

Approach Paper
The People's Republic of Bangladesh
Country Programme Evaluation

11/07/2014

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Currency equivalents, weights and measures

Currency equivalent

Monetary Unit = Bangladesh taka (BDT)

1 US\$ = BDT 77.400 (May 2014)

Weights and measures

1 lakh= 100 000

1 crore = 10 000 000 metre (m) = 1.09 yards

1 acre (ac) = 0.405 hectares (ha)

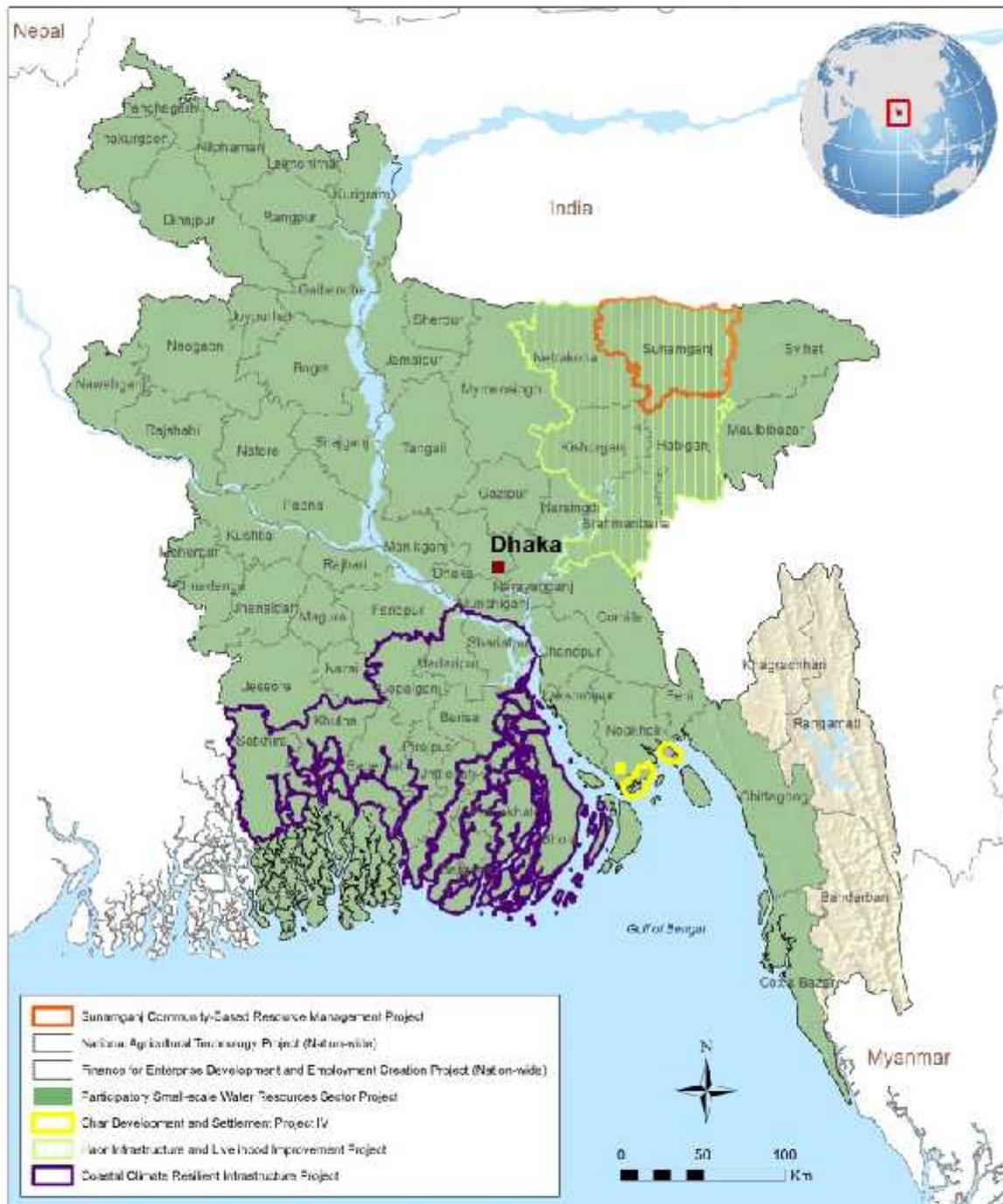
Abbreviations and acronyms

ACP	Agreement at Completion Point
ADB	Asian Development Bank
AFA	Asian Farmers' Association for Sustainable Rural Development
APR	Asia and the Pacific Division, IFAD
APRACA	Asia-Pacific Rural and Agricultural Credit Association
CALIP	Climate Adaptation and Livelihood Protection
CCRIP	Coastal Climate Resilient Infrastructure Project
CDSP	Char Development and Settlement Project IV
CI	Cooperating Institution
CIP	Centro Internacional de la Papa – “International Potato Center” (CGIAR Consortium)
CIDA	Canadian International Development Agency
CLP	Core Learning Partnership
COSOP	Country Strategic Opportunities Programme
CPE	Country Programme Evaluation
CPM	Country Programme Manager
DANIDA	Danish International Development Agency.
DAE	Department for Agricultural Extension
EU	European Union
ERD	Economic Relations Division
FEDEC	Finance for Enterprise Development and Employment Creation Project
FF	Ford Foundation
FAO	Food and Agriculture Organization of the United Nations
GDP	Gross Domestic Product
GNI	Gross National Income
GTZ	German Agency for International Cooperation
HDI	Human Development Index
HILIP	Haor Infrastructure and Livelihood Improvement Project
IASS	Institute for Advanced Sustainability Studies
ICIMOD	International Centre for Integrated Mountain Development
IFAD	International Fund for Agricultural Development
IFI	international financial institution
IOE	Independent Office of Evaluation of IFAD
IRDC	International Development Research Center
IRRI	International Rice Research Institute
IWMI	International Water Management Institute (CGIAR Consortium)
KfW	German Credit Institution for Reconstruction
LCS	Labour contracting society
LGED	Local Government Engineering Department
MDG	Millennium Development Goal
MIDPCR	Market Infrastructure Development Project in Charland Regions

MFMSFP	Microfinance for Marginal and Small Farmers Project
MFTSP	Microfinance and Technical Support Project
M&E	Monitoring and Evaluation
MoA	Ministry of Agriculture
MoF	Ministry of Finance
MOFL	Ministry of Fisheries and Livestock
NATP	National Agricultural Technology Project
NGO	Non-governmental organization
NORAD	Norwegian Agency for Development Co-operation
OECD	The Organisation for Economic Co-operation and Development
ODA	Official Development Assistance
PKSF	Palli Karma-Sahayak Foundation
PSSWRSP	Participatory Small-scale Water Resources Sector Project
SCBRMP	Sunamganj Community-Based Resource Management Project
SIDA	Swedish International Development Agency
UNDP	United Nations Development Programme
UNOPS	United Nations Office for Project Services
WFC	World Fish Center
WFP	World Food Programme
WB	World Bank

Maps of IFAD-supported operations

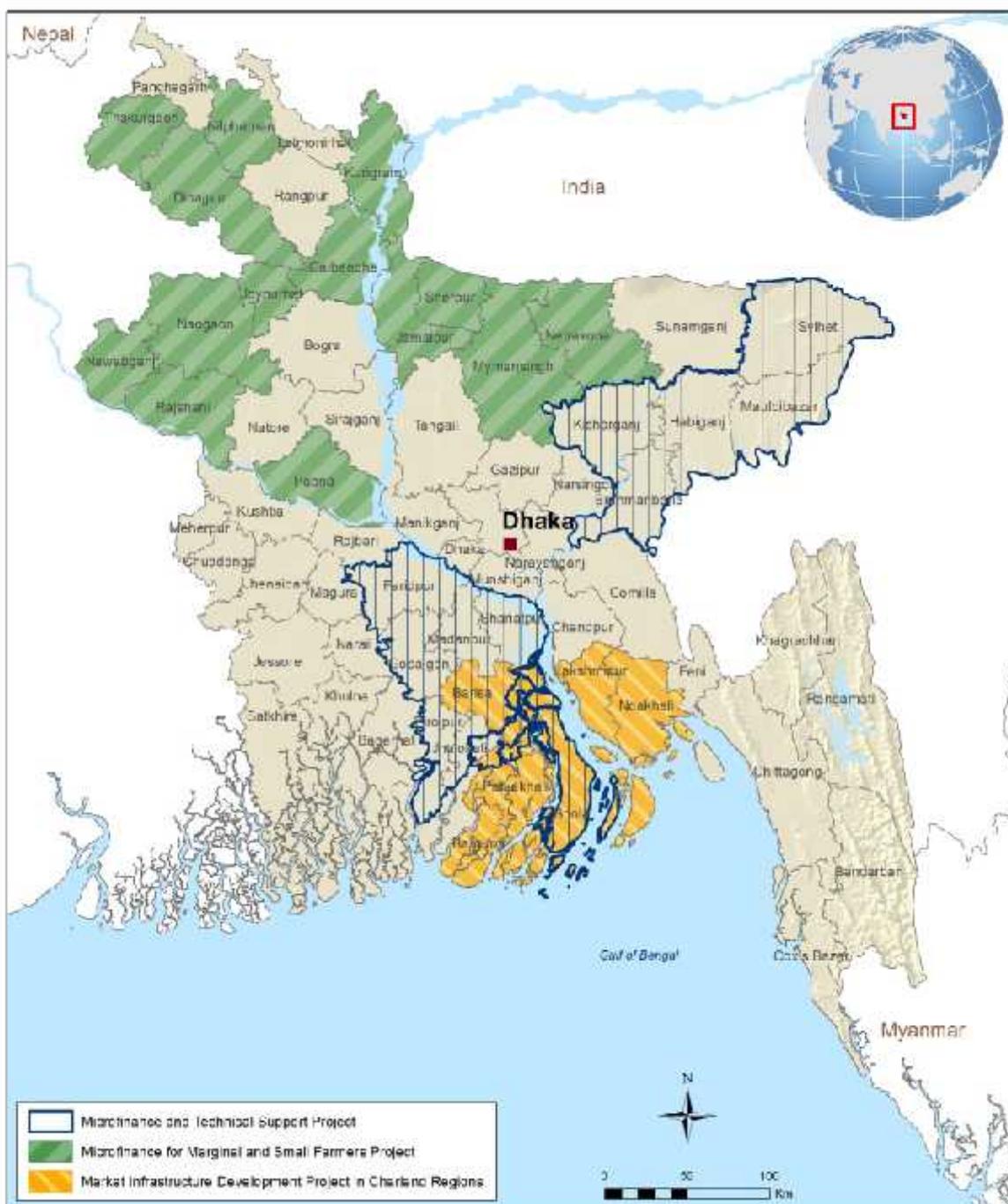
People's Republic of Bangladesh IFAD-funded ongoing operations



The designations employed and the presentation of the material in this map do not imply the expression of any opinion whatsoever on the part of IFAD concerning the delimitation of the frontiers or boundaries, or the authorities thereof.

Map compiled by IFAD 27-05-2014

People's Republic of Bangladesh
 IFAD-funded closed operations included in the Country Programme Evaluation



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Map compiled by IFAD | 27-05-2014

People's Republic of Bangladesh

I. Introduction

1. As decided by the Executive Board of IFAD in its 110th session (December 2013), the Independent Office of Evaluation of IFAD (IOE) will undertake a country programme evaluation (CPE) in the People's Republic of Bangladesh of the cooperation and partnership between the Government of Bangladesh and IFAD during the period 2006-2013. The CPE will be conducted in 2014 and completed in 2015.
2. Within the overall provisions contained in the IFAD Evaluation Policy¹, the Bangladesh CPE will follow IOE's methodology and processes for CPEs as indicated in the IOE Evaluation Manual². Findings and recommendations from this CPE will inform the preparation of the future IFAD strategy in Bangladesh, including the mid-term review of the Bangladesh Country Strategic Opportunities Programme (COSOP) - planned in 2015- and the formulation of the next COSOP planned in 2018.
3. In the past ten years, IOE has conducted one CPE in Bangladesh in 2005 and two project evaluations. Bangladesh has also been covered through country studies in the context of three IOE corporate evaluations and one thematic study. Findings from the above-mentioned previous IOE evaluations of IFAD operations in Bangladesh (Table 1) will provide valuable evaluative evidence for the planned CPE.

