



**LoGIC**  
Strengthening Locally Led Climate Action

**Local Government Initiative on Climate Change (LoGIC) Project**

Mid-Term  
**Evaluation Report**

**Local Government Division (LGD)**

Ministry of Local Government, Rural Development & Cooperatives  
Government of the People's Republic of Bangladesh





**LoGIC**  
Strengthening Locally Led Climate Action

## Local Government Initiative on Climate Change (LoGIC) Project

# Mid-Term Evaluation Report



Co-funded by  
the European Union



Unlocking Public and Private  
Finance for the Poor



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## Program Data Sheet

Country	Bangladesh
Program Title (Long)	Local Government Initiative on Climate Change (LoGIC) GCCA+ support for enhancing communities' resilience to climate change and related disasters approved by the Government of Bangladesh as a multi-donor action titled "Local Government Initiative on Climate Change (LoGIC)"
Program Atlas Code (by donor)	UNDP 00085984; UNCDF 00101390 (EU), 00102142 (Embassy of Sweden)
Joint Project Outcome	Improved and inclusive local level planning and a strengthened financing mechanism for community-based climate change adaptation solutions through local governments

## Financial Breakdown (by donor)

Commitments	As per ProDoc (in USD)	Actual project budget (in USD)
EU/GCCA+	17,049,877.46	17,049,877.46
Embassy of Sweden	17,977,825.31	17,977,825.31
UNCDF	300,000	300,000
UNDP	300,000	300,000
Government of Bangladesh	1,890,160	1,890,160

## Delivery to date (per donor)

Sources	Committed Budget (USD)					Expenditure until 31 Dec 21 (USD)					Percentage Expended				
	Y1 2017	Y2 2018	Y3 2019	Y4 2020	Y5 2021	Y1 2017	Y2 2018	Y3 2019	Y4 2020	Y5 2021	Y1 2017	Y2 2018	Y3 2019	Y4 2020	Y5 2021
UNCDF	7,322	15,163	116,195	61,320	35,000	-	-	-	-	27,527	-	-	-	-	79%
UNDP	22,230	45,184	103,590	28,996	111,428	12,191	18,435	17,946	28,771	64,958	55%	41%	17%	99%	58%
LGD	224,642	163,214	163,214	163,214	140,333	-	6,427	14,992	8,856	11,986	0%	4%	9%	5%	9%
Embassy of Sweden	360,065	1,959,964	5,414,339	2,167,775	4,498,820	71,769	2,125,752	4,008,376	2,485,322	3,050,509	20%	108%	74%	115%	68%
EU	326,267	1,689,910	4,927,388	2,024,404	4,510,852	131,423	1,230,707	4,349,149	2,433,564	3,581,103	40%	73%	88%	120%	79%
<b>Total</b>	<b>940,526</b>	<b>3,873,435</b>	<b>10,724,726</b>	<b>4,445,709</b>	<b>9,296,433</b>	<b>215,383</b>	<b>3,381,321</b>	<b>8,390,463</b>	<b>4,956,513</b>	<b>6,736,083</b>	<b>23%</b>	<b>87%</b>	<b>78%</b>	<b>111%</b>	<b>72%</b>

## Project Implementation

Executing Agency	Local Government Division (LGD) of the Ministry of Local Government, Rural Development and Cooperatives (MoLGRD&C), Government of Bangladesh (GoB)
Implementing Agency	UNDP & UNCDF
Key Project Partners	Helvetas (formerly) BRAC Population Crisis Control & Mass Education Committee (PCC & MEC) Bangladesh University of Engineering Technology (BUET)
Approval Date of Project	ProDoc was signed on 22 November 2016 DPP was approved by ECNEC on 21 June 2018
Project Duration as Project Document	81 months
Project Amendment	February 2021
Evaluation Date	July 2021 – March 2022

## Project Context

Other current UNCDF projects in-country	-
Previous UNCDF projects (if relevant)	
Previous evaluations (if relevant)	Study on the Absorption Capacity of LoGIC (Commission by the EU)
Dates of audits	

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## ACRONYMS & ABBREVIATIONS

ADP	Annual Development Plan
AR	Annual Review
ATM	Adaptation Tracking and Measurement
BCCSAP	Bangladesh Climate Change Strategy and Action Plan (BCCSAP) 2009
BCCTF	Bangladesh Climate Change Trust Fund
BCR	Benefit-Cost Ratio
BDP	Bangladesh Delta Plan (BDP) 2100
BDT	Bangladesh Taka
BG	Block Grant
CALO	Climate-Adaptive Livelihood Option
CCA	Climate Change Adaptation
CFF	Climate Fiscal Framework
CLP	Chars Livelihood Program
CMF	Community Mobilization Facilitator
COP	Conference of Parties to the UNFCCC
CRA	Community Risk Assessment
CRF	Community Resilience Fund
CSO	Civil Society Organization
CTR	Cost-Transfer Ratio
CVF	Climate Vulnerable Forum
DAC	Development Assistance Committee
DCCC	District Climate Change Coordinator
DCFC	District Climate Finance Coordinator
DDLG	Deputy Director of Local Government
DRR	Disaster Risk Reduction
EU	European Union
FGD	Focus Group Discussion
GCCA	Global Climate Change Alliance
GoB	Government of Bangladesh
HHRRAP	Household Risk Reduction Action Plan
HRGE	Human Rights and Gender Equality
IBFCR	Inclusive Budgeting and Financing for Climate Resilience
KII	Key Informant Interview
LCFF	Local Climate Fiscal Framework
LGD	Local Government Division

LGED	Local Government Engineering Department
LGI	Local Government Institution
LGSP	Local Government Support Program
LLA	Locally-Led Adaptation
LNOB	Leave No One Behind
LoCAL	Local Climate Adaptive Living Facility
MCPP	Mujib Climate Prosperity Plan
MIS	Management Information System
MoLGRD&C	Ministry of Local Government, Rural Development and Cooperative, Government of Bangladesh
MTE	Mid-Term Evaluation
NAP	National Adaptation Plan
NAPA	National Adaptation Program of Action
NBS	Nature-Based Solutions
NGO	Non-Governmental Organization
NIM	National Implementation Modality
NPD	National Project Director
OECD	Organization for Economic Cooperation and Development
PBCRG	Performance-Based Climate Resilience Grant
PMU	Project Management Unit
PPE	Personal Protective Equipment
PRA	Participatory Rural Appraisal
PSC	Project Steering Committee
RRAP	Risk Reduction Action Plan
SDG	Sustainable Development Goals
SMART	Specific, Measurable, Achievable, Realistic, and Time-Bound (Goals)
TA	Technical Assistance
TCTR	Total Cost-Transfer Ratio
TOC	Theory of Change
TOT	Training of Trainers
UN	United Nations
UNCDF	United Nations Capital Development Fund
UNDP	United Nations Development Program
UNEG	United Nations Evaluation Group
UNFCCC	United Nations Framework Convention on Climate Change
UNO	Upazila Nirbahi Officer
UP	Union Parishad
USD	US Dollar
VfM	Value for Money

## PROJECT PROFILE

The **Local Government Initiative on Climate Change (LoGIC)** project focuses on local climate change adaptation (CCA) in 7 climate vulnerable districts of Bangladesh. LoGIC is designed to enhance the capacity of Local Government Institutions (LGIs), vulnerable communities, and civil society organizations (CSOs) to engage in effective and inclusive local-level planning and financing. LoGIC is a **Nationally Implemented Project (NIM) executed by the Local Government Division (LGD)** of the Ministry of Local Government, Rural Development and Cooperatives (MoLGRD&C), Government of Bangladesh (GoB). It is a joint United Nations Development Program (UNDP) and United Nations Capital Development Fund (UNCDF) project with funding support from the European Union (EU) and the Embassy of Sweden.

It was launched in 2016 as a 4-year initiative with an outlay of USD 20 million but due to delays in project approval, it only started in 2018. Following a review by the EU, LoGIC's timelines have been extended to 2023 with an increase in budget to USD 37.517 million.

### LoGIC is centered around three key pillars:

- Strengthening the capacity of vulnerable people and local stakeholders for accountable planning and financing of CCA/Disaster Risk Reduction (DRR) actions for building resilience.
- Enhancing access of LGIs and vulnerable households to climate funds for climate-resilient infrastructures and adaptive livelihoods.
- Establishing evidence-based advocacy for a mechanism for financing local resilience.

As of Quarter 3 of 2021, a total of USD 28,599,046 was budgeted to be spent against which USD 18,115,938 (63%) was actually spent<sup>1</sup>.

## EVALUATION OBJECTIVES, METHODS & USE

The mid-term evaluation analyzed LoGIC's progress thus far to provide information and recommendations that are useful and relevant to support evidence-based program management and broader strategic decision-making. It covered the period from 2017 to Quarter 3 2021 (September). It applied the **OECD-DAC evaluation criteria** of relevance, coherence, efficiency, effectiveness, likely impact, and sustainability, based on the project's strategic approach (Theory of Change) and emphasized the human rights and gender equality aspects as cross-cutting themes.

**Contribution analysis was done by adopting a mixed methods research and evaluation design.** Existing quantitative data was accessed from project documents and qualitative data was generated through Key Informant Interviews (KIIs), Focus Group Discussions (FGDs), and Participatory Rural Appraisals (PRA). The data was then triangulated wherever possible to enrich the findings and allow cross-validation. The Value for Money (VfM) has been assessed based on the economy and cost efficiency drawing on expenditure data and comparisons with prevailing benchmarks. The target audience for this MTE includes the LGD, MoLGRD&C, UNDP, and UNCDF; the donors, the EU and the Embassy of Sweden, local governments in Bangladesh, other government agencies, development partners, and the wider audience to which the report will be disseminated.

<sup>1</sup> Based on Financial Data Provided by LoGIC Project staff to the Evaluation Team

## KEY FINDINGS

### **Relevance**

Desk review of the respective policy documents and the evaluation team's discussions with national climate policy experts shows that while the GoB has been an exemplary early adopter of climate strategies and action plans, translating these into climate-informed planning, budgeting, and financing of adaptive infrastructure and services at the local government level has been a major challenge. **In this context, LoGIC with its focus on climate change adaptation and climate-resilient livelihoods, awareness, and capacity building on climate change at the local government and community level is well aligned with Bangladesh's national climate policy framework.** LoGIC has been particularly relevant to the local context of 72 UPs in 7 Upazilas facing various climate hazards. These UPs are one remotest and most climate-vulnerable areas in Bangladesh with high levels of poverty and low awareness and capacities on climate change and CCA.

**LoGIC is also fully aligned with global climate change policy priorities and the SDGs, especially SDGs 1, 2, 5, 6, 9, and 13<sup>2</sup>.** The recently held COP 26 has provided further global impetus to climate adaptation.

The design was intended to leverage the comparative advantage and mandates of the two UN agencies with UNCDF's expertise in developing climate finance and planning tools for local government and UNDP's expertise in large-scale program delivery and supporting climate policy in Bangladesh. Whilst this has generated useful synergies, strategic policy linkages are weak.

Additionally, though LoGIC's main objective is to set up a country-based climate financing mechanism for scale-up across all UPs in Bangladesh, the existing RF reflects and emphasizes more on the outputs and outcomes of the currently targeted 72 UPs. Therefore, there is an in-built dilemma/dichotomy in the program as to whether LoGIC is a delivery-based model for climate adaptation to benefit the targeted population in the intervention UPs or is it a demonstrative model to influence national policies and programs to scale up and enable the adoption of the local climate adaptation model across Bangladesh. **Here there is an opportunity for the project team to revise the results framework to incorporate replicability and scaling up indicators to the same.**

On gender and inclusion, LoGIC adopted a '**gender transformative**' approach and is supporting the most vulnerable women who have not been covered under any other programs other than normal disaster relief provided. Moreover, the project is being implemented in the remotest and most climate-vulnerable areas of the country with target beneficiaries coming from most marginalized groups such as women-headed households, persons with disability, ethnic minority groups, and small/marginalized occupational groups.

### **Coherence**

**LoGIC's design and implementation strategy are aligned and coherent with the core policy directives of Bangladesh.** It is coherent with the national government's Local Government Support Project (LGSP) which seeks to fund infrastructure development in UPs through Block Grants. Some of the processes like annual audit, percentage allocation based on fulfilling certain criteria, etc. for Performance - Based Climate Resilience Grants (PBCRG) are in sync with the LGSP fiscal transfer guidelines.

LoGIC is working with the Local Government Department (LGD) of the Bangladesh government and while it has created some synergies with line departments at the Union Parishad (UP) level for livelihoods training, **this is not reflected in a more formal engagement at the national level.** Similarly, LoGIC has virtually no connection with the Ministry of Environment, Forests and Climate Change which has a lead role in climate change adaptation.

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<sup>2</sup> Goal 1: No Poverty; Goal 2: Zero Hunger; Goal 5: Gender Equality; Goal 6: Clean Water and Sanitation; Goal 9: Industry Innovation & Infrastructure ; Goal 13: Climate Action

LoGIC's design with its three key outputs – training and capacity building of UPs and communities; Performance Based Climate Resilience Grants (PBCRG) and Community Resilience Fund (CRF) grants and, influencing national policies – are clear and coherent. However, in its design and results framework, the focus on the institutionalization of outcomes is weak. While the design attempted to address climate resilience both from the community-level livelihood and local infrastructure angles, **the evaluation team did not find many synergies between the PBCRG and CRF schemes in implementation.** Barring a few instances, they appear to work as two separate interventions – which pose some risks.

### **Efficiency**

**Despite a delayed start due to lags in project approval, LoGIC has made good progress against the targets set in its results framework. It has been rolled out across 72 UPs, albeit with varying degrees of ownership, involvement, and levels of support.**

**Output 1 focuses on capacity building at the community and local government levels.** Under this, LoGIC has supported a total of 17,000 beneficiaries to develop Household Risk Reduction Action Plans (HHRRAP) and delivered training on 23 climate-adaptive livelihood options (through 16 training manuals) to help beneficiaries to adopt climate-resilient livelihood practices. 99% of the 17,000 CRF beneficiaries participated in the HHRRAP updating process against the target of 52%. Moreover, in 2021, LoGIC selected an additional 18,000 Community Resilience Fund (CRF) beneficiaries (100%-women) who have now started undergoing trainings on the Climate Adaptive Livelihood Options (CALO). At the local government level, LoGIC has conducted Community Risk Assessments (CRA) for all 72 UPs and facilitated planning workshops to develop climate risk-informed annual development plans (ADP) and 5-year development plans at the UP level, thereby meeting the stipulated target.

**Output 2 focuses on local climate finance - the PBCRG and CRF funds.** All 72 UPs have secured PBCRG funding to support CCA interventions meeting the envisaged target. A total of USD 7.91 million has been disbursed (between 2018 and 2021) to these 72 UPs for the implementation of 653 infrastructure and schemes.

Also, the project reports that 74% of CRF beneficiary households have gained economic benefit from engaging in the LoGIC-promoted CALOs exceeding the target (60%). A total of USD 9.72 million has been disbursed as CRF grants since inception till 2021 to provide seed funding. **Concerning Output 3 on policy advocacy and influence, the progress has been limited.** There has been a single high-level discussion with the Government counterpart on setting up a fiscal allocation model for climate-vulnerable areas.

As of Quarter 3 of 2021, a total of USD 28,599,046 was budgeted to be spent against which USD 18,115,938 (63%) was actually spent.<sup>3</sup> Within the actual spend, 8% of resources were spent on Output 1, 80% on Output 2, 5% on Output and 7% was the management fee. **As evident from this, the main expenditure was related to the Performance Based Climate Resilience Grants and the Community Resilience Fund grants.**

**Though LoGIC has mostly achieved its targets, there are a few challenges related to timeliness and quality of implementation.** For example, while the CALO trainings were useful to start alternate livelihood options, there has been a disconnect in the timing of training and the seasonality associated with some activities, rendering some of the exercises less effective. During field-level discussions, stakeholders opined that they would have welcomed more in-depth training and follow-up, especially on forming groups and linking with markets, which was not possible in the first phase due to the paucity of time. Also, a review of the online CALO training videos reflects that while these videos were comprehensive, they did not explain clearly why these practices are required, how they differ from traditional methods, and how the approaches are better for climate change and adaptation. In addition, critical aspects such as market linkages and value chain were missing.

<sup>3</sup> Based on Financial Data Provided by LoGIC staff

Similarly, the project had prepared climate hazard maps and downscaled national vulnerability data to the UP level which have helped initiate dialogue on climate change with UPs and communities and develop the CRA and RRAPs. However, these maps do not provide sufficient information on the current exposure risks or share future exposure and stresses. **As a result, most schemes to date have been traditional, although all schemes are required to have some form of climate narrative to qualify for funding.** Therefore, in 2020-21 LoGIC started preparing a new set of climate risk maps which will be used for updating the CRAs and RRAPs.

Though LoGIC trained elected UP members, in many cases our discussions reflected the lack of genuine interest and involvement of the UP elected persons in training. The lack of interest was cited as one of the significant challenges faced by the LoGIC trainers. Furthermore, reporting and processes were done or extensively supported by LoGIC staff which reflects a lack of ownership and capacity. **Therefore, we feel that adequately sensitizing and ensuring their genuine involvement would require more orientation, refresher courses, and in-depth support as also requested by the UP chairmen during our interviews.**

Our review also finds the various project documents, guidelines, and manuals developed to be detailed and comprehensive. However, a few stakeholders observed that these are too complex and detailed for most UP chairpersons and members to follow and adhere to without the project team's support. Also, in the long run, without the intense supervision of the LoGIC project team, these parameters might be wrongly reported because of local influence on the audit.

**The project monitoring has been excellent, and this stringent monitoring helps ensure quality and reduces fiduciary risks, which UP chairpersons also admitted.** The PBCRG allocations are displayed publicly, and the schemes are discussed in the open budget sessions. However, from our field discussions, it was apparent that the participation of vulnerable populations at open budget sessions is relatively low. The social audit component got delayed, and training on social audit has been recently completed for the project staff. Although the project falls under the National Implementation Modality (NIM), it has its own set of procurement and financial reporting rules aligning with UN principles to minimize fiduciary risks.

**On CRF, our discussion with the stakeholders reflects that the beneficiary selection is robust compared to other government schemes with a high degree of transparency along with the inclusion of a complaint redressal mechanism.** Our field discussions confirmed the robust quality of the selection process, although this was seen to vary slightly across districts. In some UPs, informants complained that there were some inclusion or exclusion errors. Climate migrants were excluded since they could not demonstrate adaptive ability or fit well for the given set of CALO as highlighted in the key stakeholder discussions. **It must also be noted that while the selection criteria are robust, it may be difficult for a UP to administer the same process independently.** Also, LoGIC has not engaged much with the CSOs and NGOs in building their capacities and engaging them to ensure increased participation and voice of marginalized communities in UP level meetings.

**On governance and management structure, our discussions with donors and other stakeholders reflect that LoGIC is perceived to suffer from weak management at the project governance level,** resulting in the Project Steering Committee (PSC) meetings focusing on minor operational issues and approvals rather than strategic issues and project direction. Also, our discussions with the key departments reflected incongruence and lack of understanding of the project objectives and activities among the senior officials of the government. These issues highlight the need for LoGIC to ensure that the project coordinator or team leader has the necessary gravitas and skills to be able to manage the policy agenda optimally. Our review also found that long-vacant positions have affected project delivery. Key positions such as Policy Advocacy and Gender Expert are vacant. Similarly, the position of Capacity Building Expert was vacant till mid-2021.

Some project stakeholders have also pointed out an insufficient budget for policy-level work, capacity building, human resources, and social mobilization, even though all these are essential components of the project. The current project design allocates nearly 70% of the fund for PBCRG and CRF, with the remaining 30% for staffing and other activities. Since LoGIC is more than just a cash transfer or micro-credit program, staff members feel that capacity building, policy influence and advocacy, business planning, and market linkages are essential components and require additional resources and funding for effective implementation.

On M&E, LoGIC monitors its activities against the results framework and reports annually. Since the results matrix is based on quantitative reporting, some of the softer issues around voice, accountability, empowerment, capacity, and policy influence are not reported at the outcome level. **While it is encouraging to note that the project has instituted the Adaptation, Tracking and Measurement (ATM) survey, the evaluation team's review has found gaps in data aggregation and reporting** indicating that data quality assurance needs to be strengthened to avoid inaccurate or misleading reporting on outcomes and impacts.

**On Human Rights and Gender Equality (HRGE), the budget analysis reflects that 100% of the CRF grants are to women.** To date, the CRF amount that has been spent has reached 17,000 beneficiaries, equivalent to USD350 for each beneficiary. The amount of funds disbursed to each beneficiary is based on evidence of similar livelihood programs in Bangladesh.

For PBCRG schemes, the evaluation team could not ascertain the percentage of funds allocated for women-centric projects and how many women benefited from the PBCRG schemes. Also, was it not possible to determine the degree to which prioritization of schemes reflected women's choice and voice, although LoGIC has reported 26% of those participating in planning are women, implying relatively low involvement.

**On the project's Value for Money (VfM), a broad analysis of project expenditures highlights the following breakdown: Output-1 - 8%; Output-2 -80%; Output-3 -5% and Management fees -7%.** On the economy aspect, the staffing costs are around 12% which appears reasonable given the Technical Assistance (TA) component. The average transfer value of CRF grants to beneficiaries is USD 350, roughly similar to other UNDP livelihood programs such as Swapno. On Cost Efficiency, our calculation shows LoGIC's total cost to transfer ratio is 1:1.5, comparable to cash transfer programs globally. The administrative cost to transfer ratio for LoGIC is 50% which appears to be high. It should be noted that direct comparability with global cash transfer programs is not suitable since it varies with the context, sector, inputs, and interventions.

### ***Effectiveness***

**Overall LoGIC has demonstrated systematic interventions through training at various levels.** The success has varied, and the gaps in delivery at the project level, coupled with the challenges of working with elected representatives, are areas that need strengthening going forward.

**LoGIC has contributed to changing the mindset of the local governments on the importance and need for climate adaptation in the local planning, budgeting, and investment.** At the Union Parishad level, there have been some improvements in understanding and awareness on climate change but more sustained efforts are needed for elected representatives to own and implement climate adaptive practices. Moreover, there do exist tendencies to conflate CCA with disaster risk mitigation. **The major successes in the selection of climate-resilient and nature-based solutions have been driven majorly by LoGIC project staff who lead the CRA, RRAP, and scheme identification processes.**

**The planning process (chiefly conducted by LoGIC staff) has been a mix of a top-down and bottom-up approach.** It is based on a menu of investments and finalized in consultation with the beneficiaries reflecting their need and requirements. **The field level discussion reflected that the participation of the vulnerable population in the LoGIC meetings has been good. However, the participation of these groups in UP meetings is still minimal.** Overall, the process has been project-driven with minimal involvement of elected UP chairpersons or members, which has reduced the ownership of the process even though the UP has endorsed the selection. While the Chairpersons appreciated the involvement of the LoGIC project staff, **they were not sure whether they will be able to maintain full compliance and momentum once LoGIC concludes, threatening the sustainability of the results achieved.**

Based on the learnings from previous UNDP and UNCDF programs and the LGSP, LoGIC has established a decentralized fiscal transfer model for local climate adaptation with set standards and criteria for fiscal allocation. However, these could not be strictly followed in the initial year of the project. **Though LoGIC has established systems the capacity and willingness to sustain it at the local level is still a challenge.** Also, the issue of mainstreaming it rather than keeping a siloed and projectized approach is important to consider. Although the fiscal transfer mechanism has been established the leveraging of additional resources and access to the private sector or other sources of climate finance so far has been limited.

Whilst there has been a focus on training and capacity building, in certain instances, these were not very effective. Though the training of UPs though generated interest and awareness, it did not build their capacity to the desired extent. Likewise, for the CRF wherein there has been a gradual dropout from continuing the CALO activities in many instances. At the same time, it should be noted that the CRF beneficiaries reported that there has been an increase in household income and improvement in food security due to the CALO training and CRF grants. Furthermore, during the FDGS and PRA exercise the beneficiaries appreciated and rated the planning process, CRF, and PBCRG schemes highly. LoGIC has also promoted transparency and accountability at all stages of PBCRG and CRF implementation through displaying beneficiary lists, open budget sessions, and setting up grievance redressal cells which are welcome measures.

**While there has been a gradual shift towards adopting climate-resilient infrastructure at the UP level rather than traditional roads, culverts, and cyclone shelters, it is the evaluation team's opinion that mainstreaming climate change adaptation into local development and investment planning needs to be strengthened.** Additionally, mainstreaming LoGIC through building convergence and engagement with other line departments and UPs has been limited. There has been no attempt to share the learnings with other non-intervention UPs and national departments or agencies in an attempt to influence policies.

On HRGE aspects of LoGIC's results, it is crucial to note that the project has adopted a 'gender transformative approach since its inception, focusing almost exclusively on women as CRF beneficiaries'. LoGIC beneficiaries are from the most vulnerable and marginalized communities such as the Kamar, Bagdi, fisherfolk, etc., and face regular climate stresses due to their geographical location and remoteness. **Moreover, many of the LoGIC beneficiaries are unique and excluded from other NGO programs. LoGIC has facilitated the opening of bank accounts, leading to the financial inclusion of these women for the first time.**

With respect to adaptive capacity, our review suggests that the CALO options are mostly gender-sensitive. Although the CALO options are not unique, the LoGIC process of combining individual and group approaches increases accountability and gives confidence to first-time beneficiaries. The new livelihood practices have helped increase household income.

The PBCRG-funded projects are largely gender-neutral except perhaps where drinking water-related facilities have been set up. While the identification of the intervention may not have been overtly gender dictated, these drinking water plants have contributed to reducing the burden on women and girls from the drudgery of fetching water. **Furthermore, since 2021, LoGIC has started engaging with young people.** On access to institutions and voice, it must be noted that LoGIC-facilitated community meetings see a high percentage of women in attendance and voicing opinions. However, women's participation in the UP meetings is low as unanimously revealed in our FGDs.

### ***Likely Impact***

**LoGIC has contributed to improving climate-adaptive planning and financing of community infrastructure at the UP level and adaptive livelihoods at the household level to boost resilience to climate stresses.** Although at the UP level there has been an incremental shift toward climate adaptive solutions, it is still too early to assess the actual degree of climate resilience and climate additionality. **Furthermore, there was a unanimous perception among Local Government officials and participants that the quality of infrastructure provided under PBCRG is substantially better due to very close monitoring and intense involvement of the LoGIC team.** At the same time, the evaluation team has found no evidence of Operations and Maintenance (O&M) costs being considered as a part of the PBCRG allocation, putting the sustainability of PBCRG investments at risk. Few PBCRG schemes have been destroyed during the Amphan and Yaas cyclones.

**At the community level, LoGIC has selected 'unique beneficiaries' and has brought in high levels of transparency and objectivity, and managed well potential 'elite capture' influenced by local politics.** While the CALO options being promoted are like other livelihood diversification programs, LoGIC's key differentiator is its attempt to demonstrate community-based climate change adaptation that is driven through government institutions while the others are more civil society-oriented.

During the FGDs and PRA activities, all beneficiaries agreed that general household incomes and disposable income have increased. However, there is substantial scope for improving the market linkages and access. **The evaluation team also has concerns about the sustainability of the CALO activities given the risk perceptions of the beneficiaries as well as their low self-reported confidence levels,** especially in Bhola and Patuakhali districts. This also evinces the need for more training as also requested by most beneficiaries.

Though there have been few instances, at an overall level there is an absence of any clear linkage between the PBCRG schemes which might be helpful and make the interventions more effective and adaptive livelihoods. **Also, there is a challenge related to PBCRG schemes with respect to public versus private goods.** PBCRGs have been used to create irrigation infrastructure in private lands for cultivation by landless laborers or beneficiaries engaged in fishing in PBCRG restored private ponds through lease agreements that are all time-bound and are at risk of discontinuation of current livelihoods at the end of the agreements. Whether groups that have been recently formed will be able to renegotiate such leases in the future is debatable. **If this does not materialize, there is a strong possibility that assets improved with PBCRG funds could revert to the private owner.**

On national policy advocacy and influence, progress thus far has been limited. The only evidence that the evaluation team found was the Policy Dialogue held in October 2020 from where the recommendation on the preparation of the Climate Vulnerability Index emerged. While the project plans a series of workshops/policy dialogues on various issues in the next year, we found no evidence of a clear strategy for policy advocacy and no nodal person in the project team tasked with this responsibility. **Overall, decentralization in Bangladesh has very strong central overtones and the very limited advocacy for policy influence undertaken by LoGIC is a concern as it may not change the equation sufficiently in favor of devolved action for local climate adaptation.**

## **Sustainability**

**In its current form, prospects for sustainability and mainstreaming appear to be challenging.** While counterpart staff from LGD have assisted delivery across the 7 project districts, the project activities have been heavily dependent on and driven by LoGIC staff. At the UP level, it is crucial to acknowledge that while the project has attempted to build institutional capacity, the human and monetary resources of LGIs still remain low. There are serious limitations with the understanding, capacity, and incentives of elected UP members and local level officials especially engineers to engage proactively in designing schemes to enable access to alternative (including international) sources of climate finance.

At the same time, however, sustainability also requires a commitment from the government to continue funding from internal resources over the medium term. While the evaluation team accepts that it is still somewhat early to expect to see confirmation of clear funding lines, this is an area that LoGIC will need to address as a key part of its roadmap going forward. **The decision to construct a Climate Vulnerability Index and use it as a parameter for fiscal transfer is a good beginning.** If implemented, it will help vulnerable regions to access funds. Hitherto the focus has been on capacity building and setting up processes, but it will also be crucial for LoGIC to aggressively focus on advocacy and influence with the LGD as well as other agencies such as the Local Government Engineering Department (LGED), Ministry of Finance, Ministry of Environment, Forests and Climate Change, Water Resources, Agriculture and Disaster Management.

At the beneficiary level, while the skill-building efforts have been useful, sustainability would require the facilitation of market access and the creation of instruments for additional financing for scale-up. The federated cooperative business models being taken up by LoGIC would also require professional support, capacity, leadership, and skill-building efforts. Additionally, there also needs to be capacity building and engagement with local CSOs and NGOs to foster local level demand and strengthen the ecosystem around the voice and participation of the most vulnerable and marginalized.

## CONCLUSIONS

Taking into account the effects of the pandemic and the resulting shorter implementation period (particularly at the local district level), **LoGIC can be judged to have initiated and delivered results in many aspects of the intervention.** It has introduced risk-informed LDP planning for UPs as well as helped to integrate CAA-DRR into the 5-year annual plans of LGIs. It has also piloted a model for decentralized performance-based fiscal transfers to 72 UPs for climate-resilient infrastructure and livelihoods, with strong fiduciary risk measurement to reduce leakages and nepotism. However, **LoGIC (both PBCRG and CRF) is yet to be properly institutionalized at the national and local levels and needs to build strong multi-sector partnerships.**

One of the main challenges reflected during the evaluation interactions with LoGIC stakeholders relates to the confusion around its dichotomy of purpose in terms of the demands related to maximizing delivery coverage and creating an impact at the local level on the one hand and, the specific requirements related to building a robust model of devolved planning and financing of local climate adaptation for mainstreaming and scale-up through government systems. This is important to clarify and agree upon since it has ramifications on the project delivery structure, approach, and results framework.

If LoGIC considers that it is a demonstration model or that it is developing a pathway as its key objective, scaling-up and institutionalization indicators should be defined in the results framework at the outcome level with sufficient attention and focus. If LoGIC is viewed through a systems transformation lens rather than a project delivery lens, the delivery approach needs to change with more emphasis on technical assistance support for the facilitation of delivery rather than pure project delivery.

Going forward, continued technical support, especially on building capacity at the local level, embedding LoGIC in LGD, and support in scaling up across UPs will all remain relevant and important. Although Bangladesh has several policies and programs on climate change and adaptation, these are mainly driven by the line departments with low cascading effect and low involvement of the Local Government Institutions and communities. Although there are some successes due to LoGIC in intervening with UPs to ensure adequate opportunities for continued participation of and contribution of marginalized and vulnerable populations in climate adaptation dialogue and interventions remain and require strengthening. Going forward, LoGIC needs to focus more on transferring skills and knowledge to local institutions and building local ownership. For this, it is also equally important to strengthen engagement with NGOs and CSOs to develop their capacities on climate adaptation, social audit and amplifying the voice and demand of the communities, and ensuring accountability at local levels.

LoGIC has successfully piloted a systematic mechanism to transfer climate finance at the local level with strong fiduciary standards, but it has not been able to address the challenge of limited public finance options to promote climate change adaptation at scale, especially related to access to international climate finance for local climate adaptation. This is challenging and as yet, a relatively uncharted territory, but it is essential to focus on how to go about leveraging alternate funding sources to ensure longer-term sustainability.

While the project has improved the life and immediate livelihoods context of many climate-vulnerable beneficiaries within the most climate-vulnerable districts in the country, it is essential to focus more on consolidating the gains by building resilience and greater portability of skills to sustain livelihood opportunities in the relatively likely event of future climate-related displacement. Finally, it will be important for LoGIC to devise a mechanism to strengthen the complementarity of the PBCRG and CRF schemes and PBCRG and CRF investments at different geographic and administrative scales. This will help to ensure that LoGIC is positioned to deliver more significant impacts and outcomes.

## RECOMMENDATIONS

### **Strategic Recommendations**

1. Given that LoGIC's success thus far has been primarily due to the intense engagement of project staff in planning, delivery and monitoring, it will be critical to focus on mainstreaming LoGIC within the government system for sustainability. This can be done by:
  - Deepening the awareness levels on LoGIC amongst senior LGD officials and issuing directives to the district and Upazila officials to monitor, facilitate and mainstream climate adaptation within the existing LGD programs and schemes implemented at the local level.
  - Using the Climate Risk Atlas as a tool to embed climate adaptation in planning LGSP works at UP, Upazila and district levels.
  - Streamlining and simplifying LoGIC processes for sustained use and training on the institutionalization of these processes at the UP level.
  - Supporting the LGD to leverage additional resources from the Finance Ministry during the budget preparation process for local climate-adaptive projects and schemes. This would complement LoGIC funding and help scale up.
2. **LoGIC should also focus on building strong and formalized linkages and engagement with other relevant line departments at the national and local levels, which hitherto has been limited and ad-hoc.** These include LGED, and the Ministries of Environment and Water Resources, Agriculture, Livestock and Fisheries. Apart from the national level, the project also needs to focus on improving the local level capacity.

Along with capacity building, it is equally important to build ownership of the UP chairpersons and elected members by incentivizing them within the context of the political economy. For example, giving awards and recognition through monetary and non-monetary incentives to high-performing UP chairpersons and members might induce them to take ownership and adhere to the process and systems whilst generating wider political credit, all of which would help deliver quality climate-resilient infrastructure and support to the most climate-vulnerable people.

**Also, building the capacity of the local CSOs (which has not been a major focus to date) would help in mobilizing and amplifying the voice of the most climate-vulnerable in planning and decision making. At the beneficiary level, it is equally important to facilitate market linkages, access to low-cost capital, and build portable skills for sustaining and scaling up their individual or groups' livelihood options.** The current plan of building a cooperative model is an excellent idea but needs a substantial investment of time and capacity building. An alternate option could be linking some of the existing groups with the existing well-functioning cooperatives/federations/other networks that may be promoted by CSOs in the region.

Given that LoGIC is being conceived and developed as a proof of concept for local climate adaptation, **it needs to generate and share learnings of both process and implementation across other UPs for scaling up.** This aspect has been largely missing. Here, learnings and experiences could be shared among the pilot UPs, which might help them adopt best practices and avoid pitfalls.

4. The other important area for the project to invest in over the remaining period is policy advocacy. **Along with deepening the engagement with the Government for policy advocacy, it is also essential that the project develops a policy influencing strategy that could lay out the issues, approaches, mode, and responsibilities.** Policy advocacy work needs to go beyond workshops. Here, LoGIC could explore other approaches

such as developing policy briefs, hosting talk shows, engaging with the media, and reaching out to key influencers or advisors in government. Also, broadening the policy dialogue platform to incorporate and create more space for donors to engage on relevant policy issues might be helpful since they also have other funding and strategic political leverage that could help in taking forward the agenda.

## Operational Recommendations

- It is essential to strengthen the climate science in the risk atlas through further analysis of exposure, modeling, and assessment of risk to design appropriate climate-resilient works at the district, Upazila, and UP levels.
- It is also important to build synergies between PBCRG and CRF projects and ensure that the PBCRG projects complement larger climate-resilient projects planned or implemented in the district for enhanced impact and sustainability.
- While LoGIC has invested in a field-level team for Monitoring and Evaluation to collect data online, it is essential that it also pays attention and provides the necessary technical support to strengthen data quality and data analysis for the recently launched ATM.
- Lastly, LoGIC should focus on its ways of working and deepening engagement with the Steering Committee to ensure that the platform provides strategic policy directives and facilitates embedding the project within LGD and GoB systems.

## Lessons

In addition to the specific recommendations, the evaluation findings also give rise to some general lessons that may be relevant more widely to other programs, donors, and governments implementing similar initiatives elsewhere.

- **Political Ownership:** One of the major learnings from LoGIC is that incentive-based systems such as the minimum conditions-performance measures of the PBCRG to improve efficiency and effectiveness would be more effective if there is political ownership at both the national and local levels of and the systems/structure facilitates the political economy context. Failing this, there is a high risk that efficiency and effectiveness gains in the project lifetime will dissipate if the program is being majorly driven by the project staff.
- **Policy Influence and Agenda Steering:** It is also important to note that having a National Project Director with a 50%-time commitment and a governing board with different government stakeholders does not necessarily lead to policy influence and embedding in government systems unless the Secretariat takes a more proactive approach to engage and steer the governing board for strategic decision-making.
- **Convergence with Larger Sectoral Programs:** Another key learning emerging from LoGIC is that the selected schemes or interventions should consciously seek synergies and complementarities with large sectoral programs and projects for improved and cascading impacts. For instance, our discussions highlighted that though drainage systems were developed to facilitate sunflower cultivation, the absence of local embankments or dykes in the area led to large-scale flooding which ultimately exposes the LoGIC PBCRG solution to risk.

# 1. EVALUATION SCOPE, OBJECTIVES & USE

## 1.1 Objectives

The **overarching purpose** of the LoGIC Mid-Term Evaluation (MTE) is to provide information and recommendations that are useful and relevant to support evidence-based program management and broader strategic decision-making.

### The evaluation purpose is three-fold:

- (i) To allow UNCDF, UNDP, the Government of Bangladesh, the EU, and the Embassy of Sweden to meet their accountability and learning objectives, and inform programming in-country and globally
- (ii) To support ongoing attempts by LoGIC and its funders and key partners to capture good practices and lessons to date
- (iii) To guide and inform the remaining years of implementation with evidence-based, forward-looking recommendations.

