SRDI, DAE, BMDA
3	Project Coordinator	Member	Project Coordinator
4	Officer in Charge of Gender Issue	Member	
5	Project Director	Member Secretary	Project Director
6	Senior Assistant Chief	Member	MoL

ANNEX VII. TOTAL PROJECT EXPENDITURE

1100	**Project Personnel:**	**119,706**
1102	Project Coordinator	69,875
1104	Admisitrative and Financial Assisstant	31,208
1105	Computer-cum- Data Entry Operator	18,623
1200	**Consultants:**	**21,131**
1201	EIA Expert	10,565
1202	Land Degration specialist	10,565
1300	**Administrative support :**	**12,146**
1302	Overtime	11,021
1322	Conference service	1,125
1600	**Travel on official business**	**3,083**
1601	Field visits	3,083
2200	**Sub-contracts (supporting organizations)**	**179,967**
2201	Sub-contract with CEGIS (Updating National Land Use map)	33,117
2202	Sub-contract with SRDI (Land degradation appraisal)	49,570
2203	Sub-contract with DoE (Preparing National Road map)	14,698
2204	Sub-contrat with DAE (09 demonstrations: 3 in Coastal plain, 3 in Chittagong Hill	48,628
2205	Sub-contract with BMDA (03 demonstrations in Barind Tracts & Piedmont plain)	16,994
2206	Sub-contract with DAE (03 (Three) Farmers day)	9,893
2207	Sub-contract with BMDA (01 (one) Farmers day)	4,711
2208	Sub-contract with DoE (Appraising socio-economic loss due to LD)	2,355
3200	**Group training**	**128,816**
3201	Inception Workshop and vetting on work plan (One day)	3,767
3202	Developing an expert group of ten on SLM documentation tools (e.g,WOCAT tools -	19,722
3203	Training 60 officials from stakeholders to form implementation groups (One week	53,645
3204	Study tour of 8 members of PMU and Stakeholders on WOCAT Exposure in two	2,276
3205	Farmers training (4) on LD-SLM understanding and knowledge share	26,793
3206	Interim Workshop on progress	18,490
3207	Final Recommendation workshop (Project closing with DLDD M&E cell	4,122
3300	**Meetings/Conferences**	**43,563**
3301	Meetings (PSC, PIC, PMU, Procurement committee, etc.)	14,721
3302	National Conference on Knowledge share (Land Degradation and SLM	3,533
3303	Seminer on M&E indicators fixing for SLM with stakeholders.(One day seminar)	3,533
3304	Regional workshop in 8 (eight) divisions (One day) on land degradation and its	21,775
4100	**Expendable equipment**	**3,722**
4101	Office supplies (Stationary etc.)	2,238
4102	Computer Software (Antivirus etc)	919
4103	Library acquisitions	565
4200	**Non-expendable equipment**	**6,134**
4201	GPS (6 nos)	1,258
4202	Computer Hardware (Two desktop with all accessories)	1,013
4203	One laptop with all accessories	919
4205	Office equipment (Photo copier, printer etc.)	2,944
5100	**Operation and maintenance of equipment**	**53,662**
5101	Rental vehicle for project with all support	53,662
5200	**Reporting costs**	**40,171**
5201	Publication of LD and SLM monitoring guideline-M&E Mannual, news letter, IEC material and documentary, leaflets, Posters, Banners, video, pictures etc.	37,227
5202	Printing of Thematic maps, etc	0
5203	Factsheets translation	2,944
5300	**Sundry**	**5,055**
5301	Communications	3,677
5302	Postage and pouch charges	153
5303	Web site forNational LD-SLM	1,225
5500	**Evaluation**	**76,910**
5501	Mid-Term Review (MTR)/Evaluation	0
5502	Terminal Evalution	0
5503	Project activity M&E and reporting	69,843
5581	Audit	7,066
Total Expenditure: (as at 30 June 2022)		**694,064**
Planned Expenditure: (until project is closed)		
5201	Publication of LD	7,641
5202	Printing of Thematic maps, etc	5,889
5502	Terminal Evalution	23,000
Total Expenditure: (as at 30 June 2023)		**730,594**

ANNEX VIII. PROJECT LOGICAL FRAMEWORK

Objective, outcomes, outputs	Indicators	Baseline Reference (*status quo*)	Goals (tracking milestones)		Sources of verification	Assumptions and Risks
			Mid-term 2017	End of Project 2019		
COMPONENT 1: Land use and land degradation profile						
Overall Project Objective: Establish knowledge base and enabling policy and institutional environment for SLM consideration in the country development agenda	Number of measures taken to consider SLM in national development and policy environment	Cross- sectors intervention in land management environment disorganized; data/information on Land use and Land degradation issues poorly adopted	Key assessments and policies analysis for consideration in SLM policies and technical guidelines are conducted	Key policies and technical guidelines to mainstream SLM are developed , validated and disseminated	Policies document Technical reports	*Stakeholders are supportive of SLM mainstreaming*
Outcome-1: Increased understanding/knowledge of land use and land degradation in the country	Number of institutions and stakeholders enable to provide data/ information on land use and land degradation issues in the country	Land use and land degradation information available, but not organized and structured.	Stakeholders of different institutions of target areas (Hot Spots:: Barind Tracts and Piedmont plain; Chittagong Hill tracts; Coastal Plain and Flood plain) are identified and types of information used are matched for developing data base.	Comprehensive information on national land use and land degradation situation organized to make understanding among the users of all levels by key institutions.	Track records of field visits and information on land use and LD.	*Assumption*: Increased understanding on land degradation and SLM *Risk*: Non-compliance of focal points of the institutions involved

Objective, outcomes, outputs	Indicators	Baseline Reference (*status quo*)	Goals (tracking milestones)		Sources of verification	Assumptions and Risks
			Mid-term 2017	End of Project 2019		
Output 1.1 National Land Use map is updated	Number of districts survey to prepare Land use map Number of district land use map produced	Land use map – (outdated) 1975, 1996 and 2004 exist	Number of districts surveyed to update land use map; Number of Land use map prepared	Completion of survey and updated land use data of whole country (64 districts) compiled; National land use map produced with appropriate legend	Updated National Land use Map with interpretation	*Assumption*: All local, regional and national support of the stakeholders will be available through relevant focal points *Risks*: Lack of adequate man power at local levels
Output 1.2 Land Degradation Profile is established	Number of land degradation profile established and validated through survey Number of institutions that will sensitized on the cause of land degradation	Data/ information exist but not organized in order to explain impact on environment and Socio-economics of land degradation and DLDD.	Land degradation profile validated with all stakeholders	Consolidated National Land degradation profile produced All the key national institutions in charge of land use issues are aware of the level of degradation and measures to be taken	Reports and thematic maps on Land degradation classes and 'Hot Spots ' e.g. Barind Tracts and piedmont plain, Chittagong Hill tracts,Coastal Plain and Floodplain, appraised &validated	*Assumptions*: Land degradation appraised with classification for target areas compiling available data of SRDI with updated information/data. *Risks*: Lack of adequate man power of SRDI
Output 1.3 National roadmap to address SLM is developed	Number of national mechanisms to	Government of Bangladesh has developed recently key national development	Key apprehensions of policy implication and LD-SLM adoption identified for preparing National Road Map for Addressing	National Roadmap for addressing land degradation and adoption strategy of SLM practices prepared.	Document on national roadmap to address land degradation;	*Assumption*: Spaces between implementation and adoption of best

Objective, outcomes, outputs	Indicators	Baseline Reference (*status quo*)	Goals (tracking milestones)		Sources of verification	Assumptions and Risks
			Mid-term 2017	End of Project 2019		
and validated at national level.	address with SLM issues, Degrees of impact of LD on environment and social fabrics analyzed.	policies which place environment protection in general and addressing land degradation in particular as key pillars, but there is no adequate plan to implement these policies	Land Degradation in Bangladesh;	Degrees of LD impact on environment and social fabrics appraised	Fact sheets of 40 documented best SLM practices, An Appraisal report on environment and social implication of LD	SLM practices validation with end users during documentation and demonstration *Risk*: Consistent compliance at end users level due to land tenure, conflict of interest etc. and political will
COMPONENT 2: SLM mainstreaming						
Outcome-2: Capacitated national institutions and stakeholdersto adopt SLM practices in their programs	Number of policies and frameworks updated to include SLM Number of stakeholders and Networks adopting best SLM practices; Number of of institutions including SLM	National Land Use policy, 2001, Environment policy, 1992, National Sustainable Development Strategy, Environment conservation Act-2010, Acts on brick field control 2013, wetland conservation rules etc. exist but with no appropriate	2 policies and framework relevant to SLM updated Representatives of all end users and institutions with activities related to SLM (local farmer, GO,NGO staff, community leaders) of which 50% will be women adopt good SLM practices	All relevant policies and frameworks related to SLM updated Key national institution enable to identify and document SLM using appropriate SLM documentation tools (e.g. WOCAT tools)	Report of training sessions National Institutions capacitated to work with SLM documentation tools and implement SLM in respective work plan which include SLM	*Assumptions*: Mobilization and effective participation of focal points of stakeholders; Focal points will comply work plan

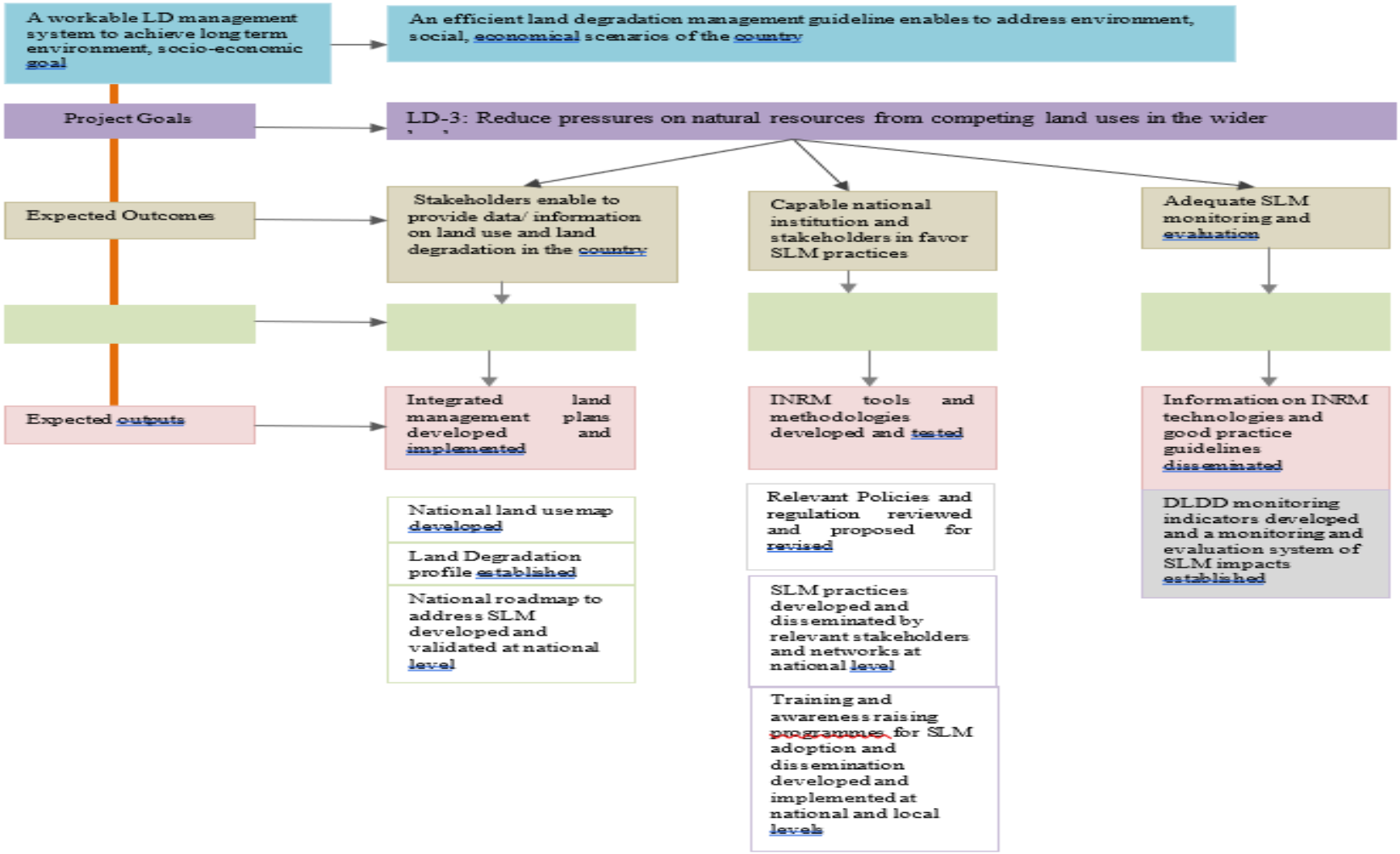
Objective, outcomes, outputs	Indicators	Baseline Reference (*status quo*)	Goals (tracking milestones)		Sources of verification	Assumptions and Risks
			Mid-term 2017	End of Project 2019		
	topics in training module	consideration to SLM				
Output 2.1: National policy including (Including Land Use Policy 2001) and institutional framework to mainstream SLM in production sectors	Number of relevant national policies and framework reviewed to include SLM	National Land Use policy, 2001, Environment policy, 1992, National Sustainable Development Strategy, Environment conservation Act-2010, Acts on brick field control 2013, wetland conservation rules etc. exist but with no appropriate consideration to SLM	At least 2 policies and framework related relevant to SLM reviewed	All relevant policies and frameworks related to SLM reviewed	Revised Policies and Framework documents Report with specific way forward	*Assumptions*: DoE will perform the task with PMU *Risks*: Delay in deploying and/or PMU team
Output-2.2: SLM practices developed and disseminated by relevant	Number of stakeholders and Networks that	Many proven SLM practices available at global level but not tested and	Major Land degradation "Hot Spot" e.g. Barind Tracts & Piedmont plain, Chittagong Hill tracts,	Rest 20 best SLM practices documented and assessed against selected/prioritized sectors/Implementation	40 fact sheets of documented best SLM practices of Hot Spots, e.g. Bann tracts and	*Assumptions*:

Objective, outcomes, outputs	Indicators	Baseline Reference (*status quo*)	Goals (tracking milestones)		Sources of verification	Assumptions and Risks
			Mid-term 2017	End of Project 2019		
stakeholders and networks at national level,	adopted best SLM practices Number of best SLM practices documented, tested and disseminated	disseminated in the country; need specificity with niche	Coastal Plain and Floodplain, identified and prioritized At least 20 best SLM practices documented in "Hot Spot" are documented 12 promising best SLM practices in 4 "Hot Spots" e.g. Barind tracts and piedmont plain; Hill tracts; Floodplain covering at least 1.0 ha each are demonstrated	strategy for Hot Spots and guidelines developed Information/data from 12 demonstration of proven SLM practices. Focal points from all stakeholders set in stable network (Website) and link in dedicated website.	piedmont plain; Chittagong Hill tracts; Floodplain translated and disseminated with clear recommendations and guideline among the end users for adoption A dedicated website, Capitalization document of the pilot testing and dissemination of the proven SLM practices; Survey report on network functionality and stakeholders perception on SLM mainstreaming	Focal points will work and record consistently *Risks*: low level approach during documentation and demonstration
Output-2.3: Training and awareness raising programmes for SLM adoption and dissemination, developed and implemented at	Numbers of Key Experts and field personnel enable to use proven SLM documentation tools (e.g. WOCAT tools) with clear target	Absence of specialized SLM experts and field practitioners National institutions related to agriculture and NGO's included SLM topics in	Experts (10) and field officers (60) from key stakeholders enable to work with SLM documentation tools (e.g. WOCAT tools) Representatives of all end users with activities related to SLM (local	12 demonstrations sites in 'Hot Spots' learning and knowledge gathering for all end users of SLM. All key representatives at local levels (local farmer, GO, NGO staff, community leaders, etc)	Training reports; Sites visits by names of members of the community Demonstration records	*Risk*: Change of focal points; Trainings on SLM may not practiced or continued after project period.