Table 1

Previous IOE Evaluations Relating to IFAD Operations in Bangladesh in last 10 years

<i>Evaluation Type</i>	<i>Evaluations</i>
Country Programme Evaluations	<ul style="list-style-type: none"> • Country Programme Evaluation of the People's Republic of Bangladesh, 2005
Project evaluations	<ul style="list-style-type: none"> • Microfinance for Marginal and Small Farmers Project. PPA,2013 • Microfinance and Technical Support Project . PPA, 2012
Corporate-level evaluations	<ul style="list-style-type: none"> • Evaluation of IFAD's Regional Strategy in Asia and the Pacific, 2006 • Evaluation IFAD's Performance with regard to Gender Equality and Women's Empowerment, 2010 • Independent External Evaluation of the International Fund for Agricultural Development, 2005
Thematic Evaluations	<ul style="list-style-type: none"> • Promotion of Local Knowledge and Innovations in Asia and the Pacific Region, 2004

4. IFAD's Statistics and Studies for Development Division (SSD) is planning to undertake impact evaluations on two closed projects covered by the CPE (see section IV) in 2014-2015 -actual dates still to be confirmed. These evaluations will also be used as inputs towards the CPE, if they are made available in time to IOE.
5. This approach paper includes a brief introductory section on particular aspects of country context relevant to IFAD operations (section II), an overview of IFAD-supported programme and evolution of the country strategy (section III), followed by a detailed description of the evaluation process and methodology (section IV), including description of evaluation criteria, evaluability of loan interventions, and evaluation coverage and scope.

¹ Approved by the Fund's Executive Board in May 2011. <http://www.ifad.org/pub/policy/oe.pdf>

² Finalised in 2009. http://www.ifad.org/evaluation/process_methodology/doc/manual.pdf

II. Country context

6. **Overview.** Bangladesh covers an area of 147,570 square kilometres bordered by India to the north-east and west, Myanmar to the south-east, and the Bay of Bengal to the south. The country has a subtropical monsoon climate characterized by wide seasonal variations in rainfall, high temperatures and humidity. The total population is 154.7 million, out of which the majority (71.1 per cent) are concentrated in rural areas of the country. Population density was last reported at 1,174 habitants per sq. km in 2011, classifying Bangladesh as one of the most densely populated country in the world. High population density, together with regular extreme weather events, such as floods and cyclones, make the country extremely vulnerable to natural hazards becoming natural disasters.
7. Bangladesh has made impressive economic and social gains over the last decade. After a period of slow growth after the severe challenges faced in the 1970's³, the last decade has seen robust economic growth averaging about 6 per cent per year— notwithstanding the recent global financial crisis and frequent natural disasters. Remittances (11.6 per cent of Bangladesh GDP⁴) and exports (mostly textiles, garments, and shrimp)⁵ have been the main drivers of the economy. Despite progress, the growth rate has not reached the 7.5 per cent estimated for Bangladesh to progress to middle-income status within the next 10 years.⁶ With a gross national income (GNI) per capita of US\$840 Bangladesh is currently classified in the low income country category⁷ (Table 2).

Table 2

MAIN ECONOMIC INDICATORS OF BANGLADESH 2004 - 2012

Indicator Name	2004	2005	2006	2007	2008	2009	2010	2011	2012
GDP growth (%)	6.3	6.0	6.6	6.4	6.2	5.7	6.1	6.7	6.2
GNI per capita, Atlas method (current US\$)	430	470	490	510	560	620	690	770	840
GDP per capita (constant 2005 US\$)	402	421	443	467	490	513	539	568	597
Consumer price inflation, (annual%)	7.6	7.0	6.8	9.1	8.9	5.4	8.1	10.7	6.2
Agriculture, value added (% of GDP)	21.0	20.1	19.6	19.2	19.0	18.7	18.6	18.3	17.7
Population (mill.)	141.2	143.1	144.8	146.4	147.9	149.5	151.1	152.8	154.7
Rural population (% of total population)	74.8	74.4	73.9	73.5	73.0	72.6	72.1	71.6	71.1
Life expectancy at birth, total (years)	67	67	68	68	69	69	69	70	-

Source: World Bank Data Development Indicators

³ The Liberation War of 1971 destroyed about a fifth of Bangladesh's economy, and the post-war dislocations left the country on a slow growth trajectory for better part of two decades. The economy accelerated from 1990 driven by industry and services sectors.

⁴ Sending Money Home to Asia Report, IFAD, WB, June 2013.

⁵ Merchandise exports rose by 10.5% year on year to US\$2.6 billion in December 2013, according to a government agency, the Export Promotion Bureau. Bangladesh remains one of the most cost competitive garment manufacturers in the world.

⁶ WB, Bangladesh: Towards Accelerated, Inclusive and Sustainable Growth—Opportunities and Challenges, June 2012.

⁷ World Bank data: <http://data.worldbank.org/country/bangladesh?display=default>;

Economies are divided according to 2012 GNI per capita, calculated using the [World Bank Atlas method](#). The groups are: low income, \$1,035 or less; lower middle income, \$1,036 - \$4,085; upper middle income, \$4,086 - \$12,615; and high income, \$12,616 or more.

8. The country has also made notable progress in poverty reduction in the last two decades (Table 3). The percentage of the population living below the national poverty line declined from 48.9 per cent in 2000 to 31.5 per cent in 2010 and in rural areas from 52.3 per cent to 35.2 per cent. Extreme poverty remains mostly as a rural phenomenon. More than 20 per cent of the rural population was considered as extremely poor in 2010 compared to 7.7 per cent of the urban population.⁸
9. Despite steady improvements poverty continues to be a substantial and persistent problem in Bangladesh, which remains the third poorest country in South Asia (above only Afghanistan and Nepal). About 47 million people still live in poverty and 26 million people in extreme poverty. Taking into account the high percentage of landless (about 53 per cent of the farmers), the shrinking of land the base and the small urban employment, the rural non-farm sector presents a good chance for the rural population to escape poverty. However, the growth of this sector faced different constrains such as poor quality of rural infrastructure and services, weak rural financial systems, and a poor law and order situation.

Table 3

POVERTY HEADCOUNT RATES (%)

	Upper Poverty Line			Lower poverty line		
	2000	2005	2010	2000	2005	2010
National	48.9	40.0	31.5	34.3	25.1	17.6
Urban	35.2	28.4	21.3	19.9	14.6	7.7
Rural	52.3	43.8	35.2	37.9	28.6	21.1

10. *Source: Household Income and Expenditure Survey (HIES) 2000, 2005 and 2010* Poverty is especially prevalent in the north-west of the country, affected by droughts and river erosion; the central northern region, subject to serious seasonal flooding that limits crop production; and the southern coastal zones, affected by soil salinity and cyclones.⁹ (see poverty Map in Annex VII). People living in remote and vulnerable areas like river banks and char areas, remote hilly areas, and certain groups of indigenous and disadvantaged people are the usual victims of extreme poverty.
11. In terms of social development, Bangladesh is expected to reach its MDG of halving extreme poverty by 2015 and is also on course to meet the 2015 MDG for infant and child mortality. It has already met the MDG of gender parity in primary and secondary schoolings. The strong commitment to primary education and to gender equity means that three out of four girls now enter primary education. Bangladesh's Human Development Index improved from 0.312 in 1980 to the current 0.515 which gives the country a rank of 146 out of 187 countries.¹⁰
12. **Agriculture.** The agriculture sector including crop, livestock and fisheries is one of the most important sectors of the Bangladesh economy. It comprises about 18 per cent of the country's GDP and plays a key role in food security, employment -the sector employs nearly half (47.5 per cent) of the total manpower- and livelihood. The agriculture sector in Bangladesh is dominated by the crops sub-sector (mainly rice) which accounts for 56.07 per cent share of agricultural GDP, followed by fisheries (22.18 per cent) and Livestock (13.25 per cent).¹¹ Forest and related services covers 8.50 per cent. Sector growth has remained moderate at an average four per cent over the last decades.

⁸ Household Income and Expenditure Survey (HIES) 2010, Bangladesh Bureau of Statistics (BBS) and the World Bank. The methodology is based on the Cost of Basic Needs Method. The Food Poverty Line was estimated as the cost of acquiring a basic food basket corresponding to 2122 k. cal. per capita per day. A Non-Food Poverty Line was calculated by estimating the cost of consuming non-food goods by the households close to the food poverty line.

⁹ <http://www.ruralpovertyportal.org/country/home/tags/bangladesh>

¹⁰ <https://data.undp.org/dataset/Table-1-Human-Development-Index-and-its-components/wxub-qc5k>

¹¹ Bangladesh Bureau of Statistics (BBS),2010

13. The total cultivable land is 8.52 million ha. Approximately half of the total cultivable land is double cropped and close 20% is triple cropped, resulting in an elevated crop intensity¹² at 191 per cent. Land is highly unequally distributed. The majority of farmers (53 per cent) cultivate less than 0.49 ha and are considered landless. Medium farmers (11 per cent) cultivate 2.5 to 7.49 acres (1 to 2.9 ha), and large farmers (15) cultivate over 7.5 acres.¹³
14. More than 80 per cent of the cropped area is dedicated to rice cultivation, producing close to 30 million tons annually, mainly for national consumption. Bangladesh's fertile soil and generally ample water supply, allows rice to be grown and harvested three times a year in many areas. Other major crops are jute, wheat, sugarcane, maize and vegetables.
15. Crops production faces considerable challenges in Bangladesh, posed by population pressure,¹⁴ decline of land availability, increasing natural hazards, and climate change. Agriculture productivity is low, constrained by weak infrastructure, including poor irrigation, and limited access to technology. Agriculture is mostly rain-fed, with irrigation covering only around 42 per cent of the potentially irrigated area. Agricultural extension has not yet reached the level of effectiveness that is required for the agricultural sector to play its full role in furthering economic development and poverty reduction.
16. The Government recognises the critical role of the agricultural sector in reducing poverty and ensuring food security. Government targets in this regard include: achieve self-sufficiency in rice production, diversify agricultural crops, planned crop intensification in the coastal zone, support the creation of production and marketing cooperatives, and encourage R&D for increasing productivity. Specific strategies to promote development of fisheries and livestock sectors are also considered. The government also intends to promote small enterprises in rural areas, and to help farmers in marketing agricultural products and accessing rural credit by pursuing policies establishing powerful autonomous local government bodies for coordinating public and private development initiatives.
17. The National Food Policy (NFP) and its Plan of Action 2008-2015 (NFP/POA) provide a set of guidelines regarding inter-ministerial coordination, sectoral planning and budgeting with a view to promoting food security. The Bangladesh Country Investment Plan (CIP), approved in May 2012 provides guidance on investments to increase and diversify food availability in a sustainable manner and to improve access to food and nutrition.
18. The recent "National Agriculture Policy 2013" (updating the old 1999 Agriculture Policy) focuses on agriculture production, poverty alleviation through job generation, and food security.
19. The budget allocated to the Ministry of Agriculture for both development and non-development expenditures totals BDT 122.7 billion (US\$1.55 billion) for the FY 2013/14,¹⁵ equivalent to 5.4 per cent of the total budget outlay. Despite the important role of the agriculture sector in the economy, its share in the total budget allocation has remained low.
20. **Environment and natural resources.** Because of its geographic location and geomorphologic condition Bangladesh is one of the most vulnerable countries to

¹²Cropping intensity refers to raising of a number of crops from the same field during one agricultural year. The cropping intensity may exceed 100 per cent where more than one crop cycle is permitted each year on the same area. It may be measured by the formula-gross cropped area/net sown area x 100.

¹³ [http://www.dae.gov.bd/Dae_Policy/National%20Agricultural%20Extension%20Policy_\(NAEP\).pdf](http://www.dae.gov.bd/Dae_Policy/National%20Agricultural%20Extension%20Policy_(NAEP).pdf)

¹⁴ The sector is responsible to feed the increasing population that is estimated to reach 166.90 and 195.53 million for the 2020 and 2030 respectively. It is estimated that in 2020 and 2030 Bangladesh will have a population of 166.90 and 195.53 million respectively.