The **specific objectives** as recognized in the Terms of Reference (ToR) of the evaluation are to:

- Assist UNCDF, UNDP and their partners understand the relevance, coherence, efficiency, effectiveness, likely impact, and sustainability of LoGIC at the mid-term point, including positive and negative, foreseen and unforeseen, changes and effects driven by LoGIC-supported interventions
- More specifically, assess the relevance and effectiveness of LoGIC as an approach, identify gaps to meet its objectives in the context of the national policy environment and expectations of the local community, donors, and the government
- Consider the likely impact and sustainability of the LoGIC approach on the policy and institutional environment at the national level and the implementation structures at the local level
- Examine the hypotheses and assumptions embedded in the Theory of Change (ToC) of the LoGIC project and validate and/or refine the theory of change at this stage of implementation
- Consider the appropriateness to date of LoGIC as an approach to support direct access by the country to international climate finance for local-level initiatives
- Situate the program in its broader institutional and policy context with sustainability and impact in mind, and compare to similar programs and other initiatives by other development partners, including other UNCDF and UNDP sister initiatives in the region/worldwide
- Draw lessons learned and provide forward-looking operational and strategic recommendations that are realistic and practical in terms of programmatic approach and resource allocation to assist further improvement in the implementation of the program over the remainder of its term and way forward for future intervention

**The evaluation also seeks to identify** how LoGIC is working as a model Climate Financing mechanism for local climate adaptation and progress in achieving its targets and goal. The evaluation also assesses the extent to which a rights-based approach and gender-mainstreaming have been applied in implementation, the alignment of LoGIC's interventions with the national government policies, and the current capacity for policy review and monitoring. In doing so, the evaluation attempts to assess results to date and to provide evidence on progress on capacity building, climate financing, and policy advocacy. The evaluation captures LoGIC's good practices, key learnings, success factors, and challenges. It will also attempt to provide specific and actionable recommendations to guide and inform the remaining years of program implementation as well as a set of indicative action points for the implementation team's consideration.

## 1.2 Scope

The mid-term evaluation assesses the validity of the Theory of Change (ToC), processes, and operations that impact the quality of outputs, the policy issues, ground-level performance, and challenges in implementation. In addressing the above, the evaluation covers the progress from the start of the project in 2017 to Quarter 3 2021 (September). The assessment was conducted at three levels, i.e., national (with key government departments); the local level-Union Parishads and Upazilas, and at the beneficiary level.

## 1.3 Use of the evaluation

The primary audience for this MTE includes the Local Government Division (LGD) of the Ministry of Local Government, Rural Development and Cooperatives (MoLGRD&C), the Government of Bangladesh, UNDP, and UNCDF; the donors, the EU and the Embassy of Sweden, local governments in Bangladesh, other government agencies, development partners and the wider audience to which the report will be disseminated. The evaluation report is expected to provide preliminary evidence at the mid-term stage on LoGIC's current and likely contributions to:

- Improved inclusive local-level planning and a strengthened financing mechanism for community-based climate change adaptation solutions through local governments
- Strengthening the capacity of local government institutions, most vulnerable households and CSOs to develop and implement plans that integrate climate change adaptation measures and disaster risk management
- Establishing a robust financing mechanism to fund local communities for CCA measures
- Advocating for evidence-based improvements and policies for UPs and national systems with respect to CCA

## 2. PROGRAM PROFILE

### 2.1 Program description, strategy & background

#### *Program Background & Description*

Bangladesh, currently a least developed country (LDC) and scheduled to graduate to a developing country in 2026<sup>4</sup>, is exceptionally vulnerable to climate change with every 1 in 7 people in the country estimated to be displaced by climate change by 2050<sup>5</sup>. The country has been identified as the 7<sup>th</sup> most affected globally on climate risk from 2000 to 2019<sup>6</sup> and is subject to frequent floods, cyclones, salinity, livelihood, and biodiversity losses, reducing wetlands, that have exacerbated impacts on agriculture and food resources, poverty and vulnerability.

The Government of Bangladesh (GoB) acknowledges the importance of this issue which is reflected in its respective climate change policies and plans, as discussed in the following section on Relevance. **However, climate change is often a localized affair.** Even areas of close geographical proximity may face varied adaptation challenges and thus require customized responses. Moreover, the problems associated with climate change are different for women and men, rich and poor, elderly, and young, and differ among professions and livelihoods. Thus, adaptation interventions are often most suited to be addressed through Local Government Institutions (LGIs).

**However, LGIs, communities, marginalized groups, and the vulnerable face several challenges in addressing climate action.** There is a low level of climate awareness, skills and knowledge amongst LGIs, devolved budgets are insufficient, and they lack the political incentives and accountability to address climate change. The problem is heightened by weak policy frameworks and capacities for planning. Meanwhile, most civil society engagement has remained 'projectized' in the absence of robust policy frameworks for institutionalization. At the same time, vulnerable households face the twin challenges of insufficient influence and resources to engage in climate-resilient planning and actions.

**In this context, the Local Government Initiative on Climate Change (LoGIC)** project focuses on local climate change adaptation (CCA) in 7 climate vulnerable districts of Bangladesh. LoGIC is designed to enhance the capacity of LGIs, vulnerable communities, and civil society organizations (CSOs) to engage in effective and inclusive local-level planning and financing. The initiative aims to reduce poverty and climate-induced vulnerabilities through gender-sensitive approaches that promote local action on climate change at scale and influence policy for mainstreaming climate considerations into government programs and investments.

LoGIC is a **Nationally Implemented Project (NIM) executed by the Local Government Division (LGD)** of the Ministry of Local Government, Rural Development and Cooperatives (MoLGRD&C). It is a joint United Nations Development Program (UNDP) and United Nations Capital Development Fund (UNCDF) project with funding support from the European Union (EU) and the Embassy of Sweden.

It was launched in 2016 as a 4-year initiative with a total budget of USD 20 million. However, there were delays in obtaining project approval from the GoB and in reaching a consensus on the specific interventions eligible for PBCRG and CRF funding. Thus, project implementation started only started in 2018. Following a review by the EU in 2020, LoGIC's timelines have been extended to 2023 with an increase in budget to USD 37.517 million.

4 Least Developed Country Category: Bangladesh Profile <https://www.un.org/development/desa/dpad/least-developed-country-category-bangladesh.html>

5 Environmental Justice Foundation <https://ejfoundation.org/reports/climate-displacement-in-bangladesh#:~:text=Climate%20Change%20in%20Bangladesh,exceptionally%20vulnerable%20to%20climate%20change.&text=It%20has%20been%20estimated%20that,of%20sea%20level%20rise%20alone>

6 [https://germanwatch.org/sites/default/files/Global%20Climate%20Risk%20Index%202021\\_1.pdf](https://germanwatch.org/sites/default/files/Global%20Climate%20Risk%20Index%202021_1.pdf)

## The overall objectives of LoGIC are:

- Strengthening the capacity of vulnerable people and local stakeholders for accountable planning and financing on CCA/Disaster Risk Reduction (DRR) actions for building resilience.
- Enhancing access of LGIs and vulnerable households to climate funds for climate-resilient infrastructures and adaptive livelihoods.
- Establishing evidence-based advocacy for a mechanism for financing local resilience.

LoGIC is being implemented in **72 Unions of 19 Upazilas** in 7 districts - Kurigram, Sunamganj, Khulna, Bagerhat, Barguna, Patuakhali, and Bhola and across 4 climate-vulnerable zones.

These are (i) flash flood-prone *haor* areas (Sunamganj); (ii) flood-prone *char* areas (Kurigram); (iii) southwest coastal areas (Khulna and Bagerhat); and (iv) south-central coastal areas (Barguna, Patuakhali, and Bhola).

These districts were selected based on (i) exposure to climate hazards and risks i.e., salinity, sea-level rise, cyclone, and flood, and (ii) concentration of extreme poverty based on the Poverty Map of Bangladesh and household income and expenditure survey. The selection criteria were based on a combination of the exposed population, remoteness, and poverty drawing on available macro-level data from the Government Survey on Disasters and World Bank data.

### **Project Strategy**

LoGIC's goal is to enhance the resilience of vulnerable communities to climate change and related disaster risks in Bangladesh. The underlying assumption is that local communities are on the frontlines of climate change impacts. Yet, they and other local actors and institutions have limited awareness, capacity, resources, and voice in the decisions that most affect them.

The ToC has been conceptualized around six strands: (i) Building capacity, awareness, and empowerment of vulnerable people to generate climate-informed plans (ii) Development of the capacity of the local government to integrate climate change into their local development plans (iii) Building capacity and engagement of local actors and government extension workers at the local level to work as a driver for accountability of climate action (iv) Provide grants to local government as an additional resource to climate-proof their community-based climate adaptation investments (v) Provide direct support to vulnerable households to meet their adaptation needs (vi) Promote a local climate financing mechanism through evidence-based advocacy for delivering climate finance at scale. The table below summarizes the joint project outcome and the 3 outputs

*Table 1. LoGIC Bangladesh Outcome & Outputs*

Joint Project Outcome	Improved and inclusive local level planning and a strengthened financing mechanism for community-based climate change adaptation solutions through local governments.
Output 1	Strengthened local governments, households, and other local stakeholders to develop local plans that integrate CCA-DRR solutions.
Output 2	Established financing mechanism to fund local governments and communities for implementing adaptation measures.
Output 3	Experience and evidence inform and contribute to further improvements in policies and for UPs and national systems concerning CCA.

The figure alongside shows the main approaches (or thematic areas) that make up the integrated strategy to achieve Output 1 and Output 2.<sup>7</sup>

<sup>7</sup> The red-shaded approaches 1-4 are organized under output 1, and the blue-shaded approaches 5-7 are organized under output 2

**Outputs 1 and 2 are closely interlinked and** Approaches 1 to 7 (figure alongside) contribute to achieving these outputs. These are as follows:

- **Approaches 1 and 2** focus on the capacity building of local government, CSOs, local stakeholders, and community members on climate change awareness, knowledge, technology and skills, local planning, and importance and opportunities for climate adaptation in livelihoods infrastructure essential services.
- The underlying assumptions are that awareness and capacity building at the local level with guidance provided through the project will lead stakeholders to undertake **Approach 3**, the **participatory Community Risk Assessments (CRA)**, to develop **local Risk Reduction Action Plans (RRAP)**. **Approach 4** entails integrating the RRAPs into the local development planning process with regular screening for changes in the current and emerging environment, climate, and disaster risk priorities to ensure climate-inclusive **Local Development Plans** remain relevant, effective, and sustainable.
- To implement the local climate adaptation plans, LoGIC has established two types of specific financing at the Union Parishad (UP) level: a **Performance-Based Climate Resilience Grant (PBCRG)** and a **Community Resilience Fund (CRF)**. Under **Approach 5**, the **PBCRG** is aligned with the current system of fiscal transfers to local governments and **allocates additional resources to complement existing LGI budgets** for strengthening resilience to adverse climate and disaster impacts through investment in infrastructure and public services for the poor.
- **Approach 6** includes establishing the **CRF** to channel grants directly to vulnerable households to enhance their resilience through support for livelihoods and food security. Both the **PBCRG and CRF are complementary**. The **CRF is a medium-term measure** to meet the livelihood and food security needs of vulnerable households that are currently difficult to reach or excluded, while efforts increase to strengthen systems for sustainable public service delivery. The CRF predominantly supports extremely poor households to enhance their adaptive livelihood portfolios.
- **Approach 7** focuses on **strengthening the quality and accountability** of local-level institutions’ planning and budgeting and the **performance of the grant mechanism** itself. This involves strengthening the transparency of local institutions and the participation of beneficiaries in quality and accountability monitoring.
- Together, the approaches culminate in Output 3, which aims to generate knowledge and mobilize opinion for shaping a local climate fiscal framework and enhance the readiness of both the LGIs and the LGD to utilize national and international climate finance in an accountable way.

*Figure 1. LoGIC districts & their climate hazards*



LoGIC envisages helping National Ministries develop a systematic mechanism to transfer climate finance at the local level with strong fiduciary standards; build capacity to improve the delivery of climate-adaptive infrastructure and services of local institutions and reduce the vulnerability of marginalized communities and women through increased participation and influence local on development plans and improving their knowledge and skills for climate-adaptive livelihoods.

## 2.2 Current program implementation status

To achieve its goal and objectives, LoGIC has three main pillars of intervention and is reflected in the results framework. The progress against the results framework has been presented in a tabular format in Annex 1. This section provides a narrative of the progress against the targets.

### Output 1: Strengthened capacity of various stakeholders (local governments, vulnerable households) to develop local plans that integrate climate change adaptation measures and disaster risk management.

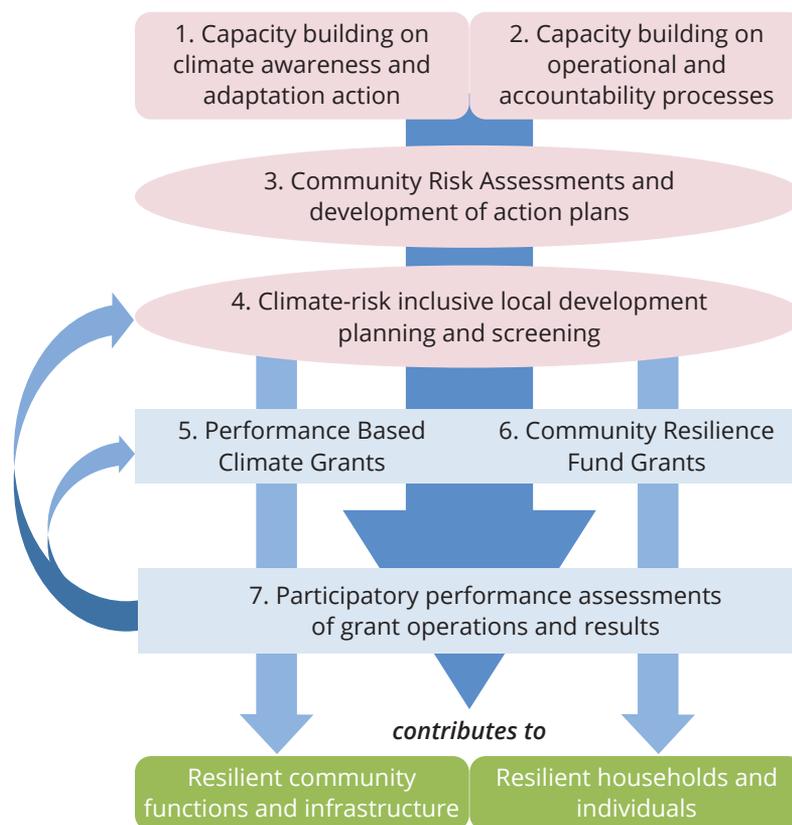
Our desk review, FGDs and PRAs highlight that LoGIC has trained vulnerable households on climate-resilient livelihoods and facilitated financial inclusion by way of opening individual bank accounts. It has supported 17,000 beneficiaries to develop household risk reduction action plans (HHRRAPs) and delivered training on 23 climate-adaptive livelihood options (CALOs<sup>8</sup>) to help beneficiaries to adopt climate-adaptive livelihood practices. 99% of the 17,000 CRF beneficiaries participated in the HHRRAP updating process against the target (2021) of 52%. Moreover, in 2021, LoGIC selected an additional 18,000 Community Resilience Fund (CRF) beneficiaries (100%-women) who have now started undergoing CALO trainings.<sup>9</sup>

At the local government level, LoGIC has conducted Community Risk Assessments (CRA) for all 72 UPs and facilitated planning workshops to develop climate risk-informed annual development plans (ADP) and 5-year development plans at the UP level. The project has also initiated an Adaptation Tracking and Measurement (ATM) Survey to measure and monitor the climate change adaptation and resilience progress of households and communities.

LoGIC also organized trainings on the Community Resilience Fund (CRF) and Performance-Based Climate Resilience Grant (PBCRG) Manuals for elected UP chairpersons and members (234) to develop an understanding of the grant mechanism methodologies, procedures, and reporting systems. LoGIC has developed Hazard Maps and more recently ‘Climate Risk Atlas’ at the Upazila level as a tool for identifying, quantifying analyzing, and projecting risks arising from natural hazards, exposures, and vulnerabilities at the UP level.

In addition, it has also provided training on accounting, Management Information System (MIS), and ATM software to UP staff and the project’s own Community Mobilization Facilitators (CMFs).

Figure 2. LoGIC strategic approach



<sup>8</sup> CALOs are climate-resilient livelihood options. LoGIC provides new skills and start-up grant support to end-beneficiaries to pursue these alternate climate-resilient means of livelihoods. Examples of CALOs under LoGIC include sheep rearing, duck and fish farming, crab fattening, stress-tolerant fruit and vegetable gardening, etc.

<sup>9</sup> LoGIC Project Document, LoGIC Annual Review 2018, 2019, 2020 & validated through KIIs

**Output 2: Establishing financing mechanisms to fund local governments and communities for implementing climate change adaptation measures.**

As described in the project document, LoGIC has designed two mechanisms i.e., the Performance-Based Climate Resilience Grants (PBCRG) and the Community Resilience Fund (CRF) to support additional funding to local governments (through the PBCRG) and individual households (through CRF) to undertake climate-adaptive interventions in areas of infrastructure and livelihoods.

The PBCRG supports local government institutions based on an annual assessment of compliance with mandatory requirements under the grant to plan and implement community-level climate-resilient infrastructure, while the CRF is administered through beneficiary bank accounts and targets climate-adaptive livelihood improvements of vulnerable households.

All (100%) of the 72 UPs have secured PBCRG funding to support CCA-linked schemes based on their performance, thereby fulfilling the designated project target. As reported in the draft Annual Review (AR) 2021, a total of USD 7.91 million has been disbursed (between 2018 and 2021) to these 72 UPs for the implementation of 653 infrastructure and schemes covering water supply such as rainwater harvesting, integrated water treatment plants, infrastructures such as guide walls, culverts, drainage, emergency shelters and small-scale irrigation. This has been accompanied by the development of an operational manual, guidelines, disbursement criteria, and an audit mechanism for accessing and utilizing the grants.

The AR 2021 also reported that LoGIC has disbursed a total of USD 9.72 million as CRF grants since inception till 2021. The ATM survey 2021 reported that a total of 97% of beneficiaries had completed their 1st CALO, 79% completed the 2<sup>nd</sup> and 25% the 3<sup>rd</sup> on activities such as stress-tolerant crop production (maize, mung, watermelon, sesame, sunflower, etc.), sheep rearing, crab rearing, saline water fisheries and hydroponics, among others. The AR 2021 and discussions with the LoGIC staff also highlight that 74% of the CRF beneficiaries have gained economic benefit from the implementation of their CALO against the target of 60%.

**Output 3: Knowledge management and informed policy advocacy at local government and national government levels for improved climate change adaptation.**

This entailed the development of knowledge products, organizing an inter-ministerial policy dialogue at the national level as well as workshops and trainings at the local government level for mainstreaming and policy influence. LoGIC organized a policy dialogue focused on revisiting funding allocation rationale from the perspective of climate change and consolidation of climate-informed planning and budgeting at the local level. LoGIC has initiated working with UNDP's Inclusive Budgeting and Financing for Climate Resilience (IBFCR) project to share policy lessons for the development of the Local Climate Fiscal Framework (LCFF) which has been piloted in 2 UPs. In addition, LoGIC has raised awareness on COVID-19 protocols and remained engaged with its target audience by utilizing virtual communication methods at the height of the pandemic. LoGIC also conducted 4 rounds of the 'Kemon Achen' (How Are You?) Survey to understand the immediate impact of COVID-19, Cyclones Amphan and Yaas and flood events (tidal, riverine, and flash) on the health, income, livelihoods, education, and social wellbeing of the beneficiaries.

From a gender and social inclusion perspective, LoGIC has adopted a gender transformative approach keeping in mind that the impacts of climate change are largely gendered exacerbating pre-existing inequalities and deeply entrenched regressive gender norms. Women's lack of control over capital, limited economic opportunities and lack of voice in household and community decision-making further impede their ability to adapt to and overcome climate change challenges. As a result, CRF funding has been almost exclusively focused on women with 98-99% of CALO beneficiaries being female. From a vulnerability perspective, LoGIC is being implemented in some of the remotest parts of the country supporting the most-climate vulnerable marginalized populations in each district.

## 2.3 Current Programme Financial Status

The table below shows the committed budget, expenditure and percentage expended by donors and year till December 31<sup>st</sup> 2021

Table 2. LoGIC's Financial Status, Budget v. Spend<sup>10</sup>

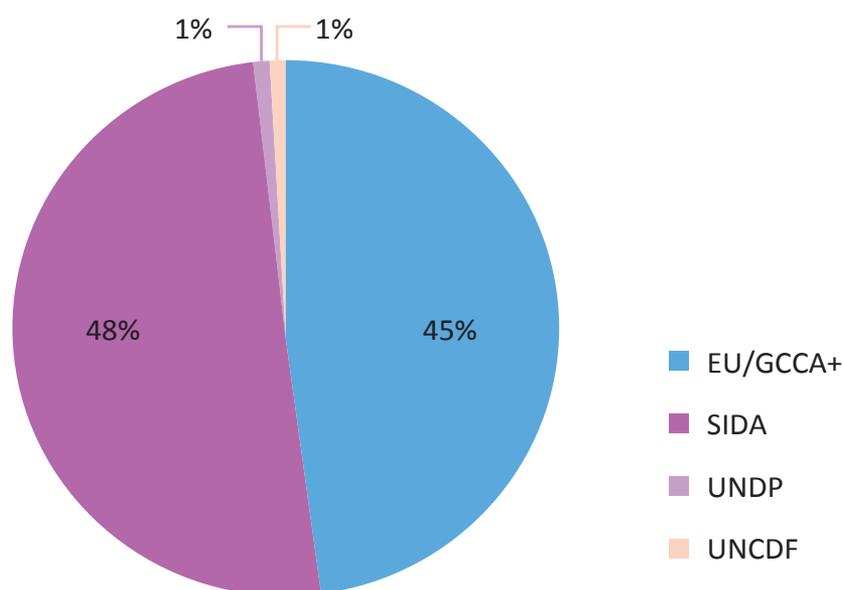
Sources	Committed Budget (USD)					Expenditure until 31 Dec 21 (USD)					Percentage Expended				
	Y1 2017	Y2 2018	Y3 2019	Y4 2020	Y5 2021	Y1 2017	Y2 2018	Y3 2019	Y4 2020	Y5 2021	Y1 2017	Y2 2018	Y3 2019	Y4 2020	Y5 2021
UNCDF	7,322	15,163	116,195	61,320	35,000	-	-	-	-	27,527	-	-	-	-	79%
UNDP	22,230	45,184	103,590	28,996	111,428	12,191	18,435	17,946	28,771	64,958	55%	41%	17%	99%	58%
LGD	224,642	163,214	163,214	163,214	140,333	-	6,427	14,992	8,856	11,986	0%	4%	9%	5%	9%
Embassy of Sweden	360,065	1,959,964	5,414,339	2,167,775	4,498,820	71,769	2,125,752	4,008,376	2,485,322	3,050,509	20%	108%	74%	115%	68%
EU	326,267	1,689,910	4,927,388	2,024,404	4,510,852	131,423	1,230,707	4,349,149	2,433,564	3,581,103	40%	73%	88%	120%	79%
Total	940,526	3,873,435	10,724,726	4,445,709	9,296,433	215,383	3,381,321	8,390,463	4,956,513	6,736,083	23%	87%	78%	111%	72%

The table below shows the total budget commitment, by donor. The chart below shows the percentage composition of the total program budget, by donor.

Table 3. Budget Commitment by Donor

Commitments	As per ProDoc (in USD)	Actual project budget (in USD)
EU/GCCA+	17,049,877.46	17,049,877.46
Embassy of Sweden	17,977,825.31	17,977,825.31
UNCDF	300,000	300,000
UNDP	300,000	300,000
Government of Bangladesh	1,890,160	1,890,160

Figure 3. Percentage contribution to budget by donor



10 As shared by the LoGIC team.

Figure 4. Evolution of committed budget since inception till 2021, by donor, by year

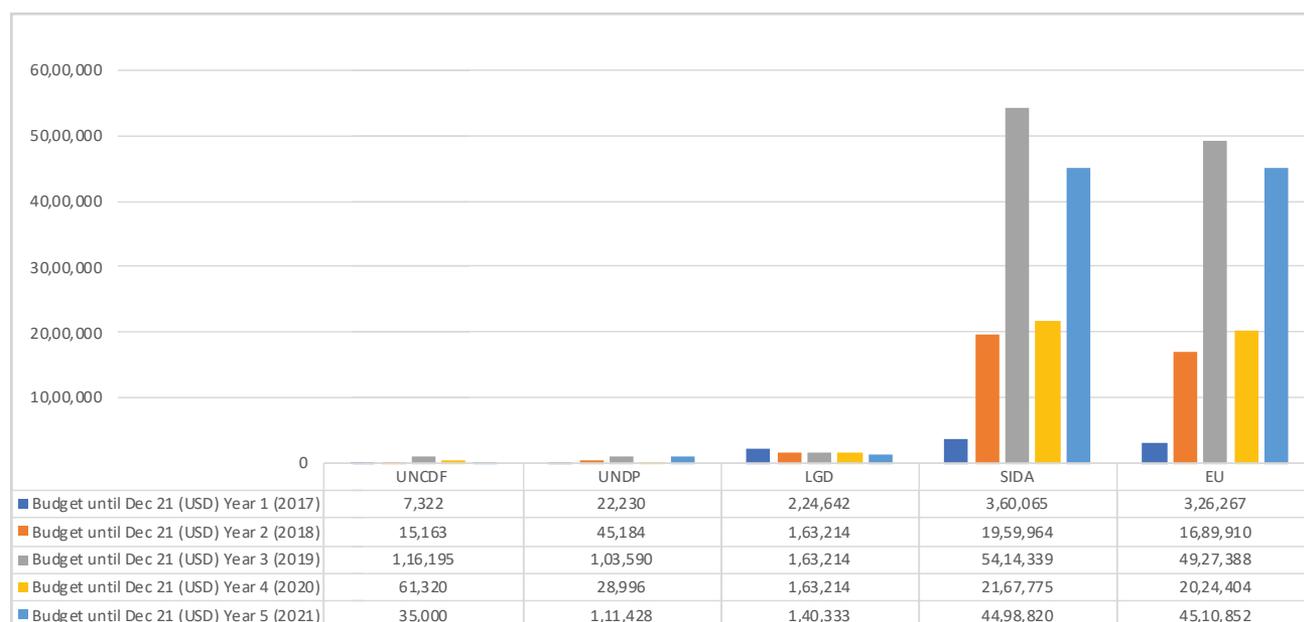
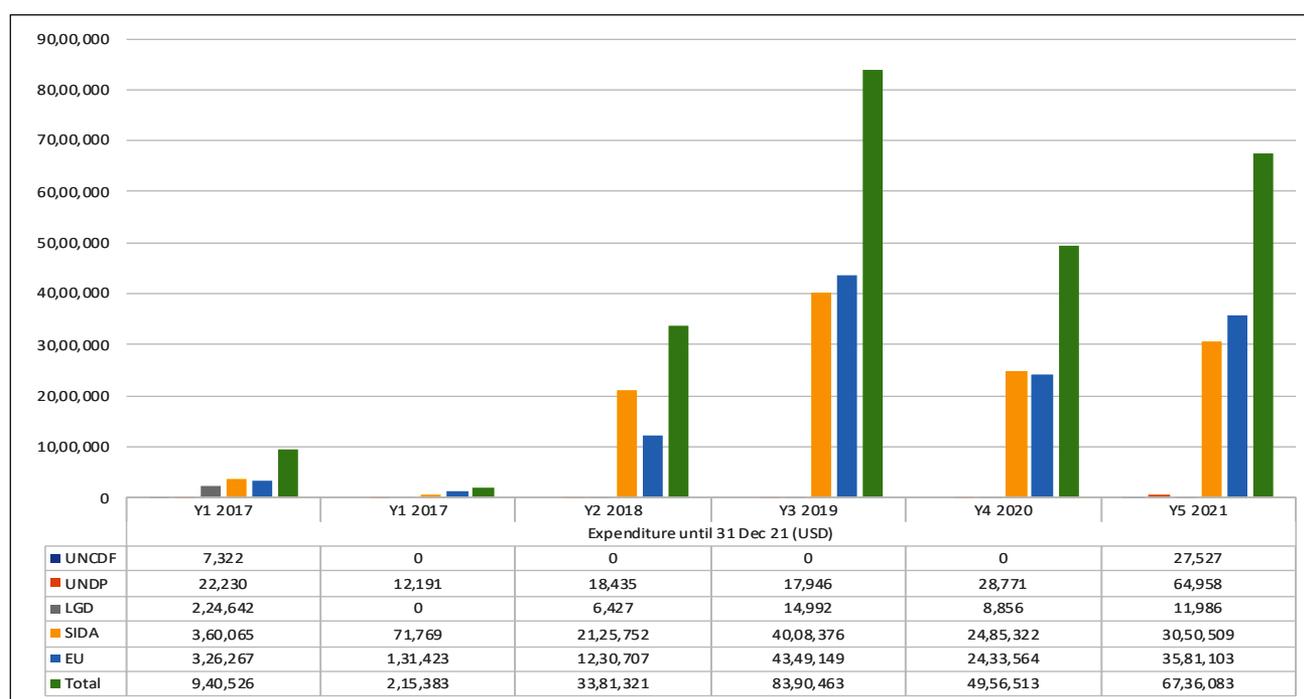


Figure 5. Evolution of actual spending since inception till 2021, by donor, by year



## 2.4. Key recommendations from previous evaluations

The European Union (EU) had commissioned an independent study in 2019-2020 to assess the absorption capacity of LoGIC. The report recommended an amendment to the project timeline by 2 years. and budget, including the rationale for the two years, costed extension. Thus, LoGIC will now end in 2023.

Based on the report's findings, the project was required to strengthen three key areas so that they become innovative and sustainable.

- Reaching all eligible vulnerable groups with different grants packages or reaching the most vulnerable people with standard grant packages
- Scaling up the most viable climate-resilient livelihood options with the formal credit market, with higher environmental safeguarding initiatives (i.e. crab fattening)
- Facilitating private sector actors and co-designing business cases for scalable business opportunities on climate-resilient means of livelihoods, where vulnerable people would secure income, backed up by skill training and social guarantee

The report also emphasized the need to strengthen LoGIC's climate change narrative and core processes during the extension period. In this context, core processes mean 1) conducting climate-risk assessments through bottom-up and top-down approaches, 2) formulating climate-risk reduction plans at the community and household levels, 3) mainstreaming climate change adaptation into local development and investment planning, 4) supporting community level and household level investments and activities to enhance climate resilience, 5) ensuring that the supported household-level resilience investments contribute to the climate resilience of the community as a whole, and 6) monitoring and learning about the effectiveness of the supported measures ensuring that increasingly effective solutions are supported.

## 3. EVALUATION APPROACH & METHODOLOGY

### 3.1 Approach & Methodology

The evaluation has been conducted in a consultative and participatory manner with a wide range of stakeholder discussions. A **theory-based evaluation approach with contribution analysis** was used to assess the progress and the pathways to achieve the results and outcomes, both intended and unintended. The LoGIC Project Document (ProDoc) showed that the ToC has been conceptualized as a **project strategic approach** as described in Section 2.

The theory-based evaluation helped to validate LoGIC's relevance to the country and local contexts and bolstered the understanding of the 'how and why' of the project as well as the assumptions, success factors, challenges, and risks (including the impact of the COVID-19 pandemic) that have influenced the delivery, outputs, and outcomes.

The evaluation has applied a **contribution analysis, wherein it attempted to assess the impact or influence of the set of LoGIC interventions (capacity building for LGIs and end-beneficiaries; local climate finance and policy advocacy) at the various levels of the program ecosystems and the changes it has brought along the theory of change pathways.**

### 3.2 Data Collection Methods, Analysis & Triangulation

The evaluation adopted a **mixed methods research and evaluation design** to measure the likely impact of LoGIC and the contribution of the activities at different levels: national (including policy), local government and beneficiary levels to improve climate financing and adaptation. Existing quantitative data was accessed from project documents and qualitative data was generated through Key Informant Interviews (KIIs), Focus Group Discussions (FGDs) and Participatory Rural Appraisals (PRA). **The Value for Money (VfM)** has been assessed on the basis of economy and cost efficiency drawing on expenditure data and comparisons with prevailing benchmarks.

Data has been **triangulated wherever possible drawing on information from** desk reviews, secondary data analysis, KIIs, FGDs and PRAs **to enrich the findings** and allow cross-validation and has incorporated gender equality and human rights (GE and HR) perspectives.<sup>11</sup>

### 3.2 Evaluation Criteria

The backbone of the evaluation is a set of key evaluation questions that have been categorized into the OECD-DAC criteria of **relevance, coherence, efficiency, effectiveness, (likely) impact and sustainability with human rights and gender equity (HRGE) as a cross-cutting dimension covering all these criteria.**

These criteria provided an analytical framework for the operationalization of different levels of the theory of change and intervention LoGIC into measurable evaluation questions in line with accepted international standards of good quality international development evaluation. The evaluation matrix was prepared based on the review of documents and has guided the development of tools, which were deployed to bring out primary findings. The matrix includes judgment criteria of what would constitute good performance for each of the indicators, as well as the sources and means of verification. These were informed by the LoGIC ProDoc (Original and Revised), and the various progress reports. An abridged version of the Evaluation Matrix is presented below (the lines of evidence are elucidated in the subsequent paragraphs). **The detailed evaluation matrix with evaluation questions, judgment criteria/sub-evaluation questions, lines of evidence/data sources, and stakeholders is presented in Annex 2.**

<sup>11</sup> <http://www.unevaluation.org/document/detail/1616>

## OECD-DAC Criteria and Evaluation Question

### EQ1: RELEVANCE

How relevant and how well designed is LoGIC's approach to the policy priorities and sector strategies of the government of Bangladesh (NDC, Climate Change Policy, NAP, Country Investment Plans, Climate Fiscal Framework); the UN country Plans (UNDAF, CPD, etc.); similar initiatives by national or development partners?

How relevant is the support provided by LoGIC to the needs of the government of Bangladesh, partner organizations, local governments, and communities?

To what extent does the LoGIC design address climate stress issues at the Upazila level and to what extent do these differ at the intra-Upazila level based on any specific climate stress differentiation?

To what extent does the LoGIC design incorporate gender equality (GE) and human rights (HR) issues, as well as environmental sustainability? How coherent is it to the needs and interests of all stakeholder groups? Does it offer good quality information on the underlying causes of inequality and discrimination to inform the program?

### EQ 2: Coherence

How distinct/complementary is LoGIC's approach to other programs and initiatives implemented in Bangladesh by the government and/or key development partners with similar objectives?

As presently designed, how coherent is the program design in view of program objectives and the collaboration of the two UN agencies in working together to implement the program?

### EQ 3: Efficiency

How well, and with what quality, has LoGIC delivered its expected results to date in terms of the results framework, budget allocations, and cost-efficiency of activities? Has LoGIC succeeded in mobilizing resources from counterpart agencies and/ or other actors?

How well is the program governance system, including partnerships (development and national) working? How are the government counterparts engaged in the program and how is LoGIC working with other LoCAL countries towards implementing the LoCAL standard and joint Board Decisions?

How well are resources (financial, time, people) allocated to integrate Human Rights (HR) & Gender Equality (GE) in the implementation of LoGIC, and to what extent are HR & GE a priority in the overall intervention budget? To what extent are such resources being used efficiently?

How have program managers adapted to the impact of COVID-19 in the design and management of the program, and with what likely results? Has there been a change in program delivery mechanisms as a fallout of COVID-19 and does the situation warrant any modifications in program targets and overall outcomes?

### EQ 4: Effectiveness

To what extent is the program beginning to contribute to changes in the capacity of local governments to plan, budget, and manage investments for CCA and DRR at the local level, and of communities' CCA solutions?

To what extent is the program contributing to establishing sustainable financing mechanisms to fund local governments and communities for implementing CCA measures?

To what extent is the program contributing to mainstreaming community-based CCA into intergovernmental fiscal systems?

To what extent is LoGIC on track to achieve on HR & GE? To what degree are the results achieved equitably distributed among the targeted stakeholder groups?

### EQ 5: Likely Impacts

To what extent are LoGIC results on track to contributing to better planning and financing for community-based CCA beyond the program life-cycle?

## OECD-DAC Criteria and Evaluation Question

To what extent is the program on track to supporting, or likely to support macro, meso, and micro-level impacts for resilient community functions and infrastructure and resilient households and individuals?

How is the program contributing to influencing the national and international policy agenda on community-based CCA solutions through local governments?

To what extent are LoGIC results likely to change attitudes and behaviors toward HR & GE within various stakeholder groups, and reduce the underlying causes of inequality and discrimination?

### EQ 6: Sustainability

To what extent are the changes in the capacity of local governments to develop and finance effective and inclusive local level plans integrating CCA and DRR likely to continue over time? To what extent are partners likely to institutionalize and scale up the financing mechanisms of LoGIC, such as CRF and PBCRGs?

How sustainable is the knowledge and capacity building that has been transferred at the macro, meso, and micro levels over time? Have the necessary institutional mechanisms been set up to foster local ownership and to ensure the long-term effects of project interventions?

## 3.3 Methods & Tools

**Contribution Analysis with a cross-sectional research design was adopted for this evaluation using a mixed-methods approach**, combining qualitative and quantitative techniques, as well as primary and desk-based reviews. This section outlines the key methods and tools as well as how they were deployed. Annex 3 **highlights the summary of the main results from the different evaluation instruments.**

Various ‘lines of evidence’ (or evaluation techniques) contributed to the evaluation findings. These include:

- Desk review of project documents and other literature (See Annexure 3 for documents consulted)
- Secondary (program) data analysis such as the baseline, ATM Survey, Kemon Achen Survey, data reported on the results framework indicators and program budget and spend data
- 60 Key Informant Interviews (KIIs) with various stakeholders such as the program staff (national and field level), donors, government officials at the UP, Upazila, District and national levels, and partner organizations. (See Annex 4 for the list of stakeholders consulted)
- Focus Group Discussions (FGDs) with beneficiaries (2x19)
- Participatory Rural Appraisal (PRA) with beneficiaries<sup>12</sup> (19)
- An online survey for self-assessment of UPs was also rolled out. However, despite several reminders, the response rate was low (only 6 of 93 potential respondents- with e-mail addresses). Thus, the results from this tool could not be considered during the data analysis.

The core evaluation team designed all the data collection tools and trained a field team of 12 researchers that carried out face-to-face data collection with the beneficiaries and the local government officials at the UP and Upazila levels. Some of the core team members also joined these field surveys online. The district and national level consultations were conducted by the core evaluation team. The team leader and other experts also visited Bangladesh for high-level national consultations and a field visit. However, this had to be terminated 2 days early due to rising COVID-19 cases in Bangladesh.

<sup>12</sup> In a given UP, each of the FGDs and PRA activity were carried out in different villages

### 3.4 Sampling Strategy

The following strategy was used for the sample selection:

#### Selection of Districts, Upazilas and Union Parishads (UPs)

The UPs were selected from all the 7 districts and 19 Upazilas targeted by LoGIC. Given that the selection was made from all the LoGIC Upazilas with all four climatic zones<sup>13</sup> well-represented. Within the Upazilas, Union Parishads were selected using simple random sampling; one Union Parishad from each Upazila was chosen using simple random sampling (thus, a total of 19 Union Parishads (UPs) were chosen representing a little more than 25% of all the LoGIC intervention UPs).