Objective, outcomes, outputs	Indicators	Baseline Reference (*status quo*)	Goals (tracking milestones)		Sources of verification	Assumptions and Risks
			Mid-term 2017	End of Project 2019		
national and local levels	of women trainees. Number of institutions capacitated to use good SLM practices Number of SLM related training and workshop with clear indication of number of trainees with clear target of women trainees Number of SLM related awareness raising events organized with indication of number of people reached	training modules, that needed precision and specific to best practices.	farmer, GO,NGO staff, community leaders) of which 50% will be women trained on general SLM issues Key awareness raising activities on SLM targeting all categories of stakeholders are identified.	of which 50% will be women trained.		
COMPONENT 3: SLM monitoring						
Outcome-3: Adequate SLM monitoring and evaluation	Number of SLM monitoring and evaluation indicators	None at present	Number of SLM monitoring indicators selected based on the Knowledge gathered from documented SLM &	Framework of SLM monitoring and evaluation protocol	SLM indicators set for M&E, Project records, visitors book, video,	*Assumption*: Focal points are in net work,

Objective, outcomes, outputs	Indicators	Baseline Reference (*status quo*)	Goals (tracking milestones)		Sources of verification	Assumptions and Risks
			Mid-term 2017	End of Project 2019		
	Number of SLM monitoring and evaluation sites Number of Local community/institutions SLM monitoring protocol		demonstrations in 'Hot Spots'., 50% beneficiaries will be women.	Local level institution enable to adopt and monitor SLM in each Hot Spots 12 demo for SLM monitoring and Evaluation visited by farmers, community and local GO/NGO	pictures and factsheets; End user record on adoption of SLM; Community interviews on adoption of SLM; Site visit	Local engagement and interest *Risk*: Natural calamities that effect demonstration
Output-3.1 DLDD monitoring indicators developed and a monitoring and evaluation system of SLM impacts established	Number of developed and validated SLM monitoring (Soil health, organic matter decrease, water/ moisture holding capacity etc) and impacts measuring indicators Number of Network for SLM data and information collection	Soil chemical, physical analysis facility available Nationwide,	Indicators for SLM monitoring and impacts evaluation established Protocol/mechanism for information collection from local decision-making points, such as farmers, GO/NGO, educationist etc, to feed approved indicators are established Network of the sites for data collection and information gathering is defined	All identified sites provide data and information to feed the monitoring and evaluation indicators Involvement of all key stakeholders including Farmers, Community leader, GO and NGO in data collection and mechanism established (including of SLM monitoring and Impact in Stakeholders planning mechanisms)	A manual or guideline on M&E A DLDD M&E cell at DoE; All field offices of DoE are in loop Focal points are aware of the indicators and in net work, looped in website	*Assumption:* Government approval for DLDD M&E cell at DoE in addition Regional offices of DoE will be in effective loop. All focal points are in effective link. *Risk*: Delay in approval system for DLDD M&E cell

ANNEX IX. THEORY OF CHANGE AT PROJECT DESIGN



ANNEX X. LIST OF UPAZILA WISE LAND USE MAPS

Hot Spot No.	Division	District	Upazila	Availability with MoL in Web
1	Rangpur	Thakurgaon	Pirganj	Yes
			Ranisankail	Yes
2	Rajshahi	Naogaon	Sapahar	Yes
			Porsha	Yes
3	Rajshahi	Nawabganj	Nachole	Yes
			Nawabganj Sadar	Yes
			Gomastapur	Yes
4	Dhaka	Tangail	Bhuapur	Yes
			Tangail Sadar	Yes
5	Rajshahi	Sirajganj	Sirajganj Sadar	Yes
6	Sylhet	Sunamganj	Jamalganj	Yes
7	Dhaka	Netrokona	Khaliajuri	Yes
8	Dhaka	Kishorganj	Itna	Yes
9	Chittagong	Khagrachari	Khagrachari Sadar	Not Available
			Matiranga	Not Available
10	Chittagong	Banderban	Banderban Sadar	Not Available
			Rowangchhari	Not Available
		Rangamati	Kawkhali	Not Available
			Rangamati Sadar	Not Available
11	Barisal	Bhola	Tazumuddin	Yes
			Lalmohon	Yes
			Char Fasson	Yes
12	Khulna	Satkhira	Assasuni	Yes
			Shyamnagar	Not Available
		Khulna	Batiaghata	Not Available
			Dacope	Yes
13	Gazipur	Gazipur	Kapasia	Yes
			Gazipur Sadar	Yes
14	Chittagong	Cox'S Bazar	Ukhia	Yes
			Teknaf	Yes
15	Khulna	Jessore	Keshabpur	Yes
		Khulna	Dumuria	Yes

ANNEX XI. LAND DEGRADATION CLASSES IN BANGLADESH

1. **Very Severe:** The land parcel is difficult to reclaim at farm level. **Major engineering works** are required for land restoration. Original biotic functions are largely destroyed. Production loss is between 50-75%.

2. **Severe:** The land parcel has greatly reduced agricultural productivity but is suitable for use in local farming systems. Major improvements are required to restore productivity. Original biotic functions are partially destroyed. Production loss is between 25 50%.

3. **Moderate:** The land parcel has considerably reduced agricultural productivity but is suitable for use in local farming systems. Restorations to full productivity is possible by modifications of the management system. Original biotic functions are mostly intact. Production loss is between 10-25%.

4. **Light:** The land parcel has somewhat reduced agricultural suitability but is suitable for use in local farming systems. Restorations to full productivity is possible by modifications of the management system. Original biotic functions are largely intact. Production loss is between 0-10%.

5. **None:** The land parcel has not gone under any type of degradation and is designated as "None". Its productivity is full intact. Land gone under "improvement" or area of "bright spot" are also included in the nomenclature.

Source: Land Degradation in Bangladesh 2020, SRDI, Ministry of Agriculture (Page # 21)

Land Degradation in Bangladesh

Type of Land Degradation	Degradation Class (Million Ha)				Total Area (Million Ha)	% Country Area
	Very Severe	Severe	Moderate	Light		
Soil Fertility Decline						
1.Soil nutrient depletion	1.18	2.86	3.53	3.39	10.96	74.2
- P depletion	2.01	2.41	1.45	0.73	6.60	44.7
- K depletion	0.30	2.21	1.64	1.12	5.27	35.7
- S depletion	1.06	3.29	1.48	0.70	6.53	44.2
- Zn depletion	1.09	2.37	1.49	0.61	5.55	37.6
- B depletion	0,67	2.20	1.59	0.66	5.11	34.6
2.Soil organic matter depletion	1.17	4.00	5.13	1.34	11.64	78.9
Water erosion						
3.Soil erosion (Hilly areas)	-	1.28	0.33	0.90	1.70	11.5
4.Riverbank erosion	-	-	1.74	-	1.74	11.8
5.Sandy overwash	-	-	0.27	0.16	0.42	2.9
6.Acidification	0.38	1.98	3.37	2.64	8.37	56.7
7.Salinization	0.16	0.44	0.31	0.12	1.02	6.9
8.Drought	0.28	0.42	0.66	0.07	1.43	9.7
9. Waterlogging	-	0.10	-	-	0.10	0.7
10. Soil pollution (Arsenic contamination)	0.21	0.78	2.13	1.37	4.49	30.5

Source: Land Degradation in Bangladesh 2020, SRDI, Ministry of Agriculture (page # 27)

ANNEX XII. FARMER AND STAFF SLM TRAINING

Summary of Farmer Training on SLM - DAE					
Serial No.	Date	Venue (Upazila & District)	Number of Farmers		
			Male	Female	Total
1	20.08.2020	Ranisankail, Thakurgaon	10	10	20
2	20.08.2020	Pirganj, Thakurgaon	10	10	20
3	24.08.2020	Batiaghata, Khulna	10	10	20
4	24.08.2020	Jamalganj, Sunamganj	10	10	20
5	25.08.2020	Dacope, Khulna	10	10	20
6	25.08.2020	Sunamganj Sadar, Sunamganj	9	11	20
7	08.09.2020	Assasuni, Satkhira	12	8	20
8	09.09.2020	Syamnagar, Satkhira	10	10	20
9	28.09.2020	Kawkhali, Rangamati	6	14	20
10	06.10.2020	Rangamati Sadar, Rangamati	5	15	20
		Total Number of Farmers	92	108	200
SLM Validation Meeting					
1	30.09.2020	Kawkhali, Rangamati	9	21	30
2	02.08.2020	Batiaghata, Khulna	15	15	30
3	03.09.2020	Pirganj, Thakurgaon	19	11	30
4	14.09.2020	Sunamganj Sadar,Sunamganj	17	13	30
5	16.09.2020	Assasuni, Satkhira	19	11	30
Total number of participants			**79**	**71**	**150**

Summary of Farmer Day on SLM - DAE					
Serial No.	Date	Venue (Upazila & District)	Number of Farmers		
			Male	Female	Total
1	03.09.2020	Pirganj, Thakurgaon	19	11	30
2	02.08.2020	Batiaghata, Khulna	15	15	30
3	16.09.2020	Assasuni, Satkhira	16	14	30
4	14.09.2020	Sunamganj Sadar,Sunamganj	18	12	30
5	30.09.2020	Kawkhali, Rangamati	12	18	30
Total Number of Farmers			**80**	**70**	**150**

Summary of Demonstration on SLM - DAE					
Serial No.	Date	Venue (Upazila & District)	Number of Farmers		
			Male	Female	Total
1	14.09.2020	Pirganj, Thakurgaon	24	1	25
2	16.09.2020	Ranishakail, Thakurgaon	23	2	25
3	17.09.2020	Batiaghata, Khulna	23	2	25
4	24.09.2020	Sunamganj Sadar,Sunamganj	23	2	25
5	28.09.2020	Shymnagar, Satkhira	23	2	25
6	28.09.2020	Jamalganj, Sunamganj	23	2	25
7	06-10-2020	Assasuni, Satkhira	24	1	25
8	14-10-2020	Kaptai, Rangamati	20	5	25
9	20.10.2020	Kawkhali, Rangamati	21	4	25
10	15.10.2020	Rangamati Sadar, Rangamati.	20	5	25

11	21.10.2020	Jamalganj, Sunamganj	23	2	25
12	06.10.2020	Sunamganj Sadar, Sunamganj	22	3	25
Total Number of Farmers			**269**	**31**	**300**

Summary of Staff Training on WOCAT tools to document SLM - DAE							
Serial No.	**Dates**		**Venue (Upazila/ District)**	**AEZ/Hotspot**	**Number of Staffs**		
	From	**Date**			**Male**	**Female**	**Total**
1	17.12.2019	21.12.2019	Pirganj, Thakurgaon	Old Himalayan Plain (Hotspot-1, AEZ-1)	7	3	10
2	07.01.2020	11.01.2020	Khulna	Coastal Plain, Slightly to Moderately saline, (Khulna); Hotspot -12A, AEZ-13a	9	1	10
3	29.01.2020	02.02.2020	Sunamganj	Haor (Sunamganj), Ecosystem vulnerability, Hotspot-6, AEZ-21	9	1	10
4	11.08.2020	16.08.2020	Satkhira	Coastal Plain, moderately to very strongly saline, (Satkhira); Hotspot -12B, AEZ-13b	8	2	10
5	22.09.2020	26.09.2020	Rangamati	Northern- Eastern hills (Rangamati), Hotspot-10, AEZ-29	9	1	10
Total Number of Staffs					**42**	**8**	**50**

Details of Farmer Training on SLM - BMDA						
Serial No.	**Training Activity**	**Date**	**Venue (Upazila/ District)**	**Number of Farmers**		
				Male	**Female**	**Total**
1	Farmer Training	28.05.2019	Sapahar	10	10	20
2	Farmer Training	22.10.2020	Godagari	12	8	20
Summary of Farmer Day on SLM - BMDA						
1	Field Day	15.06.2020	Godagari	23	18	41
2	Field Day	18.06.2019	Sapahar	19	15	34
Details of Demonstration on SLM - BMDA						
1	Demonstration	14.06.2020	Godagari	22	1	23
2	Demonstration	17.06.2019	Sapahar	21	2	23
Staff Training on WOCAT tools to document SLM -BMDA						
1	Staff Training	23.03.2019 to 28.03.2019	BMDA, Rajshahi	10		10

ANNEX XIII. COMMENTS ON DOCUMENTED SLM PRACTICES

Serial No.	Agro Ecological Zones	Major Land Degradation	Documented SLM Practice	Main Objective of Technology	Main Purposes of Technology	Comments by Consultant & Response by PMU[66]
1	Old Himalayan Piedmont Plain	Acidification & Organic Matter Decline	Double transplantation Aman Rice	To skip drought and floods	Improve production (crop),reduce risk of disasters (droughts) and adapt to climate change/extremes and its impacts (e.g., resilience to droughts)	This practice does not directly address two land degradation types in Old Himalayan Piedmont Plain. Drought and flash flood are constraints in piedmont areas. The practice ensures cropping by skipping drought in early season or flash flood in mid season.
2	Old Himalayan Piedmont Plain	Acidification & Organic Matter Decline	Growing Ridge Gourd with relay cropping Maize	To maximization of resources and to get extra crop from lands.	Improve production, reduce land degradation (soil) and create beneficial economic impact (Income)	This practice marginally addresses soil erosion due to less tillage. (only in hilly areas or sloping lands) Helps to use residual moisture and soil nutrients (SOM as well).
3	Old Himalayan Piedmont Plain	Acidification & Organic Matter Decline	Quality seeds production, preservation and marketing at farmers level	Produce quality seed and increase crop production	To improve production (crop), increase income by creating beneficial economic impacts and to support marginalized groups by creating beneficial social impacts.	This practice does not directly address any form of land degradation. Good seeds for better crops in piedmont.
4	Old Himalayan Piedmont Plain	Acidification & Organic Matter Decline	Establishing Agricultural Communication and Information Centre	Knowledge menegement on agricultural practices.	Technology transfer to improve production (crop), reduce, prevent, restore land degradation (soil, water, vegetation), reduce risk of disasters (e.g. droughts, floods, landslides) create beneficial economic impact (e.g. increase income/employment opportunities).	This practice does not directly address any form of land degradation. Helps the farmer to use updated infomation on weather condition, SOM management, fertilizer application, , crop management,land management, pest control etc.

[66] Comments by Evaluation Consultant in Red & Green color fonts and response by PMU in Blue color fonts.

Serial No.	Agro Ecological Zones	Major Land Degradation	Documented SLM Practice	Main Objective of Technology	Main Purposes of Technology	Comments by Consultant & Response by PMU[66]
5	Old Himalayan Piedmont Plain	Acidification & Organic Matter Decline	Brown Manuring (Transplanted Aman rice straw mixed with soil)		To improve production (crop) and adapt to climate change/extremes and its impacts (e.g. resilience to droughts).	This practice builds up the content of organic matter in soils, arrests or reduces acidification
6	Old Himalayan Piedmont Plain	Acidification & Organic Matter Decline	Improved horticulture farming and soil management by women community at homestead level	To empower women of the community and trained them to usage of resources of their own and achieving food security.	To improve crop production and to preserve biodiversity of the area.	This practice builds up the content of organic matter in soils, arrests or reduces acidification.
7	Old Himalayan Piedmont Plain	Acidification & Organic Matter Decline	Family level livestock farm for producing milk, bio-gas and bio-slur		To create beneficial economic impact e.g. increase income where famer possess only his homesteads.	Rearing milk cattle in homesteads indirectly increase soil fertility. (provided cow dung is applied on cultivable area), arrest or reduce acidification.
8	Coastal Region Batiaghata & Dacope Upazilas	Slightly to moderate Saline areas	Integrated farm management in homesteads of slightly saline area	To skip salinity	To improve production (crop & fodder), reduce land degradation (soil salinity), create beneficial economic impact (e.g. increase income) and adapt to climate change/ extremes and its impacts (e.g. resilience to droughts).	This farming system does not directly arrest or reduce salinization process. It reduces salinity in homestead areas.
9	Coastal Region Batiaghata & Dacope Upazilas	Slightly to moderate Saline areas	Rainwater harvesting in coastal area	Provide safe drinking water and irrigation water in dry season in saline area	To provide safe drinking water, irrigation water in dry season and health and sanitation of the users of coastal region.	This practice of collecting rainwater does not directly arrest or reduce salinization process. It helps to get safe drinking water in saline zones.
10	Coastal Region Batiaghata & Dacope Upazilas	Slightly to moderate Saline areas	Changing cropping pattern to increase cropping intensity in slightly saline area	To cop with soil salinity and increase cropping Intensity	The main purposes of the technology are to improve production (crop & fodder), create beneficial economic impact (e.g. increase income) and to use residual moisture after aman paddy harvest.	This farming system does not directly arrest or reduce salinization process. It helps to skip salinity and cropping intensity in saline areas.
11	Coastal Region Batiaghata	Slightly to moderate Saline areas	Modifying landform to grow multiple crops and fish in slightly saline area	Converting single cropped land in saline area into multiple cropping	To improve production of crop, fodder & water; create beneficial economic impact on increase income/ or employment	This farming system does not directly arrest or reduce salinization process. This practice helps to thrive in slight to moderately saline areas in farming.

Serial No.	Agro Ecological Zones	Major Land Degradation	Documented SLM Practice	Main Objective of Technology	Main Purposes of Technology	Comments by Consultant & Response by PMU[66]
	& Dacope Upazilas				opportunities and to create beneficial social impact to reduce conflicts on natural resources, and support marginalized groups.	This practice of land management reduces soil salinity and increase production
12	Coastal Region Batiaghata & Dacope Upazilas	Slightly to moderate Saline areas	Women in large scale vermin compost production	An option for better livelihood in saline areas using existing resources (Cow dung)	The main purposes of the technology are to produce vermincompost and tocreate beneficial economic impact e.g. increase income.	This helps to improve soil fertility provided vermic compost is added to soil in theor own farming land rather than selling in the market. The problem is salinity.
13	Coastal Region Batiaghata & Dacope Upazilas	Slightly to moderate Saline areas	Adoption of climate resilience agricultural technologies	Usage of homesteads of saline area by managing soils.	To improve production (crop & fodder) and to adapt to climate extremes and its impacts like soil-water salinity and waterlogging.	This farming system does not directly arrest or reduce salinization process. This practice helps to thrive in slight to moderately saline areas in farming. This technology manages saline homesteads to grow year round crops.
14	Coastal Region Batiaghata & Dacope Upazilas	Slightly to moderate Saline areas	Usage of cut-off river water to increase cropping intensity and support. draft animal with drinking water	An option of fresh water reserve in saline area.	To preserve non saline water in river/canal /waterway by preventing saline water intrusion.	This helps to prevent salinization. Nevertheless, construction of sluice gates to prevent flow of saline water is beyond farmers.
15	Coastal Region Batiaghata & Dacope Upazilas	Slightly to moderate Saline areas	Raising Community Seed Bed to facilitate quality seed for Boro rice	To skip open grazing and managing saline land to grow seed bed.	To improve production (crop) and water use efficiency.	Some more advantages like standard timely agronomic practices including fertilizer application. Nevertheless, this farming system does not directly arrest or reduce salinization process. This technology manages soil water saline area to rasie seedlings.
16	Coastal Region Batiaghata & Dacope Upazilas	Slightly to moderate Saline areas	Tree plantation to protect embankment/dykes	Protect coastal ecosystem	To prevent land degradation (soil erosion), conserve ecosystem, preserve biodiversity and adapt to climate extremes and its impacts e.g storms, tidal surge etc.	This practice does not directly arrest or reduce salinization process. **Planting trees helpful n many ways.**
17	Shyamnagar & Assasuni Upazilas	Highly saline	Crab cultivation in strongly saline area	To utilize strongly saline area for increasing livelihood	• Conserve ecosystem. • Preserve/ improve biodiversity. • Create beneficial economic impact (e.g. increase income/ employment opportunities).	This is a practice to increase farm earnings in saline water areas. This practice does not directly arrest or reduce salinization process.