¹⁵Budget FY13-14 - Agriculture Food and Agricultural Trade Highlights, USDA Foreign Agricultural Service, 2013 http://agriexchange.apeda.gov.in/marketreport/Reports/Budget_FY1314%20Agriculture_Food_and_Agricultural_Trade_Highlights_Dhaka_Bangladesh_7-17-2013.pdf

natural hazards such as cyclones and storm surges. It faces several challenges in water management, including severe annual flooding, river-induced erosion, and water shortages in the dry season. These are compounded by inadequate water infrastructure, low involvement of users in water management and weak maintenance. During the Intergovernmental Panel on Climate Change (IPCC), Bangladesh was considered one of the worst victims of climate change; sea level rise and the consequent coastal flooding and saline intrusion into aquifers constitute serious threats, with two-thirds of the country lying at less than five meters above sea level; temperature shift or unpredictable start of rain season, which has enormous consequences for agriculture and fisheries

21. **Administrative and Policy framework.** Bangladesh is a democratic republic with two spheres of government: national and local. It is divided into seven Divisions and 64 administrative districts, with a tiered system of local government comprising rural councils, or *parishads*, and urban municipalities. Local government is divided into rural,¹⁶ urban and hill districts.
22. Bangladesh national development priorities are captured in "Bangladesh Vision 2021" aimed of transforming Bangladesh into a middle- income country by 2021, the year which marks the Golden Jubilee Year of Bangladesh independence. The associated Perspective Plan 2010-2021¹⁷ outlines the strategy for achieving food security, making adequate infrastructure available and pursuing environmentally sustainable development. The Plan is implemented through the Sixth Five Year Plan (6th FYP) 2011- 2015; and the Seventh Five Year Plan 2016-2020.
23. The Sixth Five Year Plan aims at accelerating growth and eradicating poverty through: (i) higher investment for infrastructure and basic public goods and creating an enabling environment for the private sector;¹⁸ and (ii) creating productive employment opportunities in the manufacturing and organized service sectors.
24. Bangladesh is a member of the Indian Ocean Rim Association for Regional Cooperation, Organisation of Islamic Cooperation, South Asian Association for Regional Cooperation, United Nations and World Trade Organization.
25. **Official Development Assistance.** Official development assistance (ODA) to Bangladesh has remained relatively stable over the last ten years in line with the country's persistently high poverty and vulnerability levels.¹⁹ Over the last three years, net ODA has averaged 1.4% of GNI (Table 4) and 21% of central government expense, according to OECD statistic data and the World Bank report published in 2012.

Table 4
OVERALL ODA TO BANGLADESH

<i>Receipts</i>	2010	2011	2012
Net ODA (US\$ million)	1 415	1 490	2 152
Bilateral share (gross ODA)	50%	56%	50%
Net ODA/GNI	1.3%	1.2%	1.7%
Net Private flows (US\$ million)	-82	369	100%

Sources: OECD, World Bank

¹⁶ The rural local government comprises 61 *zila* (district) *parishads*, 469 *upazila* (sub-district) *parishads*, and 4,484 union *parishads*.

¹⁷ This process of development planning started in 1979 when the Planning Commission , issued a concept paper entitled "Preliminary Thoughts on a Perspective Plan of Bangladesh, 1980-2000" and another paper in 1983 named "Thoughts about Perspective Plan". In 1995 the "Participatory Perspective Plan of Bangladesh (1995-2010) was prepared but never approved.

¹⁸ To achieve this goal the Government will made strong efforts to enter into Public Private Partnerships (PPP) to finance these investments and help guide the sector.

¹⁹ World Development Indicator, Aid dependence: <http://wdi.worldbank.org/table/6.11>

26. The United Kingdom is the largest bilateral donor followed by Japan, United States, Australia and Germany. The main development multilateral agencies are the World Bank, the Asian Development Bank and the EU Institutions.
27. In 2012, three sectors concentrated more than half (56.4%) of Country Programmable Aid (CPA)²⁰ to Bangladesh: economic infrastructure (28.31%), education (17.06%) and health (10.55%). Agriculture received **US\$87.6** million or the 3.16% of the total CPA to Bangladesh. Commodities and food aid is the main form of ODA to agriculture and to support food security. Loans and equity account for almost 90% of ODA to infrastructure, while cash grants are the main form of ODA to health and environment.²¹
28. IFAD's average commitment to Bangladesh in support of agriculture and rural development over the last ten years has been US\$ 353.7 million, equivalent US\$ **35.3 million** per year.
29. The Government and its development partners²² signed a Joint Co-operation Strategy (JCS) in 2010 aimed at enhancing results in poverty reduction by reforming aid management and delivery mechanisms in Bangladesh.
30. Key donors programmes:
 - ADB was one of the lead development partners in agriculture and natural resources in Bangladesh. During 1973-1985 over 37% of ADB was directed toward agriculture and natural resources. The focus shifted to infrastructure, with energy and transport resources. The size of the agriculture program has steadily fallen, and recently the program received only 14% of ADB's financing.
 - WB: The World Bank's new Country Assistance Strategy (CAS) for (2011-2014) focuses on improving agriculture production and ensuring food security. The Bank Group is concurrently implementing several projects including the National Agricultural Technology Project, jointly financed with IFAD (US\$84.60 million); the Bangladesh Integrated Agricultural Productivity Project (US\$63.55 million); and the Empowerment and Livelihood Improvement "Nuton Jibon" Project (US\$120 million).
 - IMF: The three-year Extended Credit Facility (ECF) arrangement for Bangladesh was approved by the IMF Executive Board on 11 April 2012 for a total amount equivalent to SDR 639.96 million (about US\$982.5 million). The ECF arrangement is designed to support the authorities' program. It is focused on policy adjustments and structural reforms aimed at restoring macroeconomic stability, strengthening the external position, and promoting higher, more inclusive growth.
 - European Union: The Country Strategy Paper (CSP) signed between the Government and the EU for the period 2007-2013 allocated a total €403 million for the following priorities for assistance: health, education, good governance and human rights, economic and trade development, disaster management and food security.
 - IFAD maintains a long-standing partnership with Bangladesh in agriculture and rural development. IFAD-supported programme in the country includes investments in rural infrastructure, inland fisheries, agriculture, markets, microfinance and gender. The current Country Strategy (2012-2018) focuses on the adaptation of rural livelihoods to climate change and on scaling up of

²⁰ Country Programmable Aid (CPA) is a subset of ODA outflows. Its considered much closer to capturing the flows of aid that go to the partner countries than the concept of Official Development Assistance (ODA). It takes as a starting point data on gross ODA disbursements by recipient but excludes spending which is: i. inherently unpredictable (such as humanitarian aid and debt relief); or ii. entails no flows to the recipient country (administration, etc) ; or (3) is usually not discussed between the main donor agency and recipient governments (e.g food aid) .

²¹ Investments to end poverty, Development Initiatives, UK, 2013 .

²² ADB, Australia, Canada, Denmark, EU, Germany, the Islamic Development Bank, Japan, Korea (Republic of), Netherlands, Norway, Spain, Sweden, Switzerland, UK, United Nations, USA and the WB.

successful approaches. Additional information on IFAD operations in Bangladesh is provided in the following section of this Approach Paper.

III. Overview of IFAD-supported operations and evolution of the country strategy

31. **The IFAD-supported programme in Bangladesh** include both loans for programmes, grants, and non-lending activities, including knowledge management, policy dialogue and partnership building, which are often financed through grants. The largest part of the operations consists of loan-funded development projects. IFAD has financed 29 projects in Bangladesh since 1979 for a total project cost of US\$1,590.1 million. Out of this, IFAD provided US\$633.9 million, which positions Bangladesh among the top three recipients of IFAD funding in the region and also globally. A total of US\$639.7 million were provided by co-financiers and US\$300.8 million as counterpart contribution (both from Government and beneficiaries).²³ Table 4 below provides a snapshot of IFAD operations in the country.

Table 5

A Snapshot of IFAD Operations in Bangladesh since 1979

Number of approved loans	29
On-going projects	7(*)
Total amount of IFAD lending	US\$633.9 million
Counterpart funding (Government and Beneficiaries)	US\$316.5 million
Co-/parallel financing amount	US\$639.7 million
Total portfolio cost	US\$1 590.1 million
Lending terms	Highly Concessional
Focus of operations	Pro-poor rural infrastructure, rural finance services, agricultural development, access to natural resources, value chains and markets.
Main co- financiers	WB, ADB, WFP, Netherlands, Spain, KfW, NORAD, DANIDA, USAID
COSOPs	2006 and 2012
Past Cooperating Institutions	ADB, UNOPS and World Bank
Country Office in Bangladesh	Since 2011 ²⁴ , currently 1 Acting- Country Program Officer (A-CPO) and 1 Knowledge Management Consultant (on long term consultancy contract). Host country agreement under negotiations

²³ All figures are calculated based on the current financing amount.

²⁴ Proxy Field Presence since 2006

Country programme managers

6 CPMs since 1979, including the current CPM, Mr, Hubert Boirard

Main government partner

Ministry of Finance, Economic Relation Division (ERD)

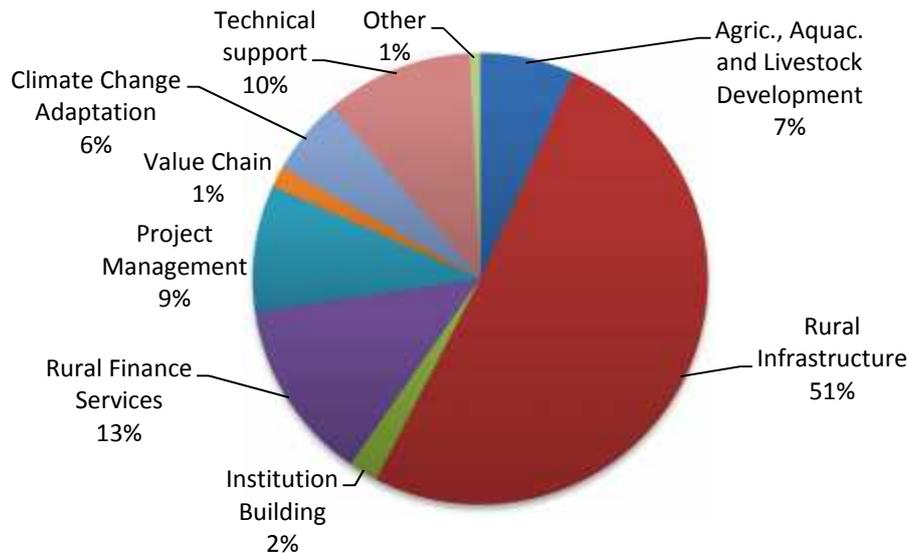
(*) 2 completed

32. **Grants.** In addition to lending, IFAD provided a total of US\$3,877 million in the form of country specific grants between 2004 and 2014. Bangladesh was also covered by several global and regional grants which supported a number of different activities/topics such as capacity building and knowledge sharing throughout the development communities (recipient PROCASUR); promoting public-private partnerships (ESCAP); rural finance, market and remittances (APRACA, WB); and agricultural research and climate change adaptation (ICIMOD, CIP, ICLARM). See Annex III for complete list of grants to Bangladesh.
33. **IFAD-supported investment per component.** The lion share of the portfolio supported by IFAD in Bangladesh over the last 10 years is concentrated in rural infrastructure component (51% of funds approved), which includes village roads, market and transport infrastructure, and water management infrastructure (Figure 1). Other important component include rural finance services (13% of funds approved), technical support²⁵ (10% of funds approved), project management²⁶ and the agriculture, aquaculture and livestock development component (7% of funds approved).

Figure 1

IFAD-supported Programme in Bangladesh 2004-2014 investment per Component

²⁷



Source: IOE according data available in PPMS

34. At the time of preparation of this Approach Paper, out of the 29 lending projects, 22 are closed and seven are on-going (see Annex II, List of IFAD loans to Bangladesh). The seven ongoing projects are: (i) Sunamganj Community-Based Resource Management Project (SCBRMP); (ii) Finance for Enterprise Development and Employment Creation Project (FEDEC); (iii) the National Agricultural Technology Project (NATP); (iv) the Participatory Small-scale Water Resources Sector Project (PSSWRSP); (v) the Char Development and Settlement Project IV (CDSP IV); (vi) the Haor Infrastructure and Livelihood Improvement Project - Climate Adaptation

²⁵ The technical support component include: training; research and development; capacity building and market, production & market group development; rural enterprise development

²⁶ The Project management component includes: M&E; Project coordination; Support partners organization such as NGOs; Policy dialogue

²⁷ Other are Interest during implementation

and Livelihood Protection (HILIP-CALIP)²⁸; and (vii) the Coastal Climate Resilient Infrastructure Project (CCRIP). In addition, two new IFAD projects are currently under design.²⁹ A more detailed presentation of key data of IFAD-funded projects in Bangladesh is in Annex II.