The following Unions (Union Parishads) were selected:

*Table 4. List of sampled UPs for the evaluation*

District	Upazila	Union
Barguna	Patharghata	Nachnapara
	Taltali	Nishanbaria
	Barguna Sadar	Burirchar
Patuakhali	Dashmina	Char Borhan
	Rangabali	Bara Baishdia
Bhola	Bhola Sadar	Dakkhin Digholdi
	Daulatkhan	Char Khalifa
	Borhanuddin	Bara Manika
Bagerhat	Morelganj	Nishanbaria
	Sharankhola	Southkhali
	Mongla	Sundarban
Khulna	Dacope	Kamarkhola
	Koyra	Dakkhin Bedkashi
Kurigram	Rowmari	Bandaber
	Char Rajibpur	Mohanganj
	Chilmari	Thanahat
Sunamganj	Derai	Bhatipara
	Shalla	Sulla
	Tahirpur	Dakkhin Baradal

At the field level, the following primary data collection activities were conducted<sup>14</sup> :

- KIIs with Deputy Director of Local Government (DDLGs)
- KIIs with Upazila Nirbahi Officers (UNOs)
- KIIs with Union Parishad (UP) Chairmen
- FGDs with beneficiaries
- PRAs with beneficiaries (FGDs and PRA were carried in different villages in a Union)

13 (i) flash flood-prone haor areas (Sunamganj); (ii) flood-prone char areas (Kurigram); (iii) southwest coastal areas (Khulna and Bagerhat); and (iv) south-central coastal areas (Barguna, Patuakhali, and Bhola)

14 The evaluation team encountered a few limitations in fixing interviews with a few DDLGs and the line department officials due to their unavailability of time/lack of response

For beneficiary recruitment for FGDs and PRA in selected unions, the following parameters were considered:

- Livelihood categories before and after LoGIC
- Gender of Household Head and Women-Headed Households
- Small and Marginal Occupational Groups (such as Blacksmith, Potter, Weaver, Barber, Cobbler, Behara, Washer-Folk, Swineherd, etc.)
- Marginalized populations such as persons with disabilities, indigenous communities, minorities, etc.

### **Other project stakeholders:**

The evaluation, having relied substantially on qualitative interviews and consultations in the districts in which LoGIC was being rolled out followed a purposive sampling strategy for the selection of other key stakeholders. This sample of stakeholders was identified keeping in mind the objectives and scope of the evaluation and derived consultatively with the project team. These included national level consultations with the MoLGRD&C, and the Ministry of Environment, Forest and Climate. The team also conducted consultations with a number of Upazila Line department officials. A consultation was also undertaken with Helvetas Foundation, LoGIC's former key CSO partner. Finally, various discussions were held with program stakeholders such as UNDP and UNCDF Country Office (CO) team members, governing board members, donors (Embassy of Sweden and EU), Project Staff (PMU and district level) and consultants.

### **3.5 Human Rights & Gender Equality (Hrge) Responsiveness Of The Evaluation**

As is required in all United Nations-commissioned evaluations, Human Rights and Gender Equality (HRGE) with a strong focus on vulnerable and marginalized groups was a key underlying theme of this evaluation. **In line with this, we abided by the Leave No One Behind (LNOB) objectives of the SDGs and included HRGE-focused questions throughout our evaluation matrix and tools. These indicators covered aspects such as:**

- The extent of women centrality of LoGIC and focus on the needs of the vulnerable and marginalized populations
- Economic empowerment of women and vulnerable groups (livelihood and income levels, livelihood diversification and financial inclusion)
- Social empowerment of women and vulnerable groups (voice, participation, awareness and knowledge, skills and capacity to deal with climate change)

Human Rights and Gender Equality (HRGE) were considered during sample selection: Given that 99% of LoGIC beneficiaries are women<sup>15</sup>, most of the field-level respondents recruited were women. Furthermore, as is evident from Section 3.4, the sample of beneficiaries included representation from women-headed households, marginalized groups, Persons with Disabilities (PWD) and small and marginalized occupational groups<sup>16</sup> based on guidance from the UNEG principles on conducting an HRGE responsive evaluation.

### **3.7 Ethical Considerations**

The key ethical considerations followed during the evaluation were

- **Informed consent** – We ensured a free and fair execution of the respondent's right to know the purpose and scope of the project. The interviewers informed the respondents about the nature and purpose of the research clearly, and prior consent of the participants was taken before initiating the interview/activity.
- **Freedom to terminate the interview and not to respond to questions** – Respondents were given complete freedom to not respond to specific questions or to terminate the interview at any point during the interview/activity. Participation in the survey was voluntary and all respondents will be presented with an opportunity for non-participation if they did not feel comfortable.

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<sup>15</sup> LoGIC Annual Reviews

<sup>16</sup> Program Document: LoGIC: Inclusion of Socially Excluded Groups

- **Respect and dignity of the respondent** – The respondents were treated as being engaged in a process, rather than being mere information providers. The teams were respectful of the rights and dignity of all the participants.
- **Privacy and confidentiality** – We understood that data pertaining to UNDP and UNCDF, its partners and other respondents may be sensitive and thus took steps to protect not just identity, but all financial account-related data. As such, we stored data in secure servers and allowed access only to the team involved in the evaluation. We have protected the privacy of clients and respondents during the analysis and reporting of data.
- **Socio-cultural sensitivity of respondents** – Given the socio-cultural realities that the evaluation team was sensitive about, and respected while approaching and conducting research activities.
- **UNEG Code and Conduct** – Each team Member has reviewed and signed the United Nations Evaluation Group Code of Conduct for Evaluation.

At the time of training of the field teams, a dedicated session was held on the code of conduct and ethical considerations.

### 3.8 Limitations & Challenges Of The Evaluation

Whilst the team developed a robust evaluation methodology in response to the requirements of the ToR, there were a few practical limitations as described below:

1. **Project data quality:** While a mixed-method approach was adopted, the quantitative data was sourced entirely from the program. The evaluation team encountered certain data quality and consistency issues. The evaluators consulted the program team to resolve key issues and attempted to triangulate information and findings across various documents and primary data collected, wherever possible.
2. **Attribution challenges:** The evaluation has not entailed a primary survey of a representative sample of beneficiaries, making attribution difficult. A contribution analysis methodology was selected as appropriate to address some of these challenges.
3. **Possibility of early implementation stage for certain components:** With the LoGIC project extension and the actions being taken on some of the earlier evaluation studies, certain new components such as the social audit and work on the GCF funding proposal, etc. have been planned or recently initiated. Whilst the evaluation team mentioned a few of these, it is difficult to comment fully on their current effectiveness, impact, and sustainability, although the team has commented on the future potential of these early-stage activities, wherever possible.

Also, given the limited progress of the project on Output 3 focusing on policy advocacy, the associated case study could not be prepared.

4. **Challenges due to self-reported data:** The team encountered some bias during the PRA and UP chairpersons' meetings when beneficiaries/UP chairpersons reported on their own experiences before and after becoming a part of the LoGIC project.
5. **COVID-19 and timeline-related issues:** The evaluation timeline underwent a few changes due to the evolving COVID-19 situation in the country. The field team was able to undertake face-to-face interactions with all the beneficiaries and local government officials. Daily quality assurance of the data collected was undertaken by the core-evaluation team. However, the high-level mission entailing meetings with national stakeholders as well as a field visit to one of the project sites had to be concluded a few days earlier due to rising COVID-19 cases in Bangladesh and the evaluators have had to rely mostly on online consultations for qualitative interviews. All online interviews were conducted by senior members of the evaluation team to ensure relevant and quality data collection.

## 4. EVALUATION FINDINGS

### 4.1 Relevance / Quality Of Design

*The relevance section assesses the extent to which LoGIC's objectives and design respond to beneficiaries', global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.*

**The evaluation finds that LoGIC is well aligned and complements Bangladesh's national climate policy framework.** The program interventions have been particularly relevant to the local context of 72 UPs in 7 Upazilas and factored in the specific climate hazards. These UPs are among the remotest and most climate-vulnerable areas in Bangladesh with high levels of poverty and low awareness and capacities on climate change and CCA.

**LoGIC is also fully aligned with global climate change policy priorities and the SDGs**, especially SDGs 1, 2, 5, 6, 9, and 13. The program is well-aligned with the UNCDF strategic framework and an important country intervention feeding into UNCDF LoCAL mechanism to influence the global agenda on local adaptation and climate finance. **LoGIC is implemented as a joint program with UNDP which has generated useful synergies, however, strategic policy linkages are weak.** Also, LoGIC adopts a 'gender transformative approach' almost exclusively targeting women. LoGIC beneficiaries are unique, that is they have not been covered under any other programs other than normal disaster relief provided by the government in the immediate aftermath of the events.

Additionally, though LoGIC's main objective is to set up a country-based climate financing mechanism for scale-up across all UPs in Bangladesh, the existing RF reflects and emphasizes more on the outputs and outcomes on the currently targeted 72 UPs. **Therefore, there is an in-built dilemma in the program as to whether LoGIC is a delivery-based model for climate adaptation to benefit the targeted population in the intervention UPs or is it a demonstrative model to influence national policies and programs or a combination of both to scale up and enable the adoption of the local climate adaptation model across Bangladesh.** Although the two are expected to be mutually reinforcing, there might be resource (HR, budget) implications of emphasizing one or the other. There is an opportunity for the project team to revise the results framework to incorporate scalability and scaling up indicators to the same, and for the budget/staffing to be revisited as may be required.

***How relevant and how well designed is LoGIC's approach to the policy priorities and sector strategies of the Government of Bangladesh, similar initiatives by national or development partners?***

Recognizing its climate vulnerability, Bangladesh is one of the first countries in Asia to have prepared several climate change strategies, policies, and plans to address its vulnerabilities as reflected in the Bangladesh Climate Change Strategy and Action Plan (2009), National Adaptation Program of Action (2009), the National Climate Fiscal Framework (2020) and the recent Mujib Climate Prosperity Plan (2021). Together, these strategies and plans have helped to ensure that climate risks are integrated into national, sector policies and programs of action. The government has also established climate change cells in each ministry to facilitate the mainstreaming of climate adaptation within sector policies and plans.

Desk review of the respective policy documents and the evaluation team's discussions with national climate policy experts shows that while the GoB has been an exemplary early adopter of climate strategies and action plans to address the rapid onset of sea-level rise, storm surge, pluvial and fluvial flooding, embankment erosion and saline water intrusion, translating these strategies and plans into climate-informed planning, budgeting and financing of adaptive infrastructure and services at the local government level has been a major challenge.

This is primarily due to the lack of awareness on levels of climate hazards, exposure, and vulnerability; lack of capacity to plan climate-resilient infrastructure and livelihoods, and lack of funding targeted at climate

adaptation. The evaluation team's interactions with national climate experts also confirmed that most of the policy initiatives to date have been sector-driven by the respective line Ministries with limited integration and involvement of local-level institutions or people. Hence, many of the initiatives thus far have not incorporated the views and requirements of the local population in many of the worst-affected areas. Moreover, due to limited capacity and a siloed approach to program interventions, local government institutions have little influence on project design or implementation of sectoral projects. A review of the literature on approaches to climate adaptation also suggests that local involvement<sup>17</sup> through a process of structured and inclusive planning and budgeting helps to customize and promote locally led adaptation that has higher probabilities of sustainability.

LoGIC is also relevant since it is the first attempt to complement the existing GoB initiatives and plans by focusing on local level planning, capacity building, setting up a standard mechanism of fiscal transfer model, and support financing for local climate adaptive measures. The existing policies and plans, especially the BCCSAP identified many of the priority adaptation programs affecting the lives and livelihoods of the vulnerable population; but many of these initiatives were never adopted or piloted through the government institutions. LoGIC has piloted mainstreaming local climate adaptation measures for climate-resilient infrastructure and climate adaptive livelihood through local government institutions. Local adaptation solutions are more likely to be effective because they are holistic, customized, with higher local ownership, and relatively easier to embed thus increasing the probabilities of sustainability.

Furthermore, LoGIC has been particularly relevant to the local context of 72 UPs in 7 Upazilas facing various climate hazards. These UPs are among the most remote and climate-vulnerable areas in Bangladesh, with high levels of poverty and climate distress. Local awareness and capacities of the local institutions and communities on climate adaptation are also very low. Therefore, LoGIC's strategy of building the capacity of UP elected members, strengthening local planning through climate atlas, developing fiscal transfer mechanisms, and financing climate-resilient infrastructure and climate adaptive livelihoods for the most vulnerable women are relevant and appropriate. LoGIC provides a tried and tested model to apply and scale up national climate policy and strategy priorities and action plans at the local level working through MoLGRD&C to enhance sustainability and scaling up in an enabling policy context where the recent Mujib Climate Prosperity Plan (2021) which aims to mobilize USD1 billion per annum for locally-led adaptation by 2030 includes provision for a co-funded financing window for locally-driven adaptation through MoLGRD&C.

**On global policy alignment**, it is critical to note that the importance of climate adaptation is increasingly recognized globally. The Global Commission on Adaptation (GCA) highlighted adaptation solutions as most often being of a "no regrets" character and hence worth pursuing regardless of the ultimate climate path. This is due to their multiple co-benefits, particularly for nature-based solutions and disaster risk prevention. Consequently, adaptation is seen to have a triple dividend of avoiding future human, natural and material losses; generating economic benefits by reducing risks and increasing productivity and innovation; and social, environmental, and cultural benefits.<sup>18</sup>

Whilst UNCDF's Local Climate Adaptive Living Facility (LoCAL) has been firmly rooted in promoting climate finance for locally-led adaptation, the strategic importance of its positioning has been further reinforced in recent years with a flurry of activity on adaptation at the global level such as the creation of the GCA which has produced a series of action tracks, including one on Locally Led Adaptation (LLA) with UNCDF and UNDP being part of the global collective on LLA.

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<sup>17</sup> WRI documents on 'Locally Led Adaptation'

<sup>18</sup> Adapt Now: A Global Call for Leadership on Climate Resilience, Global Commission on Adaptation (GCA), 2019. [https://gca.org/wp-content/uploads/2019/09/GlobalCommission\\_Report\\_FINAL.pdf](https://gca.org/wp-content/uploads/2019/09/GlobalCommission_Report_FINAL.pdf)

Recent decisions taken at the UN Climate Change Conference COP 26 hosted in Glasgow in November 2021 are designed to help accelerate action towards the goals of the Paris Agreement and the UNFCCC. Climate adaptation has been at the forefront of the work of the Climate Vulnerable Forum (CVF) in which Bangladesh plays a pivotal role. COP 26 has provided further global impetus to climate adaptation with the Glasgow-Sharm el-sheik (GlaSS) work program seeking to articulate a global strategy on adaptation and the announcement of USD350 + million for the Adaptation Fund for ‘locally-led adaptation approaches’, three times higher than previous commitments and a requirement to publish national adaptation plans.

All these initiatives clearly demonstrate that LoGIC is fully aligned with global climate policy priorities and is well-positioned to demonstrate the efficacy of devolved planning and financing for the adaptation of local infrastructure and livelihoods in Bangladesh.

With respect to the SDGs, LoGIC contributes to SDG 13 on Climate Action by working towards strengthening resilience and adaptive capacity to climate-related hazards at both the local government and community levels. It also focuses on improving awareness and institutional capacity on CCA, and financial management (SDG 16) and promotes mechanisms (such as CRAs and RRAPs) for effective climate-change-related planning. CALO trainings and CRF for livelihoods diversification align well with SDGs 1 and 2 whilst its work on supporting resilient infrastructure aligns to SDG 9; some of which also aligns to SDG 5 on drinking water systems to address rising groundwater salinity.

**Further, LoGIC is well-aligned with the UNCDF Strategic Framework.** The framework in consideration here includes most of the aspects already covered - working with most marginalized populations, making finance work for the poor, technical capacity-building support, and investments for local development. LoGIC is also a potentially important intervention feeding into UNCDF’s LoCAL mechanism, part of which seeks to influence the wider global agenda on local adaptation. In line with LoCAL’s objective, LoGIC has aimed to set up a standard and country-based mechanism for intergovernmental fiscal transfers for local climate adaptation. Here LoGIC is well placed to generate a body of evidence around the effectiveness and efficacy of financing mechanisms for climate adaptive infrastructure and livelihoods at the local level. LoGIC also fits well with the UNDP Country Program Document (CPD) on two focus areas centered around improving democratic governance and disaster risk reduction. The country plan aims to strengthen policies and programs promoting practices related to climate change. LoGIC also builds on the lessons and understanding of the Upazila Governance Project and the Union Parishad Governance Project aimed at improving the efficiency and accountability and building the capacities and effectiveness of LGIs, which are also key components of LoGIC. Climate change adaptation through local and participatory planning is also a part of the UNDP priorities and some of the experiences in implementing programs such as SWAPNO at the local levels and the beneficiaries selection process have been used in LoGIC.

**LoGIC also corresponds to the priorities of its donor partners.** The project was designed as a joint initiative with UNDP to develop a standard mechanism only for the PBCRG as a planning and financing tool for climate adaptation. In Bangladesh, UNDP is leading on the livelihoods component of the project. The design was intended to leverage the comparative advantage and mandates of the two agencies with UNCDF’s expertise in developing climate finance and planning tools for local government and UNDP’s expertise in large-scale program delivery and supporting climate policy in Bangladesh. Whilst this has generated useful synergies at the implementation level, the partnership has not been able to capitalize on UNDP’s strategic position for policy dialogue with the government.

The EU’s country partnership priorities have a strong focus on climate change and green growth, sustainable consumption and production, human rights, and gender equality. Integrating ecoLoGICal and climate change

considerations in the growth strategy and strengthening institutional capacity and governance is a high priority issue for the EU and LoGIC commits to addressing some of these. Similarly, the Embassy of Sweden's development cooperation prioritizes climate and environment as well as democracy, human rights, and gender equality. LoGIC's positioning on devolved planning and finance for climate adaptation at the local government and community levels means that it is fully aligned with both development partners' country priorities.

It is clear from this outline of evolving climate policy at the global and national level, that LoGIC's design focus on establishing mechanisms for planning and financing climate adaptation at the local level has become increasingly relevant as policies reflect the importance of mitigation and adaptation balancing climate action at various scales of interventions as discussed below.

### ***How relevant is the support provided by LoGIC to the needs of the Government of Bangladesh, partner organizations, local governments, and local communities?***

LoGIC is working at two levels – at the beneficiary level by way of providing grants for diversification of livelihoods and, at the UP level by developing a standard mechanism for fiscal transfers to fund locally-led climate-adaptive projects. At the start of the LoGIC project, 'Hazard Maps' for the UPs were prepared for the intervention areas and formed the basis of identifying the infrastructure needed to be supported by PBCRG funds. The Hazard Maps were weak in the context of climate science. The Hazard Maps were based on the downscaling of global climate models to the regional scale and showed the general trend of climate extremes but no projections of future trends. These maps did not show data at the local level or projections of climate stresses based on scientific modeling. Although infrastructure funded does align with the predominant climate risk of the concerned UP, in the absence of robust climate science that dictates location, design, and appropriateness of proposed infrastructure, there is very little difference from traditional infrastructure funded by other government projects, especially the LGSP. LoGIC has emphasized the need for a climate narrative for all the infrastructure created thus far which is of great need in these climate-vulnerable areas but, there is no evidence yet on their resilience outcomes. This is because many of these have been recently constructed without significant exposure to severe climatic hazards. However, based on anecdotal evidence, it has been reported that some of the infrastructures have been able to withstand recent climate stresses comparatively better than those constructed under LGSP.

The project is supporting vulnerable communities to diversify their livelihoods which is relevant in the given socio-economic conditions of the locality. While the menu of livelihood options is not unique, the LoGIC CRF is supporting the most marginalized women who have been excluded from other programs therefore, it is improving the economic conditions of beneficiaries. Interventions for the marginalized communities (only women are being supported) are indeed contributing to their economic empowerment, financial inclusion, and some changes in household dynamics that could lead to better coping mechanisms for climate shocks

Another feature of the LoGIC design has been to emphasize the need for climate-informed planning of investments in local public infrastructure as well as in community and household livelihoods. This has enabled LoGIC to focus on climate additionality in the planning and delivery of investments at the local level which was completely missing from existing local government planning processes and essential for the given context. Recently LoGIC has prepared 'Climate Risk Atlas that includes climate projection data and is updating the RRAPs. These possibly stem from the realization that for LoGIC to remain climate-relevant at the programmatic level, it will need to be supported by an analysis that can help to establish longer-term climate change-related impacts at the local and regional levels. Further, the micro-interventions at the local level may need to be protected by upstream solutions at a larger geographic scale. Therefore, a solution at the community or village level may not be effective unless it is linked to and complements large infrastructure projects (like dykes or

embankments complement with certain soft intervention like afforestation, or culverts) that addresses the wider impacts and implications of climate-induced hazards. It is expected that with the updating of the RRAPs based on the climate projection information now available in the Climate Risk Atlas, the project will be better placed to deliver more robust adaptation and resilience outcomes.

The LoGIC design includes grants mediated by local government for public sector investment in climate adaptation of small-scale public infrastructure as well as financial support for livelihood diversification at the community and household level. Here, the design rationale is that grants to individuals for the adaptation of livelihoods would be complemented by investments in local infrastructure that would protect and sustain local livelihoods, however, this link was always not very visible in many cases. At the same time, the LoGIC design assumed that grants for livelihoods would enable communities to access other sources of private finance like direct individual or group bank loans for enterprises (which is yet to happen), thereby enhancing community resilience and prosperity while reducing dependence on government.

LoGIC's main objective is to set up a country-based local climate financing (dual) mechanism and scale it up across all UPs in Bangladesh, however, the existing Results Framework reflects and emphasizes more on the output and outcome in the current set of interventions in the 72 UPs. The joint 'outcome statement' of LoGIC has focused mostly on the 'output level' indicators like – percentage of target UPs that incorporated climate change adaptation into their development plans; % of UPs that established and are implementing the Climate Resilience Financing System. The outcome indicators are measuring progress against the targeted UPs rather than emphasizing the scalability and transformative aspects of LoGIC. Therefore, there is an in-built dilemma/dichotomy in the program related to whether it is a delivery-based model for climate adaptation to benefit the targeted population in the intervention UPs or it is a demonstrative model to influence national policies and programs to scale up and adopt Local climate adaptation model across Bangladesh – although it is understood the two are expected to be mutually reinforcing.

We understand that LoGIC is part of the overall UNCDF LoCAL global portfolio and the main purpose is to demonstrate and set up/embed this country-based financial mechanism within the government system for a smooth transition to a Phase 3 country<sup>19</sup>. Therefore, it is important for the program to reflect the trade-offs between a project with wide coverage requiring a substantial level of effort focused on delivery as compared to fewer demonstrative projects with a higher level of resources and effort on influencing scale-up through government systems. The program team must consider revising the results (and resource) framework to incorporate scale-up indicators. This would guide them to focus more on systems-level changes and the embeddedness of LoGIC through learning and evidence rather than the current approach of delivery in the 72 intervention UPs.

Although LoGIC is being conceived as a pathway or model, the outcome goal reflects the primacy of delivery of climate adaptive solutions at the local level rather than developing a robust model for sustained scalability. Although the delivery element is necessary to generate evidence on the benefits and efficacy of planning and financing for climate adaptation at the local level, this may not be sufficient to bring about a systemic and transformative change. The outcome target in the Results Framework is defined largely in terms of percentage achievements in operationalizing climate adaptation plans and projects, designing financing mechanisms in recipient UPs as well as increased overall spending on climate adaptation. Whilst this represents a reasonable outcome in terms of results that are under the control of the project, neither the outcome statement nor the targets reflect a pathway to a more transformative change beyond the life of the project itself. In this sense, the outcome indicator is somewhat weak. The main indicators in the Results Framework at the outcome and output levels represent a reasonable gauge of progress and achievements as they are, for the most part, specific, measurable, achievable, realistic and time-bound. Baselines have been incrementally populated where data was not available at the outset.

<sup>19</sup> Phase 3 is the scaling-up phase of LoCAL under which the PBCRG in the country, based on the results and lessons is gradually extended to all local governments.

***To what extent does the LoGIC design address climate stress issues at the Upazila level and to what extent do these differ across the intra-Upazila level based on any specific climate stress differentiation?***

The design has factored in the different climatic conditions that can be found across the country for the set of interventions funded by the PBCRG and CRF schemes. For example, in coastal and saline ingress areas the project has focused on saline-resistant crop varieties for livelihoods and focused more on drinking water schemes or supporting the fishing communities through the PBCRG schemes in coastal areas. However, as mentioned earlier, given the absence of robust climate science for LoGIC planning, it was difficult to develop better infrastructure designs for PBCRG schemes. With respect to LoGIC capacity building and institutionalization, we have not observed much difference in design or intervention approaches across the districts or Upazila level.

The evaluation team observed that LoGIC is delivering its targets in a projectized mode mostly led by its own team with less ownership and involvement of the local governments. While every effort is made to involve local governments, evidence points to only an endorsement role. Community-level interventions thus far have few differences from traditional infrastructure works led by local governments although, LoGIC has insisted on a climate narrative. The evaluation team has found very few examples of community-level works that differ substantially from traditional works – which may be largely due to the lack of proper climate risk atlas and projections during the initial periods. We also did not find any evidence on intra/inter UP learnings.

***To what extent does the LoGIC design incorporate GE and HR issues, as well as environmental sustainability? How coherent is it to the needs and interests of all stakeholder groups? Does it offer good quality information on the underlying causes of inequality and discrimination to inform the program?***

LoGIC's gender strategy leading to its 'gender transformative approach' is based on the premises that (i) vulnerability and climate change are gendered (ii) adaptive capacity is gendered, (iii) vulnerabilities are inter-generational and youth are key human capital to transform for building resilience (iv) access to institutions that can help increase adaptive capacity is also gendered. There are strong merits in this approach '**since extensive research has shown that women commonly face higher risks and greater burdens from the impacts of climate change in situations of poverty and 70% of the world's poor are women.**<sup>20</sup> Women are more dependent for their livelihood on natural resources that are threatened by climate change. Some of the factors that influence the higher vulnerability of women to disasters include the lack of means and assets to ensure their safety in situations of flooding, landslides, and storms. As women constitute the largest percentage of Bangladesh's poorest people, they are most affected by these changes. Children and youth – especially girls – and elderly women, are often the most vulnerable. The LoGIC project interventions have to a certain extent been successful in addressing these. LoGIC is supporting its beneficiaries through training for diversification of livelihoods, grants for starting new livelihoods, financial inclusion, and facilitation for market access. By supporting the most vulnerable women and ensuring that all beneficiaries are 'unique' i.e., are not covered under programs other than normal relief provided by the government post a disaster, LoGIC is facilitating economic empowerment and an increase in household incomes, and these will be sufficiently attractive for women to want to continue in future.

The evaluation team has reservations about the sustainability of the efforts of community mobilization and group formation that are at the core of the implementation strategy. The project team plans to foster cooperatives from the lowest unit to federations at the district level. The evaluation team notes that while the intent is perhaps appropriate, nurturing cooperatives involves significant time periods that the project may not have – there is merit in designing alternate institutionalization mechanisms rather than the single approach now on cooperatives.

## 4.2 Coherence

*The coherence section assesses the compatibility of LoGIC with other interventions in Bangladesh in the space of local government and climate change adaptation. It also evaluates how coherent is LoGIC's design in view of its objectives and the collaboration of the two UN agencies in working together to implement the project.*

**LoGIC's design and implementation strategy are aligned and coherent with the core policy directives of Bangladesh.** The approach of working with UPs and with vulnerable communities, through targeted grants to strengthen resilience both at the individual and ward level are all in sync with the overarching goals of national climate policies and strategies. LoGIC is working with the Local Government Division (LGD) and while it has created some synergies with a few line departments at the UP level for livelihoods training, this is not reflected in a more formal engagement at the national level. Similarly, LoGIC has very limited engagement with the Ministry of Environment and Forests which has a lead role in climate change adaptation, and other sectoral line departments like the Local Government Engineering Division (LGED), water resources which all have significant budgets and mandates for climate resilience infrastructure.

**LoGIC's design with its three key outputs – training and capacity building of UPs and communities; PBCRG and CRF grants and, influencing national policies – are clear and coherent.** However, in its design and results framework, the focus on the institutionalization of outcomes is weak. Moreover, **the linkages between the CRF and PBCRG are also weak baring a few instances.**

*How distinct/complementary is LoGIC's approach to other programs and initiatives implemented in Bangladesh by the government and/or key development partners with similar objectives?*

LoGIC's design and implementation strategy are aligned and coherent with the core policy directives of Bangladesh. The approach of working with UPs at one level, and directly with the most vulnerable communities at another, through targeted grants to strengthen resilience are all in sync with the overarching goals of the national policies and strategies. LoGIC is coherent with the country development plans of the EU and the Embassy of Sweden that focus on climate change, green growth, human rights, and gender equality.

LoGIC is coherent with the national government's Local Government Support Project (LGSP) which seeks to fund infrastructure development in UPs through Block Grants. Some of the processes like annual audit, percentage allocation based on fulfilling certain criteria, etc. for PBCRG are in sync with the LGSP fiscal transfer guidelines. To a certain extent, LoGIC complements the LGSP and ADP with respect to influencing and creating more climate-resilient infrastructure at the local level by supporting CRA and RRAP which feeds into the local annual development plan. The livelihood options supported are relevant and coherent to local needs and vulnerabilities.

In terms of promoting resilient livelihoods, LoGICs 'gender transformative approach' works in perfect sync with donor priorities and globally accepted knowledge that women are the worst affected by disasters. While the livelihoods being promoted are not innovative or novel with other programs promoting them from as far back as 2005, LoGIC is targeting vulnerable women who have not benefited from any other government or NGO program. To this effect, LoGIC is making a significant impact on the economic upliftment of vulnerable and marginalized women in remote areas of Bangladesh.

LoGIC is working with the LGD and while it has created some synergies with line departments at the UP level for livelihoods training, this is not reflected in a more formal engagement at the national level. Similarly, LoGIC has virtually no connection with the Ministry of Environment, Forests, and Climate Change which has a lead role in climate change adaptation. Overall, LoGIC displays strong coherence with the national government policies and priorities for climate change adaptation.

### *As presently designed, how coherent is the program design in view of program objectives and the collaboration of the two UN agencies in working together to implement the program?*

LoGIC was designed as a joint initiative with UNDP to capitalize on its expertise to deliver large programs on the ground through its extensive teams. UNCDF brought its global expertise in developing climate finance and planning tools for local government as part of its global LoCAL program. LoGIC's design with its three key outputs – training and capacity building of UPs and communities; PBCRG and CRF grants and, influencing national policies – is clear and coherent. However, in its design and results framework, the focus on the institutionalization of outcomes is weak.

Though the design attempted to address climate resilience both from the community or individual livelihood and local infrastructure angles through joint programming, in its implementation, the evaluation team did not see many synergies between the PBCRG and CRF schemes and, barring a few instances, they appear to work as two separate interventions. In addition, LoGIC has not yet been able to fully capitalize on its position as being a 'nationally implemented project' or, being a 'UN project' or, its donor partnerships to work on policy advocacy.

While there are clear advantages of co-location of UNDP and UNCDF teams including members of the core team, the evaluation team found no evidence of enhanced advantages that go beyond just implementation of the project. LoGIC is implemented much like a 'project' with a limited lifetime and, unless there are significant and concrete strategies for policy advocacy, the gains are unlikely to sustain beyond the project's lifetime.

### **4.3 Efficiency**

*This section discusses and assesses the extent to which LoGIC is likely to deliver results in an economic and timely way. It describes and evaluates the results achieved thus far including the Value for Money, the quality of results, governance mechanisms, M&E, and adaptation to the COVID-19 pandemic.*

**Despite its delayed start, LoGIC has made good progress against most of the targets envisaged in its results framework.** LoGIC has supported (all) 17,000 beneficiaries<sup>21</sup> to develop household risk reduction action plans (HHRRAP) and delivered training on 23 climate-adaptive livelihood options. **However, there are issues with respect to their timeliness and quality.** LoGIC has conducted Community Risk Assessments (CRA) for all 72 UPs and facilitated planning workshops. LoGIC also organized trainings on the CRF and PBCRG implementation for 234 elected UP chairpersons and members. **While the PBCRG and CRF manuals, beneficiary selection process, etc. are robust and have improved transparency, these are complex and may be difficult for the UPs to administer independently.** Through the PBCRG funding, 653 climate-resilient infrastructures have been created with an average investment of BDT 700,000. These are mostly roads, culverts, drainage, irrigation, tube well, and water reservoirs in the vulnerable wards of the 72 UPs. **On policy influence, there has been limited progress on policy advocacy and influence.** Though there has been good progress in terms of initiating a decentralized mode of fiscal transfer for CCA, there has been limited success in deepening the engagement with other line departments and leveraging additional resources.

As of Quarter 3 of 2021, a total of USD 28,599,046 was budgeted to be spent against which USD 18,115,938 (63%) was actually spent.<sup>22</sup> Within the actual spend, 8% of resources were spent on Output 1, 80% on Output 2, 5% on Output and 7% was the management fee. On Cost Efficiency, our calculation shows LoGIC's total cost to transfer ratio is 1:1.5, comparable to cash transfer programs globally. The administrative cost to transfer ratio<sup>23</sup> for LoGIC is 50% which appears to be in the expected range of 1.29 to 2.1 of international literature (and its lower range).

21 An additional 18,000 CRF beneficiaries (100%) are being targeted in the second phase and are being provided CALO trainings starting December 2021

22 Based on Financial Data Provided by LoGIC staff -cumulative until Q3 2021

23 See main narrative below for arriving at administrative cost to transfer ratio

Further, while the project governance and management structure are aligned with the LoGIC's design, there exist certain efficiency gaps. The project is implemented in a National Implementation Modality (NIM) headed by the National Project Director, a senior official from the LGD. LoGIC is being governed and guided by the National Project Director, a senior official from the LGD. LoGIC is being governed and guided by the Steering Committee with the representation of senior GoB officials. **However, the PSC hitherto has focused on administrative issues and approvals rather than on strategic issues and project direction.** This needs to change. There are also challenges related to reporting and data quality that also need to improve. **Additionally, our review found that project delivery was affected because key positions were vacant for a very long time.** Key positions such as Policy Advocacy and Gender Expert are vacant since inception. Similarly, the position of Capacity Building Expert was vacant till mid-2021.

On M&E, LoGIC monitors its activities against the results framework and reports annually. **Since the results matrix is based on quantitative reporting, some of the softer issues around voice, accountability, empowerment, capacity, and policy influence are not reported at the outcome level.** While it is encouraging to note that the project has instituted the Adaptation Tracking and Measurement (ATM) survey, the evaluation team's review of the ATM has found gaps in data aggregation and reporting indicating that data quality assurance needs to be strengthened to avoid inaccurate or misleading reporting on outcomes and impacts.

With respect to HRGE aspects, the budget analysis reflects that 100% of the CRF grants are to women. To date, the CRF amount that has been spent has reached 17,000 beneficiaries, equivalent to USD 350 for each beneficiary. The amount of funds disbursed to each beneficiary is based on evidence of similar livelihood programs in Bangladesh. For PBCRG schemes, the evaluation team could not ascertain the percentage of funds allocated for women-centric projects and how many women benefited from the PBCRG schemes. From the management perspective, LoGIC could benefit by having a dedicated gender expert. LoGIC should also consider adding awareness and training sessions for UP Chairmen on how they can better encourage and incentivize greater participation of women and vulnerable people in the UP-planning meetings. Furthermore, in the selection of the PBCRG schemes, there is scope for further mainstreaming of investments that disproportionately benefit women and strengthen the gender narrative along with the CCA rationale.

*How well, and with what quality, has LoGIC delivered its expected results to date in terms of the results framework, budget allocations, and cost-efficiency of activities? Has LoGIC succeeded in mobilizing resources from counterpart agencies and other actors?*

The project has made good progress against the results framework. **(The progress against the results framework has been given in a tabular format in Annex 1.)** Although it had a delayed start due to late government approval, it has supported 72 climate-vulnerable UPs in 7 districts as initially planned. In all 72 UPs, PBCRG and CRF mechanisms have been implemented (as targeted), albeit with varying ownership, involvement, and levels of support.

Under Output 1, the project supported awareness, capacity building, planning, financing, developing guidelines and manuals, and beneficiary identification for the CRF. It has helped conduct CRAs and develop RRAPs and HHRRAPs at the UP and household levels. The project reports having reached a total of 17,000 CRF beneficiaries and 234 UP members and chairpersons with training. The UP chairpersons and members have been sensitized on climate challenges, impacts, and local adaptation. Along with training, the program provided support on relevant documentation, procedures, and financial management practices, with varying degrees of success.

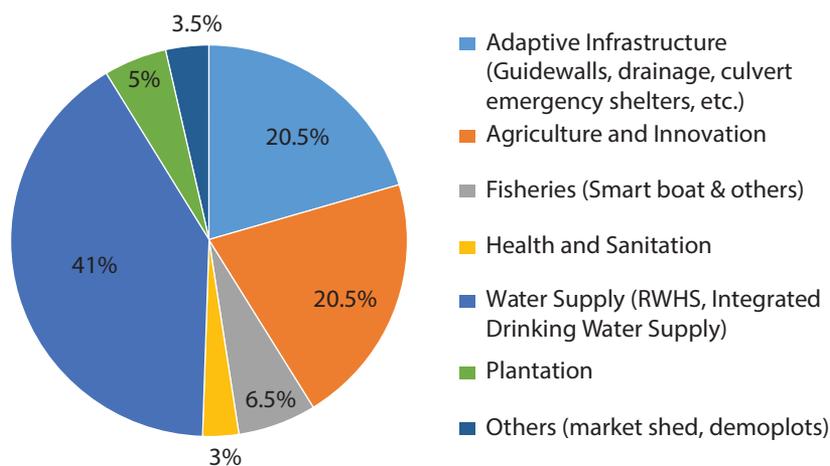
Based on the CRA and RRAP, LoGIC has supported the implementation of 653 PBCRG schemes (investments) with average schemes costs of 7.12 lakhs Bangladesh Taka (BDT) (USD 8300). A total of USD 7.91 Mn (AR-21)

has been spent on PBCRG schemes for climate-resilient infrastructure, ranging across roads, culverts, drinking water facilities, and nature-based solutions such as irrigation/water drainage, afforestation, etc. The draft Annual report 2021 report mentions that there has been an increase in the percentage of schemes that are climate adaptive beyond the ones funded by LoGIC (14% in 2018 to 23% now in the LoGIC UPs). The Annual Report mentions that the increased climate-adaptive schemes were funded by both LoGIC and funds from other sources. However, our discussions reflect that these numbers are reported by the LoGIC Community Facilitators since none of the KILs with UP officials echoed this. There is therefore a high possibility that many could also be traditional projects with the climate attribution unknown at the local government level – the evaluation team has not validated this at the field level.

The focus areas of PBCRG supported schemes under LoGIC as reported in the AR of 2021 are shown in the figure below - 41% of the LoGIC supported PBCRG schemes were for water supply (rainwater harvesting structures, integrated drinking water plants, etc.), 20.5% were for adaptive infrastructure (guide walls, drainage, culverts, emergency shelters, etc.), 20.5% were for agriculture and irrigation, 3.5% were for others (market sheds, demo plots, etc.), 6.5% were for fisheries (smart boats, etc.), plantations 5% and 3% were for health and sanitation.