Serial No.	Agro Ecological Zones	Major Land Degradation	Documented SLM Practice	Main Objective of Technology	Main Purposes of Technology	Comments by Consultant & Response by PMU[66]
					• Create beneficial social impact (e.g. reduce conflicts on natural resources, support marginalized groups). • Reduce risk of disasters (e.g. .topsoil loss, floods, landslides).	This technology increases farm production in highly saline areas.
18	Shyamnagar & Assasuni Upazilas	Highly saline	Mele cultivation	To increase livelihood of the less privileged community.	• Create beneficial economic impact (e.g. increase income/ employment opportunities). • Create beneficial social impact (e.g. reduce conflicts on natural resources, support marginalized groups). • Decreased soil loss. • Reclaiming wet lands.	This is a practice to increase farm earnings in saline water areas. This practice does not directly arrest or reduce salinization process. The technology increases farm earnings by manageing soil water salinity with indegenous crop..
19	Shyamnagar & Assasuni Upazilas	Highly saline	Tower gardening in saline and intermittently shallowly flooded areas	To use fallow land by skipping soil and water salinity.	• Using fellow lands for vegetable production. • Create beneficial economic impact (e.g. increase income/ employment opportunities). • Create beneficial social impact (e.g. reduce conflicts on natural resources, support marginalized groups).	This is a practice to increase farm earnings in saline water areas. This practice does not directly arrest or reduce salinization process. The technology increases farm earnings by manageing soil water salinity.
20	Shyamnagar & Assasuni Upazilas	Moderately saline	Vegetable with rice and fish in moderate saline areas	To increasing cropping intensity and livelihood of the community	▪ A positive land use conversion from single shrimp culture to multiple crops. • Increased farm income. • Create beneficial economic impact (e.g. increase income/ employment opportunities). • Create beneficial social impact (e.g. reduce conflicts on natural resources, support marginalized groups).	This is a practice to increase farm earnings in saline water areas. This practice does not directly arrest or reduce salinization process. The technology increases farm earnings by manageing soil water salinity.
21	Shyamnagar & Assasuni Upazilas	Highly saline	Transplanted Aman and Golda shrimp/white fish cultivation	To increasing cropping intensity	• Cropping intensity increased.	This is a practice to increase farm earnings in saline water areas. This

Serial No.	Agro Ecological Zones	Major Land Degradation	Documented SLM Practice	Main Objective of Technology	Main Purposes of Technology	Comments by Consultant & Response by PMU[66]
				and livelihood of the community	• Create beneficial economic impact (e.g. increase income/ employment opportunities). • Create beneficial social impact (e.g. reduce conflicts on natural resources, support marginalized groups). • To increase income of the land user by cultivating one extra crop from same land	practice does not directly arrest or reduce salinization process. The technology increases farm earnings by manageing soil water salinity.
22	Sylhet Basin	Ecosystem vulnerability and flash flood	Water managent practice	1 To harvest haor water when it recedes for Boro cultivation. 2. To cope haor environment for growing Boro.	To improve production, conserve ecosystem, reduce risk of water deficiency and to skip any climatic hazards like sudden rainfall	This is a traditional water management practice in haor areas.
23	Sylhet Basin	Ecosystem vulnerability and flash flood	Use of Haor weeds as compost	To clear the land from Haor weeds ~~vMc boro cultivation~~ and to add compost to soil to enrich soil organic matter. And to improve production (crop), avoid land degradation (siltation, waterlogging, etc.) and to improve ecosystem services.	In-situ compost preparation and increase SOM	This helps to improve soil fertility or organic matter. It does not reduce erosion due to flash flood.
24	Sylhet Basin	Ecosystem vulnerability and flash flood	Vegetable production in Haor peripheral areas	Usage of haor peripheral	Inceasing cropping intensity	This is a farming practice. Commercial crops on haor peripheral increase farm earnings.
25	Sylhet Basin	Ecosystem vulnerability and flash flood	Traditionally Commercial Duck Farming	1. To improve livelihood of the farmer.	To create beneficial economic impact e.g. increase income and also employment opportunities and production of egg and meat, which is	This is a farming practice. Usage of haor resources enhances livelihood.

Serial No.	Agro Ecological Zones	Major Land Degradation	Documented SLM Practice	Main Objective of Technology	Main Purposes of Technology	Comments by Consultant & Response by PMU[66]
				2. To creates employment opportunity. 3. To empower women though direct involvement. 4. Increase income. 5. Meet up the demand of egg and meat.	essential for food security. It will have no adverse effect on ecosystem and biodiversity rather diverse usage of open water source.	
26	Sylhet Basin	Ecosystem vulnerability and flash flood	Buried pipe for irrigating Boro	Rational usage of river water on higher parts of haor to grow Boro.	To improve crop production, effective and efficient irrigation water use, community support and increase economic impact within the community	This is a method of Irrigation. Rational usage of river water for irrigation a new intervention in haor.
27	Haor Basin	Water erosion by wave action	Reducing soil erosion by managing swamp forest and aquatic shrub & grass	Swamp forest to protect homesteads of haor	To conserve ecosystem and to prevent homesteads from water erosion by wave action.	This helps to arrest or reduce water erosion by wave action.
28	Barind region (Godagri, Porsha and Sapahar Upazilas)	Drought	Mainstreaming river water (Surface water) to facilitate irrigation system	The main purpose of the technology is to provide environment friendly surface water irrigation facilities. • Increasing irrigation efficiency. • Reducing the stress on groundwater use. • Enhancing groundwater recharge. • To improve ecosystem.	The main purposes of the technology is to reduce drought, improve crop production and increase cropping intensity, prevent degradation of soil, water, vegetation, conserve ecosystem, preserve/improve biodiversity, create beneficial economic impact (e.g. increase income/employment opportunities) by providing irrigation support in the area.	This obviously helps to prevent land degradation due to prolonged drought. Nevertheless, investment should be borne by the government and beyond affordability of small farmers.
29	Barind region	Drought	Buried Pipeline for irrigation water distribution	The main purpose of the said technology is to reduce the loss	To improve crop production and cropping intensity, reduce, prevent or	This obviously helps to prevent land degradation due to prolonged drought. Nevertheless, investment should be borne

Serial No.	Agro Ecological Zones	Major Land Degradation	Documented SLM Practice	Main Objective of Technology	Main Purposes of Technology	Comments by Consultant & Response by PMU[66]
	(Godagri, Porsha and Sapahar Upazilas)			of irrigation water as well as to increaseirrigation efficiency. • Increasing command area. • Saving valuable agricultural land as the pipe line is laid under the ground. • Year round cultivation.	restore land degradation (soil, water, vegetation), adapt to climate change/extremes and its impacts (e.g. resilience to droughts, storms), create beneficial economic impact (e.g. increase income opportunities), and reduces irrigation water loss and thus increases irrigation efficiency.	by the government and beyond affordability of small farmers.
30	Barind region (Godagri, Porsha and Sapahar Upazilas)	Drought	Solar powered dug well to provide safe drinking waterand small scale irrigation (BMDA continues to provide the logistical and technical support to run as many as 450 dug-well in this area.)	To provide safe water to the community and to provide irrigation water at smaller scale where DTW could not be installed.	The purposes of the technology are to improve production (crop, water), reduce, prevent, restore land degradation (soil, water, vegetation), reduce risk of disasters (e.g. seasonal droughts), adapt to climate change/extremes and its impacts (e.g. resilience to droughts) and create beneficial economic impact (e.g. increase income opportunities).	This obviously helps to prevent land degradation due to prolonged drought.
31	Barind region (Godagri, Porsha and Sapahar Upazilas)	Drought	Converting derelict natural water bodies to reservoir for irrigation and enhance ecosystem	• To make year round use of derelict water body. • To support surface water irrigation. • To provide space for the community to grow orchards, forest crop, fodder etcfrom the bank of reservoir. • To enhance livelihood of the community.	Increasing croppin intensity, rational usage of derilict water bodies for irrigation, fisheries, livestock and irrigation.	This obviously helps to prevent land degradation due to prolonged drought. Nevertheless, investment should be borne by the government and beyond affordability of small farmers.
32	Barind region	Drought	Plantation of fruits, forest and medicinal	To protect topsoil loss from the	To improve tree coverage and stabilize road and canal side. In	Extremely useful and can be practiced by small farmers and community.

Serial No.	Agro Ecological Zones	Major Land Degradation	Documented SLM Practice	Main Objective of Technology	Main Purposes of Technology	Comments by Consultant & Response by PMU[66]
	(Godagri, Porsha and Sapahar Upazilas)		plants along roads and canals side	roadsides and canal banks erosion and reduce evaporation of reserved water in the canal. In addition it reduces drought impact and to sustain ecosystem in this region.	addition plantation conserve ecosystem, preserve/improve biodiversity, adapt to climate change/extremes and its impacts (e.g. resilience to droughts,), mitigate climate change and its impacts (e.g. through carbon sequestration), create beneficial economic impact (e.g. increase income/employment opportunities),create beneficial social impact (e.g. reduce conflicts on natural resources, support marginalized groups)	
33	Barind region (Godagri, Porsha and Sapahar Upazilas)	Drought	Vermin compost preparation and usage in homestead crop production	To improve soil health and improve production. and make it as domestic income source.	To improve production (crop-specially vegetables), to prevent seasonal drought, to increase income opportunities and to support marginalized group.	This helps to improve soil fertility or organic matter. This practice does not directly arrest or reduce effect of drought on land degradation. Indiectly, water holdong capcity is increased due to prrsence of organic matter.
34	Barind region (Godagri, Porsha and Sapahar Upazilas)	Drought	High density orchard cultivation in high Barind	1.Fallow land converted to cultivable land with high value orchard. 2. To minimise poor availability of irrigation water. 3. Converting traditional agriculture to Commercial agriculture 4. Conserve Bio diversity. 5. Sustainable land management.	To improve production crop, in this case fruits, To prevent land Degradation specifically soil moisture depletion, To improve biodiversity, To conserve ecosystem, To reduce risk of disasters (Drought), To adapt to climate change and its impacts (e.g. resilience to droughts), To mitigate climate change and its impacts (e.g. through carbon sequestration), To create beneficial economic impact (e.g. increase income and employment opportunities) and To create beneficial social impact (e.g. reduce conflicts on natural resources, support marginalized groups).	Extremely useful and can be practiced by small farmers and community provided there is adequate supply of water for establishing plantations.

Serial No.	Agro Ecological Zones	Major Land Degradation	Documented SLM Practice	Main Objective of Technology	Main Purposes of Technology	Comments by Consultant & Response by PMU[66]
				6. More sequestration of carbon. 7. Climate resilient crop cultivation. 8. To improve nutrition supply. 9. Benefitted farmers economically.		
35	Chittagong Hill Tracts	Soil erosion (Topsoil loss) and deforestation	Bamboo for hill slope stabilization and hill stream bank protection	To protect hill streams and hill slope.	Increase land cover, protect top soil and land slides.	Proven traditional soil conservation measure including earth slips in South Asian region.
.36	Chittagong Hill Tracts	Soil erosion (Topsoil loss) and deforestation	Commercial cultivation of Broom grass	Main objective of cultivating broom with Cashew nut is to earn more cash from fallow areas of the farm. In addition it reduces topsoil loss and run-off and transform the area under vegetative cover.	To prevent(avoid), reduce land degradation (Topsoil loss). • Restore/rehabilitate land (reverse land degradation) (soil, water, vegetation). • Conserve ecosystem. • Create beneficial economic impact (e.g. increase income/ employment opportunities).	Planting cover crops on sloping lands to prevent topsoil erosion is a common practice and highly beneficial.
37	Chittagong Hill Tracts	Soil erosion (Topsoil loss) and deforestation	Micro-watershed management to meet water crisis in dry season at community level	The technology basically focused on conserving water by establishing earthen dyke across hill streams as traditional system	Improve production (crop, fodder, wood/fibre, water, energy) • Conserve ecosystem • Preserve/ improve biodiversity • Create beneficial economic impact (e.g. increase income/ employment opportunities) • Create beneficial social impact (e.g. reduce conflicts on natural resources, support marginalized	This does not directly help to reduce or arrest topsoil erosion and deforestation. Micro watershes enhance biodiversity & forest cover in the catchment by reducing topsoil soil loss and water resources help livelihood of the community in hilly areas.
38	Chittagong Hill Tracts	Soil erosion (Topsoil loss) and deforestation	Dragon fruit a high value crop in piedmont and valleys of CHT	To cultivate of high value fruits for sustainable livelihood	Conserve ecosystem • Preserve/ improve biodiversity	Continuous cultivation on sloping lands may lead to topsoil erosion in hilly areas or sloping lands. This does not directly help

Serial No.	Agro Ecological Zones	Major Land Degradation	Documented SLM Practice	Main Objective of Technology	Main Purposes of Technology	Comments by Consultant & Response by PMU[66]
					• Create beneficial economic impact (e.g., increase income/ employment opportunities). • Create beneficial social impact (e.g., reduce conflicts on natural resources, support marginalized groups).	to reduce or arrest topsoil erosion and deforestation. Farmers are adopting these technologies in valleys avoiding slopping areas, that reduce anthropogenic intervention hills.
39	Chittagong Hill Tracts	Soil erosion (Topsoil loss) and deforestation	Mushroom	Increase livelihood of farmer who has no land or the lands enable meet their basic need.	Create beneficial economic impact (e.g., increase income/ employment opportunities).	This does not directly help to reduce or arrest topsoil erosion and deforestation. Practiced in homesteads of the community as their traditional practice and that avoid interventions on sloping lands.
40	Chittagong Hill Tracts	Soil erosion (Topsoil loss) and deforestation	Bilati Dhanya (Eryngium foetidum L.) – A commercial product of CHT valley	To transform single crop transplanted Aman land into year round high value cropping.	Create beneficial economic impact (e.g., increase income/ employment opportunities).	This does not directly help to reduce or arrest topsoil erosion and deforestation. This may induce topsoil erosion if planted on slopping land due to continuous cultivation. Farmers are adopting these technologies in valleys avoiding slopping areas, that reduce anthropogenic intervention hills.
41	Chittagong Hill Tracts	Soil erosion (Topsoil loss) and deforestation	Malta bagging increased quality product in mixed fruit farming			This does not directly help to reduce or arrest topsoil erosion and deforestation Practiced at foot hills by managing fruit trees as land cover, that reduce topsoil loss.

ANNEX XIV. GUIDANCE FOR REDRAFTING NATIONAL SLM ROADMAP

National Target: 50% of Degraded land in (4 Classes) due to drought in Barind Tract will attain land neutrality in 2030

LD Class	Land Degraded in 2020 (Ha)	50% Target (Ha)	2024 (Ha)	2025 (Ha)	2026 (Ha)	2027 (Ha)	2028 (Ha)	2029 (Ha)	2030 (Ha)
Very severe	292,270	146,135	14,614	14,614	14,614	14,614	29,227	29,227	29,227
Severe	444,350	222,175	22,218	22,218	22,218	22,218	44,435	44,435	44,435
Moderate	614,970	307,485	30,749	30,749	30,749	30,749	61,497	61,497	61,497
Light	184,645	92,323	9,232	9,232	9,232	9,232	18,465	18,465	18,465

Useful Hints:

8. Upazila wise targets in respect of various types of LD should be fixed for a specific period as above in 15 Hot Spots .

9. 12 types of LD are not mutually exclusive. More than 1 type can exist in the same Hot Spot area or in a small area. In such cases, preferably should go for severest LD type or more than LD types. (It is matter of choice)

10. Organic matter content and nutrient depletion are interrelated. What is important is to increase soil organic matter in both types so that cation exchange capacity will be increased. (In other words, nutrient retentive capacity will be enhanced due to high organic matter contents of soil.)

11. After fixing targets, project sketches should be developed with targets and indicative investments for a specific area and given time period, together with Implementing Partners

12. Reforestation should be given a priority in almost all the projects. (Forestry, Buffer zones of major forestry with community participation (community forestry) and establishing mini forestry and planting trees along roads, land boundaries, catchment areas riverbanks (Bamboo) etc.

13. Other than agricultural solutions, engineering work should be identified for Very Severe Classes of LD with respective Implementing Partner/Organization.