35. The following co-financers have participated in IFAD-financed projects in Bangladesh: ADB, WB (IBRD), WFP, SIDA, DANIDA, KfW, Netherlands, Spain and USAID. The ADB is by far the most important IFAD co-financing partner in Bangladesh with a total amount of US\$277.5 million, followed by the WB (US\$62.6 million).
36. **Supervision** was assigned to UNOPS until 2007. Since then, all the projects are IFAD supervised, following the new policy on supervision and implementation³⁰ with the exception of NATP and PSSWRSP, supervised by co-financers WB and ADB respectively.
37. In response to Bangladesh vulnerability to climate change IFAD has dedicated special efforts to back the Government in the area of **climate change adaptation**. Through various interventions, the Fund has supported the adaptation of rural livelihoods to the effects of climate change, including: climate-resilient infrastructure, such as cyclone shelters, protective embankments, flood protection barriers in coastal zones, submersible roads, and drainage infrastructure; climate-smart agriculture such as saline and flood tolerant crops; and community capacity building through technical trainings.
38. Creating economic opportunities for women has also been a central cross-cutting element in the Bangladesh portfolio. IFAD-supported projects have promoted **gender equality** through skills training, access to microfinance and the involvement in community institutions. The impact on gender equality was considered as one of the most successful aspects of the IFAD programmes in Bangladesh by the 2005 CPE. Bangladesh (SCBRMP) also won the first IFAD Gender Award for Asia and the Pacific.
39. Current PBAS allocation (2012-2015) for Bangladesh is about US\$104.84 million. The current COSOP will cover two PBAS cycles: 2013-2015 and 2016-2018. All loans were provided on Highly Concessional terms.
40. The **Government's coordinating Ministry** for IFAD in Bangladesh is the Ministry of Finance, and in particular its Economic Relation Division (ERD). The main implementing agencies for IFAD-funded operations have been the Local Government Engineering Department (LGED) and the Palli Karma-Sahayak Foundation (PKSF). Some projects, such as Char Development and Settlement Project Phase IV (CDSP IV) or the Market Infrastructure Development Project in the Charland Regions (MIDPCR) are also supported by the Department for Agricultural Extension (DAE) of the Ministry of Agriculture (MoA). MoA is also implementing the National Agricultural Technology Project (NATP), cofinanced with the World Bank. The Bangladesh Water Development Board (BWDB) implements the Char Development and Settlement Project Phase IV (CDSP IV) in partnership with the Ministry of Land, DAE, Department of Forestry, Department of Public Health Engineering and LGED.
41. NGOs are an integral part of most IFAD-funded projects, and are effective in grass-roots delivery of services to poor people. IFAD-funded projects in Bangladesh are currently working with over 100 NGOs, mainly microfinance institutions. Most of these are managed by the PKSF.

²⁸ CALIP is a sub-project to HILIP, and is funded through an ASAP grant

²⁹ The Promoting Agricultural Commercialization and Enterprises (PACE), is currently being under design and is expected to be presented for approval to the Executive Board in September 2014. The National Agricultural Innovation and Commercialization Project (NATP 2) is currently under early design and is expected to be presented to the EB in December 2015.

³⁰ <http://www.ifad.org/pub/policy/supervision/e.pdf>

Evolution of IFAD Country Strategy

42. IFAD has been working in Bangladesh for more than 30 years. Over this period it has focused its efforts and developed expertise in the areas of infrastructure, inland fisheries, agriculture, markets, microfinance and gender. The first COSOP for Bangladesh was prepared in 1999 with a central goal to “promote self-managing grassroots community organizations that will create and sustain viable, cost-effective institutions and also empower the rural poor”.
43. The second COSOP was developed in 2006 for a period of five years (2006-2011). The COSOP strategy was in line with the recommendation of the 2005 CPE (see Annex IV) that suggested to identify a limited number of specific objectives that can be reached within the available resources and within the time period foreseen by the COSOP. Five sub-programmes, each with a specific output, were developed to implement the strategy:
 - i. Increased availability of agricultural technologies to small farmers, thereby boosting agricultural productivity, incomes and employment;
 - ii. Increased access to markets and financial services for rural small entrepreneurs, to promote growth in agriculture and in the non-farm rural economy. IFAD will also provide assistance to foster a regulatory framework that will enable the sectors to grow;
 - iii. Innovations in pro-poor infrastructure development to benefit the extreme poor including transport, market and water management infrastructure in regions with a high incidence of poverty. Infrastructure was to be built using labour-intensive construction methods so project funds flow directly into the pockets of very poor households;
 - iv. Increased access to common property resources for the rural poor was to enable poor households to gain access to inland fisheries or to public land;
 - v. Increased access to economic opportunities for women was to be a cross-cutting element in all programmes.
44. The current COSOP (2012-2018) will support the Sixth Plan’s goal of diversifying agriculture towards higher value-added production to promote commercialization and raise farm incomes. It focuses on the adaptation of rural livelihoods to climate change and the scaling up of successful approaches with special attention/reference to access to markets, finance, and rural infrastructure development. The strategic objectives of the COSOP are:
 - i. The livelihoods of poor people in vulnerable areas are better adapted to climate change;
 - ii. Small producers and entrepreneurs benefit from improved value chains and greater market access;
 - iii. Marginalized groups, including poor rural women, are economically and socially empowered.
45. Under this COSOP, six projects will be designed: four during the first cycle of the PBAS (2013-2015) CCRIP, PACE CALIP and NATP2; and two during the second PBAS cycle (2016-2018) a top up for CCRIP and a new project that will be designed.
46. **Targeting.** The country programme’s target group includes people living in extreme and moderate poverty. The targeting strategy starts at the geographical level by identifying areas of poverty and then assessing household assets and needs, including food supply in those areas.
47. Table 6 below provides a comparison between the two most recent COSOPs

Table 6
Comparison between the two IFAD strategic documents (COSOP) for Bangladesh

<i>Key elements</i>	<i>COSOP 2006</i>	<i>COSOP 2012 – "Results-Based (RB)"</i>
General objective	Using IFAD's limited resources to support the scaling up to successful innovative approaches to poverty reduction.	Support the Government's strategy for rural development, especially the Sixth Plan's goal of diversifying agriculture towards higher value-added production to promote commercialization and raise farm incomes. IFAD's specific contribution will entail promoting more commercial and remunerative livelihoods for small rural producers – both farmers and fishers.
Strategic objectives	<ol style="list-style-type: none"> 1. increased availability of new agricultural technologies for "small farmers"; 2. increased access to markets and innovative financial services for "small rural entrepreneurs"; 3. innovations in pro-poor infrastructure development supported in disadvantaged regions (benefiting the "extreme poor"); 4. increased access to common property resources for the rural poor smallholders incomes from non-timber forest products; 5. increased access to economic opportunities for "women" to improve access to rural financial services. 	<ol style="list-style-type: none"> 1. enable poor people in vulnerable areas are enabled to better adapt their livelihoods to climate change; 2. help small producers and entrepreneurs benefit from improved value chains and greater market access; 3. economically and socially empower marginalised groups including poor rural women.
Main categories of intervention	Improving technologies for crop and livestock, access to market and development of innovative financial services, access to inland fisheries and to public land, women's empowerment.	Resilience to climate change, market access, value chains, empowering marginalized groups including poor rural women.
Targeting approach	Building on the COSOP's poverty analysis and the recommendations in the country programme evaluation, IFAD has strategically selected two groups: (i) the extreme poor with productive potential; and (ii) poor small farmers/entrepreneurs.	The IFAD's target groups include: extreme poor and moderate poor. The targeting strategy starts at the geographical level by identifying areas of poverty and then assessing household assets and needs, including food supply in those areas.
Main partner institutions	Government of Bangladesh, Netherlands, Japan, DFID, WFP, ADB, NGOs	Government of Bangladesh, Netherlands, Spain, WB, ADB, KfW, NGOs.
Country Programme management	All projects directly supervised by IFAD since 2007, with the exception of NATP and PSSWRSP, supervised by co-financers WB and ADB respectively. IFAD Country Office established since 2010 (hosted by WFP)	Projects directly supervised by IFAD, with the exception of NATP and PSSWRSP, supervised by co-financers WB and ADB

IV. Evaluation process, methodology and objectives

48. **Objectives.** The main objectives of the CPE are to: (i) assess the performance and impact of IFAD-supported operations in Bangladesh; (ii) generate a series of findings and recommendations to enhance the country programme's overall development

effectiveness; and (iii) provide relevant information and insights to inform the preparation of the future IFAD strategy in Bangladesh, including the mid-term review of the Bangladesh Country Strategic Opportunities Programme (COSOP) - planned in 2015 -, and the formulation of the next COSOP planned in 2018.

49. **Methodology.** The objectives of the CPE will be achieved by assessing the performance of three mutually reinforcing pillars in the IFAD-Government partnership: (i) project portfolio; (ii) non-lending activities (knowledge management, policy dialogue and partnership building); and (iii) the COSOP in terms of its relevance and effectiveness.
50. The performance in each of these areas will be rated on a scale of 1 to 6 (1 lowest score, and 6 highest). While these will be viewed individually, the synergies between the components will also be looked at, for example, to what extent IFAD's knowledge management activities supported the lending programme and whether – taken together – they reflected the approach outlined in the COSOP. Based on this assessment and the aforementioned three ratings, the CPE will generate an overall achievement rating for the IFAD-Government partnership. The sections below provide further details of how each of the assessments will be conducted by the CPE.

Project Portfolio Performance

51. The proposed evaluation framework is contained in Annex I. It describes the main questions the CPE will answer, including the sources of data and information that will be tapped to generate the required responses.
52. With regard to assessing the performance of the project portfolio, IOE will apply its standard evaluation methodology for the projects included as part of the CPE cohort (see coverage and scope below). This includes using the internationally-recognized **evaluation criteria** of:
 - **Relevance:** assessing to what extent the project's objectives were consistent with the relevant Bangladesh COSOPs and the Government's main policies for agriculture and rural development, as well as the needs of the poor. In addition, under relevance, for each project the evaluation will assess whether an adequate strategy was chosen to achieve project objectives.
 - **Effectiveness:** under this criterion the evaluation will assess the extent to which projects have achieved their development objectives and will attempt to explain which factors account for the results in terms of effectiveness.
 - **Efficiency:** the aim will be to assess how economically were inputs converted into outputs/results. For example, the evaluation will assess the costs of constructing one kilometre of roads/tracks, and compare³¹ the same with average costs incurred by the Government or other donors.
53. In addition, IFAD evaluations incorporate a number of criteria that relate more directly to the types of operations IFAD supports.
 - **Rural poverty impact:** complementing the analysis of project effectiveness, the CPE will address five domains on which IFAD-funded projects are likely to have an impact: household income and assets, human and social capital and empowerment, food security and agricultural productivity, natural resources and the environment, including climate change, and institutions and policies.
 - **Sustainability:** are the benefits of the project likely to continue after the closing date and completion of IFAD assistance? Among other issues, the CPE will assess the degree of ownership and commitment from the smallholder

• ³¹ When comparing infrastructure cost the team will consider the peculiarities/characteristics of the programme such as the labour contracting societies for community infrastructure; and the remote project areas where there is only one contractor offering his services.

farmers supported as well as arrangements made (e.g. link to local government institutions) to ensure the maintenance of project-funded community investments.

- **Innovations/scaling up:** did the project contain innovative features; does it have potential for scaling up; and what have been the results in scaling up.
- **Gender equality and women empowerment:** will assess whether gender considerations were included in all projects; the relevance of the approach taken in view of women needs and country context; and the specific results in terms of inter alia women's workload, skills, income, better access to resources, and income.
- **Performance of partners** will entail evaluating the performance of IFAD, the Government and its main institutions involved in IFAD operations. Hence, for example, the evaluation will assess the efforts made by the Government, in particular the Economic Relations Division (ERD) of the Ministry of Finance (MOF), the Department of Agricultural Extension (DAE) of the Ministry of Agriculture (MOA), the Ministry of Fisheries and Livestock (MOFL), the Bangladesh Water Development Board (BWDB), the Local Government Engineering Department (LGED), the Palli Karma-Sahayak Foundation (PKSF) and IFAD in furthering the objectives of the country programme.