A total of 17,000 CRF beneficiaries, mostly climate-vulnerable people, of whom 98% are women, were reported to have received financial support of around USD350 (29,000 BDT) each for livelihood adaptation diversification and training on climate-adaptative livelihood options. 100% of recipients implemented at least one CALO, 79% two CALO, and 25% three CALOs. According to MIS data, 74% of beneficiaries have gained benefits due to the CALO, i.e., increased income against the stated target of 60%. In the last quarter of 2021, an additional 18,000 beneficiaries have been identified, and training and cash transfers are yet to be rolled out.

Figure 6. Focus areas of PBCRG supported schemes



Output 3 focuses on policy advocacy and influence where the progress has been limited. There has been a single high-level discussion with the Government counterpart on setting up a fiscal allocation model for climate-vulnerable areas. For the government to be able to make informed decisions on allocations, a request was made to develop a Climate Vulnerability Index with clear criteria to guide the transfer of block grants or Government funds to the district / Upazila level for climate adaptation and mitigation. There has been some discussion on scaling the pilot Local Climate Financing Framework, which the Finance Ministry developed under UNDP funded support for the Climate Fiscal Framework, but this is still at a very nascent stage.

LoGIC has reported that project targets as defined in the log frame have been exceeded for Outputs 1 and 2. Output 3 has not seen much progress. Therefore, LoGIC may consider a reorientation of efforts under Output 3 and light touch support for Outputs 1 and 2.

In discussions, it has become evident that although LoGIC had a delayed start, it has stayed broadly on course in the delivery sequence. LoGIC supported the 72 Union Parishads to organize community meetings or Wardshavas to share the Risk Reduction Plans (RRAP) as an endorsement by the UPs. The project started with the CRA and was followed by RRAP, and household-level risk adaptation plans to inform the selection of schemes under PBCRG and CRF.

The CRA was supported by the preparation of climate hazard maps and downscaling national vulnerability data to the UP level, which was supposed to be the first set of activities. However, in the first year, the existing hazards maps were used which were not adequate with respect to specification and granularity. Subsequently, the project commissioned the preparation of the Climate Risk Atlas and is using these to update the RRAPs. While the initial Hazard Maps provide an indication of the main physical features and climate hazards in each UP, there are significant variations in terms of the details of the various maps and ease of visualization where certain features such as ward and union boundaries are not easily discernible and where variables such as water depth are not easily distinguishable. While these maps have helped initiate dialogue on climate change with UPs and communities, they do not provide sufficient information on the current and future vulnerabilities, exposures and risks. As a result, many schemes to date have been similar to traditional schemes, although, all PBCRG-funded schemes are required to have some form of climate narrative to qualify for funding. The most successful PBCRG interventions have been the water treatment plants and rainwater harvesting to address drinking water issues in selected geographies. From the field discussions with the UP chairpersons and members, it was reported that these process, particularly that of HRRAP, has been led by the project team with limited involvement of the UP chairpersons and members.

At the household level, LoGIC has mainly focused on building skills of the CRF beneficiaries on livelihoods diversification. A training calendar and training plan were developed and rolled out across all 72 UPs. 16 training manuals have been created for CALO training which is quite substantial. Some of the line department officials or extension officers (agriculture, livestock, fisheries, etc.) have conducted CALO training along with Helvetas and LoGIC staff, demonstrating good convergence at the local level. However, beneficiaries have reported that they would welcome more in-depth training and follow-up, especially on forming groups and linking with markets, which was not possible in the first phase due to lack of time. Also, there has been a disconnect in the timing of training and seasonality issues, rendering some of the exercises less effective.

We understand that before COVID-19, training was conducted onsite, which many participants found useful. However, with the onset of COVID, the project had to adapt by moving towards a more online mode. A quick review of the training videos reflects that while they are comprehensive on technical aspects related to diversification for adaptive agriculture, livestock, and fisheries production; the videos did not explain clearly why these practices are required, how they differ from traditional methods, and how the approaches are better for climate change and adaptation. Also, aspects of market linkages and value chain were missing, which we feel are critical for beneficiaries' decision-making. Group discussions with beneficiaries reflect they have gained new skills and understanding of production/cultivation, although initial evidence from the ATM indicates that the efficiency of training in terms of building confidence and skills varies across districts, with Bhola and Pathuakhali districts performing distinctly less well. The updated ATM information does not reflect this but, the evaluation team has identified problems with the updated ATM data as well.

Table 5. Summary of the trainings conducted under LoGIC

Activity	Duration of the event	Type of Participants	Total Attended	Female Attended
Union level inception workshop	Day long	UP, GoB Officials, CSO & others	2636	402
Training on the process of Community Risk Assessment (CRA)	Two Days	Community Volunteers	148	32
Training on the process of Climate Risk Informed LDP and RRAP development	Day long	UP, GoB Officials, CSO & others	2512	581 (22% Poor Representative, 1% Indigenous, 11% Marginalized groups)
Training on CRF and PBCRG Manual for UP	Day long	UP, CSO & others	1656	412
Training on Financial Management (audit & accounts, finance & establishment, fiduciary risk, taxation, etc.)	Day long	UP	1950	339
Training on the process of social audit	Day long	UP	1791	336
Training on ATM and MIS software for UP Secretary	Day long	UP Secretary, CMF, DCCC & DCFC	228	71
Training on the email system, cloud-based file management, ATM app, reporting, and group communications (WhatsApp/Messenger)	Day long	CMF	143	67
Training of CRF beneficiaries on Climate Adaptive Livelihood Options (CALO)	4 Hours	CRF Beneficiaries	23000	22697
Orientation on climate adaptive livelihood options, adaptive infrastructures, and Nature-based Solutions (NBS) to climate change adaptation for GoB line department officials	Day long	Agriculture, Fisheries, Livestock Dept.	125	0
ToT on the process of Social Audit	3 days	Project staff, community & CSO representatives	36	11
Training on ATM and MIS software	Day long	CMF, DCFC & DCCC	157	71
Training on sheep service provider for youth group	2 Days	Youth	144	71
Training on sheep insurance for youth group	2 Days	Youth	143	71

From the discussions with the field and project teams, it was reflected that there was a lack of genuine interest and involvement of the UP elected persons in training in many cases. This was cited as one of the significant challenges faced by the LoGIC trainers. In our discussions, the UP chairmen admitted to receiving training but suggested that more training is necessary to enhance their skills and understanding. Therefore, we feel that adequately sensitizing and ensuring their genuine involvement would require more orientation, refresher courses, and in-depth support.

Our review found that the various project documents, guidelines, and manuals developed are detailed and comprehensive. Some of the documents, such as the PBCRG and CRF manuals, were developed based on previous or ongoing projects, including UNDP's SWAPNO and UNCDF's LoCAL PBCRG manual and adapted to the context. Both the guidelines are comprehensive and detailed.

The PBCRG operational guidelines align with the GoB's Annual Development Plan (ADP) basic block grant / ongoing LGSP grants guidelines, with the introduction of different allocation and disbursement parameters and weights, especially with a 25% weightage on climate change vulnerability. The PBCRG grants guidelines introduce a few supplementary minimum conditions to the standard block grant conditions for UPs, such as the completion of RRAP and the development of CRA. Interestingly, a climate change adaptation criterion has been developed for the disbursement of the subsequent tranche of PBCRG, and performance allocation is directly related to performance against climate change adaptation. This methodology has helped incentivize climate adaptive performance and investments at the local level. However, a few stakeholders observed that these are too complex and detailed for most UP chairman and members to follow and adhere to without project team support. Also, in the long run, without intense supervision, in many cases, these parameters might be wrongly reported because of local influence on the audit, as stated by several stakeholders including the program team members.

As discussed earlier, the subsequent tranche of PBCRG funds has been transferred to the UP account based on the audit findings<sup>24</sup>, fulfilling "compliance with minimum conditions and performance indicators".<sup>25</sup> The project staff and, in some areas, even the UNOs closely monitor the PBCRG schemes. This stringent monitoring helps ensure quality and reduces fiduciary risks, which UP chairmen also admitted. The PBCRG allocations are displayed publicly, and the schemes are discussed in the open budget sessions mandated by the laws of the land at the UP level. However, our field discussions highlighted that the participation of vulnerable populations at open budget sessions is relatively low. LoGIC plans to institute and conduct a social audit, and training on social audit has been recently completed for the project staff. Although the project falls under the NIM, it has its own set of procurement and financial reporting rules aligning with UN principles to minimize fiduciary risks.

On the CRF, our discussion with the stakeholders reflects that the beneficiary selection was robust compared to other Government schemes with a high degree of transparency and the inclusion of a complaint redressal mechanism. The selection criteria are a weighted formula based on household assets (fewer assets high score), exposure to vulnerability, and adaptive capacity. Overall, the process includes a census, a household survey to assess the vulnerability, a transparent mechanism displaying the beneficiaries list, and a grievance redressal mechanism. All this minimizes inclusion/exclusion errors and reduces political influence or nepotism. CRF funds are transferred directly to the beneficiary bank accounts and are less susceptible to leakages.

Our field discussions confirmed the robust quality of the selection process, although this was seen to vary slightly across districts. In some UPs, informants complained that there were some inclusion or exclusion

<sup>24</sup> PBCRGs related audits are usually referred to as annual performance assessments in the literature on PBG and PBCRGs (UNCDF, 2010 and UNCDF, 2018) while audits are generally understood as the general audits from government.

<sup>25</sup> PBCRG Audit Summary Report FY 2019-20, Grant Thornton

errors. In some cases, people were excluded since they were unavailable on a particular day or did not have proper identification cards. One stakeholder opined that the focus of the beneficiary selection was geared more towards identifying vulnerable households with the capacity for taking up climate adaptive livelihoods, which led to the exclusion of some climate migrants since they could not demonstrate adaptive ability or fit well for the given set of CALO. However, it is essential to note this year, only 2% of the people (down from 4% at the start) in the UPs have lodged complaints about the selection process.

While the selection criteria have been robust, it may be difficult for a UP to administer the same process independently. Overall, the process has been project-driven with minimal involvement of elected UP chairpersons or members, which has reduced the ownership of the process even though the UP has endorsed the selection. This will need to be addressed in due course to ensure sustainability.

On timing, the project, as mentioned earlier, had a slow start due to delays in approval from GOB due to certain coordination issues and preferences concerning the scope of the project. There were also delays in the early phase of implementation whilst LoGIC developed a consensus on the specific interventions eligible for PBCRG and CRF funding. Due to the delay in development and downscaling of the climate hazard maps, the climate vulnerability parameters and associated weightage could not be considered for the selection of PBCRG schemes in the first year, which led to the selection of more traditional schemes linked to a climate narrative in the first year of the program.

Discussions with UP chairpersons have confirmed that the disbursement and receipt of PBCRG funds are smoother and quicker than funds under GoB's block grant, such as LGSP, which often gets delayed. The UPs are also happy with the predictability of funding under LoGIC which has enabled timely scheme completion. The 2018-19 audit report suggests that 85% of the schemes were completed on time, although the 2020-21 audit report contains no information on timely completion. However, we understand that there have been delays due to the pandemic-induced lockdown. As already mentioned, CRF has also been subject to delays around the selection of beneficiaries and rollout of the capacity building on livelihoods, resulting in many beneficiaries not being able to initiate their CALO on time due to seasonality issues thus rendering some of the training ineffective.

The PBCRG audit report is comprehensive. The 2020 audit reports that most UPs have complied with all LoGIC processes (MC and PC), and where this is not the case, the gaps have been highlighted. Examples of gaps include improper maintenance of cashbook, 5% retention money not deducted from schemes, etc.<sup>26</sup> The PBCRG audit findings say that most UPs (barring a few) adhered to the defined procedures and documentation on resource allocation and utilization. Whilst the 2021 audit report highlights gaps and inadequacies in project processes, the 2020 and 2021 reports reflect the same set of recommendations without any details on how the previous set of recommendations was followed up or any management response and action taken against the recommendations from the project team or LGD. From the field level discussions, it was evident that the field level project staff are extensively involved in supporting the UPs in the documentation and financial management practices for adhering to the PBCRG guidelines and norms, which ideally should have been carried out by the UP chairpersons and staff.

However, it is also important to note the weak capacity of the UP chairpersons and the resource gap at the UP level. The Chairman and one staff member bear all the workload related to financial management and reporting for all the projects or programs at the UP level, each with its formats and timelines. **Therefore, it is crucial to consolidate and streamline all processes and reporting formats in such a way as to reduce administrative burden and improve compliance.**

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Analysis of the PBCRG audit compliance findings reflects opportunities for improved targeting. The scores range from 15-20 out of 25, whereas other components such as the quality of PBCRG-funded schemes and the quality of the implementation process received a total score of 25 across all UPs. Also, the score on the capacity of the CRA processes varies from 11 to 25. Therefore, it reflects a need for greater focus on PBCRG schemes targeting and proper climate risk assessment. Given the tenure and scope of the current evaluation, we cannot make any independent judgment on the quality of infrastructure created. However, in our field-level discussions, we observed that all stakeholders suggested that the quality of infrastructure is better than other government schemes given the stringent monitoring by project staff/ UNO or other Upazilla or District staff.

Although the project document and PBCRG manuals mention PBCRG as a ‘top-up fund’ (indeed calculated as a top-up percentage to the block grants) for climate-resilient infrastructure however our discussion with the UPs did not reflect any leverage of other funds for PBCRG schemes. It was mentioned that the PBCRG has a separate bank account, and funds from various projects/sources cannot be mixed. However, the project reported that 23% of PBCRG project costs have been from other sources. (This we have not been able to validate since the information came in post our field visit).

The Value for Money (VfM) analysis is presented towards the end of the Efficiency Section.

***How well is the project governance system, including partnerships (development and national), working? How are the government counterparts engaged in the program, and how is LoGIC working with other LoCAL countries towards implementing the LoCAL standard and joint Board Decisions?***

LoGIC’s design aims to strengthen the UPs’ capacity to plan, design, implement and monitor more climate-resilient infrastructure. The effectiveness of the interventions is strongly influenced by the nature of decentralization and engagement with other relevant departments for coordination and convergence. LGIs in Bangladesh are severely constrained in terms of staff and funds and rely on the national government. Further, key positions in local government institutions (the Secretary for example) are appointed by the national government and at risk of frequent transfers. Therefore, although there are laws on decentralization, the translation on the ground remains a challenge as does convergence across departments that are governed by respective laws. At the same time, the persistence of strong central control over the local government system in Bangladesh makes it important for LoGIC to be firmly embedded into the Local Government Division in the Ministry of Local Government, Rural Development and Cooperatives, Government of Bangladesh (MoLGRD&C) and active engagement with other line departments at the national, district and local levels. The evaluation has found evidence of engagement with local line department officials of agriculture, livestock, fisheries, and a few other departments, especially to lead the CALO trainings and provide follow-up advice as required. One of the former key stakeholders<sup>27</sup> suggested that there need to be deeper connections with the DDLGs to strengthen their understanding of the LoGIC mission and vision, including periodic orientations to help drive the UPs forward. Hence, engagement with the line departments needs strengthening by formalizing the engagement and developing a framework for consolidation of support in specific livelihoods activities and in conducting joint field missions.

While LoGIC is a ‘Nationally Implemented Project’ headed by a National Project Director who is a senior official seconded from the LGD with a 50% time commitment to LoGIC and a Deputy Project Director also from the Government, their ability to champion LoGIC has varied over time with different personnel. The evaluation team observed that LoGIC has benefitted significantly from a dynamic National Project Director who remained in post for almost 2 years and succeeded in communicating the project vision to lower-tier functionaries.

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27 KII with Helvetas

However, this did not necessarily translate into effective influence at the senior level within the same Ministry and with other Ministries. There has been a tendency for senior officials and the steering committee to focus on administrative approvals rather than policy issues. It is important to steer and use the steering committee as a platform for strategic discussions on program direction and institutionalization. In conversation with the evaluation team, the former National Project Director mentioned that the new Project Director should write to the Secretary of the LGD to push the LoGIC agenda with the Finance Ministry during the budget-making process, begging the question as to why this has not already been addressed. It is vital to ensure the leadership team in LGD is engaged in the policy dimension of the work rather than the administration of project delivery. This is especially critical in Bangladesh where local government is heavily dependent on fiscal transfers from the national government. Based on our review, we understand the current governance and management structure was established for close engagement and embedding the project processes and systems within government, particularly LGD and other relevant line ministries. A few stakeholders have reported that the current structure has slowed down progress and delivery effectiveness. They felt that the Direct Implementation Mode (DIM) could have helped faster delivery. On balance, however, despite delays due to internal decision-making processes, some of the stakeholders opined that other similar program interventions suggest the NIM mode helps build ownership and transfer of knowledge and capacity. It might be a more useful mechanism for embedding the process in government systems and facilitates convergence, mainstreaming, and influencing policies for sustainability.

Our discussions with key funders reflect that LoGIC is perceived to suffer from weak management at the project governance level, resulting in the Project Steering Committee (PSC) meetings focusing on minor operational issues and approvals rather than strategic issues and project direction. Weak management at the project governance level has also resulted in frustrations being expressed around inadequate preparation for the PSC meetings, last-minute circulation of supporting documentation, and a failure to anticipate and alert stakeholders to potential issues. This would appear to be due to the project team's lack of engagement or support in briefing and preparing the steering committee members on the project challenges and policy directions. Our discussions with the key departments reflected incongruence and lack of understanding of the project objectives and activities among the senior officials of the government.

These issues highlight the need for LoGIC to ensure that the project team includes staff with the necessary gravitas and skills to be able to manage the policy agenda optimally. They need to liaise closely with senior officials in MoLGRD as well as in other Ministries, including Finance, Environment and Planning, IFIs, and donors to strengthen the climate narrative, resist political pressures and optimize the scale of interventions to mainstream and institutionalize LoGIC mechanisms into local government planning and financing.

Our field-level analysis of convergence and synergies with other government schemes reflects that the LoGIC district teams work closely with the UP and select line department officials at the district and Upazila levels. LoGIC field teams lead on beneficiary selection for the CRF funds, liaise with the line departments to facilitate CALO trainings for the CRF beneficiaries, discuss likely projects that UPs should take up using PBCRG funds through a mix of a 'top down' and 'bottom up' approach, participate in the UP meetings to ensure approval, manage project delivery at the local level with the supervision of the core team and in a few cases, UNOs and lead on all project-related reporting. At the district and Upazila levels, the engagement with the local line department officials for training and capacity building has been largely successful. The line department officials conducted the CALO training and remained responsive to the beneficiaries' queries. However, the engagement with Upazila engineers and other staff members was unsuccessful. In many cases, there has been reluctance and little incentives for the local level officials, such as the government engineers at the Upazila level, to support LoGIC as this is seen as an additional responsibility. LoGIC has recently recruited engineers

at the Upazila level to address this and, it is expected that the technical parameters of PBCRG schemes will improve with this additional input. The national-level engagement has been somewhat limited. Our brief interaction with Government counterparts at the senior level revealed some lack of clarity on certain aspects of LoGIC. This may be due to limited engagement with the government beyond the NPD and gaps in policy engagement and influence.

Our field visits and discussions confirmed that LoGIC is being delivered in a project mode through project staff with limited ownership of the elected representatives of the UPs and LGIs whose primary role is limited to the approval of the PBCRG schemes and, in some cases, monitoring or inspection of the schemes. However, there have been instances in some of the Upazilas where the district administration has provided support in market access by allocating spaces in market yards under the government's 'Suhasini' scheme. Discussions with district officials revealed a strong perception that they have only had limited involvement since they were not primarily responsible for allocating or utilizing the resources. While the project mode has enabled a rigorous approach to select beneficiaries and stringent monitoring of projects to ensure quality; however, LoGIC processes for both the CRF and PBCRG may be difficult to scale or replicate within government systems.

With respect to synergies between LoGIC and LoCAL, LoGIC's design stems from LoCAL's goal of developing a "standard and internationally recognized country-based mechanism to channel climate finance and local resilience through PBCRG". The project implementation strategy is partially guided by this overall goal of LoCAL. The PBCRG guidelines draw inspiration from LoCAL's (UNCDF, 2018) and mirror Bangladesh's LGSP program. Additionally, the progress against the results framework is reported annually to the LoCAL global Board, together with the other participating countries, and attended by the GoB. The LoGIC program also shared that there was an exposure visit to Cambodia for learning in 2015, and a global workshop held in 2019 before the COVID pandemic started.

### **Key efficiency success factors and challenges**

One of the key reasons cited for the project's success by stakeholders at all levels was the leadership and frequent engagement of the second National Project Director. Her direct involvement and engagement with the district officials even during the pandemic helped project delivery. Another success factor has been the extensive prior experience of both UNCDF and the Local Government Division in supporting the provision of devolved block grants at the UP level. The LoGIC PBCRG guidelines including planning and financing procedures are strongly based on LGSP III. Similarly, the beneficiary identification processes under LoGIC were developed based on experience and learnings of the UNDP-supported SWAPNO project.

The project has also faced a few external and internal challenges in maintaining efficiency. These include the external challenges arising from the pandemic, the cyclones Amphan and Yaas, and internal challenges due to human resource gaps in the project team and different reporting requirements since each donor and partner has different reporting formats and expectations. A single consolidated project reporting format might be helpful and will save a lot of administrative time and effort focused on delivery and quality assurances.

The absence of dedicated project staff to focus on policy influence has seen limited progress in Output 3. Our analysis of project staffing and the project organogram reflects several challenges. Some of the key positions are/have been vacant for extended periods, resulting in no staff to lead or oversee functions such as policy, gender or capacity building for extended periods and overlapping roles.

Some project stakeholders have pointed to an insufficient budget for policy-level work, capacity building, human resources, and social mobilization, even though all these are essential components of the project. The current project design allocates nearly 70% of the funds for PBCRG and CRF, with the remaining 30%

for staffing and other activities. Since LoGIC is more than just a cash transfer or micro-credit program, staff members feel that capacity building, policy influence and advocacy, business planning, and market linkages are essential components and require additional resources and funding for effective implementation. While the new LoGIC organogram includes more field-level staff, it does not have a dedicated post for a Policy Expert or Gender Expert, thus raising questions on the sustainability or potential scale-up. This we believe is a key implementation challenge. In our discussions with senior management in UNDP, we learned that the policy influencing role is to be led by them because of the strong connections with GoB. However, we believe that for this to be effective, there needs to be a focal point in the LoGIC team to support this agenda. In our opinion, there are two other factors behind the weak policy influencing agenda – one is to do with the Results Framework and the other is to do with partnerships. On the Results Framework, the outcome level indicators are more ‘implicit’ and the indicators are better oriented for the output level. On the partnerships aspect, we believe that LoGIC has not fully utilized the linkages that the EU and Embassy of Sweden have with GoB to further the policy agenda.

LoGIC’s risk register captures the risks which are beyond the control of its domain that may require contingency/mitigation measures. LoGIC has managed the risks well, including those associated with the ongoing pandemic. The project has adapted to changing circumstances and proactively addressed some of the key risks around leakages, ‘elite capture’, and political economy factors through adherence to detailed project guidelines, procedures, and norms. LoGIC has a well-maintained risk register that captures a host of political, environmental, and operational risks and regularly updates these in the face of evolving challenges, including political risks associated with local elections. However, if certain known risks such as leadership change at the UP level had been anticipated at the outset instead in the July 2021 risk review, LoGIC could have better adjusted the delivery of capacity building activities to accommodate the expected changes in leadership at the local level and mitigate associated challenges of capacity building for this stakeholder group.

The other risks we perceived from our discussions are related to donor relationships. The donors feel that there is insufficient recognition of their contributions to LoGIC with GoB on the policy influencing agenda. While the UNDP has stressed that this is their responsibility, donors (especially the EU) feel that there is insufficient strategizing on this aspect and sometimes they are caught unawares at Steering Committee Meetings. The EU would welcome more significant participation in policy dialogues whilst ensuring the UN gives enough space to donors on the policy table and agenda.

***How appropriate is the program’s monitoring system to track direct program results and its broader contribution to the overall objectives? How well does it capture the financial and development additionality of its results in the context of adaptive management, learning, and scaling up?***

LoGIC has set up an automated, online monitoring system with real-time data and GPS tracking to validate the exact location of activities and infrastructure with uploaded photos for tracking progress and reporting. Staff at the field level have been trained on data collection through tab-based handheld devices. The core team does the data aggregation and validation and regularly updates progress and achievements against activities, outputs, and outcomes. There is an established process for data validation by the core team members and the M&E officer who quality assures the data through spot checks and back checks. Also, the project team carries out post-training follow-up discussions to ascertain the quality of training activities and other softer interventions. The project team has developed a training monitoring checklist for spot checks and quality assurance for interventions such as training or awareness sessions.

LoGIC also monitors activity against the results framework and reports annually mostly at the output and outcome levels. Since the results matrix is based on quantitative reporting, some of the softer issues around voice, accountability, empowerment, capacity, and policy influence are not reported at the outcome level in

the results framework. At the same time, there has been an attempt to measure the transformative or impact of the LoGIC, through the ATM mechanism. The ATM system collects data through surveys on indicators to track outcome-level achievements periodically. The ATM is designed to help LoGIC measure the reach/coverage, outcome/impact, sustainability, and replicability of the program. Some of the indicators that the ATM attempts to report on skills developed, assets gained, livelihood adaptation due to CALO, and benefits of PBCRG schemes. However, the evaluation team's review of the ATM has found gaps in data aggregation and reporting indicating that data quality assurance needs to be strengthened to avoid inaccurate or misleading reporting on transformation. Hence, there is a need to revisit, check and revise the ATM data to ensure that the findings are accurate and valid.

LoGIC conducted a baseline survey at the start to facilitate tracking and measuring output and outcome indicators for the end of project evaluation. A review of the baseline survey has shown that it is very detailed and captures both output and outcome level indicators and the annual progress reports against the target and baseline values.

The MIS system captures data at a gender-disaggregated level. Since LoGIC has adopted a 'gender transformative approach', around 99% of the beneficiaries are women. The data also captures disaggregated data on women-headed households, people with disabilities, castes, or communities, and CRF beneficiaries' religion. The ATM attempted to capture information on changes in vulnerability, socio-economic conditions, and occupational level, however, these need to be reviewed. Though disaggregated data for CRF beneficiaries is available, there has been difficulty reporting disaggregated level data for PBCRG schemes since they are primarily public goods.

For financial and project reporting, there are different formats for each donor. However, the donors have flagged challenges related to data and the quality of reports. The project did not have an effective reporting template in place at the outset, which served to undermine the quality of the reports requiring various iterations and corrections, which contributed to delays in funds disbursement from donors and a failure to generate a high degree of confidence amongst senior management at donor level. This is important for the project to address.

The evaluation team's field visits and discussions have confirmed that the LoGIC MIS is being used for course correction and adaptive programming. For example, it was observed that elderly people often fail to comprehend or adopt new practices; hence training is now being provided to the 18-55 age group rather than targeting the elderly. Also, a review of the PBCRG implemented schemes reflected that many assets were not being maintained hence flagging a need for maintenance guidelines. Based on the initial set of project implementation learnings, LoGIC has recently begun to shift from traditional infrastructure assets to nature-based solutions with different requirements for custodianship to ensure the longevity of the PBCRG investments. This is a very recent introduction and some of the examples stated by the project team were the planting of vetiver grass to strengthen the slopes of embankments, planting of trees along roads and embankments constructed, and installation of rainwater harvesting tanks to address the issue of water quality in the monsoons or at times of climate events.

***How well are resources (financial, time, people) allocated to integrate Human Rights (HR) & Gender Equality (GE) in the implementation of LoGIC, and to what extent are HR & GE a priority in the overall intervention budget? To what extent are such resources being used efficiently?***

The budget analysis reflects that 100% of the CRF grants are to women, constituting 98% of the beneficiaries. To date, the CRF amount that has been spent has reached 17,000 beneficiaries, equivalent to USD350 for each beneficiary. The amount of funds disbursed to each beneficiary is based on evidence of similar livelihood programs in Bangladesh. The initial MIS data reports that this fund has led to a return of more than 1.15, (i.e. for

every USD 1 grant received the beneficiary generated an income of USD1.15) reflecting that the initial grant has had an incremental effect on the household income and expenditure. Our field-level discussions suggest that the fund was sufficient for the chosen livelihood options like sheep rearing, fish or crab cultivation, vegetable production, etc. However, the aspirations or expectations of the beneficiaries were to receive a larger sum to own a plot of land or buy cows instead of sheep. However, bringing optimum change will depend not only on the initial grant but also on the ancillary capacity-building support on market access and linkages.

LoGIC also scores well on addressing exclusion as most households are from marginalized communities. Rough data analysis of the beneficiaries list reflects that 14% are women-headed households and MIS data shows that about 2% of the beneficiaries are PwD, similar to the national comparison.<sup>28</sup> However, it has been suggested that though the project covered most of the vulnerable sections of the population, it still left out many, especially the climate migrants and the poorest who did not have minimum adaptability to participate in the CALO.

For PBCRG schemes, the evaluation team could not ascertain the percentage of funds allocated for women-centric projects and how many women benefited from the PBCRG schemes. In discussions, the National Project Director reported around 75% of the schemes are women-centric based on national gender budgeting norms. In our field level discussion, the tube wells and drinking water schemes were cited as women-centric investments (since drinking water disproportionately benefits women as those responsible for collecting water). The degree of women centricity regarding other public infrastructure is difficult to ascertain, nor was it possible to determine the degree to which prioritization of schemes reflected women's choice and voice, although LoGIC has reported 26% of those participating in planning are women, implying relatively low involvement. It is important to note that the LGSP guidelines, which the UPs are also implementing, suggest that 30% of the schemes need to be women-centric or women prioritized schemes.

Concerning participation in planning and budget sessions, the project reported around 16,000 people, of which 26% were women participated in the UP planning and budget meetings. The degree of empowerment, voice, and demands are challenging to capture in the standard MIS reporting system; hence LoGIC may need to consider a separate modality for capturing this. Evaluation team discussions and field observations have found that participation, voice, and empowerment have increased very marginally over time and overall remain low. Most beneficiaries reported they were not invited to or aware of the ward's planning and open budget meetings. In a few cases, husbands participated in the ward meetings. Many of the field-level discussions reflected that there is a lot of male domination and elite capture in local-level planning and decision-making processes. The evaluation team could not observe any specific activities or processes that promote women's participation in the UP-planning process.

From the management perspective, the evaluation team felt that the program could significantly benefit by having a dedicated gender expert. LoGIC should also consider adding awareness and training sessions for the UP Chairmen on how they can better encourage and incentivize greater participation of women and vulnerable people in the UP-planning meetings. Furthermore, in the selection of the PBCRG schemes, there is scope for further mainstreaming of investments that disproportionately benefit women and strengthen the gender narrative along with the CCA rationale.

***How have program managers adapted to the impact of COVID -19 in the design and management of the program, and with what likely results? Has there been a change in program delivery mechanisms as a fallout of Covid-19, and does the situation warrant any modifications in program targets and overall outcomes?***

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28 Bangladesh Bureau of Statistics, Census, 2011

The COVID-19 pandemic of 2020 disrupted LoGIC's regular field activities and livelihood initiatives. In addition, disruption by cyclones Amphaan (May 2020) and Yaas (May 2021) alongside flash flooding, exacerbated vulnerabilities, slowed delivery, and hence the achievement of results.

Despite this, LoGIC has responded well with significant agility enabling it to mitigate the effects of these disruptions, although field activities such as beneficiary meetings and training had to be temporarily halted due to government-imposed lockdowns. LoGIC developed an alternative operational strategy of maintaining social distancing and using personal protective equipment (PPE) during fieldwork alongside remote work through online communication), enabling the project to accomplish most of its planned activities. As part of its COVID protocol, LoGIC formulated guidelines for carrying out meetings and awareness-raising to promote COVID appropriate behavior, distribution of PPE and masks among the local government official and the community members.

LoGIC has also conducted the “Kemon Achen”- How are You? – a light-touch survey to understand the vulnerabilities and adaptation status of beneficiaries in the wake of COVID-19, cyclone Amphan, as well as tidal, flash, and riverine floods. This has shown that 72% of CRF beneficiaries have been severely affected by these hazards, with around 14% unable to start their CALO. The survey also shows that in almost all districts, CRF-supported livelihoods had to halt temporarily either as nationally imposed lockdowns or in the immediate aftermath of disasters.

The LoGIC team responded by rationalizing the timings and developing e-learning materials for the CRF-livelihood initiatives, although there are concerns about how effective online training can be in this context. Nonetheless, all the project beneficiaries had started their CALO by 2020, and numerous beneficiaries have reported economic benefits from implementing their CALO. Overall, the evaluation team findings indicate that both beneficiaries' and UPs' trust in LoGIC improved as they did not feel forgotten in the face of an unprecedented crisis.

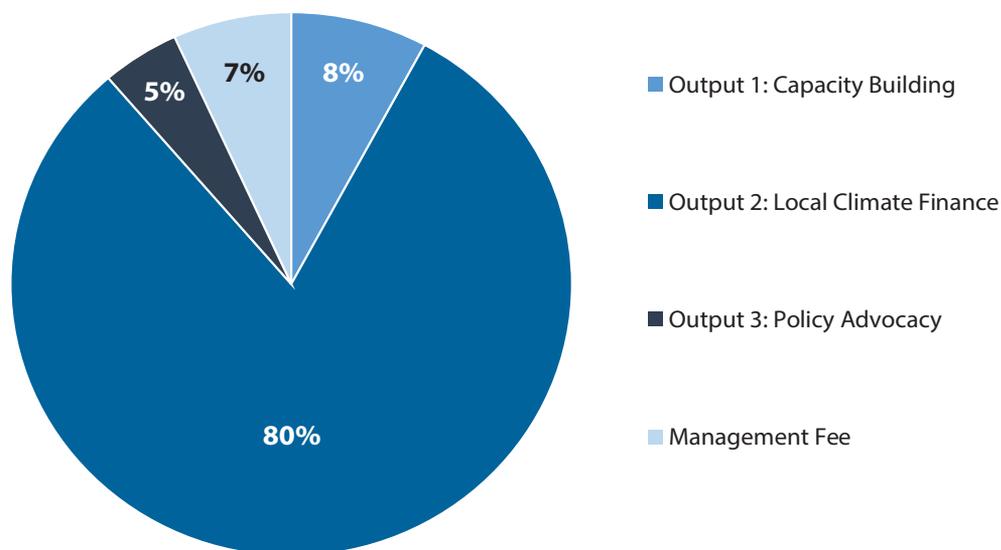
### **Value for Money (VfM)**

Generally, the VfM of a program is measured by the economy, efficiency, effectiveness, and equity with which it is implemented. We have attempted to assess some of these parameters and compared them with available benchmarks or study reports. Unfortunately, there are few VfM studies available against which to benchmark climate adaptation projects.

A broad analysis of project expenditures shared with the evaluation team reflects the following breakdown as shown in the Figure below.

Output-1 - 8%; Output-2 -80%; Output-3 -5% and Management fees -7%

Figure 7. Breakdown of project expenditure



On the economy, the staffing costs are around 12% which appears reasonable given the focus on providing technical assistance along with financial support. The average transfer value of CRF grants to beneficiaries is USD 350, almost like other UNDP livelihood programs such as SWAPNO. The average cost of each PBCRG scheme is USD 8,382. As there is little or no comparable data available, it is difficult to provide any judgment, although this looks to be economical. However, it is important to note that nature-based solutions are less cost-intensive, as suggested by the program team. As they are a part of the menu of eligible investments under PBCRGs, they could be increasingly supported in the future.

**Cost-efficiency is calculated based on the following parameters:**

- The total cost-transfer ratio (TCTR) is the ratio of total program cost to the value of transfers.
- Cost-transfer ratio (CTR) is the ratio of administrative costs to transfer costs.
- Unit cost is the cost per unit of output or cost per direct recipient or beneficiary per period.

The table below summarizes these key ratios for the LoGIC project:

Table 6. Key Cost Efficiency Ratios for LoGIC

Total Cost-Transfer Ratio	1: 1.5
Cost-Transfer Ratio	50%
Unit Cost	USD 100

Our calculation shows LoGIC’s total cost to transfer ratio is 1:1.5, comparable to cash transfer programs globally. The literature shows that the TC to transfer ratio is generally around 1.29 - 2.1<sup>29</sup>

<sup>29</sup> Social Transfers Value for Money Checklist, Department for International Development (DFID) [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/204383/Social-transfers-VFM-checklist-edition2.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/204383/Social-transfers-VFM-checklist-edition2.pdf)

The cost-transfer ratio (administrative cost to transfer costs ratio) for LoGIC is 50% which appears to be in the range from the literature. It should be noted that direct comparability with global cash transfer programs is not suitable since it varies with the context, sector, inputs, and intervention. Also, LoGIC is not merely a cash transfer program but is designed to implement a new financing mechanism for climate-adaptive infrastructure and provide technical support on capacity building, policy advocacy, mainstreaming, etc. If capacity building and policy costs are deducted from the total LoGIC administrative cost to transfer costs is around 31%. This is lower than the Bangladesh Chars Livelihood Program (CLP), predominantly a livelihood program with capacity building and market access. A quick literature review shows that such costs typically range between 17%-44% barring a few outlying cases where it can be as low as 5%. The administrative cost to total cost ratio is approximately 33% which is broadly in line apparently with the LDC Group's discussion in the UN Convention as shared by the EU and some other stakeholders.

The unit costs ratio i.e., the unit cost per direct recipient, is difficult to calculate since the actual number of beneficiaries for the PBCRG schemes is difficult to estimate.

Based on certain assumptions, the rough calculation for CRF schemes shows the unit costs ratio to be around USD100, which appears to be high given the actual transfer value per beneficiary. Literature evidence however does reveal that some projects do have administrative costs per recipient well above USD 100 (e.g., Niger Child Development Grant-CDG, Tanzania's Productive Social Safety Net-PSSN, Bangladesh's CLP).<sup>30</sup>

The commonly used parameter for calculating effectiveness is a benefit-cost ratio (BCR). However, it is difficult to analyze this for LoGIC due to difficulties in monetizing the benefits of PBCRG. For CRF, we understand from the program monitoring report that 74% of the beneficiaries have received a benefit of 1.15 times their initial investment, which indicates that the BCR for CRF funds is cost-effective and can further improve in the long run.

Concerning equity, since the CRF only targets women, the efficiency concerning transfer to women is 100% for CRF. Since PBCRG is public good oriented the overall transfer efficiency to women is difficult to calculate.

Our rapid literature review suggests that investments in capacity-building information and awareness have high benefits to cost ratios as these involve low costs. The project has invested 8% of its expenditure on capacity building which is expected to yield better results and benefit-cost ratios. On PBCRG, the enhanced resilience might represent value for money for some but not all. This will depend on the robustness, quality, and flexibility of infrastructure design and long terms benefits.

Our discussions reflect that the LoGIC has received USD1.2 million from GoB and there are instances of a few PBCRG schemes at the UP level where there has been some co-funding from UP's own source of funds and other schemes implemented at the UP level.