ANNEX XV. BRIEF CV OF THE EVALUATOR

Name: Preethi De Silva

Profession	Agricultural Economist
Nationality	Sri Lankan
Country experience	▪ Southeast Asia: Cambodia, Indonesia, Lao PDR, Myanmar, Thailand, Timor-Leste, Vietnam ▪ South Asia: Bangladesh, Maldives, Nepal, Pakistan, Sri Lanka ▪ Pacific: Australia, Papua New Guinea, Samoa ▪ Africa: Gambia, Malawi, Mauritius ▪ Other: Afghanistan, Mongolia
Education	▪ M.Sc. (Agricultural Economics), University of Peradeniya, Sri Lanka. (1990) ▪ B.Sc. (Agric.) specialized in Agric. Economics, University of Peradeniya, Sri Lanka. (1982)
Professional Qualifications	▪ Prince2 Registered Practitioner (Project Management), APMG International, UK (2013) ▪ Microsoft Certified System Engineer, Microsoft Corporation, USA (2003)
Membership of Professional Associations	▪ International Development Evaluation Association ▪ British Computer Society ▪ Sri Lanka Evaluation Association
Information Technology & Other Skills	Excellent computer skills in Microsoft Office (Word, Excel, Access, Power Point), experience in SPSS, SAS, MS Project, MS SQL, MS FrontPage, ArcView, & ArcGIS and LAN administration and Videography & Photography

Short Biography

Preethi De Silva has been an independent consultant since completing his master's in 1990. Having accomplished as a national consultant in Sri Lanka for fifteen years, entered international era in 2005. Experience in directly working with ADB, UNDP, UNODC, UNICEF, SDC, SIDA, GTZ, FAO and IFAD. Performed in different capacities (Agricultural Economist, Monitoring & Evaluation Expert, Management Information Systems Specialist, Team Leader, Project Management Specialist, Project Development Specialist, Project Coordinator and Evaluation Specialist) in consulting career.

Selected International Consultancy Assignments:

- 2022 Technical Assistance Completion Report Validator/Knowledge Generation Expert, Asian Development Bank, Philippines
- 2022 Monitoring Consultant, UNICEF MENA Regional Office, Jordan
- 2016-2021 Monitoring & Evaluation Expert, Dhaka Environmentally Sustainable Water Supply Project (ADB, AFD & EIB), Dhaka Water Supply & Sewerage Authority, Bangladesh
- 2018 Ministry of Commerce, Monitoring & Evaluation and Communication Expert, Accelerating Inclusive Markets for Smallholders Project (IFAD), Cambodia
- 2015, 2017 Ministry of Finance, Monitoring & Evaluation Expert, Samoa Agribusiness Project (ADB), Samoa
- 2013, 2016 Monitoring & Evaluation Specialist, Development of Northern Chu and Southern Ma Rivers Irrigation System Project (ADB), Ministry of Agriculture & Rural Development, Vietnam
- 2013, 2015 Senior Monitoring & Evaluation Expert, Project for Promote Access to Land in Bangladesh (EU), Ministry of Land, Bangladesh

- 2015 Asian Development Bank Monitoring & Evaluation Specialist, Private Sector Development Project, (ADB TA - 8231 SAM), Australia
- 2013, 2014 Ministry of Agriculture & Fisheries, Samoa, Monitoring & Evaluation Advisor, Agriculture Competitiveness Enhancement Project (WB), Samoa
- 2014 Asian Development Bank, Philippines, Monitoring & Evaluation Expert, Support for the Preparation and Implementation of the Results-Based Socioeconomic Development Plan, (ADB TA 7725) Vietnam
- 2013 Ministry of Finance, Monitoring & Evaluation Specialist, Deepening Medium Term Budget Framework & Strengthening Financial Accountability Project (WB), Bangladesh
- 2012 Monitoring & Evaluation Specialist, Swiss Agency for Development & Cooperation, Mongolia, Governance and Decentralization Program, Mongolia
- 2012 Monitoring & Evaluation Advisor, Productive Partnerships in Agriculture Project (WB & IFAD), Department of Agriculture, Papua New Guinea
- 2011 Monitoring & Evaluation Specialist, Ministry of Finance & Economic Affairs, United Nations Development Programme, Gambia
- 2007 Agricultural Economist, Southwest Area Integrated Water Resources Planning & Management Project, (ADB) Water Development Board, Bangladesh
- 2007 Monitoring & Evaluation Specialist, Emergency Horticulture & Livestock Project (WB), Ministry of Agriculture, Irrigation & Livestock, Afghanistan
- 2005, 2006 Monitoring & Evaluation Specialist Northwest Crop Diversification Project (ADB) Ministry of Agriculture, Bangladesh
- 2005 Education MIS Specialist, Science Education Project II (ADB), Ministry of Education, Pakistan
- 2001-2005 Management Information Systems Specialist, Coastal Resources Management Project, (ADB), Ministry of Fisheries, Sri Lanka
- **1**999-2000 Deputy Team Leader/Monitoring & Evaluation Specialist, National Irrigation Rehabilitation Project (WB & **EU)**, Ministry of Irrigation, Sri Lanka
- 1996-1998, UNDP Counterpart, Ministry of Plan Implementation, Sri Lanka
- 1994-1996 Agricultural Economist, Southern Province Rural Development (ADB), Ministry of Plan Implementation, Sri Lanka
- 1993, 1994 Agricultural Economist, Plantations Restructuring Unit, Ministry of Finance, Sri Lanka
- 1990-1993 Agricultural Economist, Agricultural Planning & Analysis Project (USAID), Ministry of Plantation Industries Sri Lanka

Independent Evaluations:

- Mid-term Evaluation of Country Program (2015-2016) - Mongolia, Global Green Growth Institute, South Korea (2016)
- End of Project Evaluation, Increasing Food Security, Promoting Licit Crop Production and Small Farmer Enterprise Development in Houaphan Province, United Nations Office on Drugs & Crime, Lao PDR (2015)
- Mid Term Evaluation, Early Recovery Facility Project, United Nations Development Programme, Bangladesh (2014)
- Ex-post Evaluation of Water, Sanitation & Hygiene Programme, United Nations Children's Fund, Indonesia (2013)
- End of Project Evaluation, Africa Climate Change Adaptation Programme, United Nations Development Programme, Mauritius (2012)
- Mid-term Review, Support for the Association of Southeast Asian Nations Plus Three Integrated Food Security Framework, Asian Development Bank (2012)
- End of Project Evaluation, Facilitating the Integration of Tsunami Warning by Strengthening Multi-hazard Warning systems in Sri Lanka, Vietnam, Indonesia and Philippines, Asian Disaster Preparedness Center, Thailand (2010)
- End of Project Evaluation, Drug Control and Development in the Wa Region of the Shan State, United Nations Office on Drugs & Crime, Myanmar (2009)

ANNEX XVI. EVALUATION TORS (WITHOUT ANNEXES)

Establishing National Land Use and Land Degradation Profile toward mainstreaming Sustainable Land Management practices in sector policies – ENALULDEP/SLM (GEF ID 5823)

Section 1: PROJECT BACKGROUND AND OVERVIEW

Project General Information

Table 2: Project Summary

GEF Project ID:	5823		
Implementing Agency:	UNEP Ecosystem Division Biodiversity & Land Branch GEF Biodiversity and Land Degradation Unit	**Executing Agencies:**	Ministry of Environment and Forest
Relevant SDG(s) and indicator(s):	**SDG 15:** Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss **Target 15.3:** By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation-neutral world		
GEF Core Indicator Targets (identify these for projects approved prior to GEF-7)	N/A		
Sub-programme:	Climate Change[67] Ecosystem Management[68] Environment under Review[69]		
Expected Accomplishment(s):	MTS 2014-2017 Climate Change EA1: Climate Resilience Ecosystem Management EA1: Production Environment under Review EA3: Information		
UNEP approval date:	24 February 2017	**Programme of Work Output(s):**	PoW 2016-2017 Climate Change Output (a) Ecosystem Management Output (a) Environment under Review Output (c)
GEF approval date:	23 May 2016	**Project type:**	MSP

[67] Now called "Climate Action"

[68] Now called "Nature Action"

[69] Now called "Science – Policy"

GEF Operational Programme #:	GEF 5	**Focal Area(s):**	Land Degradation
		GEF Strategic Priority:	LD-3: Integrated Landscapes: Reduce pressures on natural resources from competing land uses in the wider landscape
***Expected* start date:**	27 Feb 2017	**Actual start date:**	4 May 2017 (Date of first disbursement)
***Planned* operational completion date:**	31 May 2020	**Actual operational completion date:**	30 June 2022
***Planned* project budget at approval:**	GEF USD 730,594 Co-Fin USD 3,280,000	**Actual total expenditures reported as of 31 Dec 2021:**	GEF USD 655,982.79 Co-Fin USD 3,456,280
GEF grant allocation:	USD 730,594	**GEF grant expenditures reported as of 31 Dec 2021:**	USD 655,982.79
Project Preparation Grant - GEF financing:	USD 18,265	**Project Preparation Grant - co-financing:**	0
***Expected* Medium-Size Project co-financing:**	USD 3,280,000[70]	**Secured Medium-Size Project co-financing:**	To be confirmed
Date of first disbursement:	4 May 2017	**Planned date of financial closure:**	June 2023
No. of formal project revisions:	2 no-cost extensions	**Date of last approved project revision:**	6 February 2022
No. of Steering Committee meetings:	2 Project Steering Committees (PSC) and 4 Project Implementation Committees (PIC)	**Date of last/next Steering Committee meeting:**	Last: 22 Oct. 2019 / Next: N/A
Mid-term Review/ Evaluation *(planned date):*	Nov 2020	**Mid-term Review/ Evaluation (actual date):**	No MTR
Terminal Evaluation *(planned date):*	Nov 2021	**Terminal Evaluation (actual date):**	October 2022 – April 2023
Coverage - Country:	Bangladesh	**Coverage - Region:**	Asia Pacific
Dates of previous project phases:	N/A	**Status of future project phases:**	N/A

[70] The Project Cooperation Agreement (PCA) mentions USD 2,780,000 while the request for CEO Endorsement mentions USD 3,280,000. The difference is the cash in-kind of USD 500,000 that was not included in the PCA.

Project Rationale

1. Similar to other countries in South Asia, Bangladesh faces environmental, agricultural and economic losses due to land degradation. Contributing factors include: inappropriate agricultural practices; water erosion (Shifting cultivation in Hills, unsuitable cultivation practices in Terrace and piedmont areas, Haors); improper irrigation (prolong wetness); mining sand and gravels, (Mining from rivers); river erosion and sedimentation (burial by sandy deposit); rural road network and housing (Waterlogged, shrinking productive land); salinization (in coastal zone); industrial pollution; population pressure and poverty; land ownership and tenure (conflict of interest); land conversion from agricultural use to non-agricultural use (industry, shrimp culture, salt bed, brick fields & kilns etc.) and urbanization.

2. While Bangladesh does have a number of relevant development policies in place and a database of land and soil resources, systematic and updated data relevant to land degradation and land management on key areas were found to be too limited to support a systemic approach for development and policy intervention settings. This project was designed to focus on appraising existing land degradation situation and location specific Sustainable Land Management (SLM) to protect lands and soils for further degradation and also restoration of already degraded areas.

Project Results Framework

3. The project's objective was stated as to 'establish knowledge base and enabling policy and institutional environment for SLM consideration in the country development agenda' (CEO Endorsement Request, 2016).
4. The CEO Endorsement document contains a diagrammatic illustration of the Theory of Change (TOC). The TOC will be reviewed during the evaluation process and, if necessary, reconstructed to be consistent with UNEP and GEF results-focused evaluation requirements.
5. It is noted that the formulation of outcomes in the results framework does not meet evaluability requirements: they do not reflect the uptake or application of outputs ('increased understanding' and 'increased access'). None of the outcomes have the verbs needed to identify the project's intended level of ambition.
6. The project was delivered through three components with associated outcomes as follows:

Table 3: Results statements (CEO Endorsement, June 2016)

Component 1: Land use and land degradation profile	
Outcome 1:	*1.0 Increased understanding of land use and land degradation in the country*
Outputs	1.1 National land use map developed 1.2 Land Degradation profile established 1.3 National roadmap to address SLM developed and validated at national level
Component 2: SLM mainstreaming	
Outcome 2:	*2.0 Capable national institution and stakeholders in favor of SLM practices*

Outputs	2.1. National policy including Land Use Policy 2001 and institutional framework to mainstream SLM in production sectors (in line with output 1.3 implementation), 2.2. SLM practices developed and disseminated by relevant stakeholders and networks at national level 2.3. Training and awareness raising programmes for SLM adoption and dissemination developed and implemented at national and local levels
Component 3: SLM monitoring	
Outcome 3:	*3.0: 3. Adequate SLM monitoring and evaluation*
Outputs	3.1. DLDD monitoring indicators developed and a monitoring and evaluation system of SLM impacts established 3.2. Project activity M&E

Executing Arrangements

7. UNEP is the Implementing Agency (IA) for this project. The work was managed within the GEF Biodiversity Unit, which is part of the Biodiversity and Land Branch of the Ecosystems Division. The IA was to provide project oversight to ensure that GEF policies and criteria are adhered to and that the project meets its objectives and achieves expected outcomes in an efficient and effective manner.

8. The Ministry of Environment and Forest is the Executing Agency (EA) on behalf of the Bangladesh government. The main responsibilities of the EA were the following:

- Project technical and financial reporting to the IA;
- Coordinate project activities at national and local levels;
- Provide technical expertise through its personnel and networks;
- Provide guidance and coordination to other national stakeholders;
- Address logistical issues, e.g. through organization of meetings and provision of relevant facilities;
- Support project management and regular project reporting;
- Ensure project execution according to the agreed Work Plan, Budget and reporting tasks

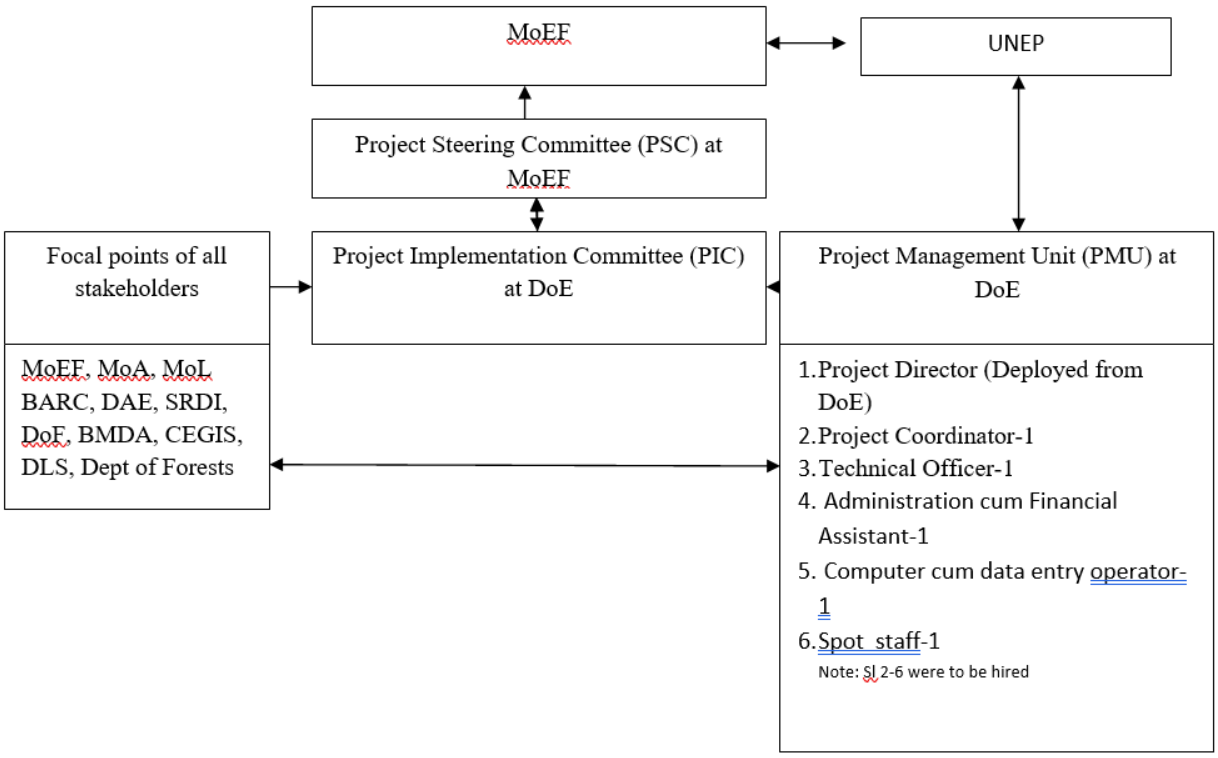
9. The main oversight body for the project was its **Project Steering Committee** (PSC), co-chaired by MoEF and UNEP and comprised of a wide range of experts, decision and policy makers related to land use, land degradation and sustainable land management. The PSC was to meet, at least, once in a year or as and when required for the smooth implementation of the project. Its main roles and responsibilities were the following:

- Provide strategic directions and oversight to project management.
- Review achievements and progress of project activities;
- Solve any inter-ministerial problems arise for attaining any objective of the project.
- Provide policy guideline for project management and coordination;
- Provide recommendation on any matters referred by the Project Management Unit.
- Approved the annual work plan.
- Approve reporting to send to UNEP-GEF

10. Two internal structures were created: a **Project Implementation Committee** (PIC) and a **Project Management Unit** (PMU). The PMU was a small office at the Department of Environment (DoE) responsible for the day-to-day activities of the project. It was composed of a Project Director (deployed for DoE), a Project Coordinator (hired National Consultant) supported by technical and administrative staff. The PIC was to be set at DoE headed by Director General, DoE and Project Director as Member Secretary. PIC was to consist of focal points from all Stakeholders. Its main responsibilities were the following:

- Ensure Project implementation (all technical aspects of project implementation).
- Ensure Project governance and oversight of the financial resources from GEF investment,
- Ensure Budget flow among the stakeholders to get the work done.
- Provide staff time and expertise in guiding and advancing the project,
- Sharing of all achievement & product of the project with all stakeholders,
- Ensure that consultants and project partner organizations deliver against their contracts and in time,
- Organize the Steering Committee meetings and serve as its secretariat,
- Overall management and implementation of the project results and output level M&E framework, to evaluate project performance,
- Management of the flow of information from the field to the Project collaborators, and producing periodic monitoring reports.