54. In addition to the above criteria, special attention will be devoted to assessing and reporting on the following **strategic issues of particular relevance in Bangladesh:**

- a. The extent to which the programme has been effective in producing results in the various strategic dimensions of the programme, including: (i) availability of agricultural technologies to small farmers; (ii) improved value chains and greater access for the rural poor; (iii) pro-poor infrastructure development; (iv) rural microcredit; and (v) access to natural resources, in particular land and inland fisheries.
- b. Contribution to two key cross cutting strategic issues in the IFAD-supported programme in Bangladesh: (i) addressing the adverse consequences of climate change in the livelihoods of poor rural people in vulnerable areas; and (ii) increasing access to economic opportunities for women.
- c. Weak capacity of government institutions for implementation and adequate financial management. Addressing start-up delays.
- d. Role and opportunities for stronger partnerships with the private sector (provision of services, value chains).
- e. IFAD's value added and comparative advantage at the country level. Opportunities for strengthening IFAD's visibility in Bangladesh, including further engagement in policy dialogue. Role of IFAD country office.

55. **Approach.** The evaluation will combine desk review of existing documentation (IFAD project documents, data and information generated by the projects, Government documentation) with interviews with relevant stakeholders in IFAD and in the country, and with direct observation of activities in the field. For the field work, a combination of methods will be used: (i) focus group discussions (especially farmers, women associations, etc.); (ii) Government stakeholders meetings – national, district, local councils -, including project staff; (iii) random sample household visits using a pre-agreed set of questions to adult members of the household, to obtain indications of levels of project participation and impact; and (iv) key non-government stakeholder meetings – civil society representatives, private sector/merchants/shop keepers, schools. The findings of the evaluation will be the result of "triangulation" of evidence collected from different sources.

56. **Previous IOE evaluations** of IFAD operations in Bangladesh in the past ten years include one CPE in 2005 and two project evaluations; the Microfinance and Technical Support Project (MFTSP), and the Microfinance for Marginal and Small Farmers Project (MFMSFP) were subject to Project Performance Assessments (PPA) by IOE in 2012 and 2013 respectively. The objective of the PPAs was to provide additional independent evidence on results and further validate conclusions and evidence from the completion reports of these projects. Bangladesh has also been covered through country studies in the context of three corporate evaluations and one thematic study. Findings from the above-mentioned previous IOE evaluations of IFAD operations in Bangladesh (Table 1) will provide valuable evaluative evidence for the planned CPE.
57. **Other evaluations by IFAD.** In line with IFAD's commitment to collect additional information on impact, IFAD's Statistics and Studies for Development Division (SSD) is planning to undertake impact evaluations on two closed projects, namely Microfinance for Marginal and Small Farmers Project (MFMSFP), and Sunamganj Community-Based Resource Management Project (SCBRMP) tentatively in 2014-2015 (actual dates still to be confirmed). These evaluations will also be used as inputs towards the CPE, if they are made available in time to IOE.
58. **Ratings** will be provided for individual projects/programmes, and on that basis, a rating for the performance of the overall project portfolio will be derived. The performance of the portfolio will be benchmarked with the performance of IFAD operations in the Asia and the Pacific region and globally, as well as with the results of other donors working in agriculture and rural development in Bangladesh (subject to availability of comparable data). Ratings will also be provided for non-lending activities, the COSOP's relevance and effectiveness, as well as the overall Government-IFAD partnership.
59. **Coverage and scope.** It is customary for CPEs to cover IFAD operations over a period of approximately ten years, taking also into account evolving objectives of the portfolio.³² In the present case, considering that the last CPE in Bangladesh was conducted in 2005, the present CPE will cover operations and strategy from 2006, encompassing operations approved or implemented under the 2006 and 2012 COSOPs. Hence, the CPE will cover 10 projects including all seven on-going projects and three closed projects.³³
60. The **evaluability** of loan interventions covered by the CPE -including the criteria on which they can be evaluated- will depend on the stage of implementation of the respective projects. It is expected that the five closed or completed projects, MFTSP, MFMSFP, MIDPCR, SCBRMP, and FEDEC can be evaluated on most or all of the evaluation criteria (Table 7 below). CCRIP, effective since 2013 can be evaluated only on the criterion of relevance. The other four on-going projects, NATP PSSWRSP CDSP HILIP-CALIP, effective between 2008 and 2012 will be evaluated on selected criteria. The situation will be re-assessed after the preparatory mission.

Table 7

List of projects covered by the CPE

<i>Project Name</i>	<i>Board Approval</i>	<i>Effective</i>	<i>Status</i>	<i>Closing</i>	<i>% Disb</i>	<i>Criteria covered by the CPE</i>
1. Microfinance and Technical Support Project (MFTSP)	10-Apr-03	20-Oct-03	Closed	30-Jun-11	94%	Full criteria
2. Microfinance for Marginal and Small Farmers Project (MFMSFP)	02-Dec-04	29-Jun-05	Closed	31-Dec-11	97%	Full criteria

³² Evaluation Manual. Methodology and Processes. Chapter 4. IFAD Office of Evaluation.

³³ Project closing occurs within 6 months after the project completion date specified in project design. Project closing requires closing of all project accounts

3. Market Infrastructure Development Project in Charland Regions (MIDPCR)	13-Dec-05	22-Sep-06	Closed	31-Mar-14	92%	Full criteria
4. Sunamganj Community-Based Resource Management Project (SCBRMP) (3 phases)	12-Sep-01	14-Jan-03	Completed	30-Sep-14	98%	Full criteria
5. Finance for Enterprise Development and Employment Creation Project (FEDEC)	12-Sep-07	08-Jan-08	Completed	30-Sep-14	97%	Full criteria
6. National Agricultural Technology Project (NATP)	13-Dec-07	25-Mar-08	Ongoing-active	30-Jun-15	82%	Full criteria; selected issues on impact and sustainability
7. Participatory Small-scale Water Resources Sector Project (PSSWRSP)	15-Sep-09	06-Nov-09	Ongoing-active	30-Jun-18	17%	Relevance (full) Effectiveness and Efficiency (partial)
8. Char Development and Settlement Project IV (CDSP)	22-Apr-10	09-May-11	Ongoing-active	31-Dec-18	34%	Relevance (full) Effectiveness and Efficiency (partial)
9. Haor Infrastructure and Livelihood Improvement Project - Climate Adaptation and Livelihood Protection (HILIP/CALIP)	15-Sep-11	18-Jul-12	Ongoing-active	31-Mar-21	16%	Relevance (full) Effectiveness and Efficiency (partial)
10. Coastal Climate Resilient Infrastructure Project (CCRIP)	10-Apr-13	28-Jun-13	Ongoing-active	31-Dec-19	4%	Relevance

61. As far as grants, out of the six in-country grants approved by the EB between 2004 and 2014, the latest two (both in-loan grants) approved in September 2011 and April 2013, respectively are in too early a stage and cannot yet be evaluated. Therefore the CPE will assess the four remaining in-country grants; two are implemented by the International Rice Research Institute (IRRI); one is implemented by WFP; and the fourth one implemented by World Fish Center. Review of grants will be selective and mainly focus on their relevance for IFAD's operations, compliance with the grant policy principles and objectives, effectiveness in influencing IFAD operations and strategies, policies of other organizations. Concerning **regional/global grants**, the CPE will assess approximately five grants out of 17 grants with planned activities in Bangladesh (see Annex III) focusing on those on-going or recently completed grants (within last two years) and ensuring adequate coverage of range of activities supported by the grants (see paragraph 32 on grants).
62. The objective of the CPE is not to undertake detailed evaluations individually of the 10 projects and programmes funded by IFAD in Bangladesh covered by the CPE. This is neither possible nor desirable in view of the CPE's objectives and the human/financial resources available for the exercise. Nonetheless, the evaluation will visit some of the projects covered by the CPE and will collect evidence to assess them across all evaluation criteria. And, as mentioned earlier, some projects have been evaluated individually by IOE and their reports will be used as important inputs by this CPE.

Non-lending Activities

63. The evaluation of **non-lending activities**, will specifically entail an assessment of IFAD and Government's combined efforts in promoting: (i) policy dialogue; (ii) partnership strengthening with Government, bilateral donors active in Bangladesh (e.g. JICA, KfW, Spain Netherlands), the EU, UN agencies, in particular other Rome-Based Agencies (i.e. FAO, WFP), IFIs (e.g. ADB and WB), private sector, NGOs, research centres (e.g. International Rice Research Institute, World Fish Centre), farmers groups and associations; and (iii) knowledge management. Achievements

and synergy with the lending portfolio will be assessed. Progress made on non-lending activities will be assessed against the COSOP plans as well as the evolution of the country programme supported by IFAD and the national context. In evaluating non-lending service performance, just as in the case of the project portfolio assessment, the CPE will also review the progress made in furthering the main elements of the Paris Declaration on Aid Effectiveness. A final assessment and rating for non-lending activities will be generated by the CPE team.

COSOP performance

64. The assessment of the performance of the COSOP in terms of its relevance and effectiveness is central to the CPE. While the portfolio assessment is project-based, in its last section the evaluation report will consider the overall programme from a strategic view point.
65. This will include assessing COSOP relevance in seven specific areas: (i) strategic objectives; (ii) geographic priority; (iii) sub-sector focus such as e.g. agribusiness development, value chains; promotion of rural financial services; (iv) main partner institutions in the government (e.g. ERD, MOA, MOFL, LGED, DAE, PKSF) and others for meeting the country strategy objectives; (v) targeting approach used, including emphasis on selected social groups such as women; (vi) mix of instruments in the country programme (loans, grants and non-lending activities); and (vii) the provisions for country programme and COSOP management.
66. The CPE will assess the effectiveness of the COSOP by determining the extent to which the specific COSOP objectives from 2005 and 2012 have been or are being met. In assessing the performance of the COSOP along the above-mentioned criteria, the CPE will analyse the priorities and experiences of other donors such as the ADB, WB, and WFP in Bangladesh. An overall rating for the performance of the COSOP will be provided by the CPE, taking into account the assessments of relevance and effectiveness. The evaluation will assess the two COSOPs prepared for Bangladesh 2005 and 2012.
67. **Conclusions and recommendations.** The report will provide conclusions and recommendations. Conclusions present a storyline of the report, logically correlated to findings but adding value to findings by highlighting consequences and implication of findings, further exploring proximate explanation of findings (the "why question") and highlighting a selected number of higher-level issues that reader should take away from the report.
68. Conclusions will lead the way to recommendations, which are forward-looking propositions aiming at building on existing programme strengths, filling strategic or operational gaps and improving the performance and development results of IFAD. The CPE will keep the recommendations largely at the strategic level and to a manageable number, avoiding redundancy, prioritising them and devising them in an action oriented form, so as to facilitate their adoption by IFAD and its partners.

The evaluation process.

69. The CPE entails five phases. These are: (i) preparatory phase; (ii) desk work phase; (iii) country work phase; (iv) report writing; and (v) communication activities.
70. The *preparatory phase* includes the development of the Approach Paper, which will be commented by APR and the Government. IOE will undertake a one-week preparatory mission to Bangladesh, in order to discuss the draft Approach Paper with the Government and other partners, and capture their priorities which will be used to develop the programme of the main CPE mission. In this phase, IOE will search for national consultants, who will work in the CPE team under the overall responsibility of IOE, to assess selected themes and evaluation issues.