#### 4.4 Effectiveness

*The effectiveness section assesses the extent to which partner local governments and communities are starting to make use of LoGIC support to change their approaches to designing and implementing community-based climate change adaptation solutions.*

LoGIC has been effective in contributing to changing the mindset of the local governments on the importance and need for climate adaptation in the local planning, budgeting, and investment. **At the UP level, there have been some improvements in understanding and awareness on climate change but more sustained efforts are needed for elected representatives to own and implement climate adaptive practices**

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<sup>30</sup>Ibid

Based on the learnings from the previous UNDP and UNCDF programs and the Local Government Support Program (LGSP), LoGIC has established a decentralized fiscal transfer model for local climate adaptation with set standards and criteria for fiscal allocation. However, these could not be strictly adhered to in the initial year of the project. Though LoGIC has established the systems, robust guidelines, and manuals, the capacity and willingness within the UPs and government systems are still very weak.

**One of the key factors for LoGIC's success is the dedicated and committed staff who led the implementation.** However, it also created the challenge of sustainability due to the low involvement of the UP elected members in the prioritization and implementation of schemes and selection of beneficiaries.

The CALO training and the CRF grants to the marginalized communities have been useful and helped them to improve their household income and livelihood opportunities. Also, the program intervention has led to a gradual shift towards creating and adopting climate-resilient infrastructure at the UP level rather than traditional roads, culverts, and cyclone shelters. **The evaluation team felt that mainstreaming climate change adaptation into local development and investment planning needs to be further strengthened.**

**LoGIC has promoted transparency and accountability at all stages of the PBCRG and CRF implementation, however, the participation of women and most vulnerable populations in UP planning meetings is still minimal.** LoGIC has not engaged much with the CSOs and NGOs in building their capacities and engaging them to ensure increased participation and voice of marginalized communities in UP level meetings.

The review suggests that CALO options suggested and practiced by the beneficiaries are mostly gender-sensitive. Although the CALO options are not unique, the LoGIC process of combining individual and group approaches increases accountability and gives confidence to first-time beneficiaries. The new livelihood practices have helped increase household income. The PBCRG-funded projects are largely gender-neutral except perhaps where drinking water-related facilities have been set up. While the identification of the intervention may not have been overtly gender-dictated, these drinking water plants have contributed to reducing the burden on women and girls from the drudgery of fetching water.

***To what extent is the program beginning to contribute to changes in the capacity of local governments to plan, budget, and manage investments for CCA and DRR at the local level and of communities' CCA solutions?***

Evaluation team discussions with stakeholders and monitoring data suggest that the effectiveness of training and capacity building of local government representatives has varied across districts. In most cases, there has been some improvement in understanding and awareness on climate change but with significantly different inclinations for implementing climate adaptive practices. The main success in selecting climate-resilient and nature-based solutions to date rests with the efforts of the project staff who lead the process of Community Risk Assessment (CRA), Risk Reduction Action Plan (RRAP), and identifying Performance Based Climate Resilience Grant (PBCRG) schemes. While this has undoubtedly resulted in better identification and selection of schemes and beneficiaries, however, involvement and ownership of the UPs have been somewhat limited. Curiously, several UP chairpersons reported that they have benefited from training although they did not always have time to attend sessions, and they requested more training.

Whilst LoGIC has increased the climate awareness of UP chairpersons there is a tendency for them to conflate climate adaptation with more traditional investments in disaster risk mitigation. Other challenges included the high turnover of elected representatives after the local government elections, with 72% of UP chairpersons trained no longer in post impacting on the potential gains from training. Also, the low level of basic educational qualifications of local officials has constrained the degree to which LoGIC has been able to sensitize participants.

At the start of the project, LoGIC used the 'Hazard Maps' and available secondary data to prepare the CRAs. These were then used to guide discussions on and preparation of the RRAPs and the HHRRAP on the choice of works to be funded under the PBCRG by UPs and the CALO menu. While the Hazard Maps were used to guide discussions on climate issues, they did not provide the basis for determining the levels of exposure and risk to enable more climate-informed decision-making. Hence, the RRAPs were not particularly forward-looking or effective in terms of ensuring that the selected infrastructure solutions would deliver the desired resilience outcomes. To address this, and as a key recommendation emerging from the EU's appraisal, LoGIC commissioned the preparation of 'Climate Risk Atlas'<sup>31</sup> for seven districts, 18 Upazilas and 72 Unions to help Union Parishads and the community understand the nature of climate change, forecast future scenarios and alert stakeholders to potential climate change risks. Based on the Risk Atlas, 24 Union Parishads now have updated their Risk Reduction Action Plans which have been integrated into their 5-year plans. The recent preparation of the 'Risk Atlas' and the updating of the RRAPs are positive steps in supporting more climate-informed decision making at district, Upazilla and UP levels.

The PBCRG projects are prioritized and selected by the UPs with limited participation of the community, although in some, men do attend meetings.<sup>32</sup> LoGIC staff is also present in these meetings to help rationalize, justify, and communicate the interventions. All proposed projects are then reviewed by the UNOs, DDLGs, and the LoGIC project selection committee for final approval. The KIIs with the UP chairpersons highlighted that their primary interest remains more focused on traditional development activities (also reiterated by LoGIC project staff) and, it has required great effort from the project team to include climate change adaptation as a criterion in project selection at the local level. LoGIC has prepared a menu of climate-appropriate infrastructure suitable for the different project areas and used this list to guide the choice of interventions. The menu includes considerations emerging from the community level meetings, whilst the LoGIC team guides and steers the selection resulting in a blended 'top down' and 'bottom-up' approach. The evaluation team feels that this blended approach has been helpful given the prevailing capacity gaps and levels of understanding on climate change at the local level.

In the first year of the project, most schemes were like traditional ADP investments but there was a 'climate narrative' which classified the schemes as being climate adaptive. However, from the second year, there has been a shift towards identifying and selecting more climate-oriented investments reflected in design improvements in traditional infrastructure alongside drinking water plants to combat salinity, etc. **In the future, with improved climate data being used by LoGIC, there is a high likelihood of more climate adaptive and resilient infrastructure being implemented.**

PBCRG scheme designs have suffered from delays in engineering inputs due to the non-availability of the UP engineer. As a result, LoGIC has recently appointed its own engineers in all the UPs which will ensure timely and climate adaptive designs going forward. Although the evaluation team did not have the means to test the quality of the PBCRG schemes, the unanimous view from Government staff, UP chairpersons, and beneficiaries is that the LoGIC infrastructure is of better quality than other projects. This has been attributed to the close monitoring of schemes by project staff and occasionally by the UNO or district officials.

Evaluation discussions with 19 UP chairpersons reveal the level of intense engagement of the LoGIC team at the field level. While the UP chairpersons appreciated this involvement and felt that this was a key success factor, they are not sure whether they will be able to maintain full compliance and momentum once LoGIC concludes. Hence, there is a risk that UP chairpersons will revert to more traditional development schemes rather than take risks with newer kinds of infrastructure adaptation projects to address future climate hazards. This is reinforced by the fact that projected climate risks may well not materialize in the short term during their time in office which could undermine continuity and sustainability.

31 Annual Report Draft 2021

32 Our respondents in the FGDs were primarily women – no clear consensus on whether men participated in the planning meetings.

Another constraint raised with the evaluation team relates to the additional administrative burden on the UP Secretary in terms of compliances and reporting. LoGIC is only one of several projects and each entails different procedures, bank accounts, reporting formats, and timelines, hence there is a risk of overload. Capacity gaps and limited staffing at the UP level exacerbate this problem. The ADLG<sup>33</sup> in one district felt that to ensure the sustainability of the reporting systems, the national Government could consider issuing an order delegating supervision and monitoring responsibilities to the ADLG. It was suggested that this could include monthly monitoring of works and vetting reports – which would ease the burden on the DDLG, who would then have more of an endorsement role. Meanwhile, the DDLGs of two districts<sup>34</sup> felt that similar interventions could continue through another funded/NGO program following the conclusion of LoGIC. These observations raise concerns about local government ownership of the processes. While the DDLGs mentioned continuity, they underlined the ‘projectized’ approach and the absence of synergies between projects funded under different sources, which would remain a challenge.

While training at all levels is at the core of LoGIC, there have been gaps in the delivery mechanism. From October 2018 to January 2020, LoGIC initially appointed Helvetas to lead on the training at the community and UP levels. A seasonal training calendar for CALO was developed for the community, but it was not always possible to maintain. There were gaps in initiating the implementation of specific CALO because of the seasonality of interventions. Moreover, LoGIC has relied on technical staff from line departments for the delivery of CALO trainings, and sometimes there were issues with their availability and quality of training. Following Helvetas, there was a gap of 18 months and BRAC has now been appointed to lead on the CALO trainings. Additionally, there was no nodal person in the LoGIC core team responsible for training and capacity building until July 2021. In the interim i.e., in the period between the end of the Helvetas contract and the appointment of BRAC and the nodal person in the core team, training responsibilities were devolved to the district-level LoGIC team members adding to their other duties.

The LoGIC team promoted transparency and accountability at all stages of PBCRG and CRF implementation. This includes specific interventions such as displaying beneficiary lists and project costs and ensuring that the PBCRG schemes are included in the agenda of the legally mandated open budget sessions at the UP level. These are welcome measures, although the field level discussion reflected that the participation of the vulnerable population is still minimal. LoGIC must promote or encourage more active participation and involvement of the vulnerable in these meetings to create demand for climate-resilient infrastructure and ensure accountability. LoGIC has not engaged much with the CSOs and NGOs in building their capacities and engaging them to ensure increased participation and voice of marginalized communities in UP level meetings. One of the key activities on transparency and accountability was the Social Audit and its rollout has been delayed. LoGIC has recently completed an online Training of Trainers (ToT) in three districts and the training was attended by project staff as well as community representatives.<sup>35</sup>

Overall LoGIC has demonstrated systematic interventions through training at various levels. The success has varied, and the gaps in delivery at the project level, coupled with the challenges of working with elected representatives, are areas that need strengthening going forward.

### ***To what extent is the LoGIC contributing to establishing sustainable financing mechanisms to fund local governments and communities for implementing CCA measures?***

LoGIC’s focus thus far has been more on setting up systems and processes, building capacity, and delivering results. Our review suggests that the project has led to the diversification of livelihood opportunities, improved

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33 KII ADLG Barguna

34 KII DDLG Khulna and DDLG Kurigram

35 Annual Report Draft 2021

income, and food security, reducing climate shocks with respect to the availability of fresh water for drinking and irrigation purposes for many beneficiaries. The interventions supported thus far demonstrate the various adaptation possibilities at the household and community levels to address climate stresses. Thus far, the interventions have not been scaled up or expanded to neighboring areas that face similar climate issues. Considering that LoGIC is demonstrating a new approach to adaptation that will enhance resilience in the future, it is important that the project focus more on advocacy and knowledge sharing so that there is a gradual shift towards adopting climate-resilient infrastructure at the UP level rather than traditional roads, culverts, and cyclone shelters that are now perceptible.

Project funds have been used mostly to construct climate-resilient infrastructure and direct benefit transfers for initiating climate adaptive livelihoods. The EU review in 2020 recommended a top-up for the continuation and scaling up of the initiatives. LoGIC has facilitated the opening of bank accounts linking beneficiaries with the formal financial systems and introducing an insurance scheme for sheep, which was innovative. However, groups' access to credit through banks or other new financial instruments is yet to be facilitated/formalized. Access to loans and other financial instruments is also dependent on the maturity and capacity of the beneficiary groups. The evaluation team feels that 2 years is too short a period for any newly formed groups, especially of the most vulnerable population residing in the remotest parts of the country, to access loans from markets.

We understand that alternate funding sources such as the Global Climate Fund (GCF) and others, are yet to be explored fully. Also, the capacity and financial management systems of the Local Government Division (LGD) – and/or other entities which could play an oversight role as NIEs should be assessed to prepare funding proposals or access alternate funding sources including market-based concessionary finance instruments in the short to medium term. UPs might need to rely more on IDA/grant funds from other donors (ADB/WB/JICA/ other donors) or Government's own funds for sustainable financing. From our discussions, we understand that co-funding from other donors has not been explored yet. The GoB and the project might also explore engaging with existing NIEs to go to scale through direct access.

Funding from Government so far has been limited. The Government committed a grant of BDT10.8 crore as noted in the Steering Committee meeting minutes. We feel that mainstreaming climate change adaptation into local development and investment planning needs to be strengthened through greater policy influence and knowledge sharing. The ongoing Climate Vulnerability Index could be a powerful advocacy tool to consider 'climate vulnerability as an indicator for future fiscal transfers from the national to local governments. We understand that local-level climate adaptation is only being made through LoGIC; however, the Annual Report Draft 2021 mentions that the UPs have taken up 863 climate-adaptive schemes in this year, of which only 200 are from PBCRG. If this is indeed the case then it is an impressive success; however, in our field-level discussions, none of the stakeholders mentioned this. The evaluation team received this in December after completion of the evaluation field survey and thus could not validate this. The previous Quarterly and Annual reports do not mention these numbers. The Evaluation Team discussed the numbers reported with the project team and learned that the climate adaptation attribution analysis was done by project staff and the results were included in the Annual Report Draft 2021. This clarifies the reason for the fact that none of the stakeholders mentioned these achievements. It however raises questions on reporting and data interpretation at the project level – this is an area that should be addressed.

The AR Draft 2021 highlights that 23% of funds for PBCRG schemes were from other sources. The evaluation team did however come across the following examples<sup>36</sup>: (i) a solar-based irrigation system in Bagerhat where the PBCRG contributed USD 21,000 and farmers and local government support groups contributed USD 11,600

(ii) construction of a road to withstand tidal surges in Char Montaz Union of Patuakhali where the PBCRG contributed BDT 700,000 and the Union Parishad BDT 50,000 (iii) water treatment plant in Sutarkhali Union, Dacope Union Parishad in Khulna at the cost of USD 19,000 of which the PBCRG contributed USD 17,500 with the remaining from local government and the government's public health engineering department.

Whilst these examples demonstrate co-funding synergies and leveraging of funds for climate adaptation, they would appear to be the exceptions rather than the norm and were not mentioned in evaluation team field survey discussions. This sort of co-funding is interesting and important and hence there is a need to continue to increase efforts in leveraging scheme finance. Further leveraging or complementing the PBCRG schemes with other line department funds and projects (including LGED, Water Resources, or Environment and Forest) at the UP level will be critical going forward. Given the limitation of funding for climate adaptation and the lack of own-source revenue at the UP level, it would be useful for LoGIC to capture the lessons and learnings from the success cases to understand how funds leveraging can be made more effective in the future.

The LoGIC team at the district level in Khulna spoke about influencing the UPs on the use of alternative funding for nature-based solutions such as mangrove plantation from another UNDP funded project called 'Suphal' to allow PBCRG funds to be used on other interventions – this is a successful example of influencing the choice of the intervention. From the discussions, it was evident that this was possible because of the staff's initiative and knowledge of the Suphal scheme. However, for mainstreaming and convergence with other programs, a well-thought-out strategy along with sensitizing and encouraging UPs to explore these sorts of convergence could be undertaken. In general, the evaluation team does not see much evidence of establishing a sustainable funding flow for the local governments beyond the existing LoGIC funding. The project design includes a specific component on policy influencing which, if done in a sustained manner, as per a well-defined strategy and on time, should have begun to ease the funding concerns for the future. The limited achievements around policy influencing have been discussed under the Efficiency section. Additionally, the limited engagement of local government officials in LoGIC implementation as discussed in the preceding sections under Effectiveness are areas of concern for the future. LoGIC should quickly focus on these aspects and develop an exit strategy that ensures continuity post its conclusion else, there is a high risk that adaptation demonstrated thus far will not be sustained. However, the ongoing development of the Climate Vulnerability Index and the intent of using it to advocate for the inclusion of 'climate vulnerability' as an indicator for fiscal transfers from the national government may lead to more sustainable finance at the local level for climate adaptation.

***To what extent is LoGIC on track to achieve on HR & GE? To what degree are the results achieved equitably distributed among the targeted stakeholder groups?***

LoGIC's gender strategy is based on the premises that (i) vulnerability and climate change are gendered (ii) adaptive capacity is gendered, (iii) vulnerabilities are inter-generational and youth are key human capital to transform for building resilience (iv) access to institutions that can help increase adaptive capacity is also gendered. There are strong merits in this approach '**since extensive research has shown that women commonly face higher risks and greater burdens from the impacts of climate change in situations of poverty and 70% of the world's poor are women**'<sup>37</sup> and the LoGIC project interventions to a certain extent been successful in addressing these.

LoGIC has adopted a 'gender transformative approach' since 2017 following a change in the strategy to focus almost exclusively on women as beneficiaries under the CRF – 98% of its 17,000 beneficiaries are women. The program beneficiaries are from the most vulnerable and marginalized communities such as the Kamar, Bagdi, fisherfolk, etc., and face regular climate stresses because of their geographical location and remoteness. Moreover, many of the LoGIC beneficiaries are unique and excluded from other NGO programs. LoGIC has facilitated the opening of bank accounts, leading to the financial inclusion of these women for the first time.

With respect to adaptive capacity, our review suggests CALO options suggested and practiced by the beneficiaries are mostly gender-sensitive. Although the CALO options are not unique, the LoGIC process of combining individual and group approaches increases accountability and gives confidence to first-time beneficiaries. Along with CALO training, meetings and facilitation support on group formation have also helped these women exchange views and have built confidence in negotiation and market access. As mentioned earlier, the new livelihood practices have helped increase household income. The awareness sessions on climate adaptation have sensitized and enabled them to adopt some climate adaptive practices like raised chullah, storage, and storage of fresh rainwater for drinking during climate disasters, and in the FGDs, beneficiaries mentioned that these have been useful learnings.

The PBCRG-funded projects are largely gender-neutral except perhaps where drinking water-related facilities have been set up. While the identification of the intervention may not have been overtly gender dictated, these drinking water plants have contributed to reducing the burden on women and girls from the drudgery of fetching water. However, the National Project Director has mentioned that 75% of the PBCRG schemes are gender-sensitive according to the gender budgeting norms of GoB – the evaluation team has not investigated this, although it is likely that the definition may be open to some interpretation.

On intergenerational climate vulnerabilities, since 2021, LoGIC has started engaging with the youth. Around 13,000 youths have been identified and sensitized on climate adaptation and project interventions. The LoGIC team feels that engagement with the youth will help in reinforcing climate-adaptive messages at the community and household level and ensure improved transparency and accountability at the local government institution level for building climate resilience.

On access to institutions and voice, the evaluation team has observed that LoGIC facilitated meetings at the community level see a high percentage of women in attendance and voicing opinions – as corroborated in the FGDs. However, women’s participation in the UP meetings is low – only 26% of participants in the Wardshavas are women<sup>38</sup> but there is no information on their ‘voice’ in these meetings. In the FGD discussions, 50% of respondents stated that some men might participate in the UP meetings, but they were unsure. However, there was unanimity across all the FGDs that women are largely absent from the UP planning meetings. In discussions with the chairpersons of UPs, it was reported that women’s participation is generally low; however, they were unanimous in their support for the inclusion of women.

Curiously, for a project that has a gender transformative approach, LoGIC does not have a Gender Focal Point in the core team and could benefit from such skills to strengthen the narrative. Overall, gender awareness is high in Bangladesh, especially among the elected representatives, and the local government system has reservations for women ward members. There is also no evidence that LoGIC processes have influenced the planning or increased gender sensitization in projects funded by other departments.

## 4.5 Likely Impact

*This section assesses LoGIC’s contribution to creating an enabling environment for local climate adaptation through new planning and financing mechanisms at the local government level as well as wider policy influencing. It also evaluates the impact or likelihood of LoGIC outputs towards strengthening the livelihoods of the most vulnerable and marginalized women living in areas of high climate risk.*

**LoGIC has contributed to improving climate-adaptive planning and financing of community infrastructure at the UP level and adaptive livelihoods at the household level to boost resilience to climate stresses.** At the UP level, while there has been an incremental shift towards climate adaptive solutions, it is still too early to assess the actual

degree of climate resilience and climate additionality. Furthermore, nearly all stakeholders felt that the quality of infrastructure provided under PBCRG is substantially better due to very close monitoring and intense involvement of the LoGIC team. At the same time, the evaluators have found no evidence of Operations and Maintenance (O&M) costs being considered as a part of the PBCRG allocation, jeopardizing the sustainability of PBCRG investments – unless the LGSP is to cover them per design.

During the field-level discussions, all beneficiaries agreed that general household incomes and disposable income have increased. **The evaluation team has concerns about the sustainability of the CALO activities given the risk perceptions of the beneficiaries as well as their low self-reported confidence levels.** This also evinces the need for more training as also requested by most beneficiaries. Also, there is substantial scope for improving the market linkages and access to sustain the results.

On national policy advocacy and influence, progress thus far has been limited. Overall, decentralization in Bangladesh has very strong central overtones and the very limited advocacy for policy influence undertaken by LoGIC is a concern as it may not change the equation sufficiently in favor of devolved action for local climate adaptation.

### *To what extent are LoGIC results on track to contributing to better planning and financing for community-based CCA beyond the program life-cycle?*

As discussed earlier, LoGIC has improved climate adaptive planning and financing of community infrastructure at the project UP levels and adaptive livelihoods at the household level to increase local resilience to climate stresses. Significant efforts have been made to improve the ADPs of the UPs through a blended bottom-up and top-down approach to encourage more climate-resilient infrastructure solutions. Here, there has been an incremental shift towards more climate adaptive solutions at the project UP level although it is still too early to assess the actual degree of resilience and hence the climate additionality.

LoGIC progress reports highlight that in several cases funding has been leveraged from other sources for climate-resilient infrastructure, however, the evaluation team has not been able to verify the climate aspects of additional funding. Some UP chairpersons<sup>39</sup> claimed they had invested in water treatment/rainwater harvesting solutions in a departure from the more traditional infrastructure that PBCRG has supported based on community demands arising from the LoGIC process. The drinking water plants funded under PBCRG are perhaps the most successful examples of adaptive infrastructure as they are specifically designed to address the problem of saline intrusion into groundwater and provide clean drinking water and enhance resilience to climate shocks, especially in districts such as Bagerhat, Barguna, and Patuakhali.

The evaluation team has found no evidence of Operation and Maintenance (O&M) costs being considered as part of the PBCRG allocation although, the project team mentioned that they were forming committees to monitor construction. In the absence of the inclusion of O&M costs, the sustainability of PBCRG investments is at risk as is their long-term effectiveness. In a case study document shared by the project team, there is a description of a water treatment plant in Dacope Union Parishad in Khulna where USD 1,200 has been earned from water sales in one year but, there is no clarity on who collects the amount, where it is used or who administers its use. The continued success of the water treatment plants depends on regular O&M and the project needs to set in place demonstrable processes that could be continued in the future and replicated by other UPs. Project documents have also mentioned that in some cases, beneficiaries are unwilling to pay for water from these plants – this raises questions on the effectiveness of awareness generation and whether benefits will truly accrue to the most vulnerable.

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39 KII Union Parishad Chairmen in Bagerhat, Khulna

Evidence from the ‘Amphan induced Loss and Damage Assessment’ (May 2020) shows that infrastructure constructed using PBCRG funds and design specifications in the affected areas of Khulna and Bagerhat did prove resilient with 34 kilometers of roads, embankments, and infrastructure damaged. The evaluation team has found no comparator in terms of the total length of roads constructed under PBCRG or the total length of roads damaged to be able to assess this accurately. In Patuakhali, 2 of the PBCRG schemes were totally damaged. A similar assessment done in the wake of the Yaas cyclone in 2021 in the same districts reported that 9 PBCRG schemes were fully damaged, 15 were partially damaged and 28kms of the embankment were damaged/lost – the caveat on the comparator also applies here. These figures would seem to imply that the PBCRG infrastructure continues to remain highly vulnerable to climate shocks.

The improved climate science-informed planning process along with the technical support now available with the appointment of LoGIC project engineers should result in the delivery of more climate-resilient infrastructure and solutions in the future. There is a possibility that initial infrastructure costs could be higher because of design specifications being based on projected climate risks that are now available from the Climate Risk Atlas. While LoGIC’s PBCRG could fund the additional costs, it may not be welcomed by the UP because the decision-makers may not experience the climate risk during their time in office and could find it difficult to explain the additional costs in some cases compared to others for similar infrastructure. Additionally, the siloed approach to project implementation at the UP level and limited own-source revenues to provide effective O&M are all continuing risks. In addition, there are still significant challenges in properly embedding and mainstreaming the LoGIC processes on climate-informed decision making for community infrastructure and for enhancing the resilience of directly impacted and vulnerable individuals into government systems which could hamper the process in the future.

***To what extent is the program on track to supporting, or likely to support, macro, meso, and micro-level impacts for resilient community functions and infrastructure and resilient households and individuals?***

Through its gender transformative approach, LoGIC has been supporting the most vulnerable women to develop more resilient livelihoods. The focus on livelihoods stems from the rationale behind the LoGIC design that the creation of public goods must synchronize with the inclusive production of private goods to deliver resilient outcomes. The uniqueness of LoGIC’s approach was on the beneficiary selection and in terms of impact, it has brought in high levels of transparency and objectivity and managed ‘elite capture’ dictated by political interferences.

There have been many projects in Bangladesh that have been supporting climate-adaptive livelihood options that bring together farmers, staff from various government line agencies, national research institutes and civil society organizations. These programs have helped to integrate actions across various climate-sensitive sectors such as agriculture, forestry, fisheries, water resources, environment, and ultimately food security whilst linking bottom-up livelihood perspective and top-down guidance<sup>40</sup>. Building on these projects, LoGIC has been supporting similar livelihood diversification in its project areas – the key difference in the approach being that LoGIC is attempting to demonstrate community-based climate change adaptation that can be driven through government institutions while the other examples are more civil society-based approaches. The combination of outcomes from the PBCRG and CRF interventions is likely to strengthen the case for the stronger involvement of local government institutions in climate change adaptation.

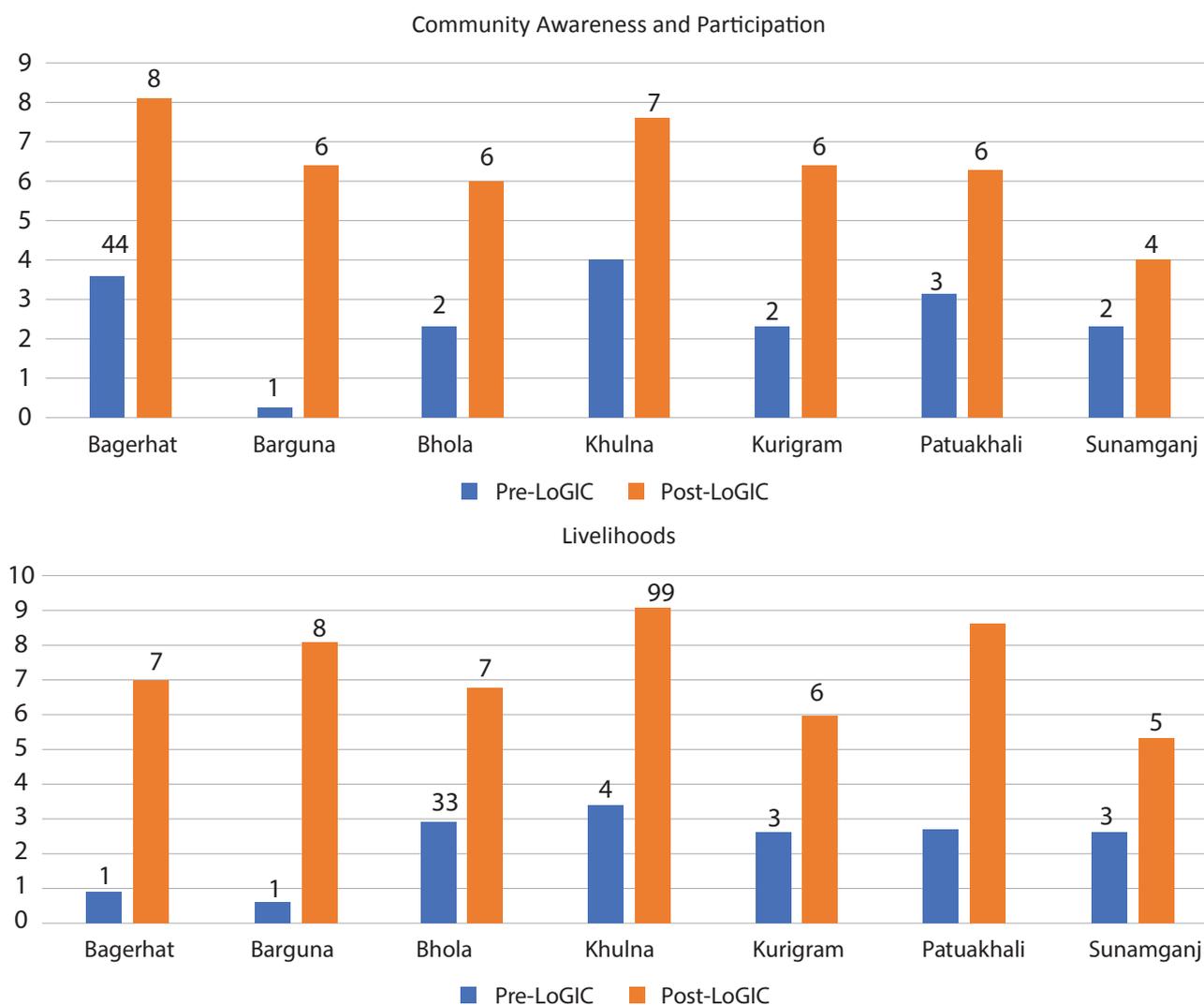
LoGIC has supported market linkages and these combined inputs have brought about improvements in the livelihoods of the beneficiaries who will continue to benefit should they continue to pursue adaptive activities.

<sup>40</sup> Examples include (not exhaustive): ‘Livelihood Adaptation to Climate Change in Bangladesh’ project of Ministry of Food & Disaster Management funded by UNDP, DFID, and EU in 2005; ‘Reducing Vulnerability to Climate Change’ funded by Canadian CIDA and implemented by CARE Canada via CARE Bangladesh in 2006; Practical Action, etc.

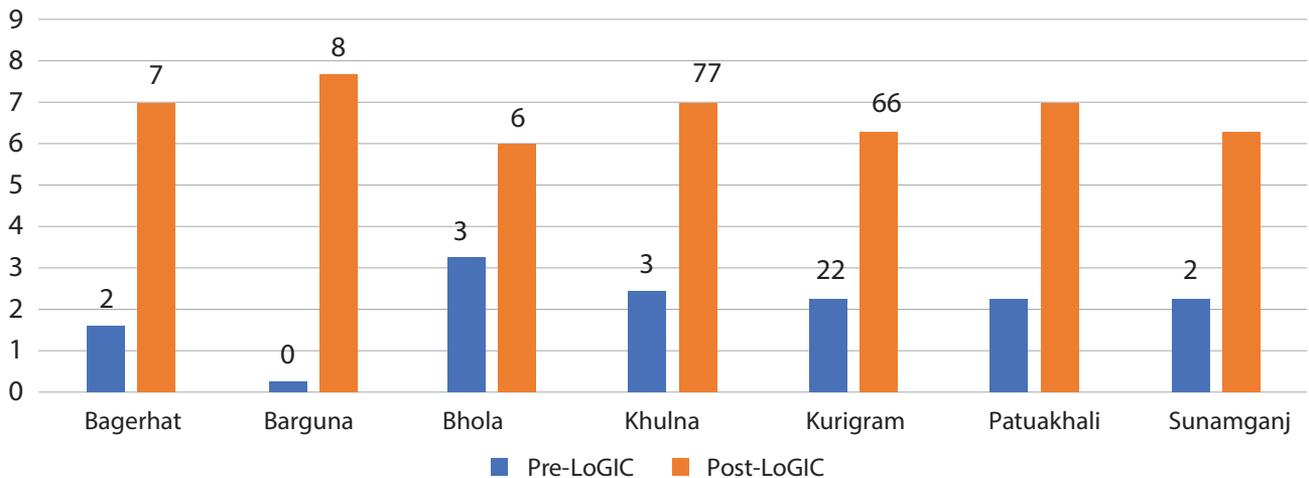
In the FGDs conducted as part of the evaluation, there was a unanimous response among the beneficiaries that LoGIC has created alternate livelihood options for their beneficiaries, and they have benefitted from the trainings, but various respondents also expressed the need for more skills training. Respondents also said that there has been an increase in diversification in crop cultivation because of LoGIC. Prior to LoGIC, respondents reported high dependence on paddy cultivation however, because of LoGIC there has now been diversification into fish, vegetables, and fruits as well as uptake of amon and boro rice varieties which are salt-tolerant and can be harvested before the typical flood/cyclone season. LoGIC has contributed significantly to the diversification of livelihoods and the grants have been most useful for beneficiaries to pursue new options.

Participants in the FGDs all agreed that in general household incomes have increased as has disposable income but, there is little evidence on whether LoGIC has enabled beneficiaries to obtain business loans to start their own enterprises. The PRA exercises conducted as part of the evaluation show the following responses presented on the subsequent page.

Figure 8. LoGIC beneficiaries self-rating of their life conditions on various parameters, pre and post becoming a part of LoGIC; Rating was to be done on a Scale of 0-10 with 0 being the worst and 10 being the best



Other Aspects of Vulnerability-Food Security & Hunger; Migration & distocation;  
Source of Drinking Water; Development & Maintenance of community assets



The PRA questions were intended to assess community perception pre and post-LoGIC, although there is a high possibility of ‘desirability bias’ in some of the responses considering that the beneficiaries have never before been exposed to the kind of support that LoGIC is providing. Despite this, the evaluation team concludes that LoGIC has had a positive impact on the lives of the beneficiaries.

However, the evaluation team has concerns about the sustainability of the activities and the probability of beneficiaries continuing to pursue diversified livelihoods in the absence of the LoGIC support. The project has reported<sup>41</sup> that CRF beneficiaries were affected differently by both climatic and non-climatic hazards such as COVID-19. As a result, 21% of beneficiaries were unable to start the next cycle of their CALO, and 21% had to abort the livelihood activities that they had started. This experience has made beneficiaries more cautious about restarting future CALO. There is some degree of reluctance among beneficiaries to adopt different/diversified livelihoods as reported in the Annual Report Draft 2021 and corroborated in the FGDs that were conducted as part of the evaluation, given their lack of economic resources and risk perceptions associated with unfamiliar activities. The move to group activities and federations of groups would seem a sensible modality for helping to address this issue.

One of the issues that the evaluation team has identified is the absence of any clear linkage between the PBCRG schemes (especially irrigation) and adaptive livelihoods. There are examples in the project documents of lands being drained and made fit for agriculture and of SMART boats being provided under PBCRG schemes. However, this raises a question on public versus private goods. PBCRG benefited lands that are currently being used by CRF beneficiaries through favorable lease agreements negotiated by the project team or beneficiaries engaged in fishing again through lease agreements that are all time-bound. Whether groups that have been recently formed will be able to renegotiate such leases in the future is debatable. If this does not materialize, there is a strong possibility that assets improved with PBCRG funds could revert to the private owner.

We perceive that there is a risk that the beneficiaries will discontinue the diversified livelihoods once LoGIC ends – as has been noted in the Annual Report Draft 2021 – unless the project can demonstrate the benefits of strong market linkages and some degree of insulation in livelihood practices from climate shocks. In the FGDs, various respondents spoke of the need for project support for more traditional livestock rearing although the LoGIC team has attempted to create awareness on the adverse environmental impacts of certain livestock rearing. The fact that this request has been reiterated after such awareness-raising shows that there is more to be done for changing the mindsets.

<sup>41</sup> Annual Report Draft 2021

Since the livelihood activities are all-natural resource-based, the skills generated have limited portability. Going forward LoGIC could highlight the value of multi-use skills around basic micro-business planning, management, finance, and marketing which could be adapted to other non-farm activities in the future if required. This will help to bring in an element of portability of skills and potential long-term sustainability should the target beneficiaries need to move from their present location. The LoGIC approach of first identifying the beneficiaries through a very robust process, discussing CALO and getting group consensus on the type of activity to be pursued brings with it the risks of infighting within groups and requests for reallocation<sup>42</sup> making the livelihood training redundant in some cases. To address these risks, the project could consider a different approach. LoGIC could start with a resilient enterprise and value chains and invite potential beneficiaries to participate in the enterprise and provide access to funds to those who are interested and meet the beneficiary qualification criteria – a change in focus to climate economics from the present climate justice.

### ***How is the program contributing to influencing the national and international agenda on community-based CCA solutions through local governments?***

At the local government level, awareness on climate change and changes in the types of projects being included in the ADPs have been noted. The main successes of LoGIC to date lies at the UP and community level. At the District level, while the DDLGs are aware of the project, they attributed success to the presence and extensive involvement of the project teams. Likewise, the fact that the demonstrable gains of the project are clearly attributable to the project team was also echoed by the Union Parishad chairpersons.

Whilst this approach has been necessary to ground the project from the outset and set operating standards, LoGIC will now need to focus on a more systematic sharing of knowledge and learning both horizontally and vertically. Other UPs and Upazilas are not aware of the LoGIC processes, and neither are they actively pursuing climate adaptation in their plans and programs<sup>43</sup> thus, influencing climate adaptation at the district level is limited/absent. At the national level, policy advocacy is very much an unfinished agenda. The fact that LoGIC is a nationally implemented project should have contributed to some embedding within LGD and government systems. However, the post of National Project Director is part-time and as such an additional responsibility. Given this limitation, LoGIC should have a plan to utilize the position and the reach in an optimally strategic manner. Here, the role of the NPD should be focused more on scalability and policy influence for mainstreaming and convergence. To ensure the LGD's involvement in the more detailed management aspects of the project, LGD could consider appointing a subordinate officer to act as the LoGIC coordinator.

In terms of 'influencing national policy', the only evidence that the evaluation team found was the Policy Dialogue held in October 2020 from where the recommendation on the preparation of the Climate Vulnerability Index emerged. The project has identified five areas of advocacy at the national level – (i) the issue of fund allocation from the national government to include weightage on climate risk (ii) the Local Climate Fiscal Framework developed by the Finance Division to be scaled up across all climate-vulnerable divisions (iii) the issue of insufficient credit guarantee to climate risk enterprise and working with the Banking Division on this (iv) advocating for lower insurance in case schemes are climate adaptive and (v) design PPP model at local government level to demonstrate how the poor may benefit through a grant/lending instrument. From this list, a study has been commissioned to develop a Climate Vulnerability Index that may be used to decide on the allocation of grants from the national government. We did not find evidence that the Local Climate Fiscal Framework is being piloted in the project areas and, work is to start on the other three areas identified. The Annual Report Draft 2021 mentions that the project plans a series of workshops/policy dialogues on various issues, but we found no evidence of a clear strategy on policy advocacy and no nodal person in the project team

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42 Annual Report Draft 2021

43 KILs with DDLGs

tasked with this responsibility. The sustainability of LoGIC depends on embedding within government systems to enable the processes to filter to the lower levels of government. Overall, decentralization in Bangladesh has very strong central overtones and the very limited advocacy for policy influence undertaken by LoGIC is a concern as it may not change the equation sufficiently in favor of devolved action for local climate adaptation.