11. The executing arrangements are summarized in the diagram below:



Project Cost and Financing

Table 4: Project Financing at Design (CEO Endorsement, June 2016)

Item	GEF Financing	Co-Financing	TOTAL
Component 1: Land use and land degradation profile	USD 464,176	USD 2,214,328	USD 2,678,504
Component 2: SLM mainstreaming	USD 150,000	USD 600,000	USD 750,000
Component 3: SLM monitoring	USD 50,000	USD 200,000	USD 250,000
Total Project Costs	USD 664,176	USD 3,014,328	USD 3,678,504[71]

Implementation Issues

12. The project did not carry out a Mid Term Review.

13. The original implementation period was expected to end on 31 May 2020. The project had 2 no-cost extensions, extending the implementation period until 30 June 2022.

Section 2. OBJECTIVE AND SCOPE OF THE EVALUATION

Objective of the Evaluation

In line with the UNEP Evaluation Policy[72] and the UNEP Programme Manual[73], the Terminal Evaluation is undertaken at operational completion of the project to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The Evaluation has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP, GEF and the main project partners, including NEPAD. Therefore, the Evaluation will identify lessons of operational relevance for future project formulation and implementation. Recommendations relevant to the whole house may also be identified during the evaluation process.

Key Evaluation Principles

Evaluation findings and judgements will be based on ***sound evidence and analysis****, clearly documented in the Evaluation Report. Information will be triangulated (i.e. verified from different sources) as far as possible, and when verification is not possible, the single source will be mentioned (whilst anonymity is still protected). Analysis leading to evaluative judgements should always be clearly spelled out.*

The "Why?" Question. *As this is a Terminal Evaluation and a follow-up project is likely [or similar interventions are envisaged for the future], particular attention will be given to learning from the experience. Therefore, the "why?" question should be at the front of the consultants' minds all through the evaluation exercise and is supported by the use of a theory of change approach. This means that the consultant(s) needs to go beyond the assessment of "what" the project performance was and make a serious effort to provide a deeper understanding of "why" the performance was as it was (i.e. what contributed to the achievement of the project's results). This should provide the basis for the lessons that can be drawn from the project.*

[71] + Project Management Cost (PMC) from GEF financing of USD 66,418 and from Co-financing of USD 265,672

72 https://www.unenvironment.org/about-un-environment/evaluation-office/policies-and-strategies
73 https://wecollaborate.unep.org

Attribution, Contribution and Credible Association: *In order to attribute any outcomes and impacts to a project intervention, one needs to consider the difference between what has happened with, and what would have happened without, the project (i.e. take account of changes over time and between contexts in order to isolate the effects of an intervention). This requires appropriate baseline data and the identification of a relevant counterfactual, both of which are frequently not available for evaluations. Establishing the contribution made by a project in a complex change process relies heavily on prior intentionality (e.g. approved project design documentation, logical framework) and the articulation of causality (e.g. narrative and/or illustration of the Theory of Change). Robust evidence that a project was delivered as designed and that the expected causal pathways developed supports claims of contribution and this is strengthened where an alternative theory of change can be excluded. A credible association between the implementation of a project and observed positive effects can be made where a strong causal narrative, although not explicitly articulated, can be inferred by the chronological sequence of events, active involvement of key actors and engagement in critical processes.*

Communicating evaluation results. A key aim of the Evaluation is to encourage reflection and learning by UNEP staff and key project stakeholders. The consultant(s) should consider how reflection and learning can be promoted, both through the evaluation process and in the communication of evaluation findings and key lessons. Clear and concise writing is required on all evaluation deliverables. Draft and final versions of the Main Evaluation Report will be shared with key stakeholders by the Evaluation Manager. There may, however, be several intended audiences, each with different interests and needs regarding the report. The consultant(s) will plan with the Evaluation Manager which audiences to target and the easiest and clearest way to communicate the key evaluation findings and lessons to them. This may include some, or all, of the following; a webinar, conference calls with relevant stakeholders, the preparation of an Evaluation Brief or interactive presentation.

Key Strategic Questions

In addition to the evaluation criteria outlined in Section 10 below, the Evaluation will address the ***strategic questions*** *listed below. This project evaluation has the potential to contribute to a review of UNEP's portfolio of Sustainable Land Management projects and the strategic questions have been designed accordingly. Also included are five questions that are required when reporting in the* ***GEF Portal*** *and these must be addressed in the TE.*

1. **Level of continuity, integrative learning and growth of SLM projects at design phase.**
    a. Why did UNEP choose this project?
    b. Were learnings from Terminal Evaluations of previous projects absorbed into this project's design?
2. **Level of sharing of project results and learnings among the UNEP project teams (within the LD Unit, but even across the Sub-programmes, if relevant) of technically relevant projects[74] being implemented at the same time.**
    a. Were the task manager and the project team at UNEP (of the project you are evaluating) aware of the other SLM projects being implemented at the same time? If yes, were there any opportunities to share information?

[74] For instance, between the five projects that were all coming to completion in 2021 and are part of this review, or any UNEP projects relevant to the specific project under evaluation.

3. **The extent to which project teams (UNEP and Executing Agencies) are working within a common technical framework towards SLM.**

   a. What was the level/nature of practitioner-scientist interface?

   b. Were (a) tools or methodologies previously developed by UNEP used/upscaled, or (b) were UNEP tools and methodologies developed that could be used in other SLM work (within or beyond UNEP)?

   c. Are there any particular innovations and best practices coming from the project and how is UNEP sharing these (was the project connected to any networks (e.g. WOCAT[75]) and knowledge management platforms for sharing)? (Were there any gaps or potentials in innovation not realized?)

   d. To what extent did the success of the project depend on gender equity and/or considerations of gender roles[76]? Were there any particular innovations the project was able to achieve in addressing gender equity?

   e. Did the project address human rights and human wellbeing (e.g. access to land and resources, human health, rights to healthy environment)?

4. **Project contributions to a common vision for SLM based on the global strategic priorities for land degradation neutrality.**

   a. Did the project focus on the most degraded areas or areas of high value (in terms of its global importance and human dependence)? How much of the degraded land has been improved (was it measured in ha)?[77]

   b. How were project partners who stood out as champions supported and empowered? Were the best partnerships leveraged (and also sustained, both in terms of the project, and in terms of UNEP's network toward SLM)?

   c. In what ways did the project ensure that increased scientific evidence/knowledge or capacity led to changed behaviour/decision-making (if at all)? Were the most appropriate stakeholders targeted?

   d. How much of the success of the project depended on production and consumption cycles and the economic system and how much influence did the project have on this? (decoupling economic growth from land and ecosystem degradation)

   e. How did the project address its **key** assumptions/drivers (included at design or noted by the evaluator at TE)?

   f. Are there any **key** factors that contributed to the sustainability of project results and impacts (any highlighted examples of transformative effects, innovation and social uptake, championship and changed behaviour, financial and institutional commitments)?

[75] WOCAT is a global network on Sustainable Land Management (SLM) that promotes the documentation, sharing and use of knowledge to support adaptation, innovation and decision-making in SLM. https://www.wocat.net/en/

[76] Considering the significance of gender issues in SLM, especially at the land-use level.

[77] Please provide your comment also on the quality of improvement (e.g. actual rehabilitation or restoration, or at land use plan level?)

5. Are there any other considerations coming from the Terminal Evaluation of this project that you would like to highlight for the portfolio review?

Address the questions required for the GEF Portal in the appropriate parts of the report and provide a summary of the findings in the Conclusions section of the report:

(a) Under **Monitoring and Reporting/Monitoring of Project Implementation**:

What was the performance at the project's completion against Core Indicator Targets? (For projects approved prior to GEF-7, these indicators will be identified retrospectively and comments on performance provided[78]).

(b) Under **Factors Affecting Performance/Stakeholder Participation and Cooperation**:

What were the progress, challenges and outcomes regarding engagement of stakeholders in the project/program as evolved from the time of the MTR? *(This should be based on the description included in the Stakeholder Engagement Plan or equivalent documentation submitted at CEO Endorsement/Approval)*

(c) Under **Factors Affecting Performance/Responsiveness to Human Rights and Gender Equality**:

What were the completed gender-responsive measures and, if applicable, actual gender result areas? *(This should be based on the documentation at CEO Endorsement/Approval, including gender-sensitive indicators contained in the project results framework or gender action plan or equivalent)*

(d) Under **Factors Affecting Performance/Environmental and Social Safeguards**:

What was the progress made in the implementation of the management measures against the Safeguards Plan submitted at CEO Approval? The risk classifications reported in the latest PIR report should be verified and the findings of the effectiveness of any measures or lessons learned taken to address identified risks assessed. *(Any supporting documents gathered by the Consultant during this review should be shared with the Task Manager for uploading in the GEF Portal)*

(e) Under **Factors Affecting Performance/Communication and Public Awareness**:

What were the challenges and outcomes regarding the project's completed Knowledge Management Approach, including: Knowledge and Learning Deliverables (e.g. website/platform development); Knowledge Products/Events; Communication Strategy; Lessons Learned and Good Practice; Adaptive Management Actions? *(This should be based on the documentation approved at CEO Endorsement/Approval)*

Evaluation Criteria

Strategic Relevance

All evaluation criteria will be rated on a six-point scale. Sections A-I below, outline the scope of the criteria. A weightings table in excel format will be provided by the Evaluation Manager to support the determination of an overall project rating. The set of evaluation criteria are grouped in nine categories: (A) Strategic Relevance; (B) Quality of Project Design; (C) Nature of External Context; (D) Effectiveness, which comprises assessments of the availability of outputs, achievement of outcomes and likelihood of impact; (E) Financial Management; (F) Efficiency; (G) Monitoring and Reporting; (H) Sustainability; and (I) Factors Affecting Project Performance. The Evaluation Consultant(s) can propose other evaluation criteria as deemed appropriate.

i Alignment to the UNEP Medium Term Strategy[25] (MTS), Programme of Work (PoW) and Strategic Priorities

[78] *This is not applicable for Enabling Activities*

The Evaluation should assess the project's alignment with the MTS and POW under which the project was approved and include, in its narrative, reflections on the scale and scope of any contributions made to the planned results reflected in the relevant MTS and POW. UNEP strategic priorities include the Bali Strategic Plan for Technology Support and Capacity Building[79] (BSP) and South-South Cooperation (S-SC). The BSP relates to the capacity of governments to: comply with international agreements and obligations at the national level; promote, facilitate and finance environmentally sound technologies and to strengthen frameworks for developing coherent international environmental policies. S-SC is regarded as the exchange of resources, technology and knowledge between developing countries.

ii Alignment to Donor/GEF/Partner Strategic Priorities

Donor, including GEF, strategic priorities will vary across interventions. GEF priorities are specified in published programming priorities and focal area strategies. The Evaluation will assess the extent to which the project is suited to, or responding to, donor priorities. In some cases, alignment with donor priorities may be a fundamental part of project design and grant approval processes while in others, for example, instances of 'softly-earmarked' funding, such alignment may be more of an assumption that should be assessed.

iii. Relevance to Global, Regional, Sub-regional and National Environmental Priorities

The Evaluation will assess the alignment of the project with global priorities such as the SDGs and Agenda 2030. The extent to which the intervention is suited, or responding to, the stated environmental concerns and needs of the countries, sub-regions or regions where it is being implemented will be considered. Examples may include: UN Development Assistance Frameworks (UNDAF), national or sub-national development plans, poverty reduction strategies or Nationally Appropriate Mitigation Action (NAMA) plans or regional agreements etc. Within this section consideration will be given to whether the needs of all beneficiary groups are being met and reflects the current policy priority to leave no one behind.

iv. Complementarity with Relevant Existing Interventions/Coherence[80]

An assessment will be made of how well the project, either at design stage or during the project inception or mobilization[81], took account of ongoing and planned initiatives (under the same sub-programme, other UNEP sub-programmes, or being implemented by other agencies within the same country, sector or institution) that address similar needs of the same target groups. The Evaluation will consider if the project team, in collaboration with Regional Offices and Sub-Programme Coordinators, made efforts to ensure their own intervention was complementary to other interventions, optimized any synergies and avoided duplication of effort. Examples may include UNDAFs or One UN programming. Linkages with other interventions should be described and instances where UNEP's comparative advantage has been particularly well applied should be highlighted.

Factors affecting this criterion may include:
- Stakeholders' participation and cooperation
- Responsiveness to human rights and gender equality

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[79] UNEP's Medium Term Strategy (MTS) is a document that guides UNEP's programme planning over a four-year period. It identifies UNEP's thematic priorities, known as Sub-programmes (SP), and sets out the desired outcomes, known as Expected Accomplishments (EAs), of the Sub-programmes. https://www.unenvironment.org/about-un-environment/evaluation-office/our-evaluation-approach/un-environment-documents

[80] This sub-category is consistent with the new criterion of 'Coherence' introduced by the OECD-DAC in 2019.

[81] A project's inception or mobilization period is understood as the time between project approval and first disbursement. Complementarity during project implementation is considered under Efficiency, see below.

- Country ownership and driven-ness

B. Nature of External Context

At evaluation inception stage a rating is established for the project's external operating context (considering the prevalence of conflict, natural disasters and political upheaval[82]). This rating is entered in the final evaluation ratings table as item C. Where a project has been rated as facing either an Unfavourable or Highly Unfavourable external operating context, and/or a negative external event has occurred during project implementation, the ratings for Effectiveness, Efficiency and/or Sustainability may be increased at the discretion of the Evaluation Consultant and Evaluation Manager together. A justification for such an increase must be given.

C. Effectiveness

v Availability of Outputs[83]

The Evaluation will assess the project's success in producing the programmed outputs and making them available to the intended beneficiaries as well as its success in achieving milestones as per the project design document (ProDoc). Any formal modifications/revisions made during project implementation will be considered part of the project design. Where the project outputs are inappropriately or inaccurately stated in the ProDoc, reformulations may be necessary in the reconstruction of the Theory of Change (TOC). In such cases a table should be provided showing the original and the reformulation of the outputs for transparency. The availability of outputs will be assessed in terms of both quantity and quality, and the assessment will consider their ownership by, and usefulness to, intended beneficiaries and the timeliness of their provision. It is noted that emphasis is placed on the performance of those outputs that are most important to achieve outcomes. The Evaluation will briefly explain the reasons behind the success or shortcomings of the project in delivering its programmed outputs and meeting expected quality standards.
Factors affecting this criterion may include:

- Preparation and readiness
- Quality of project management and supervision[84]

vi Achievement of Project Outcomes[85]

The achievement of project outcomes is assessed as performance against the project outcomes as defined in the reconstructed[86] Theory of Change. These are outcomes that are intended to be achieved by the end of the project timeframe and within the project's resource envelope. Emphasis is placed on the achievement of project outcomes that are most important for attaining intermediate states. As with outputs, a table can be used where substantive

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[82] Note that 'political upheaval' does not include regular national election cycles, but unanticipated unrest or prolonged disruption. The potential delays or changes in political support that are often associated with the regular national election cycle should be part of the project's design and addressed through adaptive management by the project team. From March 2020 this should include the effects of COVID-19.
[83] Outputs are the availability (for intended beneficiaries/users) of new products and services and/or gains in knowledge, abilities and awareness of individuals or within institutions (UNEP, 2019)
[84] In some cases 'project management and supervision' will refer to the supervision and guidance provided by UNEP to implementing partners and national governments while in others, specifically for GEF funded projects, it will refer to the project management performance of the executing agency and the technical backstopping provided by UNEP.
[85] Outcomes are the use (i.e. uptake, adoption, application) of an output by intended beneficiaries, observed as changes in institutions or behavior, attitude or condition (UNEP, 2019)
[86] All submitted UNEP project documents are required to present a Theory of Change with all submitted project designs. The level of 'reconstruction' needed during an evaluation will depend on the quality of this initial TOC, the time that has lapsed between project design and implementation (which may be related to securing and disbursing funds) and the level of any formal changes made to the project design.

amendments to the formulation of project outcomes is necessary to allow for an assessment of performance. The Evaluation should report evidence of attribution between UNEP's intervention and the project outcomes. In cases of normative work or where several actors are collaborating to achieve common outcomes, evidence of the nature and magnitude of UNEP's 'substantive contribution' should be included and/or 'credible association' established between project efforts and the project outcomes realised.

Factors affecting this criterion may include:
- Quality of project management and supervision
- Stakeholders' participation and cooperation
- Responsiveness to human rights and gender equality
- Communication and public awareness

vii. Likelihood of Impact

Based on the articulation of long-lasting effects in the reconstructed TOC (i.e. from project outcomes, via intermediate states, to impact), the Evaluation will assess the likelihood of the intended, positive impacts becoming a reality. Project objectives or goals should be incorporated in the TOC, possibly as intermediate states or long-lasting impacts. The Evaluation Office's approach to the use of TOC in project evaluations is outlined in a guidance note available and is supported by an excel-based flow chart, 'Likelihood of Impact Assessment Decision Tree'. Essentially the approach follows a 'likelihood tree' from project outcomes to impacts, taking account of whether the assumptions and drivers identified in the reconstructed TOC held. Any unintended positive effects should also be identified and their causal linkages to the intended impact described.
The Evaluation will also consider the likelihood that the intervention may lead, or contribute to, unintended negative effects (e.g. will vulnerable groups such as those living with disabilities and/or women and children, be disproportionally affected by the project?). Some of these potential negative effects may have been identified in the project design as risks or as part of the analysis of Environmental and Social Safeguards.

1. The Evaluation will consider the extent to which the project has played a catalytic role[87] or has promoted scaling up and/or replication as part of its Theory of Change (either explicitly as in a project with a demonstration component or implicitly as expressed in the drivers required to move to outcome levels) and as factors that are likely to contribute to greater or long-lasting impact.