71. The *desk work phase* includes the preparation of short desk review notes on the projects included in the CPE. Each desk review note will follow a standard format developed by IOE. In addition, a separate desk review note will be prepared on non-lending activities. All desk review notes will be used to prepare a consolidated CPE desk review report.
72. In addition, during the *desk work phase*, the Asia and Pacific Division (APR) and the Government of Bangladesh will be asked to prepare their respective self-assessments using as overall reference the questions contained in the CPE framework shown in Annex I. IOE will provide more specific set of questions to both APR and GOB for consideration for the preparation of their respective self-assessments. Among other issues, the preparatory mission (see next paragraph) will provide IOE with the opportunity to brief Government on the overall objectives and approach to the self-assessment.
73. The *country work phase* entails various activities including (i) a preparatory mission to Bangladesh to discuss the approach paper with the Government and other stakeholders; and (ii) the main CPE mission which will be undertaken by a team of experts in all relevant disciplines for the Bangladesh programme to ensure an appropriate evaluation of the IFAD-Government cooperation. The main mission will spend around four weeks in the country. It will hold discussions in Dhaka, travel to several divisions and districts in various parts of the country for consultation with key partners, and visit selected IFAD-supported projects and programmes to see activities on the ground and hold discussions with beneficiaries.
74. At the end of the main CPE mission, the evaluation team will prepare an aide memoire and present it to the Government, APR and other key partners in Dhaka in a wrap up meeting, which will also be attended by the IFAD CPM for Bangladesh and the IOE lead evaluator for the Bangladesh CPE. The aide memoire will capture the main preliminary findings from the CPE's field work.
75. The *CPE report writing phase* will follow the country work phase. During this phase, the CPE team will prepare their independent evaluation report, based on the data collected throughout the evaluation process. The report will be exposed to a rigorous internal peer review within IOE. Thereafter, it will be shared with APR and the Government of Bangladesh for comments. A dedicated mission will be organized by IOE to Bangladesh to discuss with the Government their comments.
76. The final phase of the evaluation, communication, will entail a range of activities to ensure timely and effectively outreach of the findings, lessons learned and recommendations from the CPE – see section VIII for more details.
77. **Core Learning Partnership (CLP).** A standard feature in IFAD evaluations, the CLP will include the main users of the evaluation who will provide inputs, insights and comments at determined stage in the evaluation process. The CLP is important in ensuring ownership of the evaluation results by the main stakeholders and utilization of its recommendations. The CLP will be expected to (i) provide comments on the approach paper; (ii) reviewing and commenting on the draft CPE report; and (iii) participate in the final workshop.
78. On a tentative basis, the following institutions will be members of the CLP. The list will be finalised at the conclusion of the preparatory mission. From the Government of Bangladesh: (i) Ministry of Finance, in particular the Economic Relations Division (ERD); (ii) Ministry of Agriculture; and (iii) Embassy of Bangladesh in Rome. From IFAD: (i) Director of APR; (ii) Bangladesh CPM; (iii) Senior Portfolio Manager PMD; (iv) Director IOE; (v) Deputy Director IOE; and (vi) CPE Lead Evaluator, IOE. The CLP will also include relevant representatives from academia and civil society. The composition of the CLP will be finalized following the CPE preparatory mission in June 2014.

79. The CPE will ensure that - in addition to the CLP - other key users of the evaluations are adequately informed through the evaluation process such as the directors of all IFAD-funded projects in the Country, representatives of co-financers and other key development institutions active in Bangladesh such as WB, ADB, EU, UNDP, FAO, WFP and key bilateral donors in the country (the JICA, KfW, Netherlands, Spain).
80. **Agreement at Completion Point.** As per the IFAD Evaluation Policy, each IOE evaluation is concluded with an Agreement at Completion Point (ACP). The ACP is a short document which captures the main findings and recommendations contained in the CPE report that IFAD and the Government agree to adopt and implement within specific timeframes. The ACP will be prepared at the end of the CPE process, and benefits from the comments of the participants of the CPE national roundtable workshop (see section VIII). Once finalized, the ACP will be signed by the Government of Bangladesh and IFAD (represented by the Associate Vice President, Programmes, Programme Management Department). The ACP will be included as an integral part of the final published version of the CPE report.
81. **Evaluation team.** The Director IOE will have the overall oversight of the CPE. The Lead Evaluator, Mr. Miguel Torralba will be in charge of designing the methodology, recruiting specialists, exercising quality control and managing the overall exercise. IOE will be ultimately responsible for the contents of the evaluation report and the overall evaluation process. Mr. Torralba will be supported by Ms. Mayte Illán, Evaluation Assistant.
82. The main field mission will be conducted by a team of independent and external specialists under the responsibility and supervision of IOE. The team will include Mr Nurul Alam as the consultants' team leader, four senior consultants with expertise in rural and agricultural economic development, rural infrastructure, gender, and smallholder enterprise development and value chains, and the Lead Evaluator. The team will be supported by Ms Valeria Cerza, IOE consultant. The new conflict of interest rules issued in 2013 for IOE consultants will be applied to the team.
83. **Communication and dissemination.** A CPE national roundtable workshop will be organized in Dhaka by IOE in close collaboration with the Government of Bangladesh and APR towards the end of the evaluation process. This workshop, which will focus on learning, will allow multiple stakeholders to exchange views on key evaluation issues and provide inputs for the preparation of the evaluation's ACP. The Associate Vice President, Programme Management Department, the Directors of IOE and APR, and other IFAD staff are expected to take part in the workshop.
84. The published final CPE report will be widely distributed. An evaluation Profile and Insight³⁴ will be prepared on the Bangladesh CPE, and distributed together with the final evaluation report. The CPE report, Profile and Insight will also be disseminated through selected electronic networks such as the United Nations Evaluation Network (UNEVAL). The main text of the CPE report will be around 50 pages, written in English.
85. It is important to note that written comments of the Government of Bangladesh and APR on key CPE deliverables will be treated with utmost consideration by IOE, in line with the provisions contained in the IFAD Evaluation Policy. This requires IOE to: (i) rectify any factual inaccuracies that may be present in the CPE report; and (ii) carefully assess the comments of partners on substantive issues, and decide whether or not they should be included in the report. Comments of a substantive nature that, according to IOE, would not lead to changes in the evaluation's overall findings may be flagged in the main CPE report as dissenting views in the form of

³⁴ The Profile is succinct brochure capturing the main findings and recommendations from the CPE. The Insight will focus on one key learning issue emerging from the CPE, with the intention of raising further attention and debate around the topic among development practitioners.

footnote(s), clearly indicating the issue at hand and source of comment. Finally, IOE will prepare and share an “audit trail” of how it has treated the comments of the Government and APR, respectively, in finalizing the CPE report.

86. The provisional timetable for the CPE is given below (Table 8). It is utmost important that APR and the Government carefully review the various activities and proposed timeframes, given that their inputs and participation will be essential at key steps to ensure the success of the CPE.

Table 8
The evaluation roadmap

<i>Date</i>	<i>Activity/Milestone</i>
21 March	Fax to Government of Bangladesh informing about the CPE
15-19 June	Preparatory mission to Bangladesh
April- July	CPE desk review phase: preparation of desk review notes, consolidation of the CPE desk review report, dedicated performance assessment
Mid-October	CPE main mission in Bangladesh
Mid-November	CPE wrap-up meeting with GOB in Dhaka
November-Dec	Report Writing
2015	
January-March	IOE Internal peer review PMD and GOB comments on draft CPE report
April-May	CPE Finalized, National Roundtable Workshop in Bangladesh*

*The dates of the workshop still have to be agreed with the Government of Bangladesh

Evaluation Framework

Criterion	Guiding questions	Sources
	PORTFOLIO PERFORMANCE LEVEL	
Relevance	<p>(i) Relevance of “what”</p> <ul style="list-style-type: none"> Consistency of project design with Government policy, IFAD strategy (COSOP), national and local poverty context and needs of the poor. Adaptation to changing context (if applicable) <p>(ii) Relevance of “how”</p> <ul style="list-style-type: none"> Internal logic of design (look at project log frame): consistent? Gaps? Strong assumptions? Adopting recognised good practices? Using available knowledge (evaluations, studies)? Allocating realistic resources? 	Government of Bangladesh Plans; IFAD project design documents, IFAD policy statements and Bangladesh COSOPs. Interviews with IFAD managers, Government of Bangladesh and project officials. Field visits
Effectiveness	Consider key project objectives and verify data on their achievement comparing (when possible) actual figures against expected figures (with some caution if the project is not completed). <u>Refer to the detailed project objectives in the design document</u> (e.g. appraisal report).	Evaluations of completed projects, Project Completion Reports, Mid-term reviews and supervision reports, Country Portfolio Reviews. Surveys of project beneficiaries. Field visits
Efficiency	Economic use of resources to produce outputs or results. Typical indicators: (i) % project management cost over total project costs (and compare with other projects and countries) (ii) project cost by beneficiary (iii) unit cost of delivering services/product, compare to country or regional benchmark (taking care of special cost related to reaching secluded areas); (iv) critiquing EIRR calculation (v) project managerial efficiency: time between project approval and effectiveness; completion delays, cost over-runs	Evaluations of completed projects, Project Completion Reports, Mid-term reviews and supervision reports. Surveys of project beneficiaries. Interviews with project managers.
Rural Poverty Impact	<p><u>A few items to be considered across the board:</u></p> <ul style="list-style-type: none"> Attribution/contribution issues: to what extent did the project play a role in the observed changes and <u>how</u> Coverage: how many benefited Magnitude: how large are benefits Beneficiaries: what categories of people benefited and why <p><u>Household income and assets</u> HH income diversification and range of changes; housing quality, availability of livestock, appliances, durable goods, inventory for microenterprises; data on</p>	<p>Evaluations of completed projects, Project Completion Reports, Mid-term reviews and supervision reports. Surveys of project beneficiaries. Interviews with project managers</p> <p><u>Field visits:</u> observation, individual interviews, focus groups, photographic documentation.</p>

Criterion	Guiding questions	Sources
	<p>indebtedness if possible</p> <p><u>Human and social capital and empowerment</u> Changes in social cohesion, functioning of rural poor's organisations; Changes in the way the poor interact with authorities Changes in the way certain categories (women, orphans, minorities) interact with others?</p> <p><u>Food security and agricultural productivity</u> Access to food; Evidence on children's nutritional status; Reduction in seasonal fluctuation in food availability</p> <p><u>Natural resources and the environment</u> Changes in the availability of natural resources (forest, water, topsoil, fish, vegetable cover); Changes in capacity to manage natural resources; Changes in exposure to environmental risks (e.g. flooding, landslides)</p> <p><u>Institution and policies</u> Changes in issues such as land tenure and security, protection/regulation of savings for rural poor, access to market, price information</p>	
Sustainability	<p>Consider the main benefits generated by the project and consider a scenario where external resources are going to reduce and terminate.</p> <p>Address questions such as the following:</p> <ul style="list-style-type: none"> • What has been foreseen in the project design for this situation? • Is there political support at national /local level? • Will there be need for external technical assistance? • Are economic activities profitable? • Will there be resources for recurrent and maintenance costs? • Are there environmental threats? 	Interviews with Government of Bangladesh and District and Local Governments. In depth reviews of project documents. Discussions with IFAD managers .Field visits. Interviews
Pro-poor innovation, replication and scaling up	<ul style="list-style-type: none"> • Are there innovations in the programme (new techniques, practices, approaches)? • Are innovations working as expected? Are they useful? • Is the project helping expand the adoption of the innovation? How? • Is there a plan to further expand the innovation? • Are there any threats or limits to the uptake of the innovations? 	Project design documents. Supervision reports. PCRs, Mid-term reviews, Completion evaluations, Interviews with partner agencies, GOB officials NGOs and IFAD managers.

Criterion	Guiding questions		Sources
Gender Equality and women's empowerment	<ul style="list-style-type: none"> • Impact in terms of promoting gender equality and women's empowerment? Consider: women's workload, women's health, skills (professional and personal levels, including e.g. knowledge, management skills), income and nutritional levels; influence in decision-making; empowerment to gain better access to resources and assets; • To what extent is the gender-related impact likely to be sustainable after the completion of the IFAD-funded project period? • To what extent did the project: (i) Monitor gender-disaggregated outputs (iv) Were gender dimensions adequately included in the project's annual work plans and budgets? • Any changes in policies , systems or processes that would improve gender equality and women's empowerment; 		Project design documents. Supervision reports. PCRs, Mid-term reviews, Completion evaluations, Interviews with partner agencies, GOB officials NGOs and IFAD managers.
Performance of partners	IFAD Government	Specific issues that pertain to the design of projects, management, fiduciary aspects, supervision and implementation technical support and (for Gov) enacting policies that can enhance project effectiveness	Project design documents. Supervision reports. PCRs, Mid-term reviews, Completion evaluations, Interviews with partner agencies, GOB senior officials and IFAD managers, IFAD staff
NON- LENDING policy dialogue; partnership-building; knowledge management			
Relevance	<ul style="list-style-type: none"> • Are NLA objectives clearly outlined in the COSOP? Are they consistent with the strategic objectives of the COSOP and lending operations? • Were resources earmarked for non-lending activities and explicitly outlined in the COSOP (e.g., in the form of grants and/or the IFAD administrative budget)? • Was the selected mix appropriate and relevant? • Were the advisory services delivered by other partners taken into account in selecting the focus of non-lending work? 		Project design documents. Supervision reports. PCRs, Mid-term reviews, Completion evaluations, Interviews with partner agencies, GOB senior officials and IFAD managers, IFAD staff
Effectiveness	<ul style="list-style-type: none"> • Describe the extent to which non-lending activities achieved their objectives if they were explicitly articulated. • Contribution to Paris Declaration on Aid Effectiveness ? • Was strategy and project design properly informed by IFAD experiences in Bangladesh and elsewhere? • Roles of IFAD field presence and of the main government institutions in making non-lending services effective? 		