At the international level, LoGIC does undertake a regular exchange of information with the LoCAL program but has not demonstrated any other actions, although there is mention of accessing the GCF in the LoGIC Annual Report 2020. The timelines mentioned in that report (i.e., wanting to put up the project to the meeting of the GCF in October 2022) seem difficult and possible only with a lot of quick efforts. The evaluation team did not get any sense of a plan/roadmap for this and, this gap could prove to be a risk that current donor support for the project could go into budget support in the future and be utilized elsewhere<sup>44</sup> – although Bhutan is scaling up PBCRGs with BS which provides an opportunity for learning. From our discussions with key stakeholders, it was reflected that Bangladesh is one of the phase II countries under LoCAL and the learnings of it embedding the decentralized fiscal transfer model within Government systems can be important for other LoCAL country partners to emulate.

***To what extent are LoGIC results likely to change attitudes and behaviors towards HR and GE within various stakeholder groups, and reduce the underlying causes of inequality and discrimination?***

LoGIC's 'gender transformative' approach has ensured that 99-98% of its beneficiaries are women from the marginalized and most vulnerable groups of society. Targeted interventions for this group have delivered results with most experiencing some level of empowerment. Gender inclusion is an important consideration for the elected representatives as well and UP chairpersons were vocal about this. They did however feel that women's participation needed to increase as also voice. It has been reported that women are vocal about airing grievances on various aspects of the project and LoGIC has recorded an increase in the percentage share of grievances since the start. One of the DDLGs<sup>45</sup> interviewed as part of the evaluation mentioned this aspect as well and lauded the grievance mechanism of LoGIC and its efforts at empowerment that enabled women to speak out openly.

In the FGDs, women said that they were more regular and vocal in the meetings conducted by LoGIC. While the project reports that there has been 26% women's participation in UP meetings, there is no information on whether this increase in participation also includes an increase in 'voice'. Respondents to the FGDs said that very few of them attended although, some men from their families attended the meeting and they did not get opportunities to speak up at the UP meetings. Women also said that they knew the details of the PBCRG schemes because the project staff kept them informed and some also said that the UP displayed details of their schemes on noticeboards. However, it is important to note many of them are illiterate this was of limited value to them directly, but it has helped in building transparency. It may be possible for LoGIC to support more graphical devices to communicate scheme details. This could include a picture of what the scheme should look like and some symbols to represent cost and quality.

By the end of 2021, 74% of CRF beneficiary households had gained economic benefit, despite delays and disruptions caused by COVID-19 lockdowns and natural calamities. However, the sustainability of group and individual economic well-being requires longer nurturing of the groups and resolving problems within groups that have been noted both by the project team<sup>46</sup> and in FGDs. Some of the respondents said that they were unaware of the financial details of the group accounts although key group members (Secretary, Treasurer) were aware. We assume that these positions are held by those who have some education therefore, there is a risk of capture in the absence of the current intensive involvement of the project team.

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44 Discussion with the EU

45 KII DDLG Khulna

46 Annual Report Draft 2021

Overall, LoGIC has improved the 'voice' of women on account of their economic empowerment. In one of the FGDs, a respondent said, 'my husband now helps with the housework so that I have more time to attend to tasks related to group activities and livelihood' This represents a very positive shift in gender empowerment, and with continued nurturing, the voices of women and the vulnerable can only become stronger.

#### 4.6 Sustainability Of Program Results

*This section discusses the extent to which the net benefits of LoGIC are likely to continue beyond the life of the intervention*

**Presently, LoGIC's sustainability and mainstreaming in the government systems appear weak given that project delivery and monitoring are primarily driven by LoGIC project staff.** There still exist substantial gaps in terms of LGIs' awareness of CCA as well as their capacity and resources to address the same. Additionally, there are gaps in understanding LoGIC interventions which threaten their embeddedness within government systems at the national level. **Thus, it will be critical for LoGIC to aggressively focus on advocacy and embedding it within the government systems and work closely with the LGD as well as other agencies** such as the Local Governing Engineering Division (LGED), Ministry of Finance, Ministry of Environment, Forests and Climate Change as well as the Water Resources and Agriculture Ministries for mainstreaming locally-led climate-adaptive models. At the community level, while the CRF and CALO activities have proved to be beneficial, sustainability of results would require the facilitation of market access and the creation of instruments for additional financing for scale-up. Simultaneously, it is imperative for LoGIC to engage and capacitate local NGOs and CSOs to spur local-level demand and strengthen voice and participation to bolster sustainability.

*To what extent are the changes in the capacity of local governments to develop and finance effective and inclusive local level plans integrating CCA and DRR likely to continue over time? To what extent are partners likely to institutionalize and scale up the financing mechanisms of LoGIC, such as CRF and PBCRGs?*

In the current form, mainstreaming and sustainability appear to be challenging primarily due to the relatively short period of intervention and delivery disruption caused by the ongoing pandemic. The project is being delivered in NIM mode with the National Project Director and Deputy Project Director, seconded by the Government to assist with the administration of LoGIC within LGD and more widely across MoLG&RD. While counterpart staff from LGD have facilitated delivery across the 7 LoGIC districts, ownership of the project, that is, embedding it firmly within government and improving synergies with other LGD activities, rests predominantly with the NPD currently. At the same time, commitments to mainstreaming and scaling up will be required throughout the leadership team along with more devolved responsibility for project delivery at the district, Upazila, and UP levels. Strengthening ownership at the policy level will require a significant effort and focus going forward. At present, the project is heavily dependent on LoGIC staff for all aspects of delivery. Whilst this has enabled the delivery of a complex set of activities across 7 of the most vulnerable districts, it will be crucial to develop a roadmap based on a more delegated delivery structure within the government system.

Evaluation team discussions with the senior Government officials in LGD confirmed that there is a requirement for continuous and deep engagement to build a common understanding and a shared vision for local climate financing not only with the LGD but also with other line departments to facilitate mainstreaming and lasting sustainability.

Although the project has attempted to build institutional capacity at the UP level, mainly through the elected representatives, the human resource and capacity of UPs and LGIs remains low as was evident in field-level discussions. Moreover, there are serious limitations with the understanding, capacity, and incentives of UP elected members and local level officials, especially engineers, to engage proactively in prioritizing and designing schemes to enable the government to access alternate sources of climate adaptation funds.

Another factor that has limited the institutionalization of the process and systems to date is that LoGIC has been rolled out as a project with an independent bank account, implementation procedures, and reporting systems. This 'projectized' siloed approach to implementation is an issue regarding institutionalization. Moreover, whilst the LoGIC protocols/manuals and guidelines are robust in terms of ensuring adherence to LoCAL principles, they are somewhat complex to operate, especially for local-level institutions with no dedicated professional staff. Although the PBCRG manuals have been simplified by the project, UP elected representatives have reported that they still find these difficult and must depend on project staff for most record-keeping and compliance. Discussions with the UPs and UNOs have revealed that key stakeholders at the local level are not particularly confident to continue with these processes beyond the project period.

Mainstreaming within government systems requires LoGIC to influence departmental processes and ensure administrative directives are passed on to the DDLGs and UNOs to encourage local climate adaptation. This has not happened thus far. Some of the DDLGs mentioned that if such directives were given it would be easier for them to get involved in helping mainstream processes on the ground.

At the same time, however, sustainability also requires a commitment from Government to continue funding from internal resources over the medium term. While the evaluation team accepts that it is still somewhat early to expect to see confirmation of clear funding lines, this is an area that LoGIC will need to address as a key part of its roadmap going forward. Although we understand that there is fiscal space at the national level to support climate financing initiatives, there is no specific demand at present from LGD to this effect. However, as discussed earlier in the report, there is an expressed interest in the development of a Vulnerability Index which could form part of a new allocative formula for fiscal devolution that would include support for local climate adaptation. The adaptation and scaling up of the Climate Fiscal Framework might help in access to funds. Additionally, LoGIC could consider promoting itself as a 'mechanism' for incremental fiscal transfers to local governments to account for climate adaptation. This approach to explaining LoGIC to all stakeholders, especially at the national level may lead to greater support for embedding it into government systems. The most reassuring aspect is that both the donors, particularly the EU are open to providing additional funding support and continuation and embedding of the project in government systems.

At the beneficiary level, the skills-building efforts have been very useful, and many beneficiaries may continue adaptive practices. However, for sustenance, it is important to connect them to the market and create instruments for additional financing for scaling up. Here, the project is working towards developing a federated cooperative business model at the district level to strengthen the sustainability of group livelihoods activities and improve access to markets and price realization. If this happens, this might be a more sustainable model. However, cooperatives often fail in the absence of professional support and development, and this will require a lot of capacity building, time, and investment to develop the necessary leadership and business skills at the federated level. The proposed cooperative model also carries an additional risk of elite capture considering that most beneficiaries are not literate and may not understand the details.

For sustainability, changes in the ecosystem around the voice, participation, and capacity of local CSOs are equally important. Although we have observed and heard anecdotal evidence on voice and demand from field discussions, the participation and voice of vulnerable communities in the UP planning meetings remain low as evinced in the end-beneficiary and LGI discussions. This needs to be addressed and more focus may have to be given to capacity building to strengthen the empowerment of CSOs/NGOs to foster local level demand. While this intended capacity building of local CSOs and NGOs is a part of the project design, it has yet to be rolled out.

For sustainability, there is a need for more training, awareness, and capacity building of UP chairpersons and executive assistant/secretary of the UPs on the identification and prioritization of appropriate climate-resilient schemes, ensuring climate-resilient design, construction, and monitoring of projects, and ensuring greater accountability. This appears to be weak barring a few exceptions. The prospect of changes in elected representatives because of the election cycle is a big challenge for sustainability and therefore the training and capacity building needs to be sufficiently broad-based

to cover this eventuality. Along with the UPs, it is also important to continue to sensitize and build the capacity at the meso level with cadres or officers at Upazilla and district level on scheme selection and the design of effective engineering or nature-based solutions.

The challenges related to accessing GCF or other climate funding for local climate financing mean that the continuation of the PBCRG and CRF will be mostly dependent on donors or national government resource transfers, as mentioned by the stakeholders. At the macro level, it is important to build influence and engagement with LGD and other agencies such as the Local Government Engineering Department (LGED), Ministry of Finance, Environment and Forest, Water Resources, and Agriculture to synergize, complement, and mainstream many of the components of the LoGIC project within the line department's schemes and intervention. For example, the agriculture department's interventions in climate-vulnerable areas can focus more on providing training and extension services on climate adaptive agriculture practices to the climate-vulnerable people; LGED's construction can incorporate more climate-resilient design that complements the PBCRG schemes or the various social safety net programs could target the climate-vulnerable population, all of which would help to build capacity for sustained cooperation and support.

The discussion with the project team reflects that the focus thus far has been on implementation and on setting and building capacity and processes at the local level for sustainability. We feel that LoGIC now also needs to change gears and focus aggressively on policy advocacy and influence, creating momentum and demand for local climate-adaptive schemes and institutionalization of the activities, processes, and systems within LGD and relevant Government Departments and agencies for sustainability.

## 5. GENDER, HUMAN RIGHTS, DISABILITY & OTHER CROSS-CUTTING ISSUES

### Evaluation Methodology

As is required in all United Nations-commissioned evaluations, Human Rights and Gender Equality (HRGE) with a strong focus on vulnerable and marginalized groups was a key underlying theme of this evaluation. **In line with this, we abided by the Leave No One Behind (LNOB) objectives of the SDGs and included HRGE-focused questions throughout our evaluation matrix and tools.** These indicators covered aspects such as:

- The extent of women centricity of LoGIC and focus on the needs of the vulnerable and marginalized populations
- Economic empowerment of women and vulnerable groups (livelihood and income levels, livelihood diversification, and financial inclusion)
- Social empowerment of women and vulnerable groups (voice, participation, awareness and knowledge, skills and capacity to deal with climate change)

**As highlighted earlier, 99% of LoGIC beneficiaries are women<sup>47</sup>. As a result, most of the field-level respondents recruited were women.** The sample of beneficiaries included representation from women-headed households, marginalized groups, Persons with Disabilities (PwD), and small and marginalized occupational groups. 38 FGDs and 19 PRA activities were conducted. Each of these saw the participation of 8-10 beneficiaries thus covering a total of 455 to 570 respondents for these exercises.

### Project Design

From a gender and social inclusion perspective, LoGIC has adopted a **'gender transformative approach'** keeping in mind that the impacts of climate change exacerbate pre-existing inequalities and deeply entrenched regressive gender norms. Women and marginalized populations lack control over capital, have limited economic opportunities, and also lack a voice in household and community decision-making. This further limits their ability to adapt to and overcome climate change challenges. **Thus, CRF funding has been almost exclusively focused on women with 98-99% of CALO beneficiaries being female.**

From a vulnerability perspective, LoGIC is being implemented in some of the remotest parts of the country supporting the most-climate vulnerable marginalized populations in each district. LoGIC also scores well on addressing exclusion as most households are from marginalized communities. Rough data analysis of the beneficiaries list reflects that 14% are women-headed households and MIS data shows that about 2% of the beneficiaries are PwD, similar to the national comparison.<sup>48</sup> However, stakeholder discussions also revealed that even though LoGIC targeted the vulnerable sections of the population, it still left out many, especially the climate migrants and the poorest who did not have minimum adaptability to participate in the CALO.

### Allocation of resources to gender and human rights

The budget analysis reflects that 100% of the CRF grants are to women. To date, the CRF amount that has been spent has reached 17,000 beneficiaries, equivalent to USD 350 for each beneficiary. The amount of funds disbursed to each beneficiary is based on evidence of similar livelihood programs in Bangladesh.

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<sup>47</sup> LoGIC Annual Reviews

<sup>48</sup> Bangladesh Bureau of Statistics, Census, 2011

For PBCRG schemes, the evaluation team could not ascertain the percentage of funds allocated for women-centric projects and how many women benefited from the PBCRG schemes. Also, it was not possible to determine the degree to which prioritization of schemes reflected women's choice and voice, although LoGIC has reported that 26% of those participating in planning are women, implying relatively low involvement.

### **Gender-related outputs and outcomes**

The MIS data reports the CRF and CALO training has led to a return of more than 1.15 (that is, for every USD 1 grant received, beneficiaries were able to generate an income of USD 1.15) **culminating in an incremental effect on household income and expenditure**, as also highlighted in the ATM survey results.

Along with the CALO training, LoGIC has also sensitized and enabled beneficiaries to adopt climate adaptive practices raised chullah, storage, and storage of fresh rainwater for drinking during climate disasters. Beneficiaries have mentioned that these have been useful. **While the menu of livelihood options is not unique, the LoGIC CRF is supporting the most marginalized women who have been excluded from other programs therefore, it is improving their socio-economic conditions. The evaluation finds that interventions are indeed contributing to their economic empowerment, financial inclusion, and some changes in household dynamics that could lead to better coping mechanisms for climate shocks.** However, there are certain concerns with respect to the sustainability of the CALO activities given the risk perceptions of the beneficiaries as well as their low self-reported confidence levels, especially in Bhola and Patuakhali districts. This also evinces the need for more training as also requested by most beneficiaries.

**The PBCRG-funded projects are largely gender-neutral except perhaps where drinking water-related facilities have been set up.** While the identification of the intervention may not have been overtly gender-dictated, these drinking water plants have contributed to reducing the burden on women and girls from the drudgery of fetching water. However, the National Project Director has mentioned that 75% of the PBCRG schemes are gender-sensitive according to the gender budgeting norms of GoB – the evaluation team has not investigated this, although it is likely that the definition may be open to some interpretation.

**In the FGDs, women said that they were more regular and vocal in the meetings conducted by LoGIC. While the project reports state that women's participation in UP meetings stands at 26%, there is no information on whether this increase in participation also includes an increase in 'voice'.** Respondents to the FGDs said that very few of them attended although, some men from their families attended the meeting and they did not get opportunities to speak up at the UP meetings. Women also said that they knew the details of the PBCRG schemes because the project staff kept them informed and some also said that the UP displayed details of their schemes on noticeboards. However, it is important to note many of them are illiterate this was of limited value to them directly, but it has helped in building transparency.

From the management perspective, the evaluation team felt that the program could significantly benefit by having a dedicated gender expert. LoGIC should also consider adding awareness and training sessions for the UP Chairmen on how they can better encourage and incentivize greater participation of women and vulnerable people in the UP-planning meetings. Furthermore, in the selection of the PBCRG schemes, **there is scope for further mainstreaming of investments that disproportionately benefit women and strengthen the gender narrative along with the CCA rationale.**

## 6. CONCLUSIONS, LESSONS LEARNED & RECOMMENDATIONS

### 6.1 Overall Assessment:

The above sections highlighted the performance and progress of the overall project and its various components. Given the pandemic and relatively short implementation period (considering that field-level physical interactions were curtailed because of pandemic-induced lockdowns), **LoGIC has initiated and delivered results in many areas.** It has introduced risk-informed LDP planning for UPs as well as helped to integrate CAA-DRR into the 5-year annual plans of LGIs. It has also piloted a model for decentralized performance-based fiscal transfers to 72 UPs for climate-resilient infrastructure and livelihoods, with strong fiduciary risk measurement to reduce leakages and nepotism. However, **LoGIC (both PBCRG and CRF) is yet to be properly institutionalized at the national and local levels and needs to build strong multi-sector partnerships.**

One of the main challenges reflected during the evaluation interactions with LoGIC stakeholders relates to the confusion around its dichotomy of purpose in terms of the demands related to maximizing delivery coverage and creating an impact at the local level on the one hand and, the specific requirements related to building a robust model of devolved planning and financing of local climate adaptation for mainstreaming and scale-up through government systems. This is important to clarify and agree upon since it has ramifications on the project delivery structure, approach, and results framework.

If LoGIC considers that it is a demonstration model or that it is developing a pathway as its key objective, scaling-up and institutionalization indicators should be defined in the results framework at the outcome level with sufficient attention and focus. If LoGIC is viewed through a systems transformation lens rather than a project delivery lens, the delivery approach needs to change with more emphasis on technical assistance support for the facilitation of delivery rather than pure project delivery.

Going forward, continued technical support, especially on building capacity at the local level, embedding LoGIC in LGD, and support in scaling up across UPs will all remain relevant and important. Although Bangladesh has several policies and programs on climate change and adaptation, these are mainly driven by the line departments with low cascading effect and low involvement of the Local Government Institutions and communities. Although there are some successes due to LoGIC in intervening with UPs to ensure adequate opportunities for continued participation of and contribution of marginalized and vulnerable populations in climate adaptation dialogue and interventions remain and require strengthening. Going forward, LoGIC needs to focus more on transferring skills and knowledge to local institutions and building local ownership. For this, it is also equally important to strengthen engagement with NGOs and CSOs to develop their capacities on climate adaptation, social audit and amplifying the voice and demand of the communities, and ensuring accountability at local levels.

LoGIC has successfully piloted a systematic mechanism to transfer climate finance at the local level with strong fiduciary standards, but it has not been able to address the challenge of limited public finance options to promote climate change adaptation at scale, especially related to access to international climate finance for local climate adaptation. This is challenging and as yet, a relatively uncharted territory, but it is essential to focus on how to go about leveraging alternate funding sources to ensure longer-term sustainability.

While the project has improved the life and immediate livelihoods context of many climate vulnerable beneficiaries within the most climate-vulnerable districts in the country, it is essential to focus more on consolidating the gains by building resilience and greater portability of skills to sustain livelihood opportunities

in the relatively likely event of future climate-related displacement. Finally, it will be important for LoGIC to devise a mechanism to strengthen the complementarity of the PBCRG and CRF schemes and PBCRG and CRF investments at different geographic and administrative scales. This will help to ensure that LoGIC is positioned to deliver more significant impacts and outcomes.

## 6.2 Recommendations

### *Strategic Recommendations*

1. As has been mentioned in the narrative above, LoGIC's success is primarily due to the intensity and active engagement of the project staff in planning, delivery, and monitoring. However, to ensure sustainability and scaling up, the focus going forward will need to be on **mainstreaming the project within the government system**. Although the project is being implemented under the National Implementation Mode, there is a need to embed it successfully within the parent LGD department. This can be done by:
  - a. **Deepening the level of awareness of LoGIC amongst the senior officials of LGD** and issuing directives to the district and Upazila officials to monitor, facilitate, and mainstream climate adaptation within the existing LGD programs and schemes implemented at the local level.
  - b. **Using the Climate Risk Atlas as a tool to embed climate adaptation in planning LGSP works at UP, Upazila, and district levels.** The LGD/LGI should encourage and support UP chairpersons and elected representatives to adopt the Atlas for planning both LGSP the ADP. LoGIC can provide structured support for this in the remaining time to strengthen the embedding process.
  - c. **Streamlining and simplifying LoGIC processes** (Processes here include: Beneficiary selection for CRF; reporting formats for use of PBCRG funds) for sustained use and training on the institutionalization of these processes at the UP level.
  - d. Supporting LGD to leverage additional resources from the Finance Ministry during the **budget preparation process for local climate-adaptive projects and schemes**, which would complement or supplement LoGIC funding and help scale up.
2. **LoGIC should simultaneously build strong linkages and engage with other relevant line departments at the national and local levels.** These include LGED and the Environment and Water Resources Ministries amongst others. The engagement will create synergies with other departmental schemes or programs to deliver holistic climate outcomes and resource optimization. LoGIC has demonstrated strong engagement with line departments at the local level, especially with Agriculture, Livestock, and Fisheries with their officials leading on the CRF training at the Upazila level. However, these mechanisms need to be formalized. There are some instances of engagement with officials of the Environment, Water Resources, and LGED departments at the local levels, **but these have been ad-hoc and based on individual project staff's own initiatives** - it needs to be formalized with structured engagement involving the active participation of the UP chairperson and representatives of beneficiary groups for building sectoral synergies and complementarities.

Similarly, deepening engagement at the national level will help influence policies and schemes for improved resilience and impact at the local level. The engagement with the Ministry of Planning and the Ministry of Environment & Forests might also help the local institutions and LoGIC access global funds for climate adaptation through existing climate funds channeled through the various departments, ministries, and or bilateral or multilateral financing agencies. There is an opportunity to strengthen the engagement and effectiveness of the PSC with a greater focus on strategic aspects of LoGIC.

One of the essential aspects of the project's sustainability is building local ownership and capacity by way of complementarities and synergies between policies, programs, and funding for climate adaptation that is

targeted at common stakeholders and climatic areas. The project has delivered training and capacity-building for beneficiaries and elected representatives; however, many stakeholders suggested that these “*capacities will not be sustained in the current format and scenario*”. Discussions with all groups of stakeholders reflect that more needs to be done here.

Along with capacity building, it is equally important to build ownership of the UP chairpersons and elected members by incentivizing them within the context of the political economy. For example, giving awards and recognition through monetary and non-monetary incentives to high-performing UP chairpersons and members might induce them to take ownership and adhere to the process and systems whilst generating wider political credit, all of which would help deliver quality climate-resilient infrastructure and support to the most climate-vulnerable people. Along with the capacity of UP elected representatives, awareness, and capacity building of the local officials, including UNOs and DDLGs on climate adaptation, is essential for sustainability and institutionalization. Also, building the capacity of the local CSOs (which has not been a major focus to date) would help in mobilizing and amplifying the voice of the most climate-vulnerable in planning and decision making. This needs to be a focus in the remaining project period. This would help create demand for climate-resilient infrastructure and services and improve transparency, accountability, and quality. At the beneficiary level, it is equally important to facilitate market linkages, access to low-cost capital, and build portable skills for sustaining and scaling up their individual or groups’ livelihood options. **The current plan of building a cooperative model is an excellent idea but needs a substantial investment of time and capacity building. An alternate option could be linking some of the existing groups with the existing well-functioning cooperatives/federations/other networks that may be promoted by CSOs in the region.**

3. Given that LoGIC is being conceived and developed as a proof of concept for local climate adaptation, it **needs to generate and share learnings of both process and implementation across other UPs for scaling up**. This aspect has been largely missing. Here, learnings and experiences could be shared among the piloted UPs, which might help them adopt best practices and avoid the pitfalls. It is also equally important that the lessons and experiences be shared with other UPs in the district and across other wards within the same UP to create the demand for such instruments and programs to improve lives and reduce the climate vulnerability of marginalized populations. Also, the project should engage with the National Institute of Local Government and World Bank’s Horizontal Learning Program to ensure that the learnings and best practices of the LoGIC project and local climate adaptation modules are incorporated within the UP’s training curriculum and shared with other UPs in the country.
4. The other important area for the project to invest in over the remaining period is **policy advocacy and influence**. This is an essential component of LoGIC and would help in institutionalization, scaling up, and sustainability. There has been some progress on developing the Climate Vulnerability Index, but corresponding work needs to speed up. Similarly, engagement and work on other identified policy focal areas such as piloting the Local Climate Fiscal Framework in 72 UPs, financing climate vulnerability enterprises, deepening insurance, and financial instruments for climate-adaptive schemes - needs to start at the earliest. Along with deepening the engagement with the Government for policy advocacy, **it is also essential that the project develops a policy influencing strategy that could lay out the issues, approaches, mode, and responsibilities. Based on the evaluation team’s experience and stakeholders’ discussions, this work needs to go beyond workshops**. Here, LoGIC could explore other approaches such as developing policy briefs, hosting talk shows, engaging with the media, and reaching out to key influencers or advisors in government to influence policy. Also, broadening the policy dialogue platform to incorporate and create more space for donors to engage on relevant policy issues might be helpful since they also have other funding and strategic political leverage that could help in taking forward the agenda.

## Operational Recommendations

5. To achieve the intended objectives and impact, **it is important to address some of LoGIC’s operational challenges.** Specifically,
  - a. **It is essential to strengthen the climate science**<sup>49</sup> in the risk atlas through further analysis of exposure, damage modeling, and assessment of risk to design appropriate climate-resilient works at the district, Upazila, and UP levels
  - b. To enhance the project’s impact, it is important to **build synergies between PBCRG and CRF projects** and ensure that the PBCRG projects complement larger climate-resilient projects planned or implemented in the district for enhanced impact and sustainability
  - c. The project’s success on policy influence and scaling-up will be dependent on the quality of evidence generation. While LoGIC has invested in a field-level team for Monitoring and Evaluation to collect data online, **it is essential that it also pays attention and provides the necessary technical support to strengthen data quality and data analysis for the recently launched ATM.** This will help in improved data for reporting and decision-making.
  - d. LoGIC should focus on its **ways of working and deepening engagement with the Steering Committee** to ensure that the platform provides strategic policy directives and facilitates embedding the project within LGD and GoB systems

### 6.3 Lessons Learned

In addition to the specific recommendations, the evaluation findings also give rise to some general lessons that may be relevant more widely to other programs, donors, and governments implementing similar initiatives elsewhere.

- **Political Ownership:** One of the major learnings from LoGIC is that incentive-based systems such as the minimum conditions-performance measures of the PBCRG to improve efficiency and effectiveness would be more effective if there is political ownership at both the national and local levels of and the systems/structure facilitates the political economy context. Failing this, there is a high risk that efficiency and effectiveness gains in the project lifetime will dissipate if the program is being majorly driven by the project staff.
- **Policy Influence and Agenda Steering:** It is also important to note that having a National Project Director with a 50%-time commitment and a governing board with different government stakeholders does not necessarily lead to policy influence and embedding in government systems unless the Secretariat takes a more proactive approach to engage and steer the governing board for strategic decision-making.
- **Convergence with Larger Sectoral Programs:** Another key learning emerging from LoGIC is that the selected schemes or interventions should consciously seek synergies and complementarities with large sectoral programs and projects for improved and cascading impacts. For instance, our discussions highlighted that though drainage systems were developed to facilitate sunflower cultivation, the absence of local embankments or dykes in the area led to large-scale flooding which ultimately exposes the LoGIC PBCRG solution to risk.
- **Efficiency:** To ensure lower overheads, it is important to build/mainstream LoGIC within the existing fiscal transfer mechanism of local governments. Otherwise, it creates complexity and silos along with duplication of efforts required for maintaining separate accounts and reporting formats. Alignment with the existing fiscal transfer mechanisms helps strengthen the existing system and also enhances sustainability within the government system.

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<sup>49</sup> Decisions based on interpretation of climate models at local levels that include considerations of vulnerabilities, exposures and risks, both present and future

# ANNEXES

## Annex 1: Progress Against the Results Framework of the Project

Intervention LoGIC	Objectively Verifiable Indicators (OVI)	Baseline (January 2018)	Target (By 2021)	Achievements until 2021
<b>Specific Objective:</b> Improved and inclusive local level planning and a strengthened financing mechanism for community-based climate change adaptation solutions through local governments.	% of target UPs that incorporated climate change adaptation into their development plans.	13.9%	100%	100% of UPs have incorporated climate change adaptation into their annual and five-years development plans through developing Risk Reduction Action Plan (RRAP).
	% of target UP plans that have addressed the adaptation needs and priorities of vulnerable girls and women	6.9%	50%	100% of UPs have prioritized adaptation needs and priorities of vulnerable women and girls
	% of UPs that established and are implementing the Climate Resilience Financing system	0%	80%	99% of the UP established and implemented the PBCRG with their own financing and accounting system and supported CRF interventions with their administrative system
	% of target UPs that are allocating other resources to implementing CCA linked schemes	0%	70%	71% of target UPs that mobilized additional resources from different sources for climate resilience schemes
<b>Result 1:</b> Strengthened capacity of local governments, households and other local stakeholders to develop local plans that integrate CCA-DRR solutions.	% of women, poor and marginalized people that participate in the formulation of climate risk integrated LDPs	1.3%	52%	99% of the 17,000 CRF beneficiaries (98% women, 1% representative of marginal groups, 2% Persons with Disability-PWD representatives, 1% indigenous people, and 29% marginal groups) participated in the household level risk reduction action plan (RRAP) updating process.
	% of target UPs that integrate CCA solutions into LDPs to support the most vulnerable households.	31.9%	100%	100% of the targeted 72 UPs integrated climate change adaptation (CCA) solutions into the local development plans (LDP).

Intervention LoGIC	Objectively Verifiable Indicators (OVI)	Baseline (January 2018)	Target (By 2021)	Achievements until 2021
<b>Result 2:</b> Established a financing mechanism to fund local governments and communities for implementing climate change adaptation measures.	% of target vulnerable households who benefit from CCA finance	10% National	60%	74% of CRF beneficiary households gained economic benefit from the implementation of their Climate Adaptive Livelihood Options (CALO)
	% of target UPs that secure funding to support CCA-linked schemes based on their performance	0	100%	100% of 72 UPs have secured PBCRG funding to support CCA-linked schemes based on their performance.
	% of open budget sessions in target UPs that discussed CCA linked expenditure	7%	100%	100% of Open Budget sessions in 72 UPs that discussed CCA linked expenditure
<b>Result 3:</b> Experience and evidence inform and contribute to further improvements in policies and practices for UPs and national systems in relation to CCA	The extent to which National Adaptation Plan (NAP) and 7th Five Year Plan (7FYP) integrate financing for local adaptation	No	Yes (Scale 1 to 4)  Scale: Excellent-4, Good-3, Moderate-2, Need to improve-1	NAP preparation in under progress by MoEFCC and NDA to GCF for Bangladesh.  Progress not measured
	The extent to which local climate fiscal framework is integrated into the national Climate Fiscal Framework	No	Yes (Scale 1 to 4)  Scale: Excellent-4, Good-3, Moderate-2, Need to improve-1	Local Climate Financing Framework (LCFF) is developed based on LoGIC experience. LoGIC shared the LCFF to the LGD to ensure that a policy provision for LCFF in the revised Climate Financing Framework (CFF)  Progress not measured

## Annex 2: Evaluation Matrix

OECD-DAC criteria	Evaluation Question	Judgment criteria	Data sources / Evidence, Tools and Stakeholders
<p><b>EQ1: Relevance</b></p>	<p>1.1 How relevant and how well designed is LoGIC's approach to the policy priorities and sector strategies of the government of Bangladesh (NDC, Climate Change Policy, NAP, Country Investment Plans, Climate Fiscal Framework); the UN country Plans (UNDAF, CPD, etc.); similar initiatives by national or development partners?</p>	<ul style="list-style-type: none"> <li>Assessment of the alignment of the program with the country's needs, existing policies, plans, and strategies - FYP, NAP, BCCSAP, Climate Fiscal Framework, institutional and policy context for climate adaptation and disaster resilience</li> <li>Program alignment and likely contribution to relevant SDGs</li> <li>Alignment with UNDP and UNCDF's strategic plan and Country Programme Document</li> <li>Alignment with EU &amp; Embassy of Sweden's Country Development Plan and objectives</li> <li>Assessment of complementarities with existing schemes and projects</li> </ul>	<ul style="list-style-type: none"> <li>National climate strategy documents, SDG plans, UNDP, EU, and Embassy of Sweden Country development plans, and fiscal transfer frameworks</li> <li>ProDoc and other program-related design documents including Work Plans</li> <li>LoGIC MIS documents/dashboard</li> <li>Quarterly and annual reports</li> <li>Board meeting documents, minutes of meetings, etc.</li> </ul> <p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>KIIs with UNDP, EU, Embassy of Sweden, UNCDF, GoB counterparts</li> <li>Program staff and UNCDF HQ, national and local staff</li> <li>FGDs, PRAs with beneficiaries &amp; KIIs with LGI officials</li> </ul>
	<p>1.2 How relevant is the support provided by LoGIC to the needs of the government of Bangladesh, partner organizations, local governments, and communities?</p>	<ul style="list-style-type: none"> <li>How well does the program address the identified needs and gaps in the intervention areas at the district and local level?</li> <li>Are the design and related support activities relevant to the needs of the communities and local government and is it increasing the resilience of communities and institutions?</li> <li>Assessment of whether the overall relevance and/ or program environment has changed and if so, how well the program design or interventions have adapted to changes.</li> <li>Are the underlying assumptions of the Program design and TOC valid today?</li> </ul>	

OECD-DAC criteria	Evaluation Question	Judgment criteria	Data sources / Evidence, Tools and Stakeholders
	<p>1.3 To what extent does the LOGIC design address climate stress issues at the Upazila level and to what extent do these differ at the intra-Upazila level based on any specific climate stress differentiation?</p>	<ul style="list-style-type: none"> <li>To what extent are the LOGIC interventions climate-responsive as opposed to climate reactive (adaptation or DRR)?</li> <li>How are the LOGIC climate interventions different from previous interventions at the local level?</li> </ul>	
	<p>1.4 To what extent does the LOGIC design incorporate gender equality (GE) and human rights (HR) issues, as well as environmental sustainability?</p>	<ul style="list-style-type: none"> <li>Assess appropriateness and consideration of gender, equity, and human rights issues as reflected in the design and implementation.</li> <li>Do the program's gender and inclusion strategies align with UNCDF's overall framework for gender and inclusion?</li> </ul>	
	<p>How coherent is it to the needs and interests of all stakeholder groups? Does it offer good quality information on the underlying causes of inequality and discrimination to inform the program?</p>	<ul style="list-style-type: none"> <li>Are the program interventions catering to the needs and requirements of women and addressing issues related to inequity?</li> <li>Have the program activities and implementation strategies mainstreamed gender?</li> </ul>	

OECD-DAC criteria	Evaluation Question	Judgment criteria	Data sources / Evidence, Tools and Stakeholders
<p><b>EQ 2: Coherence</b></p>	<p>2.1 How distinct/complementary is LoGIC's approach to other programs and initiatives implemented in Bangladesh by government and/or key development partners with similar objectives?</p>	<ul style="list-style-type: none"> <li>What is the level of convergence of the program with GoB strategies and policies (e.g., BCCSAP, Delta Plan, NAPA, Climate Fiscal Framework (CFF), etc.), and complementarities with existing schemes and projects in the country?</li> <li>What is the level of coherence of the LoGIC program with other UNDP, UNCDF, EU, and Embassy of Sweden programs such as the CDMP program, BCCRF, Union Parishad Governance Project (UPGP) and the Upazila Governance Project (UZGP), LOCAL?</li> </ul>	<p>National climate strategy documents, SDG plans, UNDP, EU, and Embassy of Sweden Country development plans, and fiscal transfer frameworks</p> <ul style="list-style-type: none"> <li>ProDoc and other program-related design documents including Work Plans</li> <li>LoGIC MIS documents/dashboard</li> <li>Quarterly and annual reports</li> <li>Board meeting documents, minutes of meetings, etc.</li> </ul>
<p>2.2 As presently designed, how coherent is the program design in view of program objectives and the collaboration of the two UN agencies in working together to implement the program?</p>	<ul style="list-style-type: none"> <li>What is the evidence of complementarity and convergence between the three program components in delivering the LoGIC program objectives?</li> <li>What are the collaborative mechanisms between UNDP and UNCDF, EU, Embassy of Sweden, and Government, and how effective is this?</li> </ul>	<p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>Kllis with UNDP, EU, Embassy of Sweden, UNCDF, GoB counterparts</li> <li>Program staff and UNCDF HQ, national and local staff</li> <li>Kllis with LGI officials</li> </ul>	
<p><b>EQ 3: Efficiency</b></p>	<p>3.1 How well, and with what quality, has LoGIC delivered its expected results to date in terms of the results framework, budget allocations, and cost-efficiency of activities? Has LoGIC succeeded in mobilizing resources from counterpart agencies and/or other actors?</p>	<ul style="list-style-type: none"> <li>Assessment of progress against expected targets as reflected in the results framework</li> <li>Assessment of the quality of LoGIC's strategies and modules on climate adaptation, training packages, Community Risk Assessment (CRA) guidelines, Operations Manual, etc.</li> <li>Analysis of program budgets (VFM) across components and proportion spent on women</li> </ul>	<ul style="list-style-type: none"> <li>ProDoc and other program-related documents (including budgets, ToC, MIS systems and framework, annual reports, work plans, PBCRG, CRF strategy, risk registers, etc.)</li> <li>Baseline, results framework, program financial statements,</li> </ul>

OECD-DAC criteria	Evaluation Question	Judgment criteria	Data sources / Evidence, Tools and Stakeholders
		<ul style="list-style-type: none"> <li>Unit cost of reaching beneficiaries/women beneficiaries (economy)</li> <li>Cost of the implementation arrangements as a share of total allocation/budget – per unit (cost efficiency)</li> <li>Assessment of the administrative efficiency - administrative costs to transfer ratios</li> <li>Assessment of the quality of underlying processes and timeliness for activities (e.g., approval, fund mechanism set up, transfer of funds, etc.)</li> <li>Assessment of optimal utilization of resources – personnel and funds – across the various components</li> </ul>	<ul style="list-style-type: none"> <li>Local Government Budgets and UPS planning and budget documents, Minutes of the planning meeting, Annual plan documents</li> <li>Program Board, steering committee meetings</li> </ul> <p><b>Stakeholders:</b></p> <p>KIIs with program staff, CSOs, UP and LGI staff, Board and Project Steering Committee members, EU &amp; Embassy of Sweden colleagues, UNDP staff, project staff, LGI staff</p>
3.2	How well is the program governance system, including partnerships (development and national) working? How are the government counterparts engaged in the program and how is LoGIC working with other LoCAL countries towards implementing the LoCAL standard and joint Board Decisions?	<ul style="list-style-type: none"> <li>Are the program governance structure and delivery mechanism appropriate to deliver the objectives?</li> <li>How efficient and effective is the governance mechanism - National Project Director (NPD), Project Steering Committee (PSC) Project Implementation Committee (PIC)/Project Board (PB), Project Assurance)</li> <li>Does the board/committees meet regularly? What key decisions have been made and what actions have been taken? How has this arrangement helped in program delivery?</li> <li>What are the challenges in program implementation? What factors have helped in program delivery?</li> <li>What is the level of engagement and collaboration with the LoCAL program, how is this working in practice and how has it helped to address any challenges or make improvements?</li> <li>Assess the level of engagement and collaboration with national and local Government for financing and policy influence. Is the approach or strategy suitable and appropriate?</li> <li>How well have program risks been managed?</li> </ul>	
3.3	How appropriate is the program's monitoring system to track direct program results and its broader contribution to the overall objectives?	<ul style="list-style-type: none"> <li>Assess the robustness of the M&amp;E systems to capture program results, and generate evidence to ensure accountability and improve program performance.</li> <li>To what extent has data helped to inform mid-course corrections to program design, improve implementation and increase relevance to the local context?</li> </ul>	