Ultimately UNEP and all its partners aim to bring about benefits to the environment and human well-being. Few projects are likely to have impact statements that reflect such long-lasting or broad-based changes. However, the Evaluation will assess the likelihood of the project to make a substantive contribution to the long-lasting changes represented by the Sustainable Development Goals and/or the intermediate-level results reflected in UNEP's Expected Accomplishments and the strategic priorities of funding partner(s).

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[87] The terms catalytic effect, scaling up and replication are inter-related and generally refer to extending the coverage or magnitude of the effects of a project. Catalytic effect is associated with triggering additional actions that are not directly funded by the project – these effects can be both concrete or less tangible, can be intentionally caused by the project or implied in the design and reflected in the TOC drivers, or can be unintentional and can rely on funding from another source or have no financial requirements. Scaling up and Replication require more intentionality for projects, or individual components and approaches, to be reproduced in other similar contexts. Scaling up suggests a substantive increase in the number of new beneficiaries reached/involved and may require adapted delivery mechanisms while Replication suggests the repetition of an approach or component at a similar scale but among different beneficiaries. Even with highly technical work, where scaling up or replication involves working with a new community, some consideration of the new context should take place and adjustments made as necessary.

Factors affecting this criterion may include:

- Quality of Project Management and Supervision (including adaptive management)
- Stakeholders participation and cooperation
- Responsiveness to human rights and gender equality
- Country ownership and driven-ness
- Communication and public awareness

Financial Management

Financial management will be assessed under three themes: adherence to UNEP's financial policies and procedures, completeness of financial information and communication between financial and project management staff. The Evaluation will establish the actual spend across the life of the project of funds secured from all donors. This expenditure will be reported, where possible, at output/component level and will be compared with the approved budget. The Evaluation will verify the application of proper financial management standards and adherence to UNEP's financial management policies. Any financial management issues that have affected the timely delivery of the project or the quality of its performance will be highlighted. The Evaluation will record where standard financial documentation is missing, inaccurate, incomplete or unavailable in a timely manner. The Evaluation will assess the level of communication between the Project/Task Manager and the Fund Management Officer as it relates to the effective delivery of the planned project and the needs of a responsive, adaptive management approach.

Factors affecting this criterion may include:

- Preparation and readiness
- Quality of project management and supervision

Efficiency

Under the efficiency criterion the Evaluation will assess the extent to which the project delivered maximum results from the given resources. This will include an assessment of the cost-effectiveness and timeliness of project execution.

Focusing on the translation of inputs into outputs, cost-effectiveness is the extent to which an intervention has achieved, or is expected to achieve, its results at the lowest possible cost. Timeliness refers to whether planned activities were delivered according to expected timeframes as well as whether events were sequenced efficiently. The Evaluation will also assess to what extent any project extension could have been avoided through stronger project management and identify any negative impacts caused by project delays or extensions. The Evaluation will describe any cost or time-saving measures put in place to maximise results within the secured budget and agreed project timeframe and consider whether the project was implemented in the most efficient way compared to alternative interventions or approaches.
The Evaluation will give special attention to efforts made by the project teams during project implementation to make use of/build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities[88] with other initiatives, programmes and projects etc. to increase project efficiency.

The factors underpinning the need for any project extensions will also be explored and discussed. As management or project support costs cannot be increased in cases of 'no cost extensions', such extensions represent an increase in unstated costs to implementing parties.

[88] *Complementarity with other interventions during project design, inception or mobilization is considered under Strategic Relevance above.*

Factors affecting this criterion may include:

- Preparation and readiness (e.g. timeliness)
- Quality of project management and supervision
- Stakeholders participation and cooperation

Monitoring and Reporting

The Evaluation will assess monitoring and reporting across three sub-categories: monitoring design and budgeting, monitoring implementation and project reporting.

Monitoring Design and Budgeting

Each project should be supported by a sound monitoring plan that is designed to track progress against SMART[89] results towards the provision of the project's outputs and achievement of project outcomes, including at a level disaggregated by gender, marginalisation or vulnerability, including those living with disabilities. In particular, the Evaluation will assess the relevance and appropriateness of the project indicators as well as the methods used for tracking progress against them as part of conscious results-based management. The Evaluation will assess the quality of the design of the monitoring plan as well as the funds allocated for its implementation. The adequacy of resources for Mid-Term and Terminal Evaluation/Review should be discussed if applicable.

ii. Monitoring of Project Implementation

The Evaluation will assess whether the monitoring system was operational and facilitated the timely tracking of results and progress towards projects objectives throughout the project implementation period. This assessment will include consideration of whether the project gathered relevant and good quality baseline data that is accurately and appropriately documented. This should include monitoring the representation and participation of disaggregated groups (including gendered, marginalised or vulnerable groups, such as those living with disabilities) in project activities. It will also consider the quality of the information generated by the monitoring system during project implementation and how it was used to adapt and improve project execution, achievement of outcomes and ensure sustainability. The Evaluation should confirm that funds allocated for monitoring were used to support this activity. The performance at project completion against Core Indicator Targets should be reviewed. For projects approved under GEF-6, these indicators will be identified retrospectively and comments on performance provided.

iii. Project Reporting

UNEP has a centralised project information management system (Anubis) in which project managers upload six-monthly progress reports against agreed project milestones. This information will be provided to the Evaluation Consultant(s) by the Evaluation Manager. Some projects have additional requirements to report regularly to funding partners, which will be supplied by the project team (e.g. the Project Implementation Reviews and Tracking Tool for GEF-funded projects). The Evaluation will assess the extent to which both UNEP and donor reporting commitments have been fulfilled. Consideration will be given as to whether reporting has been carried out with respect to the effects of the initiative on disaggregated groups.

Factors affecting this criterion may include:

- Quality of project management and supervision
- Responsiveness to human rights and gender equality (e.g disaggregated indicators and data)

[89] *SMART refers to results that are specific, measurable, achievable, relevant and time-oriented. Indicators help to make results measurable.*

Sustainability

Sustainability[90] is understood as the probability of the benefits derived from the achievement of project outcomes being maintained and developed after the close of the intervention. The Evaluation will identify and assess the key conditions or factors that are likely to undermine or contribute to the endurance of achieved project outcomes (i.e. 'assumptions' and 'drivers'). Some factors of sustainability may be embedded in the project design and implementation approaches while others may be contextual circumstances or conditions that evolve over the life of the intervention. Where applicable an assessment of bio-physical factors that may affect the sustainability of project outcomes may also be included.

i. Socio-political Sustainability

The Evaluation will assess the extent to which social or political factors support the continuation and further development of the benefits derived from project outcomes. It will consider the level of ownership, interest and commitment among government and other stakeholders to take the project achievements forwards. In particular the Evaluation will consider whether individual capacity development efforts are likely to be sustained.

ii. Financial Sustainability

Some project outcomes, once achieved, do not require further financial inputs, e.g. the adoption of a revised policy. However, in order to derive a benefit from this outcome further management action may still be needed e.g. to undertake actions to enforce the policy. Other project outcomes may be dependent on a continuous flow of action that needs to be resourced for them to be maintained, e.g. continuation of a new natural resource management approach. The Evaluation will assess the extent to which project outcomes are dependent on future funding for the benefits they bring to be sustained. Secured future funding is only relevant to financial sustainability where a project's outcomes have been extended into a future project phase. Even where future funding has been secured, the question still remains as to whether the project outcomes are financially sustainable.

iii. Institutional Sustainability

The Evaluation will assess the extent to which the sustainability of project outcomes (especially those relating to policies and laws) is dependent on issues relating to institutional frameworks and governance. It will consider whether institutional achievements such as governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks etc. are robust enough to continue delivering the benefits associated with the project outcomes after project closure. In particular, the Evaluation will consider whether institutional capacity development efforts are likely to be sustained.

Factors affecting this criterion may include:

- Stakeholders participation and cooperation
- Responsiveness to human rights and gender equality (e.g. where interventions are not inclusive, their sustainability may be undermined)
- Communication and public awareness

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[90] As used here, 'sustainability' means the long-lasting maintenance of outcomes and consequent impacts, whether environmental or not. This is distinct from the concept of sustainability in the terms 'environmental sustainability' or 'sustainable development', which imply 'not living beyond our means' or 'not diminishing global environmental benefits' (GEF STAP Paper, 2019, Achieving More Enduring Outcomes from GEF Investment)

- Country ownership and driven-ness

Factors Affecting Project Performance and Cross-Cutting Issues

(These factors are rated in the ratings table but are discussed within the Main Evaluation Report as cross-cutting themes as appropriate under the other evaluation criteria, above. If these issues have not been addressed under the evaluation criteria above, then independent summaries of their status within the evaluated project should be given.)

Preparation and Readiness

This criterion focuses on the inception or mobilisation stage of the project (i.e. the time between project approval and first disbursement). The Evaluation will assess whether appropriate measures were taken to either address weaknesses in the project design or respond to changes that took place between project approval, the securing of funds and project mobilisation. In particular the Evaluation will consider the nature and quality of engagement with stakeholder groups by the project team, the confirmation of partner capacity and development of partnership agreements as well as initial staffing and financing arrangements. (Project preparation is included in the template for the assessment of Project Design Quality).

ii. Quality of Project Management and Supervision

In some cases 'project management and supervision' may refer to the supervision and guidance provided by UNEP to implementing partners and national governments while in others, specifically for GEF funded projects[91], it may refer to the project management performance of the executing agency and the technical backstopping and supervision provided by UNEP. The performance of parties playing different roles should be discussed and a rating provided for both types of supervision (UNEP/Partner/Executing Agency) and the overall rating for this sub-category established as a simple average of the two.
The Evaluation will assess the effectiveness of project management with regard to: providing leadership towards achieving the planned outcomes; managing team structures; maintaining productive partner relationships (including Steering Groups etc.); maintaining project relevance within changing external and strategic contexts; communication and collaboration with UNEP colleagues; risk management; use of problem-solving; project adaptation and overall project execution. Evidence of adaptive management should be highlighted.

iii. Stakeholder Participation and Cooperation

Here the term 'stakeholder' should be considered in a broad sense, encompassing all project partners, duty bearers with a role in delivering project outputs and target users of project outputs and any other collaborating agents external to UNEP and the Executing Agency. The assessment will consider the quality and effectiveness of all forms of communication and consultation with stakeholders throughout the project life and the support given to maximise collaboration and coherence between various stakeholders, including sharing plans, pooling

[91] *For GEF funded projects, a rating will be provided for the Project Management and Supervision of each of the Implementing and Executing Agencies. The two ratings will be aggregated to provided an overall rating for Quality of Project Management and Supervision*

resources and exchanging learning and expertise. The inclusion and participation of all differentiated groups, including gender groups should be considered.
The progress, challenges and outcomes regarding engagement of stakeholders in the project/program occurring since the MTR should be reviewed. (This should be based on the description included in the Stakeholder Engagement Plan or equivalent documentation submitted at CEO Endorsement/Approval).

iv. Responsiveness to Human Rights and Gender Equality

The Evaluation will ascertain to what extent the project has applied the UN Common Understanding on the human rights-based approach (HRBA) and the UN Declaration on the Rights of Indigenous People. Within this human rights context the Evaluation will assess to what extent the intervention adheres to UNEP's Policy and Strategy for Gender Equality and the Environment[92].

In particular the Evaluation will consider to what extent project-implementation and monitoring have taken into consideration: (i) possible inequalities (especially those related to gender) in access to, and the control over, natural resources; (ii) specific vulnerabilities of disadvantaged groups (especially women, youth and children and those living with disabilities) to environmental degradation or disasters; and (iii) the role of disadvantaged groups (especially those related to gender) in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation.

The completed gender-responsive measures and, if applicable, actual gender result areas should be reviewed. (This should be based on the documentation at CEO Endorsement/Approval, including gender-sensitive indicators contained in the project results framework or gender action plan or equivalent).

v. Environmental and Social Safeguards

UNEP projects address environmental and social safeguards primarily through the process of environmental and social screening at the project approval stage, risk assessment and management (avoidance, minimization, mitigation or, in exceptional cases, offsetting) of potential environmental and social risks and impacts associated with project and programme activities. The Evaluation will confirm whether UNEP requirements[93] *were met to: review risk ratings on a regular basis; monitor project implementation for possible safeguard issues; respond (where relevant) to safeguard issues through risk avoidance, minimization, mitigation or offsetting and report on the implementation of safeguard management measures taken. UNEP requirements for proposed projects to be screened for any safeguarding issues; for sound environmental and social risk assessments to be conducted and initial risk ratings to be assigned are evaluated above under Quality of Project Design).*
The Evaluation will also consider the extent to which the management of the project <u>minimized UNEP's environmental footprint.</u>

Implementation of the management measures against the Safeguards Plan submitted at CEO Approval should be reviewed, the risk classifications verified and the findings of the

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[92] *The Evaluation Office notes that Gender Equality was first introduced in the UNEP Project Review Committee Checklist in 2010 and, therefore, provides a criterion rating on gender for projects approved from 2010 onwards. Equally, it is noted that policy documents, operational guidelines and other capacity building efforts have only been developed since then and have evolved over time.https://wedocs.unep.org/bitstream/handle/20.500.11822/7655/-Gender_equality_and_the_environment_Policy_and_strategy-2015Gender_equality_and_the_environment_policy_and_strategy.pdf.pdf?sequence=3&isAllowed=y*

[93] *For the review of project concepts and proposals, the Safeguard Risk Identification Form (SRIF) was introduced in 2019 and replaced the Environmental, Social and Economic Review note (ESERN), which had been in place since 2016. In GEF projects safeguards have been considered in project designs since 2011.*

effectiveness of any measures or lessons learned taken to address identified risks assessed. Any supporting documents gathered by the Consultant should be shared with the Task Manager.

vi. Country Ownership and Driven-ness

The Evaluation will assess the quality and degree of engagement of government / public sector agencies in the project. While there is some overlap between Country Ownership and Institutional Sustainability, this criterion focuses primarily on the forward momentum of the intended projects results, i.e. either a) moving forwards from outputs to project outcomes or b) moving forward from project outcomes towards intermediate states. The Evaluation will consider the engagement not only of those directly involved in project execution and those participating in technical or leadership groups, but also those official representatives whose cooperation is needed for change to be embedded in their respective institutions and offices (e.g. representatives from multiple sectors or relevant ministries beyond Ministry of Environment). This factor is concerned with the level of ownership generated by the project over outputs and outcomes and that is necessary for long-lasting impact to be realized. Ownership should extend to all gendered and marginalized groups.

vii. Communication and Public Awareness

The Evaluation will assess the effectiveness of: a) communication of learning and experience sharing between project partners and interested groups arising from the project during its life and b) public awareness activities that were undertaken during the implementation of the project to influence attitudes or shape behaviour among wider communities and civil society at large. The Evaluation should consider whether existing communication channels and networks were used effectively, including meeting the differentiated needs of gendered or marginalised groups, and whether any feedback channels were established. Where knowledge sharing platforms have been established under a project the Evaluation will comment on the sustainability of the communication channel under either socio-political, institutional or financial sustainability, as appropriate.

The project's completed Knowledge Management Approach, including: Knowledge and Learning Deliverables (e.g. website/platform development); Knowledge Products/Events; Communication Strategy; Lessons Learned and Good Practice; Adaptive Management Actions should be reviewed. This should be based on the documentation approved at CEO Endorsement/Approval.

Section 3. EVALUATION APPROACH, METHODS AND DELIVERABLES

The Terminal Evaluation will be an in-depth evaluation using a participatory approach whereby key stakeholders are kept informed and consulted throughout the evaluation process. Both quantitative and qualitative evaluation methods will be used as appropriate to determine project achievements against the expected outputs, outcomes and impacts. It is highly recommended that the consultant(s) maintains close communication with the project team and promotes information exchange throughout the Evaluation implementation phase in order to increase their (and other stakeholder) ownership of the evaluation findings. Where applicable, the consultant(s) will provide a geo-referenced map that demarcates the area covered by the project and, where possible, provide geo-reference photographs of key intervention sites (e.g. sites of habitat rehabilitation and protection, pollution treatment infrastructure, etc.)
The findings of the Evaluation will be based on the following:

(f) A **desk review** of:

- Relevant background documentation;

- Project design documents (including minutes of the project design review meeting at approval); Annual Work Plans and Budgets or equivalent, revisions to the project (Project Document Supplement), the logical framework and its budget;
- Project reports such as six-monthly progress and financial reports, progress reports from collaborating partners, meeting minutes, relevant correspondence and including the Project Implementation Reviews and Tracking Tool etc.;
- Project deliverables: [National land use map; Land degradation profile; National roadmap to address SLM; National policy; and Training and awareness raising programmes];
- Mid-Term Review or Mid-Term Evaluation of the project *(where appropriate);*
- Evaluations/reviews of similar projects *(where appropriate).*

(g) **Interviews** (individual or in group) with:

- UNEP present and past Task Managers (TM);
- Project management team, including the Project Manager within the Executing Agency, where appropriate;
- UNEP Fund Management Officer (FMO);
- Portfolio Manager and Sub-Programme Coordinator, where appropriate;
- Project partners, including [Barind Multi-Purpose Development Authority (MNDA); Department of Agriculture Extension (DAE); Soil Resource Development Institute (SRDI); and Planning Commission and DOE];
- Relevant resource persons;
- Representatives from civil society and specialist groups.