Criterion	Guiding questions	Sources
Efficiency	<ul style="list-style-type: none"> • Could alternative instruments and activities be implemented to reduce costs in non-lending activities? • What were the costs of the different types of non-lending activities and how do they compare to IFAD benchmarks (where available)? • Was the administrative burden on country officials minimized? 	
COSOP PERFORMANCE		
Relevance	<ol style="list-style-type: none"> 1. <i>Alignment of strategic objectives in the COSOPs</i> <ul style="list-style-type: none"> • Consistency of COSOP objectives to IFAD policies and strategic framework • Adaptation to context changes • Is there a real programme in Bangladesh: are projects and grants consistent with COSOP and working in synergy? • Are there strategic gaps? • Is COSOP formulation conducive to results-based management? 2. <i>Coherence of the main element of the COSOP</i> <ul style="list-style-type: none"> • Issues in geographic focus • Lending – non-lending synergies within IFAD programme • Relations with other development partners • Other issues regarding the COSOP ingredients 3. <i>Management of the programme</i> <ul style="list-style-type: none"> • Did the supervision and implementation support arrangements perform well overall? • Is IFAD country presence providing the right type of support to the programme? • Did IFAD learn from past evaluations and from past experience? • What type of technical assistance and capacity development support was provided to the national counterpart and was it adequate? 	<p>COSOPs 2006, 2012.</p> <p>IFAD Policies</p> <p>Key Bangladesh policy and strategic documents. Interviews with Government of Bangladesh and IFAD managers.</p>
Effectiveness	<ul style="list-style-type: none"> • To what extent were the main strategic objectives included in the COSOP achieved? • Is it likely that so far unattained objectives may be achieved in full or in part? • What changes in the context have influenced or are likely to influence the fulfilment of the strategic objectives? Were the COSOPs properly adapted mid-course to reflect changes in the context? • Did the Fund devote sufficient attention and resources to promoting effectiveness? 	

List of IFAD Loans to Bangladesh

<i>Project Name</i>	<i>Project Type</i>	<i>Total Project Cost US\$ million</i>	<i>IFAD Approved Financing US\$ million*</i>	<i>Co financier Amount US\$ million</i>	<i>Counter-part Amount US\$ million</i>	<i>Beneficiary Contribution</i>	<i>Board Approval</i>	<i>Loan Effectiveness</i>	<i>Project Closing Date</i>	<i>Cooperating Institution</i>	<i>Project Status</i>
Pabna Irrigation and Rural Development Project	IRRIG	85	30	ADB 38	17		11-Dec-78	28-May-79	31-Dec-92	ADB	Closed
Fertilizer Sector Programme	PGMLO	37.1	25		12.1		19-Dec-1979	12-Feb-80	30-Jun-85	World Bank: IDA	Closed
Small Farmer Agricultural Credit Project	CREDI	30	22.5		7.5		16-Sep-80	13-Jan-81	31-Dec-85	ADB	Closed
Southwest Rural Development Project	RURAL	30.5	23		7.5		08-Sep-81	18-May-82	31-Dec-90	World Bank: IDA	Closed
North West Rural Development Project	RURAL	21	14.5	ADB 34.7	6.5		09-Dec-82	12-Oct-83	31-Dec-91	ADB	Closed
Small Scale Flood Control, Drainage and Irrigation Project	IRRIG	14.2	11		3.2		13-Dec-83	27-Jun-84	30-Jun-93	World Bank: IDA	Closed
Grameen Bank Project	CREDI	51.1	23.6	FF1.8 SIDA6.4 NORAD8.0 Total: 16.2	11.3		12-Dec-84	24-Sep-85	31-Dec-90	UNOPS	Closed
Marginal and Small Farm Systems Development Crop Intensification Project	CREDI	17.49	10.6	GTZ 5.8	1.09		02-Dec-86	28-Aug-87	30-Jun-96	UNOPS	Closed

<i>Project Name</i>	<i>Project Type</i>	<i>Total Project Cost US\$ million</i>	<i>IFAD Approved Financing US\$ million*</i>	<i>Co financier Amount US\$ million</i>	<i>Counter-part Amount US\$ million</i>	<i>Beneficiary Contribution</i>	<i>Board Approval</i>	<i>Loan Effectiveness</i>	<i>Project Closing Date</i>	<i>Cooperating Institution</i>	<i>Project Status</i>
Oxbow Lakes Small-Scale Fishermen Project	FISH	11.1	7.2	DANIDA 3.1	0.8		01-Dec-88	20-Oct-89	31-Dec-97	UNOPS	Closed
Grameen Bank Phase III Project	CREDI	105.8	8	CIDA32.7 FF2.4 GTZ 7.6 KfW10.8 NORAD14.2 SIDA30.1 Total:97.8			25-Apr-89	08-Mar-90	30-Jun-95	UNOPS	Closed
Smallholder Livestock Development Project	LIVST	15.01	10.8	DANIDA 3.2	1.01		04-Apr-91	14-Dec-91	31-Dec-99	UNOPS	Closed
Special Assistance Project for Cyclone Affected Rural Households	RURAL	20.7	15.4	DANIDA2.1 EU 2.0 Total: 4.1	1.2		04-Sep-91	24-Jan-92	31-Dec-99	UNOPS	Closed
Netrakona Integrated Agricultural Production and Water Management Project	AGRIC	13.97	8.9	WFP 1.6	2.2	1.27	02-Dec-93	08-Jul-94	30-Jun-01	UNOPS	Closed
Employment-Generation Project for the Rural Poor	CREDI	21.8	14.8		7		12-Apr-95	24-Oct-95	30-Jun-02	UNOPS	Closed
Small-scale Water Resources Development Sector Project	IRRIG	66	10.4	ADB32.0 Netherlands 6.8 total: 38.8	13.3	3.5	06-Dec-95	10-Jun-96	31-Dec-02	ADB	Closed
Agricultural Diversification and Intensification Project	AGRIC	32.31	18.9	WFP 5.1	6.41	1.9	29-Apr-97	04-Dec-97	31-Dec-04	IFAD pilot	Closed

<i>Project Name</i>	<i>Project Type</i>	<i>Total Project Cost US\$ million</i>	<i>IFAD Approved Financing US\$ million*</i>	<i>Co financier Amount US\$ million</i>	<i>Counter-part Amount US\$ million</i>	<i>Beneficiary Contribution</i>	<i>Board Approval</i>	<i>Loan Effectiveness</i>	<i>Project Closing Date</i>	<i>Cooperating Institution</i>	<i>Project Status</i>
Third Rural Infrastructure Development Project	RURAL	178.8	11.7	ADB US\$67.8 million Japan US\$50.7 million SIDAUS7.2 125.7	41.4		04-Dec-97	01-Jul-98	30-Jun-05	ADB	Closed
Aquaculture Development Project	RURAL	23.78	20	WFP 1.2	2.08	0.5	23-Apr-98	08-Dec-98	31-Dec-06	UNOPS	Closed
Smallholder Agricultural Improvement Project	RURAL	25.69	18.6	WFP 1.7	5.07	0.32	29-Apr-99	17-Mar-00	31-Dec-07	UNOPS	Closed
PROJECTS COVERED BY THE CPE											
Microfinance and Technical Support Project (MFTSP)	CREDI	20	16.3		3.7		10-Apr-03	20-Oct-03	30-Jun-11	IFAD	Closed
Microfinance for Marginal and Small Farmers Project (MFMSFP)	CREDI	29.78	20.1		7.95 + NGO 1.73		02-Dec-04	29-Jun-05	31-Dec-11	IFAD	Closed
Market Infrastructure Development Project in Charland Regions (MIDPCR)	RURAL	43.9	25	Netherlands 4.8	8.5+ NGO4.2	1.4	13-Dec-05	22-Sep-06	31-Mar-14	IFAD	Closed
Sunamganj Community-Based Resource Management Project (CBRMP)	AGRIC	31.8	27.5		3.7	0.6	12-Sep-01	14-Jan-03	30-Sep-14	IFAD/IFAD	Ongoing
Finance for Enterprise Development and Employment Creation Project (FEDEC)	CREDI	57.76	35		22	0.7	12-Sep-07	08-Jan-08	30-Sep-14	IFAD	Ongoing

<i>Project Name</i>	<i>Project Type</i>	<i>Total Project Cost US\$ million</i>	<i>IFAD Approved Financing US\$ million*</i>	<i>Co financier Amount US\$ million</i>	<i>Counter-part Amount US\$ million</i>	<i>Beneficiary Contribution</i>	<i>Board Approval</i>	<i>Loan Effectiveness</i>	<i>Project Closing Date</i>	<i>Cooperating Institution</i>	<i>Project Status</i>
National Agricultural Technology Project (LOT)	RSRCH	84.75	19.55	WB 62.6	2.6		13-Dec-07	25-Mar-08	30-Jun-15	World Bank: IDA	Ongoing
Participatory Small-scale Water Resources Sector Project (PSSWRSP)	IRRIG	119.8	32	ADB 55	29.1	3.7	15-Sep-09	06-Nov-09	30-Jun-18	ADB	Ongoing
Char Development and Settlement Project IV (CDSP)	RURAL	89.2	47.3	20.6 Netherlands Total: 25.5	15.6 + 4.9 NGO	0.8	22-Apr-10	09-May-11	31-Dec-18	IFAD	Ongoing
Haor Infrastructure and Livelihood Improvement Project - Climate Adaptation and Livelihood Protection (HILIP/CALIP0)	RURAL	133	71	Spanish fund 30	32		15-Sep-11	18-Jul-12	31-Mar-21	IFAD	Ongoing
Coastal Climate Resilient Infrastructure Project (CCRIP)	RURAL	150	60	ADB20.0 KfW8.8 ADB Strategic Climate Fund 20.0+ 10.0 Total: 58.8	31.2		10-Apr-13	28-Jun-13	31-Dec-19	IFAD	Ongoing

List of Grants to Bangladesh

Country Grants

<i>Subtype/number</i>	<i>Project/Grant Name</i>	<i>Grant Amount USD</i>	<i>Grant Recipients</i>	<i>Approval Date</i>	<i>Effective Date</i>	<i>Completion Date</i>	<i>Focus of the grant</i>
I-R 1063	Reducing risks from arsenic contamination for poor people	200 000	IRRI	October 2008	October 2008	August 2011 Extended	Research on Arsenic contamination in rice crops
1114 TAG	Support to Agricultural Research for Climate Change Adaptation in Bangladesh (SARCCAB)	700 000	IRRI	April 2009	July 2009	September 2013 (includes 12 month extension)	Research on agricultural production and climate change adaptation
1213 ICLARM WFC TAG	Small fish and Nutrition Project	499 917	WFC	September 2010	August 2010	June 2013	Research on nutrition through fish production
847/in-loan	Haor Infrastructure and Livelihood Improvement Project	1 000 000	HILIP	September 2011	July 2012	September 2020	Capacity building, knowledge management and special activities to support awareness about gender and pro-poor issues
1444 TAG	Tool and Strategy Development on Food Security, Poverty Reduction and Climate Change Adaptation	477 000	WFP	February 2013	February 2013	March 2015	Poverty and undernutrition mapping, climate change research and capacity building
1445/in-loan	Coastal Climate Resilient Infrastructure Project	1 000 000	LGED	April 2013	June 2013	June 2019	a. Piloting innovations (bio-digester based garbage management, research on climate resilient slope protection, quality test protocols for road and market constructions, rural radio programme) b. Baseline survey, impact and environmental studies.
Total amount		3 876 917					