OECD-DAC criteria	Evaluation Question	Judgment criteria	Data sources / Evidence, Tools and Stakeholders
	How well does it capture the financial and development additionality of its results in the context of adaptive management, learning, and scaling up?	<ul style="list-style-type: none"> <li>• How well the Adaptation Tracking &amp; Measuring (ATM) is in place, is it being practiced?</li> <li>• What is the M&amp;E system’s capability in capturing data on women and softer issues such as capacity building, resilience, and policy influence and in measuring progress and outcomes?</li> <li>• Assess the form and quality of data collection at a granular level in terms of aggregation, standardization, and validation.</li> <li>• To what extent has the data-informed the adaptation – whether program decision making is based on evidence generated by the data / MIS system?</li> <li>• How well does the monitoring system capture the broader contribution of the program?</li> </ul>	
	3.4 How well are resources (financial, time, people) allocated to integrate Human Rights (HR) & Gender Equality (GE) in the implementation of LoGIC, and to what extent are HR & GE a priority in the overall intervention budget? To what extent are such resources being used efficiently?	<ul style="list-style-type: none"> <li>• Assessment of the quality of the underlying processes and timeliness of activities</li> <li>• Quick review of the quality of TOT materials and training to address knowledge gaps, attitudes, and behavior.</li> <li>• What is the utilization rate of PBCRG funds, and are the projects completed on time?</li> <li>• How effective is the performance audit? Do LGIs utilize the results of the audit for the general improvement of processes outside of LoGIC?</li> <li>• Review of the beneficiary selection process. Is there any evidence of elite capture, exclusion, or inclusion errors? Are beneficiaries also benefitting from other development program support? How is attribution from LoGIC measured in the case of overlap of beneficiary support?</li> <li>• Is beneficiary selection and/ or PBCRG project selection influenced by political or outside influence?</li> <li>• Is the climate vulnerability assessment an appropriate guide for UP and ward selection?</li> <li>• Assessment of the level of participation and voice of women and marginalized in the planning and decision-making process at the UP level</li> <li>• How well are PBCRG and CRF funds being used and benefitting women? Are the funds sufficient and optimum to make meaningful changes?</li> <li>• How well has the program performed during COVID?</li> </ul>	

OECD-DAC criteria	Evaluation Question	Judgment criteria	Data sources / Evidence, Tools and Stakeholders
	<p>3.5 How have program managers adapted to the impact of COVID-19 in the design and management of the program, and with what likely results? Has there been a change in program delivery mechanisms as a fallout of COVID-19 and does the situation warrant any modifications in program targets and overall outcomes?</p>	<ul style="list-style-type: none"> <li>• What are the changes being made in program strategy and design as an impact of COVID? Has there been any significant change in the external environment (limited BG resources or fiscal transfer from Government, increase in poverty) intervention or in results and monitoring mechanism due to COVID?</li> <li>• How have partners (UPs and Government and NGOs) adapted their program interventions? What are the challenges they face?</li> <li>• What are the likely long-term implications of COVID on the program and stakeholders?</li> </ul>	
<p><b>EQ 4: Effectiveness</b></p>	<p>4.1 To what extent is the program is beginning to contribute to changes in the capacity of local governments to plan, budget, and manage investments for CCA and DRR at the local level, and of communities' CCA solutions?</p>	<ul style="list-style-type: none"> <li>• Has the capacity of the LGIs improved for planning and implementation of CCA and DRR?</li> <li>• How are the current plans different from the pre-program plans or with other non-program UPs/wards? Do the plans and budgets better reflect climate adaptation?</li> <li>• What changes have been brought in the planning processes? Participatory planning has long been the cornerstone of development programs, how is the LOGIC approach different?</li> <li>• How are climate considerations addressed in the planning process?</li> <li>• Are plans informed by an appreciation of local climate hazards, exposure, vulnerability, and risk?</li> <li>• Are the UP's/LGI's able to leverage additional resources from other government and donor-funded programs targeting the same groups on similar issues?</li> <li>• Has social audit improved transparency? What is the process for social audit, who participates, methodology – evidence of trust and acceptability and subsequent actions.</li> </ul>	<ul style="list-style-type: none"> <li>• ProDoc and other program-related documents (including budgets, TOC, MIS systems and framework, annual reports, work plans, PBCRG, CRF strategy, toolkits, risk registers, knowledge products, policy briefs, etc.</li> <li>• Baseline, results framework, program financial statements.</li> <li>• National Government climate plans, policies, budgets, past (pre-LoGIC) plans policies and budgets (if available)</li> <li>• LGI budgets, UP Planning and budget documents, Minutes of the Planning meeting, Annual Plan documents</li> </ul>

OECD-DAC criteria	Evaluation Question	Judgment criteria	Data sources / Evidence, Tools and Stakeholders
	<p>4.2 To what extent is the program contributing to establishing sustainable financing mechanisms to fund local governments and communities for implementing CCA measures?</p>	<ul style="list-style-type: none"> <li>Is there evidence of leverage of additional resources due to the program at the local level? (Has the program enabled LGIs to access additional climate adaptation funding from other sources such as from the national government, GCF, etc.</li> <li>Is the PBCRG helping in cross leveraging of resources and mainstreaming climate adaptation across programs at the LGI level?</li> <li>Has the capacity of the UPs and LGIs been strengthened to enable them to plan and use other program funds and line department budgets more effectively for DRR, climate adaptation, and mitigation?</li> </ul>	<ul style="list-style-type: none"> <li>Data sources on GCF funding to selected recipients (LGIs), proposals, etc.</li> <li>Program Board, Steering Committee Meetings</li> </ul> <p><b>Stakeholders</b></p> <p>KIIs/IDJs with program staff, CSOs, GoB bureaucrats, Board and Project Steering Committee members, EU &amp; Embassy of Sweden colleagues</p> <p>FGDs, PRAs with beneficiaries &amp; KIIs with LGI officials</p>
	<p>4.3 To what extent is the program contributing to mainstreaming community-based CCA into intergovernmental fiscal systems? To what extent is LoGIC on track to achieve on HR &amp; GE? To what degree are the results achieved equitably distributed among the targeted stakeholder groups?</p>	<ul style="list-style-type: none"> <li>How effective is the program in influencing national climate adaptation plans, financing mechanisms, and fund flows?</li> <li>Is there evidence that learnings from the program are being adopted by non-program UPs and in National government Policies or programs?</li> <li>How is the program helping in mainstreaming CCA in programs of other line departments being implemented by LGIs or in the program intervention areas?</li> <li>Is the program intervention catering to the most vulnerable UPs, wards, and communities?</li> <li>Are PBCRG-funded projects and implementation processes gender-sensitive?</li> <li>How many or what percentage of women-headed households have received the CRF assistance? Are the livelihood options sufficiently gender-sensitive?</li> <li>To what degree are participation and voice being reflected in local planning and project implementation?</li> <li>To what extent have UP and LGI staff become more gender-aware and gender sensitized?</li> <li>To what extent has the program helped to encourage gender mainstreaming and inclusiveness in the execution of other line department projects and plans?</li> </ul>	

OECD-DAC criteria	Evaluation Question	Judgment criteria	Data sources / Evidence, Tools and Stakeholders
<p><b>EQ 5: Likely Impacts</b></p>	<p>5.1 To what extent are LoGIC results on track to contributing to better planning and financing for community-based CCA beyond the program life-cycle?</p>	<ul style="list-style-type: none"> <li>How far has the program contributed to reduced climate vulnerability of extremely poor households in terms of diversified livelihoods, improved consumption, reduced food insecurity, reduced stress, etc.?</li> <li>Number of vulnerable households reached through climate risk assessments, mitigation plans, capacity building training, CRF funds support, etc. and its impact at the household level</li> <li>How has the program helped to strengthen climate-resilient infrastructure and service delivery in project areas?</li> <li>What has been the impact of the PBCRG funds on improving the climate resilience of public goods and services</li> <li>Has there been an increase in the additional funding and utilization of BGs and PBCRGs?</li> </ul>	<ul style="list-style-type: none"> <li>ProDoc and other program-related documents (including budgets, TOC, MIS systems and framework, annual reports, work plans, PBCRG, CRF strategy, toolkits, risk registers, knowledge products, policy briefs, etc.</li> <li>Baseline, results framework, program financial statements.</li> <li>National Government climate plans, policies, budgets.</li> <li>LGI budgets, UP Planning and budget documents, Minutes of the planning meetings, Annual Plan documents.</li> <li>Program Board, Steering Committee Meetings</li> </ul>
	<p>5.2 To what extent is the program on track to supporting, or likely to support macro, meso, and micro-level impacts for resilient community functions and infrastructure and resilient households and individuals?</p>	<ul style="list-style-type: none"> <li>Has there been any change in relevant policies or governance due to advocacy?</li> <li>Has there been an improvement in own-source revenue generation capacity at the local government level and any reduction in funding dependence from central/federal governments?</li> <li>What has been the impact of the program on financial inclusion, market development, and entrepreneurship development?</li> <li>What are the social and economic changes that have happened due to the program?</li> <li>What has been the impact of the program on financial practices standards of program UP's and others?</li> </ul>	<p><b>Stakeholders</b></p> <p>KIIs with program staff, CSOs, GoB bureaucrats, local elected staff, UP and LGI staff, Board and Project Steering Committee members, EU &amp; Embassy of Sweden colleagues, UNDP staff, project staff, FGDs, PRAs with beneficiaries</p>

OECD-DAC criteria	Evaluation Question	Judgment criteria	Data sources / Evidence, Tools and Stakeholders
	<p>5.3 How is the program contributing to influencing the national and international policy agenda on community-based CCA solutions through local governments?</p>	<ul style="list-style-type: none"> <li>How is the program creating pathways for leveraging or accessing other climate change funding?</li> <li>Have any program findings and learnings been adopted in national plans and policies?</li> <li>Has the project contributed to the Climate Fiscal Framework of the Ministry of Finance for formulating the local climate fiscal framework?</li> <li>Has the program’s knowledge and advocacy component produced sufficient evidence to include climate into the current policies on fiscal transfer to LGIs?</li> </ul>	
	<p>5.4 To what extent are LOGIC results likely to change attitudes and behaviors toward HR &amp; GE within various stakeholder groups, and to reduce the underlying causes of inequality and discrimination?</p>	<ul style="list-style-type: none"> <li>To what extent has the program led to more inclusive interventions benefiting women and marginalized communities?</li> <li>Has the program led to more equity in the project intervention areas?</li> <li>Has the program led to influencing the UPs and LGIs to mainstream gender and equity across all program interventions and investments?</li> </ul>	
<p><b>EQ 6: Sustainability</b></p>	<p>6.1 To what extent are the changes in the capacity of local governments to develop and finance effective and inclusive local level plans integrating CCA and DRR likely to continue over time? To what extent are partners likely to institutionalize and scale up the financing mechanisms of LOGIC, such as CRF and PBCRGs?</p>	<ul style="list-style-type: none"> <li>What is the level of ownership and commitment to further funding and support from government and external agencies for local-level climate adaptation and mitigation?</li> <li>Is the program helping to increase institutional capacity across various levels and actors on mainstreaming climate action at the local level?</li> <li>Has there been any change in understanding, ability, and practices among policymakers and local officials to mainstream climate adaptation across program intervention?</li> <li>Do relevant actors and stakeholders self-report an increased ability to sustain changes without LOGIC support</li> <li>Have the necessary institutional mechanisms been established to foster local ownership and to ensure the long-term effects of project interventions?</li> </ul>	<ul style="list-style-type: none"> <li>Desk Review of the ProDoc and other program-related documents</li> </ul> <p><b>Stakeholders</b></p> <ul style="list-style-type: none"> <li>KIIs with PBCRG/CRF grantees and beneficiaries of other pillars – capacity, data</li> <li>KIIs with policy and regulatory stakeholders</li> <li>FGDs, PRAs with beneficiaries</li> </ul>

### Annex 3: Summary of the Main Results from the Different Evaluation Instruments

Methods	Evidence Type
<b>Desk review</b>	Included program documents, policy documents and quantitative data from the MIS, reports to understand the program approach and interventions, delivery and progress made thus far
<b>KIIs</b>	In-depth, first-hand know-how on contextual issues (policy environment, institutional frameworks, capacities, processes, systems), feedback on LoGIC processes and activities and broader policy influence
<b>FGDs</b>	Experiences of participation thus far, actual, or potential benefits, as well as unforeseen effects and other contributory factors. The areas of discussion under this were (i) the design and activities of the program; (ii) the extent of the benefits of the program; (iii) the relevance of the program to community needs, aspirations, and means; and iv) identify any unintended consequences of the program. Information on the success of the implementation of climate-adaptive livelihood options (CALO) identified under the program; how these are meeting the current needs of the beneficiaries, feedback, and bottlenecks to benefit from these
<b>PRA</b>	Understanding the journey of changes in the beneficiaries' lives before and after becoming a part of the program on key areas such as an increase in resilience to climate shocks, participation, and voice in local planning, improvement in income and livelihood levels and diversification, food security, availability of drinking water, etc.
<b>Case Studies</b>	Learnings to show what has worked well, achievements, what has not worked, and why on various aspects such as transformations at the community level, capacity changes at the LGIs, incorporation of climate change adaptation considerations in the decision-making process, access, tracking, reporting, and accountability mechanism and policy influence
<b>Online Survey</b>	Likert-Scale Self-assessment UPs and their assessment of the capacity-building initiatives and support provided by LoGIC. (Very few responses gathered despite reminders)

## Annex 4: List of People Interviewed

### *National Level Government Stakeholders*

S. No.	Name	Designation
1.	Helaluddin Ahmad	Senior Secretary, LGD
2.	Iqbal Abdullah Harun	Additional Secretary, Ministry of Environment, Forests and Climate Change

### *District Level Government Stakeholders*

S. No.	Name	Designation
1.	Md. Iqbal Hossain	DDLG, DC Office, Khulna
2.	Ms. Jilufa Sultana	DDLG, DC Office, Kurigram
3.	Md. Mehedy Hassan	ADLG, DC Office, Barguna

### *Upazila Nirbahi Officers (UNO)*

S. No.	Name	Designation
1.	Animesh Biswas	UNO, Koyra, Khulna
2.	Kamalesh Majumder	UNO, Mongla, Bagerhat
3.	Md. Janangeer Alom	UNO, Morelganj, Bagerhat
4.	Khatune Jannat	UNO, Sarankhola, Bagerhat
5.	Mohammad Mizanur Rahman	UNO, Bhola Sadar, Bhola
6.	Mohammad Tarek Howlader	UNO, Daulotkhan, Bhola
7.	Md. Saifur Rahman	UNO, Borhanuddin, Bhola
8.	Samia Sharmin	UNO, Barguna Sadar, Barguna
9.	Hossain Mohammad Al-Muzahid	UNO, Pathorghata, Barguna
10.	Md. Kawsar Hossain	UNO, Taltoli, Barguna
11.	Md. Al Amin	UNO, Dashmina, Patuakhali
12.	Md. Mashfakur Rahman	UNO, Rangabali, Patuakhali
13.	Md. Mahbubur Rahman	UNO, Chilmari, Kurigram
14.	Md. Nabirul Islam	UNO, Rajibpur, Kurigram
15.	Md. Al Imran	UNO, Rowmari, Kurigram
16.	Md. Al- Muktadir Hossain	UNO, Shalla, Sunamganj
17.	Mahmudur Rahman Mamun	UNO, Derai, Sunamganj
18.	Md. Rayhan Kabir	UNO, Tahirpur, Sunamganj

### **Union Parishad Chairmen**

<b>S. No.</b>	<b>Name</b>	<b>Designation</b>
1.	Md. Ekram Ezaradar	UP Chairman, Sundarban UP, Bagerhat
2.	Jahangir Badsha	UP Chairman, Nishanbaria UP, Bagerhat
3.	Md. Mozammel Hossain	UP Chairman, Southkhali UP, Bagerhat
4.	Humayun Kabir	UP Chairman, Burirchor UP, Barguna
5.	Md. Farid Mia	UP Chairman, Nachnapara UP, Barguna
6.	Md. Dulal Farazi	UP Chairman, Nishanbaria, Barguna
7.	Md. Iftarul Hasan Swapon	UP Chairman, Dokkhin Digholdi UP, Bhola
8.	Jasim Uddin Haidar	UP Chairman, Baro Manika UP, Bhola
9.	Mohammad Ali Md. Hasan	UP Chairman, Char Khalifa UP, Bhola UP Secretary, Char Khalifa UP, Bhola
10.	Ponchanon Kumar Mondol	UP Chairman, Kamarkhola UP, Khulna
11.	GM Shamsur Rahman	UP Chairman, South Bedkashi UP, Khulna
12.	Md. Anowar Hossen	UP Chairman, Mohangonj UP, Kurigram
13.	Md. Abdur Razzak	UP Chairman, Thanahat UP, Kurigram
14.	Abdul Kader	UP Chairman, Bandaber UP, Kurigram
15.	Nojir Ahmed Sarkar	UP Chairman, Dashmina UP, Patuakhali
16.	Abu Hashnat	UP Chairman, Bara Baishdia UP, Patuakhali
17.	Jakir Hossen	UP Secretary, Bhatipara UP, Sunamganj.
18.	Md. Zaman Chowdhury	UP Chairman, Sulla UP, Sunamganj

### **Other Line Department Officials**

<b>S. No.</b>	<b>Name</b>	<b>Designation</b>
1.	Dr. Arabinda Das	Upazila Livestock Officer, Patharghata Upazila, Barguna

### **Program Stakeholders from UNDP and UNCDF**

S. No.	Name	Designation
1.	Sophie De Coninck	Global Manager, Local Climate Adaptive Living Facility
2.	Suresh Balakrishnan	Regional Technical Advisor, UNCDF
3.	Sudipto Mukherjee	Resident Representative, UNDP, Dhaka
4.	A K M Mamunur Rashid	Climate Change Specialist, UNDP, Dhaka
5.	Jesmul Hasan	Program Specialist (Country Focal Person), UNCDF, Dhaka
6.	Shaila Farzana	Former National Project Director (NPD), LoGIC, LGD, GoB
7.	Md. Shamsul Islam	Deputy Project Director (DPD), LoGIC, LGD, GoB
8.	Selina Shelley Khan	Project Coordinator, LoGIC
9.	Abdulla Zahiruddin Ahmed	Technical Expert (Climate Change), LoGIC
10.	Shariful Islam	Capacity Building Officer, LoGIC
11.	Tahrim Zinath Chaudhury Ariba	Former-Knowledge Management & Communications Officer, LoGIC
12.	Ranjit Chakrawarty	Consultant, UNDP, Local Climate Fiscal Framework
13.	Asadul Hoque	District Climate Finance Coordinator, Khulna
14.	Shaikh Faisal Shah Ripon	District Climate Change Coordinator, Khulna
15.	Ferdoush Ara Urme	District Climate Finance Coordinator, Patuakhali
16.	Mosammat Shahnin Moshrefa	District Climate Change Coordinator, Patuakhali
17.	Md. Nurul Islam Sarker	District Climate Finance Coordinator, Sunamganj
18.	Md. Mamunur Rashid Khan	District Climate Change Coordinator, Sunamganj

### **Helvetas Staff**

S. No.	Name	Designation
1.	Shiekh Md. Ziaul Huque	Program Manager -LoGIC-Helvetas Partnership Project

### **Donors**

S. No.	Name	Designation
1.	Dario Trombetta	Programme Manager, European Union, Dhaka
2.	Md. Mahbubur Rahman	Senior Program Manager, Embassy of Sweden, Dhaka

## Annex 5: Bibliography of Main Documents Consulted

S. No.	Name of the document
1.	LoGIC Project Document (ProDoc) Original
2.	LoGIC Revised Project Document (ProDoc)
3.	LoGIC Interim Narrative Progress Report 2017
4.	LoGIC Annual Progress Reports 2018, 2019, 2020
5.	LoGIC Draft Annual Review 2021
6.	LoGIC Quarterly Project Reports 2021 (January-March, April-June; June to September)
7.	LoGIC Presentation Mid-Term Evaluation Meeting
8.	LoGIC Baseline Report
9.	LoGIC Mid-Term Evaluation Report v2 (December 2020)
10.	Study on the Absorption Capacity of LoGIC (commissioned by the EU)
11.	LoGIC M&E Plan v7
12.	LoGIC Logframe Version after QSG2
13.	LoGIC Gender Framework
14.	LoGIC Inclusion of Socially Excluded Groups
15.	LoGIC Youth Engagement Strategy
16.	LoGIC Strategic Result Framework (31 March 2018 BGD)
17.	Policy Dialogue Proceedings
18.	Kemon Achen Survey
19.	Adaptation Tracking and Measurement (ATM) Survey
20.	Full set of LoGIC Knowledge Management Documents including Case Studies, Social Media Report, Covid Information Education and Communication
21.	LoGIC Back to Office Reports
22.	Hazard Maps
23.	LoGIC Risk Log_June 2021
24.	Past and Future Climate Analysis
25.	Final Report on Projection of Climate and Developing a Dashboard for Vulnerability and Risk Calculation and Spatial Data Management
26.	PBCRG Operations Manual Bangla June 2019 Final
27.	Union Parishad Audit Reports
28.	LoGIC project financial information for the evaluators (Excel Sheet)
29.	PBCRG Scheme Profile for various years
30.	CRF Beneficiary selection guidelines
31.	CRF Operational Manual
32.	Grievance Redress Mechanism_LoGIC_CRF
33.	UNCDF Strategic Framework 2018-2021
34.	Bangladesh Climate Fiscal framework
35.	National Adaptation Program of Action (NAPA)
36.	Bangladesh Climate Change Strategy Action Plan
37.	Bangladesh Climate Fiscal Framework 2020
38.	Mujib Climate Prosperity Plan

## Annex 6: Case Studies

### Case Study 1: Livelihood Diversification through Pig Rearing

Bagerhat is situated in the southwest coastal belt of Bangladesh and is impacted by significant heatwaves in summer, increased desertification, lack of rainfall, and severe salinity intrusion in the soil. This has adversely impacted agriculture which is among the most important economic activities causing socio-economic distress. Farmers now cultivate only one type of crop in the year instead of the earlier practice of two to three crop cycles. For the rest of the year, the land remains infertile and dry leaving families with minimum or no incomes.



Sobita Haldar is a 35-year-old beneficiary of the CRF grant of LoGIC. A resident of the Morolganj Upazila’s 12 number Jiudhara Union in Bagerhat, Sobita’s family includes her husband who is a wage laborer, one son and two daughters. Sobita’s husband was managing the family expenses through his daily wage earnings and the family was just eking out a living. But, as Sobita says, “times are hard, and our poverty is increasing because it is increasingly difficult for my husband to find work.”

The Local Government Initiative on Climate Change, (LoGIC) project, led by the Local Government Division of the Ministry of Local Government, Rural Development and Cooperatives (MoLRD&C), is a 4-year initiative of the Government of Bangladesh, UNDP, UNCDF, the European Union and the Swedish International Development Cooperation Agency (Embassy of Sweden). LoGIC is in Phase II of UNCDF’s global Local Climate Adaptive Living Facility (LoCAL).

LoGIC uses two grant mechanisms – a Performance-Based Climate Resilience Grant (PBCRF) at the community level and, a Community Resilience Fund (CRF) which is a grant given to selected women beneficiaries for livelihoods. Working through the government systems, LoGIC is demonstrating fiscal transfer mechanisms from the national to the local governments to fund additionalities for climate change adaptation.

The Community Mobilization Facilitators (CMF) of LoGIC initiated the beneficiary selection process for the CRF grant and Sobita qualified by passing the stringent procedures. In 2018, Sobita joined the community group created by LoGIC in the Dheutala village and began growing vegetables, fish farming, duck, and hen rearing. She received training on growing vegetables and began cultivating a vegetable patch in her home and after meeting her family's needs, sold some of the vegetables to augment the family income and savings. Subsequently, Sobita used some of her savings and CRF funds from LoGIC to buy some ducks and hens and today, she has 14 ducks. The family income increased further with the sale of eggs and sale of ducklings.

Subsequently, in discussion with her husband and following his advice, Sobita used a part of the CRF funds to purchase two pigs and construct a shed to house them. Thereafter, Sobita's family fortunes underwent a complete turnaround. Today, she has 8 adult pigs and 10 piglets and people from the neighboring villages come to her to purchase piglets. Encouraged by her success, some others in her village have begun pig rearing. Sobita has repaired and expanded her pig shed and constructed a kitchen for her home through her income from pig rearing. Today Sobita's husband is no longer a daily wage laborer and he looks after their pigs.

Commenting on her empowerment and economic improvements, Sobita says, "If LoGIC had not supported me financially and through training, I would not even have dreamed of pig rearing. By god's grace, our household income has improved because of pig rearing. My children are going to school, and I can afford household expenses comfortably. I wish to expand my pig rearing enterprise in the future and, if LoGIC supports me, I am confident of success."

It is to be noted that in 2021 on International Women's Day, Sobita received a smartphone as an award from the District Administration for her entrepreneurial successes.

LoGIC has enabled women like Sobita to improve their economic conditions through financial aid, training, and hand-holding support.



## Case Study 2: How LoGIC is Making Communities Stronger



Dacope Upazila in Khulna, a coastal district in Bangladesh nears the Sunderban delta region and is adjacent to the coastal mangrove belt. The area is prone to multiple climate hazards – several severe cyclones every year, especially from March to May and October to November; floods and heavy rain. Since 2000, the district has experienced more than twelve severe cyclones causing huge losses of life, livestock, and livelihoods. Also, the Upazila faces increasing salinity negatively affecting agriculture cultivation and fishing while also leading to drinking water scarcity. The regular climate shocks and disasters have led to increased migration and chronic poverty. Given its climate vulnerability and losses, Dacope continues to receive disaster relief support from the government and local NGOs working in the area. In all these years, there have been no concerted efforts by the Local Government to support the people on climate change adaptation to cope with the vagaries of nature.

LoGIC has ushered a welcome change and brought a ray of hope and confidence in residents of Jaynagar village in Kamarkhola Union of Dacope Upazila. LoGIC is not a traditional disaster relief program but a climate change adaptation-focused project which is helping the local communities to better cope and adapt to climate disasters by attempting to minimize their losses through better climate-resilient infrastructure and livelihoods. LoGIC has built capacities and provided financial support through two grant mechanisms – a Performance-Based Climate Resilience Grant (PBCRG) and a Community Resilience Fund (CRF) for creating climate-resilient infrastructure and climate adaptive livelihood options for the most vulnerable section of the population. Around 3000 women from the remotest and climate-vulnerable villages of Khulna including Joynagar village, received training and grant of around USD 350 each. This grant acts as seed capital to start their climate-adaptive livelihood options.

The training and the financial assistance have been a huge boon to these climate-vulnerable women and have given them the confidence to form their groups and start enterprises. Through LoGIC, these women have their own bank accounts. They also have the opportunity to go and sell their products in the market and have generated additional income from their initial seed capital or grant. Some community members opined that new climate adaptive livelihood options like sheep rearing, poultry farming, and crab fattening are more climate adaptive and will reduce their seasonal

unemployability and climate vulnerability. These trainings and income generation activities have helped them break social norms and reduce dependence on their husbands' incomes. Program monitoring data reflects that it has slightly improved their household food security situation.

Residents say, "the life skills and knowledge to tackle the regular disasters that LoGIC has shared are lifelong." LoGIC has created awareness on how to prepare for impending cyclones and react to cyclone warnings. The villagers now know that once the warning signal is sounded, they need to move their livestock and other essential personal items to safe locations as a result, their losses today are less than earlier.

LoGIC's support has especially been useful in looking after their livestock. Villagers are now more aware of the need for timely vaccinations of their cattle, they no longer ignore illnesses among their cattle. Today, the death rates of cattle on account of easily preventable reasons have reduced, which has helped the economic well-being of residents. Villagers state that "Prior to LoGIC, the vets did not attend to our cattle even when we visited. Today we are confident to call vets and their response too has improved. We are also cultivating improved grass varieties as cattle feed compared to earlier when we allowed the cattle to eat whatever grass was available in the fields. This caused a high incidence of illness in cattle and our practice of not visiting the vet led to deaths."

Local fishermen had stopped using the local ponds because they overflowed with ingress from streams killing the fish. LoGIC has educated these fishermen and demonstrated the use of nets and barriers at the ingress points such that fishing activities can continue unabated. This practice is now common in the village, and fish production has gone up – families can meet their requirements and do not need to purchase fish from the market to meet their needs.

Group farming as propagated and facilitated by LoGIC has positively impacted family incomes. Beneficiaries shared that people who are not members of any group seek advice on seeds, cropping methods, etc. The rising family incomes of beneficiaries has meant that more children are in school. Marginalized women are extremely happy that they now have bank accounts, and their increasing economic self-reliance has meant that they are being consulted in family decisions and have greater freedom to step out of their homes.

The PBCRG schemes have helped the local institutions to plan better and create climate-resilient infrastructure. Some of the resilient climate infrastructures like culverts/ drainage, water reservoirs, and tube wells have also supported communities' livelihoods and reduced drinking water problems during floods and increased salinity. The training, local engineer presence, and fiscal transfer have also helped UPs undertake resilient climate design and infrastructure. The success of the program lies in demonstrating fiscal transfer mechanisms from the national to the local governments to fund additionalities for climate change adaptation. This village has benefited from the rainwater harvesting tanks that the PBCRG funds of LoGIC have financed. Drinking water is now easily available, and women no longer spend long hours fetching water. The improved drinking water quality contributes to reduced infections from drinking pond water.

The beneficiaries are unanimous about the intangible gains of the LoGIC community processes. They say that "the community meetings and the 'feeling of group' have made us braver and more confident to demand entitlements from the government. For example, there was once an incident when the watermelon crop buyer did not want to come to our village. We called the UNO's office and complained, and action was taken by the office".

LoGIC has contributed to strengthening the community spirit, and villagers, irrespective of whether they are direct beneficiaries, now have a slightly better understanding of climate change coping mechanisms and have a platform or an opportunity to discuss and express their voice and opinion on climate issues that impact their village. However, the gains are unfortunately only limited to the intervention villages. The learnings were not shared with other UPs even within the Khulna district. If LoGIC is scaled-up it will benefit millions of climate-vulnerable people. However, for this, policies need to change; capacities and ownership need to be built and mechanisms to access climate finance from the national government, international donor communities, and private sector need to be developed.

### Case Study 3: Strengthening of Local Government Institutions in Bangladesh

Md. Abdur Razzak, is the Chairman of the Thanahat Union Parishad of the Kurigram district, a northern district in Bangladesh located in the Teesta, Dharla, and Brahmaputra River basin that faces severe flooding every year. Abdur Razzak grew up in this village and over the years has seen how flooding and river erosion adversely impact the lives and livelihoods of local communities. Besides chronic poverty and hunger, frequent natural disasters, especially floods and riverbank erosion exacerbate the uncertainties in their life. Flooding destroys their standing crops, disrupts communication, creates homelessness, spreads waterborne diseases, creates unemployment problems, and leads to migration, Abdur highlights during the interview. During the dry season, they encounter a scarcity of water for drinking and cultivation purposes. He also shares, “Women are more affected due to climate change and expose them to greater risks – health, safety, and income security. Traditionally in rural Bangladesh, women are seen as dependents on their husband’s family rather than an active and equal partner with voice and empowerment because of regressive social norms and lack of livelihood and income opportunities. Climatic shocks amplify these vulnerabilities.”

Most of the families in the Thanahat UP depend on subsistence farming or work as daily wage labor or rickshaw pullers for their livelihoods. Communities have low levels of income, literacy, and limited knowledge and understanding of climate change. They practice some indigenous knowledge to play against flooding. They raise their house, save money and store food for upcoming flood events but do not have much knowledge, skills, and assets to mitigate or cope with climate change. LoGIC was implemented to build the capacity of the local government institutions to bring changes in the lives of these people through piloting a standard mechanism of financial transfer model for local climate adaptation reflecting the voice and need of the local people.

Though Bangladesh has a decentralized model of governance with the UPs responsible for the provisioning of basic services and social transfer to the people in the region, Abdur and his fellow elected members of UP have limited understanding, resources, and capacity for climate adaptation and mitigations. Their main interventions on flooding and climate change issues over the years have been on emergency response and providing disaster relief measures to the communities with the support of NGOs



and other government departments. Climate change adaptation was never being considered or as part of their thinking or mandate. Line departments and sectoral agencies albeit with little linkages and participation of local people are chiefly responsible for implementing climate change adaptation and mitigation measures.

Abdur feels that LoGIC has brought some positive changes in his and his colleague's understanding of climate change. He mentioned, "Before LoGIC nobody ever discussed climate issues and climate change in the local planning meeting, now we discuss it regularly.... though earlier we had local knowledge and understanding we now see climate change things with a different perspective." He feels that the hazard maps and the awareness sessions have helped him and the community members to think about the future and get a sense of what might lie ahead – something that he realized is scarier. The sensitization sessions have helped him understand that if there is very heavy rainfall in Nepal or China, their locality would also face heavy rainfall and consequent flooding in the next 10 days and that they need to prepare. Therefore, he feels that he and the community have time to plan in advance.

He observed that he never thought about climate-adaptive infrastructure and climate adaptive livelihood options before and that these can be executed through the UPs. He has seen NGOs working on climate-adaptive livelihoods in the Kurigram district but he never thought that an LGI could also spearhead the same. LoGIC has changed his thinking and perspective. He suggested that every year their roads or embankments used to get washed away and felt the need to have a more resilient infrastructure but never realized how they can build more climate-resilient infrastructure. Through LoGIC's engineer and inputs from the LoGIC team, he has started to develop climate-resilient infrastructure which has made an impact on the communities.

Abdur was all praises for the communities livelihood work-leasing of land, sheep rearing, etc.- that were being supported by the LoGIC team has helped the communities, especially women to improve their incomes. However, he was unhappy because he felt that they did not have much role and say in the process of beneficiary selection or some of the construction work. This appears to be a big challenge with respect to ownership and sustainability. Though he was very proud of the work on irrigation, raised tube wells, and solar pumps under PBCRG schemes, he complained that it has created a demand for more tube wells and support for culverts in other wards for which he does not have the budget or resources to support. He shared that this is creating pressure on him to justify to people in other wards, even though he did not have much say in the selection of wards and beneficiaries, which was led by the LoGIC team. He mentioned that his UP complies with most of the guidelines and processes that the LoGIC program expects - which is mostly done by the executive assistant with the support of the LoGIC staff.

He believes that this project will help to build the skill and capacity of more women and will help them to better cope with the monsoon and cyclonic storm uncertainties. He admitted that LoGIC has helped in improving the UP's services and bringing in transparency and monitoring. However, he felt that more capacity building and monetary resources are needed for improving their services. He felt his hands are tied since he does not have the resources - staff and finance to do it, even for conducting meetings. He said that with LoGIC there has more participation of women in meetings, however, the evaluation team's FGDs do not reflect that.

LoGIC is a transformative program that brought some changes in the life and livelihoods of the communities - especially women - who now spend less time fetching water, can earn income, are more confident, and have more respect at home. The transformation at the local institution level is at the green shoot level but seems to be more imposed and carried out by the LoGIC team with limited ownership of the local institutions. For mainstreaming LoGIC and scaling, it will require policy directives, more time, and technical support to build ownership among UP elected members with incentives and rewards.

## **TERMS OF REFERENCE**

## Annex 5: Terms of Reference of the Mid-Term Evaluation

# TERMS OF REFERENCE

## Mid-Term Evaluation of the Local Government Initiative on Climate Change (LoGIC)

Countries in which the programme is implemented	Bangladesh
Executing Agency	Local Government Division (LGD) of the, Ministry of Local Government, Rural Development and Cooperatives, the Government of the People’s Republic of Bangladesh – National Implementation Modality (NIM)
Partner organisations	<ul style="list-style-type: none"><li>• United Nations Capital Development Fund (UNCDF)</li><li>• United Nations Development Programme (UNDP)</li></ul>
Timeframe	4 years (July 2017 – June 2021)
Programme budget	USD 20,000,000
Disbursed as of June 2020	USD 12.68 million

### Evaluation during a crisis: COVID-19

*As COVID-19 spreads globally, it is a massive health, humanitarian, and development crisis. UNCDF Evaluation Unit remains operational and is adapting the way it works and manages evaluations. Our priority is the safety of our staff, consultants and stakeholders while trying to ensure that UNCDF continues to benefit from high quality evaluative evidence to support its strategic learning and accountability.*

*The text boxes “Evaluation during a crisis: COVID-19” throughout these TOR provide additional information, including on how the conduct of this evaluation will be affected by COVID-19.*

## 1. programme description

### 1.1. Bangladesh country context

#### Evaluation during a crisis: COVID-19

- As of September 8, 2020, Bangladesh had reported 327,359 confirmed cases of COVID-19 with 4,516 deaths<sup>1</sup>.
- Since May 30, The Government of Bangladesh has made wearing masks and social distancing mandatory when outside the home.
- The public transit system is returning to full capacity, but passengers must wear face masks and they must be seated (no standing room).
- Government offices, private businesses, banks, factories and other services will remain open if all safety guidelines are followed.
- The Government of Bangladesh has authorized the resumption of limited international commercial flights. Effective June 1, 2020, domestic commercial passenger flights have resumed on a limited scale<sup>2</sup>

Bangladesh has a population of 161.4 million people and a GDP per capita of approximately USD 1,698 at 2018 prices<sup>3</sup>. The country is one of the world’s most affected to the impacts of climate change and disasters<sup>4</sup>. Bangladesh has been

1 Bangladesh\_WHO Coronavirus Disease (COVID-19) Dashboard \_ WHO Coronavirus Disease (COVID-19) Dashboard. Available at <https://covid19.who.int/region/searo/country/bd/>

2 COVID-19 Information \_ U.S. Embassy in Bangladesh. Available at <https://bd.usembassy.gov/covid-19-information/>

3 World Bank data for Bangladesh. Available at <https://data.worldbank.org/country/bangladesh>

4 Global Climate Risk Index 2020 \_ Germanwatch e.V. Available at <https://germanwatch.org/en/17307>

experiencing changes in rainfall pattern, increased temperature, high frequency of extreme weather events (flooding in the river basins, widespread droughts in the North, cyclones on the coast) which in turn exacerbate long-term effects such as salinity in water and crop land, extended water shortage, sea and river erosion, severe high tide and sea level rise.