(h) **Surveys**

(i) **Field visits if appropriate**

(j) Other data collection tools

Evaluation Deliverables and Review Procedures

The Evaluation Team will prepare:

- **Inception Report:** (see Annex 1 for a list of all templates, tables and guidance notes) containing an assessment of project design quality, a draft reconstructed Theory of Change of the project, project stakeholder analysis, evaluation framework and a tentative evaluation schedule.
- **Preliminary Findings Note:** typically in the form of a PowerPoint presentation, the sharing of preliminary findings is intended to support the participation of the project team, act as a means to ensure all information sources have been accessed and provide an opportunity to verify emerging findings. In the case of highly strategic project/portfolio evaluations or evaluations with an Evaluation Reference Group, the preliminary findings may be presented as a word document for review and comment.
- **Draft and Final Evaluation Report:** containing an executive summary that can act as a stand-alone document; detailed analysis of the evaluation findings organised by evaluation criteria and supported with evidence; lessons learned and recommendations and an annotated ratings table.

*An **SLM Portfolio Brief** will be prepared to bring together key findings across a number of UNEP projects addressing SLM and reaching operational completion over a period of 3-4 years (2019 – 2022). This will be prepared for wider dissemination throughout UNEP. The final details of this Brief, and the contribution to be made by this project evaluation process, will be agreed with the Evaluation Manager no later than during the finalization of the Inception Report.*

***Review of the Draft Evaluation Report**. The Evaluation Consultant(s) will submit a draft report to the Evaluation Manager and revise the draft in response to their comments and suggestions. Once a draft of adequate quality has been peer-reviewed and accepted, the Evaluation Manager*

will share the cleared draft report with the Task Manager and Project Manager, who will alert the Evaluation Manager in case the report contains any blatant factual errors. The Evaluation Manager will then forward the revised draft report (corrected by the Evaluation Consultant(s) where necessary) to other project stakeholders, for their review and comments. Stakeholders may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions as well as providing feedback on the proposed recommendations and lessons. Any comments or responses to draft reports will be sent to the Evaluation Manager for consolidation. The Evaluation Manager will provide all comments to the Evaluation Consultant(s) for consideration in preparing the final report, along with guidance on areas of contradiction or issues requiring an institutional response.

Based on a careful review of the evidence collated by the Evaluation Consultants and the internal consistency of the report, the Evaluation Manager will provide an assessment of the ratings in the final evaluation report. Where there are differences of opinion between the evaluator and the Evaluation Manager on project ratings, both viewpoints will be clearly presented in the final report. The Evaluation Office ratings will be considered the final ratings for the project.

The Evaluation Manager will prepare a ***quality assessment*** *of the first draft of the Main Evaluation Report, which acts as a tool for providing structured feedback to the Evaluation Consultant(s). The quality of the final report will be assessed and rated against the criteria specified in template listed in Annex 1 and this assessment will be appended to the Final Evaluation Report.*

At the end of the evaluation process, the Evaluation Office will prepare a ***Recommendations Implementation Plan*** *in the format of a table, to be completed and updated at regular intervals by the Task Manager. The Evaluation Office will track compliance against this plan on a six-monthly basis for a maximum of 12 months.*

The Evaluation Consultant

For this Evaluation, the Evaluation Team will consist of an Evaluation Consultant who will work under the overall responsibility of the Evaluation Office represented by an Evaluation Manager, ***Victor Beguerie****, in consultation with the UNEP Task Managers,* ***Johan Robinson/Sangjin Lee****, Fund Management Officers,* ***Michael Atogoh/Rachel Kagiri****, and the Sub-programme Coordinator of the Health and Productive Ecosystems Sub-programmes,* ***Marieta Sakalian****. The consultant will liaise with the Evaluation Manager on any procedural and methodological matters related to the Evaluation, including travel. It is, however, each consultant's individual responsibility (where applicable) to arrange for their visas and immunizations as well as to plan meetings with stakeholders, organize online surveys, obtain documentary evidence and any other logistical matters related to the assignment. The UNEP Task Manager and project team will, where possible, provide logistical support (introductions, meetings etc.) allowing the consultants to conduct the Evaluation as efficiently and independently as possible.*

The Evaluation Consultant will be hired over a period of 6 months (01 September 2022 to 28 February 2022) and should have the following: a university degree in environmental sciences, international development or other relevant political or social sciences area is required and an advanced degree in the same areas is desirable; a minimum of 8 years of technical / evaluation experience is required, preferably including evaluating large, regional or global programmes and using a Theory of Change approach; and a good/broad understanding of Sustainable Land Management is desired. English and French are the working languages of the United Nations Secretariat. For this consultancy, fluency in oral and written English is a requirement. Working knowledge of the UN system and specifically the work of UNEP is an added advantage. The work will be home-based with possible field visits.

The Evaluation Consultant will be responsible, in close consultation with the Evaluation Office of UNEP for overall management of the Evaluation and timely provision of its outputs, described

above in Section 11 Evaluation Deliverables, above. The consultant will ensure together that all evaluation criteria and questions are adequately covered.

FOR SINGLE CONSULTANTS

In close consultation with the Evaluation Manager, the Evaluation Consultant will be responsible for the overall management of the Evaluation and timely provision of its outputs, data collection and analysis and report-writing. More specifically:
Inception phase of the Evaluation, including:

- preliminary desk review and introductory interviews with project staff;
- draft the reconstructed Theory of Change of the project;
- prepare the evaluation framework;
- develop the desk review and interview protocols;
- draft the survey protocols (if relevant);
- develop and present criteria for country and/or site selection for the evaluation mission;
- plan the evaluation schedule;
- prepare the Inception Report, incorporating comments until approved by the Evaluation Manager

Data collection and analysis phase of the Evaluation, including:

- conduct further desk review and in-depth interviews with project implementing and executing agencies, project partners and project stakeholders;
- (where appropriate and agreed) conduct an evaluation mission(s) to selected countries, visit the project locations, interview project partners and stakeholders, including a good representation of local communities. Ensure independence of the Evaluation and confidentiality of evaluation interviews.
- regularly report back to the Evaluation Manager on progress and inform of any possible problems or issues encountered and;
- keep the Project/Task Manager informed of the evaluation progress.

Reporting phase, including:

- draft the Main Evaluation Report, ensuring that the evaluation report is complete, coherent and consistent with the Evaluation Manager guidelines both in substance and style;
- liaise with the Evaluation Manager on comments received and finalize the Main Evaluation Report, ensuring that comments are taken into account until approved by the Evaluation Manager
- prepare a Response to Comments annex for the main report, listing those comments not accepted by the Evaluation Consultant and indicating the reason for the rejection; and
- (where agreed with the Evaluation Manager) prepare an Evaluation Brief (2-page summary of the evaluand and the key evaluation findings and lessons)

Managing relations, including:

- maintain a positive relationship with evaluation stakeholders, ensuring that the evaluation process is as participatory as possible but at the same time maintains its independence;
- communicate in a timely manner with the Evaluation Manager on any issues requiring its attention and intervention.
-

Schedule of the Evaluation
The table below presents the tentative schedule for the Evaluation.

Table 3. Tentative schedule for the Evaluation

Milestone	Revised Tentative Dates
Evaluation Initiation Meeting	Mid/End September 2022
Inception Report	Early/Mid November 2022
Evaluation Mission (where appropriate and feasible)	November/December 2022
E-based interviews, surveys etc.	November/December 2022
PowerPoint/presentation on preliminary findings and recommendations	End December 2022/Early January
Draft report to Evaluation Manager (and Peer Reviewer)	End January/Early February 2023
Draft Report shared with UNEP Project Manager and team	Mid-February 2023
Draft Report shared with wider group of stakeholders	End February 2023
Final Report	Mid-March/April 2023
Final Report shared with all respondents	April 2023

Contractual Arrangements

Evaluation Consultants will be selected and recruited by the Evaluation Office of UNEP under an individual Special Service Agreement (SSA) on a "fees only" basis (see below). By signing the service contract with UNEP /UNON, the consultant(s) certify that they have not been associated with the design and implementation of the project in any way which may jeopardize their independence and impartiality towards project achievements and project partner performance. In addition, they will not have any future interests (within six months after completion of the contract) with the project's executing or implementing units. All consultants are required to sign the Code of Conduct Agreement Form.

Fees will be paid on an instalment basis, paid on acceptance by the Evaluation Manager of expected key deliverables. The schedule of payment is as follows:

Schedule of Payment for the Evaluation Consultant:

Deliverable	Percentage Payment
Approved Inception Report (as per annex document #9)	30%
Approved Draft Main Evaluation Report (as per annex document #10)	30%
Approved Final Main Evaluation Report	40%

<u>Fees only contracts:</u> Where applicable, air tickets will be purchased by UNEP and 75% of the Daily Subsistence Allowance for each authorised travel mission will be paid up front. Local in-country travel will only be reimbursed where agreed in advance with the Evaluation Manager and on the production of acceptable receipts. Terminal expenses and residual DSA entitlements (25%) will be paid after mission completion.

The consultants may be provided with access to UNEP's information management systems (e.g PIMS, Anubis, Sharepoint etc) and if such access is granted, the consultants agree not to disclose information from that system to third parties beyond information required for, and included in, the evaluation report.
In case the consultants are not able to provide the deliverables in accordance with these guidelines, and in line with the expected quality standards by the UNEP Evaluation Office,

payment may be withheld at the discretion of the Director of the Evaluation Office until the consultants have improved the deliverables to meet UNEP's quality standards.

If the consultant fails to submit a satisfactory final product to UNEP in a timely manner, i.e. before the end date of their contract, the Evaluation Office reserves the right to employ additional human resources to finalize the report, and to reduce the consultants' fees by an amount equal to the additional costs borne by the Evaluation Office to bring the report up to standard.

ANNEX XVII. WEIGHTED RATINGS MATRIX

Evaluation criteria	Rating	Score	Weight	Weighted Score
Strategic Relevance (select the ratings for sub-categories)	Satisfactory	5.00	6	0.3
Alignment to UNEP's MTS, POW and strategic priorities	Satisfactory	5	0.5	
Alignment to Donor/Partner strategic priorities	Satisfactory	5	0.5	
Relevance to regional, sub-regional and national issues and needs	Satisfactory	5	2.5	
Complementarity with existing interventions	Satisfactory	5	2.5	
Quality of Project Design	Moderately Satisfactory	4	4	0.2
Nature of External Context	Favourable			
Effectiveness (select the ratings for sub-categories)	Unsatisfactory	2.56	45	1.2
Availability of outputs	Satisfactory	5	5	
Achievement of project outcomes	Unsatisfactory	2	30	
Likelihood of impact	Moderately Unlikely	3	10	
Financial Management (select the ratings for sub-categories)	Satisfactory	4.33	5	0.2
Adherence to UNEP's policies and procedures	Moderately Satisfactory	4		
Completeness of project financial information	Moderately Satisfactory	4		
Communication between finance and project management staff	Satisfactory	5		
Efficiency	Unsatisfactory	2	10	0.2
Monitoring and Reporting (select the ratings for sub-categories)	Moderately Unsatisfactory	3.33	5	0.2
Monitoring design and budgeting	Unsatisfactory	2		
Monitoring of project implementation	Moderately Unsatisfactory	3		
Project reporting	Satisfactory	5		
Sustainability (select the ratings for sub-categories)	Moderately Likely	4.00	20	0.8
Socio-political sustainability	Moderately Likely	4		
Financial sustainability	Moderately Likely	4		
Institutional sustainability	Moderately Likely	4		
Factors Affecting Performance (select the ratings for sub-categori	Moderately Satisfactory	4.13	5	0.2
Preparation and readiness	Moderately Satisfactory	4		
Quality of project management and supervision	Moderately Unsatisfactory	3.00		
UNEP/Implementing Agency: (select the rating for sub-category)	Moderately Unsatisfactory	3		
Partner/Executing Agency: (select the rating for sub-category)	Moderately Unsatisfactory	3		
Stakeholder participation and cooperation	Highly Satisfactory	6		
Responsiveness to human rights and gender equity	Satisfactory	5		
Environmental and social safeguards	Not rated	0		
Country ownership and driven-ness	Satisfactory	5		
Communication and public awareness	Moderately Satisfactory	4		
			100	3.20
			Moderately Unsatisfactory	

ANNEX XVIII. QUALITY ASSESSMENT OF THE EVALUATION REPORT

Evaluand Title:

Terminal Evaluation of a UNEP/UNDP/GEF "Building Capacity for LDCS to participate effectively in intergovernmental climate change processes"

All UNEP evaluations are subject to a quality assessment by the Evaluation Office. This is an assessment of the quality of the evaluation product (i.e. evaluation report) and is dependent on more than just the consultant's efforts an

	UNEP Evaluation Office Comments	Final Report Rating
Report Quality Criteria		
Quality of the Executive Summary Purpose: acts as a stand alone and accurate summary of the main evaluation product, especially for senior management. To include: • concise overview of the evaluation object • clear summary of the evaluation objectives and scope • overall evaluation rating of the project and key features of performance (strengths and weaknesses) against exceptional criteria • reference to where the evaluation ratings table can be found within the report • summary response to key strategic evaluation questions • summary of the main findings of the exercise/synthesis of main conclusions • summary of lessons learned and recommendations.	Final report *(coverage/omissions):* All required elements are addressed. The strategic questions were designed as a contribution to other evaluative work on Sustainable Land Management but the time frames of a number of evaluation processes did not allow this to happen and the questions were not addressed. Final report *(strengths/weaknesses)*: The Executive Summary is longer and more detailed that is normally advised. However, given that several critical findings are presented, this detail does serve to explain the limitations of the project to the reader.	**4**
Quality of the 'Introduction' Section Purpose: introduces/situates the evaluand in its institutional context, establishes its main parameters (time, value, results, geography) and the purpose of the evaluation itself. To include: • institutional context of the project (sub-programme, Division, Branch etc) • date of PRC approval, project duration and start/end dates • number of project phases (where appropriate) • results frameworks to which it contributes (e.g. POW Direct Outcome) • coverage of the evaluation (regions/countries where implemented) • implementing and funding partners • total secured budget • whether the project has been evaluated in the past (e.g. mid-term, external agency etc.) • concise statement of the purpose of the evaluation and the key intended audience for the findings.	Final report *(coverage/omissions):* The introduction does not note that no Mid Term Review was carried out. As a Medium Sized Project, the decision to run an MTR is at the discretion of the Task Manager under GEF funding. Final report *(strengths/weaknesses):* The introduction section nis clear and to the point.	**4.5**

	UNEP Evaluation Office Comments	Final Report Rating
Report Quality Criteria		
Quality of the 'Evaluation Methods' Section Purpose: provides reader with clear and comprehensive description of evaluation methods, demonstrates the credibility of the findings and performance ratings. To include: • description of evaluation data collection methods and information sources • justification for methods used (e.g. qualitative/ quantitative; electronic/face-to-face) • number and type of respondents *(see table template)* • selection criteria used to identify respondents, case studies or sites/countries visited • strategies used to increase stakeholder engagement and consultation • methods to include the voices/experiences of different and potentially excluded groups (e.g. vulnerable, gender, marginalised etc) • details of how data were verified (e.g. triangulation, review by stakeholders etc.) • methods used to analyse data (scoring, coding, thematic analysis etc) • evaluation limitations (e.g. low/ imbalanced response rates across different groups; gaps in documentation; language barriers etc) • ethics and human rights issues should be highlighted including: how anonymity and confidentiality were protected. Is there an ethics statement? E.g. *'Throughout the evaluation process and in the compilation of the Final Evaluation Report efforts have been made to represent the views of both mainstream and more marginalised groups. All efforts to provide respondents with anonymity have been made.*	Final report *(coverage/omissions):* All elements are addressed. Final report *(strengths/weaknesses):* The detail of selecting field sites and the challenges faced and changes made are well set out. The method of selecting farmers is also described and a full list of the type of respondents is given in this section, which allows the reader to establish a clear idea of the sources of the data used to inform the evaluation's findings.	**5**
Quality of 'The Project' Section Purpose: describes and verifies key dimensions of the evaluand relevant to assessing its performance. To include: • *Context:* overview of the main issue that the project is trying to address, its root causes and consequences on the environment and human well-being (i.e. synopsis of the problem and situational analyses) • *Results framework*: summary of the project's results hierarchy as stated in the ProDoc (or as officially revised) • *Stakeholders:* description of groups of targeted stakeholders organised according to relevant common characteristics • *Project implementation structure and partners:* description of the implementation structure with diagram and a list of key project partners • *Changes in design during implementation:* any key events that affected the project's scope or parameters should be described in brief in chronological order • *Project financing:* completed tables of: (a) budget at design and expenditure by components (b) planned and actual sources of funding/co-financing	Final report *(coverage/omissions):* All elements are addressed. Final report *(strengths/weaknesses):* This is a description section of the report which sets out the evaluand. In this instance the report also indicates where deviations from the initial plans (Table 4) were made and how they were recorded internally.	**5**

	UNEP Evaluation Office Comments	Final Report Rating
Report Quality Criteria		
Quality of the Theory of Change Purpose: to set out the TOC at Evaluation in diagrammatic and narrative forms to support consistent project performance; to articulate the causal pathways with drivers and assumptions and justify any reconstruction necessary to assess the project's performance. To include: • description of how the *TOC at Evaluation*[94] was designed (who was involved etc) • confirmation/reconstruction of results in accordance with UNEP definitions • articulation of causal pathways • identification of drivers and assumptions • identification of key actors in the change process • summary of the reconstruction/results re-formulation in tabular form. *The two results hierarchies (original/formal revision and reconstructed) should be presented as a two-column table to show clearly that, although wording and placement may have changed, the results 'goal posts' have not been 'moved'.* This table may have initially been presented in the Inception Report and should appear somewhere in the Main Evaluation report.	Final report *(coverage/omissions):* All elements are addressed. Final report *(strengths/weaknesses):* The report provides (table 9) a justification for the reconstruction of the TOC, when read together with Table 2. The evaluator makes the causal thinking behind the results levels explicit and also identifies points in the causal pathways when assumptions and drivers would need to hold for change to take place. The narrative is supported by an appropriate diagramme.	**5**
Quality of Key Findings within the Report Presentation of evidence: nature of evidence should be clear (interview, document, survey, observation, online resources etc) and evidence should be explicitly triangulated unless noted as having a single source. Consistency within the report: all parts of the report should form consistent support for findings and performance ratings, which should be in line with UNEP's Criteria Ratings Matrix. Findings Statements (where applicable): The frame of reference for a finding should be an individual evaluation criterion or a strategic question from the TOR. **A finding should go beyond description and uses analysis to provide insights that aid learning specific to the evaluand.** In some cases a findings statement may articulate a key element that has determined the performance rating of a criterion. Findings will frequently provide insight into 'how' and/or 'why' questions.	Final report *(strengths/weaknesses):* There are no actual findings statements in the report, although the assigning of ratings against each criterion implies that the findings reflect UNEP's guidance in the Criterion Ratings Matrix. The report reflects internal consistency. The evidence for the evaluator's findings is based in the detailed descriptions of the ways in which the project evolved and was delivered. This rich description provides insights into what was achieved and also compares it with the project's intentions.	4.5

[94] During the Inception Phase of the evaluation process a *TOC at Evaluation Inception* is created based on the information contained in the approved project documents (these may include either logical framework or a TOC or narrative descriptions), formal revisions and annual reports etc. During the evaluation process this TOC is revised based on changes made during project intervention and becomes the *TOC at Evaluation*.