Supplementary funds to Bangladesh, 2004-2013

<i>Subtype/number</i>	<i>Project/Grant Name</i>	<i>Grant Amount USD</i>	<i>Grant Recipients</i>	<i>Approval Date</i>	<i>Effective Date</i>	<i>Completion Date</i>	<i>Financier</i>
681	Market Infrastructure Development Project in Charlad Region	4 750 000	GoB	February 2007	February 2007	September 2013	Government of the Netherlands
807 GRIPS NO.2000000224	Char Development And Settlement Project IV (CDSP IV)	4 831 700	GoB	April 2013	May 2013	June 2018	Government of the Netherlands
Total amount		9 581 700					

Global/Regional grants including Bangladesh 2004-2013

<i>Project Number/ Name</i>	<i>Grant Amount USD</i>	<i>Grant Recipients</i>	<i>Approval Date</i>	<i>Effective Date</i>	<i>Completion Date</i>	<i>Closing Date</i>	<i>Country included</i>
773 - Programme for securing livelihoods in the Uplands and Mountains of the Hindu Kush-Himalayas, Phase II (PI 490)	1 200 000	ICIMOD	April 2005	September 2005	August 2010	September 2010	Bangladesh, Bhutan, China, India, Nepal and Pakistan
875- Programme for accelerating the financial empowerment of poor rural communities in Asia and the Pacific through rural finance innovations (TAG)	1 200 000	APRACA	September 2006	January 2007	March 2012	December 2012	Regional
956- Knowledge Networking for Rural Development in Asia-Pacific Region (ENRAP) PHASE III (TAG)	1 085 000	IRDC	April 2007	September 2007	March 2011	September 2010	Regional

<i>Enhancing Adaptation capacity and Resilience of the Poor to Climate Change (Bangladesh and Pakistan will also be included for knowledge-sharing and networking activities)</i>	1 485 000	ICIMOD	January 2009	July 2009	June 2013	December 2013	
<i>1148- Regional Agro Industries Forum for Asia and the Pacific (TAG)</i>	115 432	FAO RAP	October 2009	November 2009	January 2010	May 2012	Regional
<i>1179--Programme for Development of Knowledge Sharing Skills</i>	950 000	FAO	December 2009	April 2010	December 2011	May 2013	Regional
<i>1279 Safe nutrient, water and energy recovery: Developing a business case (PTA)</i>	USD 650,000	IWMI	May 2011	June 2011	September 2014	March 2015	Ghana, Uganda, Botswana, Bangladesh, India, Vietnam and China
<i>1239 Root and tuber crops research & Dev Programme for food security in the Asia and the Pacific Region (large regional grant)</i>	1 450 000	CIP	December 2010	March 2011	March 2015	September 2015	Bangladesh, China, India, Indonesia, Laos, Maldives, Nepal, Philippines, Viet Nam, Pacific
<i>1355 Pro-poor Governance under Changing Climates (Grant from PTA)</i>	400 000	IASS	March 2012	March 2012	September 2013	June 2014	<i>Bangladesh, Bolivia, Brasil, Burkina Faso, Ecuador, India, and Mali.</i>
<i>1265 Climate summit 2011</i>	200 000	BT	December 2010	December 2010			
<i>1304 Strengthening Knowledge Sharing on Innovative Solutions using the Learning Routes Methodology in Asia and the Pacific</i>	1 000 000	PROCASUR	August 2011	October 2011	Decemeber 2015	June 16	Laos, Mongolia, Viet Nam, Bangladesh

<i>1356 Sending money home to Asia and the Pacific: Markets and regulatory framework</i>	300 000	<i>World Bank</i>	March 2012	April 2012	May 2013	February 2014	27 countries in Asia and the Pacific
<i>1386 Climate Risk Management in Agriculture demonstration sites in Indonesia, Laos, and Bangladesh</i>	700 000	<i>Columbia University / IRI -</i>	August 2012	December 2012	June 15	December 2014	Bangladesh, Indonesia, Laos
<i>Bhutan+10: Gender and Sustainable Mountain Development in a Changing World</i>	150 000	<i>ICIMOD</i>	September 2012	September 2012	June 2013	December 2013	Regional
<i>831 TAG- To combat hunger in rural poverty developing countries through development, dissemination and utilization of novel electronic knowledge management tools relating to livestock including aquaculture.</i>	175 000	<i>Cabi</i>	December 2005	October 2006	August 2009 (Extended) February 2010	May 2011	Tanzania and Bangladesh
<i>2+74 - Medium-term Cooperation Programme with Fos in Asia and the Pacific Region - Phase II</i>	2 000 000	<i>AFA</i>	July 2013	September 2013	September 2018	March 2019	Nepal, Sri Lanka, India, Bangladesh, Indonesia, Vietnam, Cambodia, Laos, Philippines, Thailand, Fiji, Samoa, Solomon Islands, Tonga, Vanuatu , Cook Islands
<i>2+102 - Improving Livelihoods and Enhancing Resilience of the Rural Poor in the Himalayas to Environmental and Socio-Economic Changes</i>	1 200 000	<i>ICIMOD</i>	November 2013				Nepal, Indonesia, Bangladesh, Myanmar

Recommendations of the 2005 Bangladesh CPE and actions taken in the COSOP 2005

Recommendations (synthesis)	Actions taken
<p>Set Clear Strategic Goals and Specific Attainable Objectives. GOB and IFAD should clearly define the strategic goals that they wish to obtain through collaboration. Their next cooperation strategy should identify a limited number of specific objectives that can reasonably be expected to be reached with the available resources and within the time period foreseen by the COSOP.</p>	<p>The logical <u>goal</u> for IFAD is to support the upscaling of successful innovative approaches to poverty reduction by Government, NGOs, private sector, and donors. Drawing on IFAD's past experience, on discussions with the GOB and taking into account IFAD's limited resources, the IFAD's country programme in Bangladesh is based around <u>five sub-programmes, each with a specific output</u>:</p> <ul style="list-style-type: none"> • <u>Increased availability of agricultural technologies for small farmers;</u> • <u>Increased access to markets and financial services for small rural entrepreneurs;</u> • <u>Innovations in pro-poor infrastructure benefit the extreme poor;</u> • <u>Increased access to common property resources for the extreme poor; and</u> • <u>Increased access to economic opportunities for women.</u>
<p>Development of Financial Services to Microenterprises and Small and Marginal Farmers. IFAD should continue its important new work in the Microfinance for Marginal and Small Farmers Project, (MFMSFP) developing financial service providers and products for agricultural production and for microenterprises in rural areas. Investments in this area should be accompanied by policy dialogue with responsible GOB agencies, partnership building with fellow development agencies, and knowledge dissemination in the local microfinance community. Projects should work with established financial institutions in order to leave institutions and services that will be sustained beyond project implementation periods.</p>	<p>Sub-programme 2 – Increased access to markets and financial services for small rural entrepreneurs: This programme would help small rural entrepreneurs to get access to markets and financial services. This would support growth in both agriculture and the non-farm rural economy – also a critical sector for the PRSP. Enterprise and private sector development is a priority sector for a number of donors, and IFAD will coordinate its support with that of other donors.</p>
<p>Continue Investment in Infrastructure to Provide Economic Benefits to the Rural Poor and Employment to Poorest. IFAD should continue to finance rural infrastructure targeted for the poor. Tested participatory arrangements, such as labour contracting societies, should be used for constructing infrastructure to benefit the poorest through direct employment. Investments should focus on village and Union level roads to serve poorer groups. Existing procedures to obtain beneficiary commitment to operation and maintenance of infrastructure should be applied and improved. Furthermore, beneficiaries should be involved in site selection and design as much as possible. Investments made should be accompanied by continued policy dialogue with GOB, building of partnership with concerned development partners, and dissemination of knowledge acquired to partners and other concerned parties in the country.</p>	<p>Sub-programme 3 – Innovations in pro-poor infrastructure benefit the extreme poor: This programme, which would include support for transport, market and water management infrastructure, would focus on regions with a high incidence of poverty, such as the coastal belt, areas subject to drought, flooding and erosion and the hills of the CHT. Infrastructure construction would use labour-intensive construction techniques so project funds flow directly to extreme-poor households.</p>
<p>Build Partnerships to Tap Private Sector Know-how, Networks and Resources. IFAD should work with GOB to help stimulate the development of the private sector, particularly the participation of poor small-scale producers in that development. IFAD should also help GOB to build partnerships with selected private sector operators to tap their know-how, networks and resources.</p>	<p>In relation to the private sector, efforts will be made to channel private sector expertise and technology for the benefit of the poor. The sub-programmes of the COSOP include provision for the following: development and support for small scale private sector enterprises; a more pluralistic approaches to provision of agricultural technology, including more private sector involvement; and promotion of greater private sector involvement in infrastructure provision.</p>
<p>Set Principles and Procedures for NGO Partnership. IFAD and GOB should identify what kinds of</p>	<p>Recent IFAD projects have taken advantage of PKSF's role as the apex body for micro-finance, either</p>

<p>partnerships with NGOs they feel would be most conducive to the achievement of their rural poverty reduction objectives and what outcomes can best be obtained through partnership with NGOs. They should consult with NGOs to learn their views on these questions. They should then identify basic principles for collaboration with NGOs and outline xvi transparent criteria and procedures for approaching and selecting NGO partners, in particular for collaboration with NGOs in matters other than microfinance where well-functioning criteria and selection processes are already in place.</p>	<p>to select and manage NGO partners, or to provide rating criteria for NGO performance – which can be used for selection by other agencies. As the supply of funds for microfinance has expanded considerably, increasingly participating NGOs will be expected to provide lending funds from their own resources. In providing such resources, NGOs will become more of an active partner rather than being contractors for project implementation.</p>
<p>Establish a Permanent Field Presence in Bangladesh. A formal IFAD presence in Dhaka should be established, particularly considering the size and relative importance of the country programme for IFAD.</p>	<p>The ICO was established in 2006.</p>
<p>Finance Communications and Knowledge Components in all Projects. Specific plans for managing and communicating knowledge and information should be made part of each project. To get the most benefit out of IFAD-financed investments, projects should set objectives and priorities for outreach. They should then actively document and disseminate knowledge to partners according to those objectives and priorities. In addition, more information on project costs, expenditures and procurement should be made available to the public to increase transparency and accountability.</p>	<p>No specific action described in the COSOP 2005. Regarding M&E: To build effective M&E systems more implementation support is still needed. In order to enhance project management, IFAD will continue to shift towards line agencies and institutions committed to improving their management capacity (for example PKSf).</p>
<p>Reduce Opportunities for Corruption in Relation to Projects. Although IFAD has taken some steps to mitigate corruption including implementation of audit log procedure and use of NGOs approved by the government agency known as the Palli Karma-Sahayak Foundation (PKSF), additional steps are needed. Two such steps are described in above recommendations. They are: (i) better IFAD procedures and criteria for selecting NGO partners that are not microfinance institutions and thus not suitable for the application of PKSf criteria; and, (ii) establishment of communications components to disseminate information to the public.</p>	<p>Regarding Financial Management and Corruption the COSOP established the following actions: Action can be taken at the time of project design to cost projects as accurately as possible. Attention can also be placed on ensuring procurement rates are in line with market rates. Performance can also be improved by informing and empowering project beneficiaries about what the project should deliver and what rates should be paid. Capacity building can be provided to project management units to enable higher quality financial statements and quicker resolution of outstanding audit observations. Finally, mainstreaming of an audit log for all outstanding audit observations would be undertaken for all projects.</p>

Source CPE 2005 and COSOP 2005.

Bibliography and references

IFAD DOCUMENTATION

Project related Documentation

A comprehensive list of project documents for the CPE team to review will be developed by IOE.

IFAD Strategy/Policy

Evaluation Manual, 2009

Evaluation policy – 2011

Strategic Framework, 2007-2010; 2011-2015

Land policy – 2008

Innovation strategy – 2007

Knowledge management strategy –2007

Rural finance policy – 2000 and 2009 update

Anti-corruption policy – 2005

Rural enterprise policy – 2004

Environment and natural resource management Policy – 2011.

Private Sector Policy – 2011.

Gender equality and women's empowerment Policy – 2012.

IFAD Partnership Strategy – 2012.

Country Strategy & Opportunities Papers (COSOPs) Bangladesh –1999,2006,2012

Evaluations Documents, IOE

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