	UNEP Evaluation Office Comments	Final Report Rating
Report Quality Criteria		
Quality of 'Strategic Relevance' Section Purpose: to present evidence and analysis of project strategic relevance with respect to UNEP, partner and geographic policies and strategies at the time of project approval. To include: Assessment of the evaluand's relevance vis-à-vis: • Alignment to the UNEP Medium Term Strategy (MTS), Programme of Work (POW) and Strategic Priorities • Alignment to Donor/GEF/Partners Strategic Priorities • Relevance to Regional, Sub-regional and National Environmental Priorities • Complementarity with Existing Interventions: complementarity of the project at design (or during inception/mobilisation[95]), with other interventions addressing the needs of the same target groups.	Final report *(coverage/omissions):* All elements are addressed. Final report *(strengths/weaknesses):* This section contains considerable detail, which may be of interest to those who may be continuing this work in this area. The performance rating for the fourth sub-category (Complementarity) is generous (rated Satisfactory) as there seems to have been little interaction between the evaluand and the other work described.	**4.5**
Quality of the 'Quality of Project Design' Section Purpose: to present a summary of the strengths and weaknesses of the project design, on the basis that the detailed assessment was presented in the Inception Report.	Final report *(coverage/omissions):* All elements are addressed. Final report *(strengths/weaknesses):* The report focuses on the main strengths and weaknesses of the design and provides detail to support the rating.	**5**
Quality of the 'Nature of the External Context' Section Purpose: to describe and recognise, when appropriate, key external features of the project's implementing context that limited the project's performance (e.g. conflict, natural disaster, political upheaval[96]), and how they affected performance. While additional details of the implementing context may be informative, this section should clearly record whether or not a major and unexpected disrupting event took place during the project's life in the implementing sites.	Final report *(coverage/omissions):* No omissions Final report *(strengths/weaknesses):* This criterion was accurately interpreted and provides relevant detail relating to the impact of COVID.	**5**
Quality of 'Effectiveness' Section **(i) Availability of Outputs:** Purpose: to present a well-reasoned, complete and evidence-based assessment of the outputs made available to the intended beneficiaries. To include:	Final report *(coverage/omissions):* No omitted areas Final report *(strengths/weaknesses):*	**5**

[95] A project's inception or mobilization period is understood as the time between project approval and first disbursement. Complementarity during project implementation is considered under Efficiency, see below.

[96] Note that 'political upheaval' does not include regular national election cycles, but unanticipated unrest or prolonged disruption. The potential delays or changes in political support that are often associated with the regular national election cycle should be part of the project's design and addressed through adaptive management of the project team.

	UNEP Evaluation Office Comments	Final Report Rating
Report Quality Criteria		
• a convincing, evidence-supported and clear presentation of the outputs made available by the project compared to its approved plans and budget • assessment of the nature and scale of outputs versus the project indicators and targets • assessment of the timeliness, quality and utility of outputs to intended beneficiaries • identification of positive or negative effects of the project on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability).	The report presents considerable detail at the output level, supported by tables and examples as necessary. The evaluator has provided 'thick, rich' description, along with numeric counts of events to support the performance rating.	
ii) Achievement of Project Outcomes: Purpose: to present a well-reasoned, complete and evidence-based assessment of the uptake, adoption and/or implementation of outputs by the intended beneficiaries. This may include behaviour changes at an individual or collective level. To include: • a convincing and evidence-supported analysis of the uptake of outputs by intended beneficiaries • assessment of the nature, depth and scale of outcomes versus the project indicators and targets • discussion of the contribution, credible association and/or attribution of outcome level changes to the work of the project itself • any constraints to attributing effects to the projects' work • identification of positive or negative effects of the project on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability).	Final report *(coverage/omissions):* No omissions Final report *(strengths/weaknesses):* The evaluator grounds the assessment of performance under this criterion in a description of the expected processes, as outlined in the TOC, that would have been expected to lead to the desired changes.	**4.5**
(iii) Likelihood of Impact: Purpose: to present an integrated analysis, guided by the causal pathways represented by the TOC, of all evidence relating to likelihood of impact, including an assessment of the extent to which drivers and assumptions necessary for change to happen, were seen to be holding. To include: • an explanation of how causal pathways emerged and change processes can be shown • an explanation of the roles played by key actors and change agents • explicit discussion of how drivers and assumptions played out • identification of any unintended negative effects of the project, especially on disadvantaged groups, including those with specific needs due to gender, vulnerability or marginalisation (e.g. through disability).	Final report *(coverage/omissions):* No discussion of the role played by assumptions and drivers. Final report *(strengths/weaknesses):* The evaluator provides a detailed case for his assessment, although it is not clearly grounded in the causal pathways, which appears more strongly under the assessment of Outcome achievements.	**4**
Quality of 'Financial Management' Section Purpose: to present an integrated analysis of all dimensions evaluated under financial management and include a completed 'financial management' table (may be annexed). Consider how well the report addresses the following: • *adherence* to UNEP's financial policies and procedures	Final report *(coverage/omissions):* All elements addressed. Final report *(strengths/weaknesses):* The evaluator provides a detailed assessment of areas of expenditure that	**5**

	UNEP Evaluation Office Comments	Final Report Rating
Report Quality Criteria		
• *completeness* of financial information, including the actual project costs (total and per activity) and actual co-financing used • *communication* between financial and project management staff	could have been improved. The Evaluaiton Office notes that an overall Satisfactory rating was achieved even though two sub-categories were rated as Moderately Satisfactory.	
Quality of 'Efficiency' Section Purpose: to present an integrated analysis of all dimensions evaluated under efficiency (i.e. the primary categories of cost-effectiveness and timeliness). To include: • time-saving measures put in place to maximise results within the secured budget and agreed project timeframe • discussion of making use, during project implementation, of/building on pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc. • implications of any delays and no cost extensions • the extent to which the management of the project minimised UNEP's environmental footprint.	Final report *(coverage/omissions):* No omissions Final report *(strengths/weaknesses):* The report describes some inefficiencies that should inform improved practise in the future.	**5**
Quality of 'Monitoring and Reporting' Section Purpose: to present well-reasoned, complete and evidence-based assessment of the evaluand's monitoring and reporting. Consider how well the report addresses the following: • quality of the monitoring design and budgeting *(including SMART results with measurable indicators, resources for MTE/R etc.)* • quality of monitoring of project implementation *(including use of monitoring data for adaptive management)* • quality of project reporting *(e.g. PIMS and donor reports)* \	Final report *(coverage/omissions):* All elements addressed. Final report *(strengths/weaknesses):* Although, under the GEF guidance for Medium Sized Projects, the decision to carry out an MTR is at the discretion of the Task Manager, in this instance a budget had been included for an MTR. That midpoint reflection was not undertaken and, based on the detail presented in the report, would have been useful in re-directing the project.	**5**
Quality of 'Sustainability' Section Purpose: to present an integrated analysis of all dimensions evaluated under sustainability (i.e. the endurance of benefits achieved at outcome level). Consider how well the report addresses the following: • socio-political sustainability • financial sustainability • institutional sustainability	Final report *(coverage/omissions):* All sub-categories discussed. Final report *(strengths/weaknesses):* A detailed assessment under each sub-category.	**5**
Quality of Factors Affecting Performance Section Purpose: These factors are not always discussed in stand-alone sections and may be integrated in the other performance criteria as appropriate. However, if not addressed substantively in this section, a cross reference must be given to where the topic is addressed and that entry must be sufficient to justify the performance rating for these factors.	Final report *(coverage/omissions):* All sub-categories discussed. Final report *(strengths/weaknesses):* The report raises concerns around the supervision of the project, in addition to	**5**

	UNEP Evaluation Office Comments	Final Report Rating
Report Quality Criteria		
Consider how well the evaluation report, either in this section or in cross-referenced sections, covers the following cross-cutting themes: • preparation and readiness • quality of project management and supervision[97] • stakeholder participation and co-operation • responsiveness to human rights and gender equality • environmental and social safeguards • country ownership and driven-ness • communication and public awareness	inadequate measures to protect the project performance against multiple changes in Task Manager. Similarly, gaps in leadership within the Executing Agency is described. This section includes a brief discussion on the involvement of women in this land management project. The discussion of Communications is also detailed and relevant.	
Quality of the Conclusions Section **(i) Conclusions Narrative:** Purpose: to present summative statements reflecting on prominent aspects of the performance of the evaluand as a whole, they should be derived from the synthesized analysis of evidence gathered during the evaluation process. To include: • compelling narrative providing an integrated summary of the strengths and weakness in overall performance (achievements and limitations) of the project • clear and succinct response to the key strategic questions • human rights and gender dimensions of the intervention should be discussed explicitly (e.g. how these dimensions were considered, addressed or impacted on)	Final report *(strengths/weaknesses):* A good attempt has been made to draw detailed and wide ranging information into a concluding narrative. The section is on the longer side and does represent some repetition of the material already presented.	**4.5**
ii) Utility of the Lessons: Purpose: to present both positive and negative lessons that have potential for wider application and use (replication and generalization) Consider how well the lessons achieve the following: • are rooted in real project experiences (i.e. derived from explicit evaluation findings or from problems encountered and mistakes made that should be avoided in the future) • briefly describe the context from which they are derived and those contexts in which they may be useful • do not duplicate recommendations	Final report *(strengths/weaknesses):* The lessons are substantiated by a description of the context in which they were observed and do provide relevant points to consider in the implementation of other similar projects.	**5**

[97] In some cases 'project management and supervision' will refer to the supervision and guidance provided by UNEP to implementing partners and national governments while in others, specifically for GEF funded projects, it will refer to the project management performance of the executing agency and the technical backstopping provided by UNEP. This includes providing the answers to the questions on Core Indicator Targets, stakeholder engagement, gender responsiveness, safeguards and knowledge management, required for the GEF portal.

	UNEP Evaluation Office Comments	Final Report Rating
Report Quality Criteria		
(iii) Utility and Actionability of the Recommendations: Purpose: to present proposals for specific action to be taken by identified people/position-holders to resolve concrete problems affecting the project or the sustainability of its results. Consider how well the lessons achieve the following: • are feasible to implement within the timeframe and resources available (including local capacities) and specific in terms of who would do what and when • include at least one recommendation relating to strengthening the human rights and gender dimensions of UNEP interventions • represent a measurable performance target in order that the Evaluation Office can monitor and assess compliance with the recommendations. NOTES: **(i)** In cases where the recommendation is addressed to a third party, compliance can only be monitored and assessed where a contractual/legal agreement remains in place. Without such an agreement, the recommendation should be formulated to say that UNEP project staff should pass on the recommendation to the relevant third party in an effective or substantive manner. The effective transmission by UNEP of the recommendation will then be monitored for compliance. **(ii)** Where a new project phase is already under discussion or in preparation with the same third party, a recommendation can be made to address the issue in the next phase.	Final report *(strengths/weaknesses):* The majority of the recommendations are directed at the partner level and this means that compliance with the recommendations may be limited. Two of the recommendations to UNEP are dependent on UNEP continuing to work in this sector in the country.	**4**
Quality of Report Structure and Presentation **(i) Structure and completeness of the report:** To what extent does the report follow the Evaluation Office structure and formatting guidelines? Are all requested Annexes included and complete?	Final report *(coverage/omissions):* The report conforms to UNEP's guidance on structure and content and all annexes are present. Final report *(strengths/weaknesses):* The detailed annexes add to the value of the report.	**5**
(ii) Writing and formatting: Consider whether the report is well written (clear English language and grammar) with language that is adequate in quality and tone for an official document? Do visual aids, such as maps and graphs convey key information?	Final report *(strengths/weaknesses):* In parts, the formulation of sentences is difficult to follow but overall the meaning can be established.	**4**
OVERALL REPORT QUALITY RATING		**4.7**

A number rating 1-6 is used for each criterion: Highly Satisfactory = 6, Satisfactory = 5, Moderately Satisfactory = 4, Moderately Unsatisfactory = 3, Unsatisfactory = 2, Highly Unsatisfactory = 1. The overall quality of the evaluation report is calculated by taking the mean score of all rated quality criteria.

At the end of the evaluation, compliance of the evaluation process against the agreed standard procedures is assessed, based on the table below. *All questions with negative compliance must be explained further in the table below.*

Evaluation Process Quality Criteria	**Compliance**	
	Yes	**No**
Independence:		
1. Were the Terms of Reference drafted and finalised by the Evaluation Office?	**Y**	
2. Were possible conflicts of interest of proposed Evaluation Consultant(s) appraised and addressed in the final selection?	**Y**	
3. Was the final selection of the Evaluation Consultant(s) made by the Evaluation Office?	**Y**	
4. Was the evaluator contracted directly by the Evaluation Office?	**Y**	
5. Was the Evaluation Consultant given direct access to identified external stakeholders in order to adequately present and discuss the findings, as appropriate?	**Y**	
6. Did the Evaluation Consultant raise any concerns about being unable to work freely and without interference or undue pressure from project staff or the Evaluation Office?		**N**
7. If Yes to Q6: Were these concerns resolved to the mutual satisfaction of both the Evaluation Consultant and the Evaluation Manager?	**n/a**	
Financial Management:		
8. Was the evaluation budget approved at project design available for the evaluation?	**Y**	
9. Was the final evaluation budget agreed and approved by the Evaluation Office?	**Y**	
10. Were the agreed evaluation funds readily available to support the payment of the evaluation contract throughout the payment process?	**Y**	
Timeliness:		
11. If a Terminal Evaluation: Was the evaluation initiated within the period of six months before or after project operational completion? Or, if a Mid Term Evaluation: Was the evaluation initiated within a six-month period prior to the project's mid-point?	**Y**	
12. Were all deadlines set in the Terms of Reference respected, as far as unforeseen circumstances allowed?	**Y**	
13. Was the inception report delivered and reviewed/approved prior to commencing any travel?	**Y**	
Project's engagement and support:		
14. Were the project team, Sub-Programme Coordinator and identified project stakeholders given an opportunity to provide comments on the evaluation Terms of Reference?	**Y**	
15. Did the project make available all required/requested documents?	**Y**	
16. Did the project make all financial information (and audit reports if applicable) available in a timely manner and to an acceptable level of completeness?	**Y**	
17. Was adequate support provided by the project to the evaluator(s) in planning and conducting evaluation missions?	**Y**	
18. Was close communication between the Evaluation Consultant, Evaluation Office and project team maintained throughout the evaluation?	**Y**	
19. Were evaluation findings, lessons and recommendations adequately discussed with the project team for ownership to be established?	Y	
20. Were the project team, Sub-Programme Coordinator and any identified project stakeholders given an opportunity to provide comments on the draft evaluation report?	**Y**	
Quality assurance:		

21. Were the evaluation Terms of Reference, including the key evaluation questions, peer-reviewed?	**Y**	
22. Was the TOC in the inception report peer-reviewed?	**Y**	
23. Was the quality of the draft/cleared report checked by the Evaluation Manager and Peer Reviewer prior to dissemination to stakeholders for comments?	**Y**	
24. Did the Evaluation Office complete an assessment of the quality of both the draft and final reports?	**Y**	
Transparency:		
25. Was the draft evaluation report sent directly by the Evaluation Consultant to the Evaluation Office?	**Y**	
26. Did the Evaluation Manager disseminate (or authorize dissemination) of the cleared draft report to the project team, Sub-Programme Coordinator and other key internal personnel (including the Reference Group where appropriate) to solicit formal comments?	**Y**	
27. Did the Evaluation Manager disseminate (or authorize dissemination) appropriate drafts of the report to identified external stakeholders, including key partners and funders, to solicit formal comments?	**Y**	
28. Were all stakeholder comments to the draft evaluation report sent directly to the Evaluation Office	**Y**	
29. Did the Evaluation Consultant(s) respond adequately to all factual corrections and comments?	**Y**	
30. Did the Evaluation Office share substantive comments and Evaluation Consultant responses with those who commented, as appropriate?	**Y**	

Provide comments / explanations / mitigating circumstances below for any non-compliant process issues.

Process Criterion Number	**Evaluation Office Comments**
12.	The commenting process was extremely drawn out due to other commitments of the in-country team and their submission of 2 rounds of comments. A lengthy table of stakeholder comments is included within the Annexes.