These events exacerbate poverty and vulnerability of people on a regular basis. The Government of Bangladesh recognizes the severity of climate change and has been working to mainstream related concerns into the national development policy, planning and financing.

The development of climate change policy in Bangladesh has been influenced by the international context where the country has played a leading role in highlighting the position of the LDCs in the climate finance debate. At the national level, the climate change agenda operates in a competitive policy environment, where sectoral policies take a lead in shaping public expenditure<sup>5</sup> although there is scope to include climate change as an item of expenditure. This highlights an absence to date of a systematic approach to integrate climate change into planning and budgeting both at the national and local level.

The existing development schemes of local government institutions (LGIs) at the community level remain confined to infrastructure. As a result, vulnerable households face two-fold challenges in addressing climate risks at their level: firstly, they do not have direct access to resources and secondly, they cannot adequately influence the planning and budgeting of the local government.

## 1.2. The LoGIC programme

The Local Government Initiative on Climate change (LoGIC) promotes local action on climate change adaptation at scale in Bangladesh. LoGIC aims to enhance the capacity of local government institutions, vulnerable communities, and civil society organisations to engage in effective and inclusive local level planning to finance climate change adaptation solutions in selected climate-vulnerable areas.

By achieving its objectives and results, the project is expected to contribute to the reduction of poverty and vulnerability in Bangladesh. Specifically, the intervention aims at achieving the following objectives:

- To strengthen the capacity of local governments, households, and other local stakeholders, to develop local government plans that integrate climate change adaptation measures and disaster risk management (Output 1);

To establish financing mechanisms to fund local governments and communities for implementing climate change adaptation measures (Output 2);

- To produce information and evidence to feed further improvements in policies and practices for UPs and national systems in relation to climate change adaptation (Output 3).

LoGIC is a 4-year UNDP and UNCDF joint project, funded by the European Union (EU) and the Swedish International Development Cooperation Agency (SIDA), with a budget of USD 20.0 million. It is a Nationally Implemented Project (NIM) executed by the Local Government Division (LGD) of the Ministry of Local Government, Rural Development and Cooperatives (MoLGRD&C) of Bangladesh. The project is implemented in 72 vulnerable Union Parishads of 19 Upazilas from 7 Districts (Kurigram, Sunamganj, Khulna, Bagerhat, Barguna, Patuakhali, and Bhola)<sup>6</sup>.

### 1.2.1. Output 1

Under Output 1, the programme provides capacity building to the central government and local governments, CSOs, local stakeholders, and community members (individuals and households) on climate change awareness and adaptation opportunities as well as on the specific mechanisms and activities proposed under LoGIC.

Building on this improved capacity and with guidance provided through the Project, local government partners undertake the participatory Community Risk Assessments (CRA), which will in turn inform the development of local Risk Reduction Action Plans (RRAP). These plans will then be integrated into the local development planning process and regularly screened against current and emerging environment, climate and disaster risk priorities, so as to improve the climate-inclusive Local Development Plans on an ongoing basis.

<sup>5</sup> Public Expenditure for Climate Change: Bangladesh Climate Public Expenditure and institutional review, General Economic Division, Planning Commission Government of the People's Republic of Bangladesh, 2012

<sup>6</sup> Geographical areas were selected based on their climate hazard exposure, poverty, vulnerability, remoteness, and UNDAF priority status. For a detailed overview of LoGIC's territorial coverage see Annex

### 1.2.2. Output 2

Under Output 2, LoGIC aims at establishing two complementary financing mechanisms at the Union Parishad level: Performance-Based Climate Resilience Grants (PBCRGs, supported by UNCDF, in line with the LoCAL global standard) and a Community Resilience Fund (CRF, supported by UNDP) to implement the climate-inclusive Local Development Plans developed under Output 1.

- PBCRGs allocate additional resources to complement existing LGI budgets with the specific purpose of strengthening resilience to negative climate and disaster impacts on development investments (infrastructure and public services). They are aligned with the current system of fiscal transfers to Union Parishads ;
- The CRF channels grants directly to households vulnerable to negative climate change and disaster impacts. It is a medium-term measure to meet livelihood and food security needs of vulnerable households that are currently not effectively reached, while efforts increase to strengthen systems for sustainable public service delivery. The CRF will predominantly support the extreme poor households to enhance their adaptive livelihood portfolios .

LoGIC also aims to strengthen the quality and accountability of (1) the activities funded through the two mechanisms, and (2) the performance of the grant mechanism itself. This will involve strengthening the broad range of technical and implementation partnerships with civil society, academic and private sector actors, and focusing specifically on participation of beneficiaries.

### 1.2.3. Output 3

Under Output 3, LoGIC focuses on collecting and consolidating evidence from the activities implemented, following an ad-hoc knowledge management and learning framework with a view to scale up good practices into relevant planning and strategic decision-making processes.

The programme also aims to identify appropriate advocacy opportunities that can be effectively targeted during the project lifetime, aimed at government and policymakers dealing with formulating or influencing policy on CCA, disaster risk reduction (DRR), community-based adaptation, climate financing and related issues. The development of an advocacy strategy is foreseen to identify specific evidence-based messages and opportunities to inform policy, planning and practice and to scale up the mechanisms.

*Table 1 LoGIC Programme Results and Resource Framework*

Output	Activity
<p>1: Strengthened capacity of local governments, households and other local stakeholders to develop local plans that integrate CCA-DRR solutions</p> <ul style="list-style-type: none"> <li>● Responsible agency: UNDP</li> <li>● Committed: USD 1,938,871</li> <li>● Expenditure: USD 1,321,251</li> </ul>	Activity 1.1: Capacity enhancement plan developed and implemented
	Activity 1.2: Inclusive community-based adaptation plans developed
	Activity 1.3: Community resilience fund operationalised to finance community-based innovative solutions for households through the CSOs and local institutions
<p>2: Financing mechanism established to fund local governments and communities for implementing climate change adaptation measures</p> <ul style="list-style-type: none"> <li>● Responsible agency: UNCDF</li> <li>● Committed: USD 16,082,026</li> <li>● Expenditure: USD 10,738,908</li> </ul>	Activity 2.1 Performance based climate resilient grants (PBCRG) system is developed and implemented through LGIs
	Activity 2.2 Performance of LGIs is assessed for compliance with mandatory requirements and superior performance
	Activity 2.3: Community Resilience Fund (CRF) operational
	Activity 2.4 CCA-DRR financing at local level enhanced by the active participation and scrutiny of communities and CSOs, local stakeholders and institutions

Output	Activity
3: Experience and evidence inform and contribute to further improvements in policies and practices for UPs and national systems in relation to CCA <ul style="list-style-type: none"> <li>● Responsible agency: UNDP</li> <li>● Committed: USD 1,249,855</li> <li>● Expenditure: USD 619,630</li> </ul>	Activity 3.1 Designing and implementing systems to learn lessons at the local level and informing the policy dialogue at the national level.
	Activity 3.2 Collecting and sharing of experiences supporting and hindering the process on local climate financing.
	Activity 3.3 Informing and advocating for adoption of national policies that embrace the proposed methodology.
	Activity 3.4 Integrate local climate fiscal framework lessons into the national climate fiscal framework.

### 1.3. Implementation status

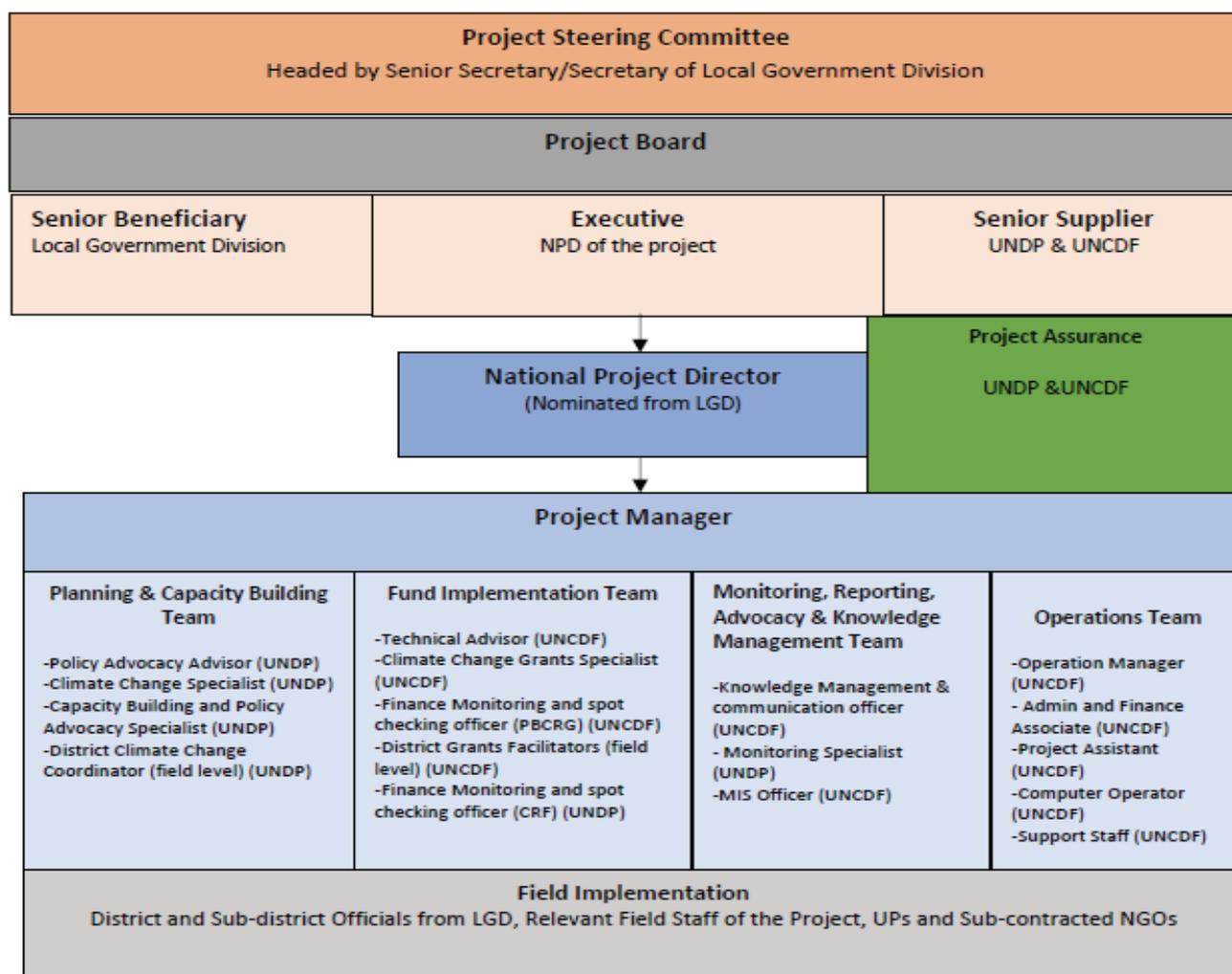
An update on the implementation status of LoGIC, including any reprogramming due to COVID-19, is provided in Annex.

### 1.4. Governance

LoGIC is implemented following UNDP’s National Implementation Modality (NIM) . The key implementing actor is the Local Government Division (LGD) of the Bangladeshi Ministry of Local Government, Rural Development and Cooperatives (MoLGRD&C). The management arrangements are summarized below:

- The National Project Director (NPD), the Joint Secretary of LGD, leads the project. The NPD is assisted by a Deputy Secretary who is the project’s Focal Person from the LGD and by a Project Coordinator employed by UNDP-UNCDF.
- The Project Steering Committee (PSC) is chaired by the Senior Secretary, LGD, and serves as a strategic guidance provider and oversight body for the project. The PSC is the key decision-making body for LoGIC. The PSC provides policy guidelines, reviews all aspects of the project progress against targeted results, including examination of lessons learned and service delivery and ensures coordination with other national initiatives and development projects. The PSC members include representatives from relevant ministries and departments of the Government of Bangladesh and respective development partners.
- The Project Implementation Committee (PIC)/Project Board (PB), chaired by the NPD, is responsible to oversee the implementation of project activities. The PB is responsible for preparing and endorsing the annual and quarterly work plans and progress reports. It supervises the overall project implementation and day-to-day management of the project.
- The Project Assurance (PA) role is vested with UNDP and UNCDF. UNDP’s Resilience Cluster has the overall responsibility for quality assurance for UNDP related activities. UNCDF global LoCAL Facility has the overall responsibility for quality assurance for UNCDF related activities through its country office staff. The two POs for both agencies are to ensure that the projects deliver planned outputs as per the annual work plan, project documents and results on the basis of monthly, quarterly, and annual progress reports.

Figure 1 LoGIC organigramme



### 1.5. Monitoring framework

The LoGIC monitoring framework includes: a baseline survey ; an online database to track beneficiaries and activities in real time (ATM); a beneficiary feedback mechanism; program quality monitoring; a Management Information System (MIS) and the LoCAL “Assessing climate change adaptation framework” (ACCAF).

Table 2 LoGIC monitoring data sources

Source	Description
Baseline survey	<p>The baseline survey has been conducted to generate the benchmark scenarios in the intervention areas. It covers critical variables related to the socio-economic status of project beneficiaries. The specific objectives of the baseline survey were to:</p> <ul style="list-style-type: none"> <li>• Collect comprehensive baseline information regarding different aspects of community and LGIs that provide a situation analysis of existing scenario from the project importance;</li> <li>• Generate a set of starting points of references for measuring progress, achievements and success of the project in terms of climate change resilience through local government’s initiative; and</li> <li>• Create a benchmark to assess the possible impacts at both community and local government level in comparison to control at the end of LoGIC.</li> </ul>

Source	Description
Online database to track beneficiaries in real time (Adaptation Tracking and Measuring, ATM)	The adaptation tracking and measuring (ATM) is a comprehensive system to measure and monitor the climate change adaptation and resilience progress of household and community. In the ATM system, there are two components e.g. a framework and the automation of the framework. By the framework it is easy to evaluate how far and how well climate risks are managed at UP, Community, and household level. Project team has already developed the ATM framework the development of the software is under progress.
Beneficiary Feedback Mechanism	Good monitoring data can support program supervision and implementation in real time, reveal potential roadblocks early, and allow for sensible midcourse corrections. To make the monitoring system useful, a feedback mechanism was established for providing feedback at the central and district levels. Monitoring findings and progress report is presented in quarterly project progress review meetings. The project consults beneficiaries ex-ante in Community Risk Assessments, selecting CRF-supported livelihood options and PBCRG supported scheme identification. Since the Covid-19 risk induced lockdown a light touch beneficiary survey “Kemon Achen” is conducted regularly through telephonic interview to know the status of project beneficiaries. A social audit of CRF and PBCRG grants are in the plan as a fiduciary risk management tool. This will provide the beneficiaries opportunity to provide feedback.
Programme Quality Monitoring	<p>Programme quality monitoring takes place both at the field level and at the central level. At the field level, LoGIC staff carries out qualitative monitoring, integrated by periodic field visits by project’s leadership from the LGD and PMU staff. At the central level, progress review meetings, board meeting, steering committee meetings, staff coordination meetings and policy review meetings are held to discuss, coordinate and advise of project management with technical and quality assurance role of the UN agencies.</p> <p>Process Monitoring deals with critical processes which are directly related to the project’s objectives. There are some set standards agreed by management for all deliverables. This initiative targets results-oriented controlling of project interventions.</p> <p>For example, progress monitoring looks at the number of training sessions held; while Process Monitoring focus on the method or process of training, how it has been done. The approach in program quality monitoring was developed to quantify qualitative performance of interventions. The methodology uses scales on which project staff score the quality of intervention/activities against standard operating procedures. This enables to compare the quality of implementation with the quality of service delivery afterwards, and use the data to make improvements.</p>
Management Information System	Given that the LoGIC project has been implementing activities such as capacity development, awareness building and climate resilience grants for individual households, community and Union Parishads, the project has kept track of its operations e.g. programmatic and financial activities at different level on a regular basis. To ensure efficient and effective implementation of project, a robust, smart and comprehensive web-based Accounting and MIS software has been developed.
Risk Reduction Action Plans (RRAP)	<p>LoGIC supported 71 Union Parishads (Target 72 UPs) to develop Risk Reduction Action Plans (RRAP) to integrate climate resilience investment plans and financing through community risk assessment, capacity building, and technical support. The RRAP developing process was participatory, involved the Upazila level govt. officials, community people and civil society organizations.</p> <p>All the selected Community Resilience Fund (CRF) beneficiary households (17,000) developed HH-RRAP. The HH-RRAP was developed considering the climate change impact, vulnerability and local context. Every household of project beneficiary actively participated in the development of HH-RRAP with their own knowledge, skills and resources.</p>
Assessing climate change adaptation framework (ACCAF)	Through the PBCRGs financing mechanism, LoGIC is effectively the avenue for deploying the LoCAL Mechanism in Bangladesh. The element of the LoCAL standard also included the “Framework for Climate Change Adaptation Monitoring and Evaluation” (ACCAF), a monitoring and evaluation (M&E) framework which focuses on the adaptation aspects of the LoCAL mechanism. The ACCAF is organized in line with the LoCAL PBCRG process and consists of nine building blocks (BBs) of an adaptation M&E system, documented in a manual. It is reported annually to the LoCAL Board of countries which includes Bangladesh. Trained in October 2019 with 4 other countries, Bangladesh has started rolling out the ACCAF in 2020 in the context of the 2019 reporting to the LoCAL Board.

## 2. Evaluation objectives and methodology

Evaluation during a crisis: COVID-19

Considering the COVID-19 pandemic and resultant restrictions, the proposed evaluation methodology may be subject to change. All work of the evaluation team during the field visit shall be done within the guidelines and protocols set by the local and national governments of Bangladesh.

### 2.1. Purpose, scope and objectives of the evaluation

As a UNCDF-commissioned and managed evaluation, this evaluation is being conducted in accordance with UNCDF's Evaluation Plan 2018–2021 and UNDP's Evaluation Policy (to which UNCDF is party). This sets out a number of guiding principles and key norms for evaluation in UNCDF following the standards of the United Nations Evaluation Group. Amongst the norms that the Policy seeks to uphold, the most important are that the evaluation exercise be independent, credible, and able to provide information that is useful and relevant to support evidence-based programme management and broader strategic decision making.

With this in mind, the evaluation has been designed with the following overall objectives:

- to allow UNCDF, UNDP, the Government of Bangladesh, the EU and SIDA to meet their accountability and learning objectives, and inform programming in country and globally;
- to support ongoing attempts by LoGIC and its funders and key partners to capture good practice and lessons to date;
- to guide and inform the remaining years of implementation by positive and constructive recommendations.

The mid-term evaluation is expected to assess both the results to date (direct and indirect, whether intended or not) from the first years of implementation as well as the likelihood of the programme meeting its end goals on the basis of current design, human resource structure, broad implementation strategy, etc. It is expected that the evaluation will provide useful and actionable recommendations to increase the likelihood of success by the end of the programme.

Critical to this evaluation will be an assessment of the relevance and effectiveness of LoGIC as an approach to improved and inclusive local level planning and a strengthened financing mechanism for community based CCA solutions through local governments, as well as the functioning of the two-agency partnership working with the government of Bangladesh to implement LoGIC.

#### The specific objectives of the evaluation are to:

- Assist UNCDF, UNDP and their partners understand the relevance, coherence, efficiency, effectiveness, likely impact, and sustainability of the programme at the mid-term point; including positive and negative, foreseen and unforeseen, changes and effects driven by project-supported interventions;
- More specifically, assess relevance and effectiveness of LoGIC as an approach, identify gaps to meet its objectives in the context of the national policy environment and expectations of the community, donors and government;
- Consider the likely impact and sustainability of LoGIC approach on the policy and institutional environments at the national levels and on the implementation structures at the local level;
- Examine the hypotheses/assumptions embedded in the theory of change of the LoGIC project and validate and/or refine the theory of change at this stage of implementation;
- Consider the appropriateness to date of LoGIC as an approach to support direct access by the country to international climate finance at the local level;
- Situate the programme in its broader institutional and policy environment with sustainability and impact in mind, and compared to similar programmes and other initiatives by other development partners, including other UNCDF and UNDP sister initiatives in the region/worldwide;
- Draw lessons learned and provide forward-looking operational and strategic recommendations that are realistic and practical in terms of programmatic approach and resource allocation to assist further improvement in the implementation of the programme over the remainder of its term and way forward for future intervention.

To assess the extent to which the application of the rights-based approach and gender-mainstreaming is proceeding well, the evaluation will examine in particular results at the output level, with a focus on the overall implementation process and progress towards project targets at the time of the mid-term evaluation, covering the period from the project launch. This includes a review of allocated resources for the spent/planned outputs and an identification of implementation issues at the activity level to pin down any emerging barriers and bottlenecks and come up with recommendations. This will also cover the results chain envisaged in the project document towards achieving the overall objectives. Taking into account the Output 3 of the project that aims at national policy reform on climate change resilience, the MTE will also review alignment with the government national policies as well as its current capacity on policy review and monitoring.

## 2.2. Recommendations

To support the utility of the evaluation, and in no way restricting the scope of the conclusions that evaluators may come to, UNCDF and UNDP are specifically looking for lessons and recommendations along the following lines:

Overall recommendations sought:

- What are findings and lessons from the mid-term evaluation of the current programme that should influence any decision on a future intervention for UNDP and UNCDF and its partners?
- What are the success factors, including approaches and mechanisms, to keep for the future phase and how can shortcomings be factored in to be prevented in the future?

Specific recommendations sought:

- How could the identified positive or negative external factors be mitigated or exploited further for the next programme phase?
- What lessons from the institutional and implementation arrangements could be retained for future interventions?
- What lessons from the programme management arrangements should be considered for the next programme phase?
- To what extent does the broader policy environment remain conducive to the replication of the lessons learnt from the programme?
- Have key factors (external, programme or partnership related) changed, with respect to those existing at the time of the LoGIC design, in a way that needs to be taken into consideration for the next phase?

## 2.3. Evaluation methodology

The evaluation should be transparent, inclusive, participatory and utilization-focused. The overall methodology should be implemented following a theory of change approach, framed by the UN/OECD DAC evaluation criteria drawing upon mixed methods (quantitative and qualitative) data to capture contributions to local fiscal space and local fixed capital formation as well as local economic expansion.

In line with good practice in evaluating this type of complex system change-focused intervention, the evaluation methodology should be organized around three concrete pillars:

- the programme's theory of change;
- an evaluation matrix;
- a data collection toolkit.

In accomplishing the aforementioned tasks, the evaluation team should adopt a mixed method approach, with a focus on qualitative techniques like rapid assessment methods, key informant interviews, focus group discussions, collecting information for determining the overall effectiveness of the program. These should be supplemented, as appropriate, by quantitative methods. Evaluation bidders are more than welcome to propose innovative techniques to answering the evaluation questions.

The review process should be participatory, engaging Government senior officials, implementing and development partners, project staff, key stakeholders and a wide cross-section of staff and beneficiaries that can ensure the evaluators include elements of gender equity. It should consider the diversified components/interventions of the overall project.

### 2.3.1. Theory of change

The main framework for evaluations of programmes of this type working to support change across multiple dimensions is provided by the programme's Theory of Change, which helps frame the evaluation questions against the programme's expected end results and the impact pathways it should be following to achieve these end results, considering the influence of relevant contextual factors at the regional, national and local levels that may have influenced the programme results.

In doing so, the evaluation should use a contribution analysis approach (or similar evaluative approaches) as a frame for conducting the evaluation with a view to capturing the programme's contribution to broader local system change.

The evaluation approach should also take into consideration, as far as possible, UNCDF/UNDP's broader monitoring efforts and incorporate – where possible - financial and economic evaluation techniques into the evaluation design.

### 2.3.2. Evaluation Matrix

In proposing how to conduct the evaluation, the evaluators should use the below suggested evaluation matrix to operationalize the theory of change and its agreed framework of direct and indirect results into a set of measurable categories of evaluative analysis following the results chain of the intervention. The table below presents a set of preliminary questions that the evaluators should apply. A final, more detailed evaluation matrix should be developed during the inception phase on the basis of extensive document review and initial consultation with key programme stakeholders.

Criteria	Sub-questions
<p><b>1. Relevance</b></p> <p>The extent to which LoGIC’s objectives and design respond to beneficiaries’, global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.</p>	<p>1.1 How relevant and how well designed is LoGIC’s approach to the priorities of the government of Bangladesh, its domestic strategies (NDC, climate policy, NAP), and the country UN Plans (UNDAF, CPD, etc), and compared to similar initiatives by national or development partners?</p> <p>1.2 How relevant is the support provided by LoGIC to the needs of the government of Bangladesh, partner organisations, local governments and communities?</p> <p>1.3 To what extent does the LoGIC design incorporate gender equality (GE) and human rights (HR) issues, as well as environmental sustainability? How coherent is it to needs and interests of all stakeholder groups? Does it offer good quality information on the underlying causes of inequality and discrimination to inform the programme?</p>
<p><b>2. Coherence</b></p> <p>The compatibility of LoGIC with other interventions in a country, sector or institution.</p>	<p>2.1 How distinct/complementary is LoGIC’s approach to other programmes and initiatives implemented in Bangladesh by government and/or key development partners with similar objectives?”</p> <p>2.2 As presently designed, how coherent is the programme design in view of programme objectives and the collaboration of the two UN agencies in working together to implement the programme?</p>
<p><b>3. Efficiency</b></p> <p>The extent to which LoGIC is likely to deliver results in an economic and timely way.</p>	<p>3.1 How well, and with what quality, has LoGIC delivered its expected results to date as per result framework, including in terms of budget allocation and cost-efficiency of activities? To what extent have resource mobilization efforts worked?</p> <p>3.2 How well is the governance system, including partnerships (development and national) working? How are the government counterparts engaged in the programme working with other LoCAL countries towards implementing the LoCAL standard and joint Board Decisions?</p> <p>3.3 How appropriate is the programme’s monitoring system to track direct programme results and its broader contribution to the overall objectives? How well does it capture the financial and development additionality of its results with adaptive management, learning and scaling up in mind?</p> <p>3.4 How well are resources (financial, time, people) allocated to integrate Human Rights (HR) &amp; Gender Equality (GE) in the implementation of LoGIC, and to what extent are HR &amp; GE a priority in the overall intervention budget? To what extent are such resources being used efficiently?</p> <p>3.6 How have programme managers adapted to the impact of COVID-19 in the design and management of the programme, and with what likely results?</p>
<p><b>4. Effectiveness</b></p> <p>The extent to which partner local governments and communities are starting to make use of LoGIC support to change their approaches to designing and implementing community-based climate change adaptation solutions.</p>	<p>4.1 To what extent is the programme beginning to contribute to changes in the capacity of local governments to plan, budget and manage investments for CCA and DRR at the local level, and of communities’ CCA solutions?</p> <p>4.2 To what extent is the programme contributing to establishing sustainable financing mechanisms to fund local governments and communities for implementing CCA measures?</p> <p>4.3 To what extent is the programme contributing to mainstreaming community-based CCA into intergovernmental fiscal systems?</p> <p>4.4 To what extent is LoGIC on track towards progress on HR &amp; GE? To what degree are the results achieved equitably distributed among the targeted stakeholder groups?</p>

Criteria	Sub-questions
<p><b>5. Likely Impact</b></p> <p>Extent to which LoGICs’s work with partner organisations and broader stakeholders is on track to influencing broader policy and financing systems in favour of improved and inclusive local level planning and strengthened financing mechanism for community-based climate change adaptation solutions through local governments in Bangladesh</p>	<p>5.1. To what extent are LoGIC results on track to contributing to better planning and financing for community-based CCA beyond the LoGIC programme?</p> <p>5.2. To what extent is the programme on track to supporting, or likely to support macro, meso and micro-level impacts for resilient community functions and infrastructure and resilient households and individuals?</p> <p>5.3. How is the programme contributing to influencing the national and international policy agenda on community-based CCA solutions through local governments?</p> <p>5.4 To what extent are LoGIC results likely to change attitudes and behaviours towards HR &amp; GE within various stakeholder groups, and to reduce the underlying causes of inequality and discrimination?</p>
<p><b>6. Sustainability</b></p> <p>The extent to which the net benefits of LoGIC are likely to continue beyond the life of the intervention</p>	<p>6.1 To what extent are changes in the capacity of local governments to develop and finance effective and inclusive local level plans integrating CCA and DRR likely to continue over time? To what extent are partners likely to institutionalize and scale-up the financing mechanisms of LoGIC, such as CRF and PBCRGs?</p> <p>6.2 How sustainable is the knowledge and capacity building that has been transferred at the macro, meso and micro levels over time? Have the necessary institutional mechanisms been set up to foster local ownership and to ensure long-term effects of project interventions?</p>

### 2.3.3. Data collection toolkit

Finally, on the basis of the questions included above and the information present elsewhere in this RFP and on the LoGIC website, interested bidders are requested to propose a data collection toolkit (that includes gender disaggregation and triangulation tools) explaining how they will make best use of existing secondary data as well as generate additional primary data during the field visit which together will be able to answer the questions listed above.

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The proposal should outline any adjusted evaluative approaches/ methodologies that may be needed to implement the evaluation effectively, including extended desk reviews, primary use of national consultants and virtual stakeholder meetings and interviews. This will be further detailed in the inception report.

If all or part of the evaluation is to be carried out virtually then remote interviews may be undertaken through telephone or online (skype, zoom etc.). Consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely.

International consultants can work remotely with national evaluator support in the field if it is safe for them to operate and travel. No stakeholders, consultants or UNCDF staff should be put in harm’s way and safety is the key priority.

The bidder is requested to detail out data collection/analysis methodologies in the proposal, which will be scored in the selection process. In particular, a higher score will be given to an innovative and solid qualitative approach or any other appropriate method drawing on established techniques to quantify qualitative data to improve the validity and usefulness of the evaluation findings. While the primary focus is innovative qualitative approach, the firm is also expected to collect the quantitative data which are not covered by secondary data source. The constraints of COVID – 19 permitting, the following lines of evidence are expected to be considered:

- Focus group discussions (FGDs) with programme participants, covering at least the four main areas of intervention and including the district of Kurigram (a flood prone area), Sunamganj (an extreme rain area), Khulna or Bagerhat for the South West Coastal Area; Barguna or Patuakhali or Bhola for the Central Costal Area ;
- Key informant interviews (KIIs) with key project personnel and stakeholders: the European Union, SIDA, LGD, local government organizations, relevant government ministries, selected community participants, civil society members, and policy influencers;
- Direct observation of activities through site visits with a focus on technical practices, quality of activities, confirmation of recorded outputs, and assessment of the impact of activities;
- Extensive desk review of LoGIC studies, reports, project records, documents, and more.

The data collection toolkit should be applied in a transparent manner throughout the course of the evaluation with key data used to back up answers to the evaluation questions and the conclusions and recommendations that the team will make.

Interested bidders are also requested to include in their proposal a proposed approach to ‘diving more deeply’ into programme relevance and performance to date by way of 4 case studies to be divided between investments supported and broader TA to partners (e.g. local governments, partner Ministries). The choice of case studies will be decided during the inception phase and should be chosen to support the broader evaluation approach and sampling strategy.

## 2.4. Human rights and gender equality

The promotion and protection of Human Rights (HR) & Gender Equality (GE) are central principles to the mandate of the UN, and all UN agencies must work to fundamentally enhance and contribute to their realization by addressing underlying causes of human rights violations, including discrimination against women and girls, and utilizing processes that are in line with and support these principles. Those UN interventions that do not consider these principles risk reinforcing patterns of discrimination and exclusion or leaving them unchanged. It is therefore important that evaluations commissioned by UNCDF take these aspects into account.

More specifically, the evaluation should include an assessment of the extent to which the design, implementation, and results of the project have incorporated a gender equality perspective and rights-based approach. The evaluators are requested to review UNEG's Guidance in Integrating Human Rights and Gender Equality in Evaluation during the inception phase. In addition, the methodology used, data collection and analysis methods should be human rights and gender-sensitive to the greatest extent possible, with evaluation data and findings disaggregated. Evaluators should also review the most recent publications by the United Nations on the seven drivers of women's economic empowerment in the context of the SDG focus on leaving no one behind.

## 3. Management roles and responsibilities

To ensure independence and fulfilment of UN evaluation standards, the Evaluation Unit of UNCDF in New York – supported by M&E colleagues in UNDP Bangladesh - is responsible for the design and management of this evaluation and will hire an independent firm (Evaluation Team) to conduct the evaluation.

**UNCDF Evaluation Unit:** In line with the organisational setup for evaluation at UNCDF, the Evaluation Unit in New York – reporting directly to the Executive Secretary of UNCDF as per UNEG norms on organisational independence of evaluation entities - is responsible for the design and management of this evaluation and for the overall quality of the evaluation report.

**Evaluation Team:** An independent firm will be hired by the Evaluation Unit to conduct the evaluation. The Evaluation Team should work closely working with the LoGIC programme team (see below). The team will be responsible for arranging all meetings and field visits, with support from the LoGIC programme team and the Evaluation Unit. The Evaluation Team is expected to organize its own travel, visas, accommodation and local transport. The Evaluation Unit will provide substantive support, including joining the Evaluation Team in the field visit and supporting the implementation of remote/virtual data collection.

The Evaluation Team is also responsible for respecting the ethical foundations for evaluation within the United Nations, including the safeguarding the rights and confidentiality of information providers, for example, and taking measures to ensure compliance with legal codes governing areas such as provisions to collect and report data. More information will be provided at the start of the inception phase.

**LoGIC Programme team:** The programme staff will provide administrative and logistical support. This will include: timely access to an extensive range of documentation for the desk review; an updated stakeholder list with contact details, including emails, telephone numbers and preferred method of access (if possible); and assistance in scheduling meetings in Bangladesh. The programme staff will also be available for initial briefing and final debriefing in Bangladesh and shall make itself available to answer questions and provide documents. The programme staff may provide office space in Bangladesh for the evaluation team to work upon request.

**UNDP Bangladesh M&E staff:** As an evaluation of a joint UNCDF-UNDP programme, UNCDF's Evaluation Unit will work in close collaboration with UNDP Bangladesh's M&E Officer who has responsibility for commissioning decentralized evaluations of projects in UNDP's Bangladesh's portfolio. Country Office staff supports the design and implementation of the evaluation and will provide guidance to the Evaluation Team as necessary.

**Advisory Panel:** The Panel will be set up and composed of representatives from the LGD, UNCDF, UNDP, as well as potentially from the EU and SIDA. The role of the Advisory Panel will be to support the Evaluation Unit in managing the evaluation by participating in the following:

- Reviewing and commenting on the inception report
- Reviewing and commenting upon the draft report
- Being available for interviews with the evaluation team

## 4. Audience and timing

The primary audience for this evaluation includes the Bangladesh Ministry of Local Government, Rural Development and Cooperatives, UNDP, UNCDF, development partners, and all concerned stakeholders including Union Parishads.

### Evaluation during a crisis: COVID-19

*Considering the COVID-19 pandemic and resultant restrictions, the proposed evaluation schedule may be subject to change. All work of the evaluation team during the field visit shall be done within the guidelines and protocols set by the local and national government of Bangladesh.*

The evaluation will have three distinct phases:

#### Phase 1 - Inception

- Kick-off meeting between the evaluation team and the Evaluation Unit to ensure clear understanding of the evaluation methodology, approach and main deliverables as per TOR;
- Adjustments to any evaluative approaches/methodologies that may be needed to implement the evaluation effectively in response to the COVID-19 restrictions in Bangladesh, including safety guidance, extended desk reviews, primary use of national consultants and virtual stakeholder meetings and interviews;
- Kick-off meetings with Advisory Panel, the LoGIC programme staff, as well as the senior management of UNDP and UNCDF, to familiarize the Evaluation Team with the programme objectives, results to date and expectations for this evaluation;
- Provision of all relevant documents;
- Stakeholder mapping and selection;
- Finalization of the evaluation methodology and tools, including the sampling strategy, the data collection strategy, and the detailed evaluation matrix
- Finalization of data collection tools (questionnaire, checklist, guidelines). The Evaluation team will be responsible for pre-test and finalization of tools and techniques for the survey. The data collection tools will be in Bengali and English language.
- Finalization of the schedule for field visit;
- Interviews by the team with national stakeholders such as key ministries and donors; initial consultations in Dhaka with Programme team, UNDP and UNCDF CO office teams, MLGRD&C, development partners (European Commission, SIDA).

#### Phase 2 - Field visit

- Considering the COVID-19 pandemic and resultant restrictions, the schedule and length of field visit may be subject to change and will follow guidelines and protocols set by the local and national government of Bangladesh. No stakeholders, consultants or UNCDF staff should be put in harm's way and safety is the key priority.
- Primary data collection, including site visits, focus groups discussions, and key informant interviews
- Security briefing with UNDP/UNCDF country office
- Debriefing sessions with the key in-country stakeholders will be organized to present emerging trends/ preliminary findings and to build ownership of the findings with programme counterparts
- The Team Leader may be asked to debrief the Advisory Panel and Evaluation Unit at the end of the field visit. This with a view to provide a sense of the evaluation team's preliminary findings ahead of the draft reporting phase.
- The evaluators are also expected to conduct interviews with key informants from HQ.

#### Phase 3 – Reporting

- Analysis and synthesis, including a technical debrief with LoGIC staff on initial findings and final questions
- Drafting of the evaluation report
- HQ debrief of the final evaluation report to UNCDF and UNDP senior management

In total, it is expected that the evaluation will take no more than a maximum of 100 person days to complete across the 3 phases of the evaluation. This should include time to complete: i) a thorough review of all relevant programme documentation during the inception phase and preparation of the methodoLoGICal approach to be followed; ii) COVID permitting, a visit to key programme sites including interviews with key country-based stakeholders, and iii) a thorough write up of the evaluation report, to include analysis and transparent aggregation of the different 'lines of evidence' collected during the preceding evaluation phases into investment and TA case studies and then a final evaluation report with relevant annexes.

The methodology – including the final sampling strategy - should be further developed by the evaluation team during the inception phase under the supervision of the Evaluation Unit. The below proposed timeframe and expected deliverables will be discussed with the evaluation team and refined during the inception phase. The final schedule of deliverables should be presented in the inception report.

The Evaluation Unit reserves the right to request revisions to the evaluation deliverables until they meet the quality standards set by the UNCDF’s Evaluation Unit for evaluation reports (please see Annex for more details).

The Evaluation Team Leader is responsible for preparing and submitting the following deliverables:

Phase	Deliverable	Tentative timeframe
Phase 1: Inception	An inception report presenting a full description of programme implementation to date as well as the final evaluation matrix, methodology, data collection toolkit and detailed work plan with timeline following a template to be provided by the Evaluation Unit.  The report must also detail any adjusted evaluative approaches/methodologies that may be needed to implement the evaluation effectively due to COVID-19.	Q1 2021
Phase 2: Field visit	-	Q2 2021
Phase 3: Reporting	<ul style="list-style-type: none"> <li>• A Draft Evaluation Report organized by evaluation sub-question, presenting evaluation findings and recommendations for the LoGIC programme, aggregated and synthesized on the basis of the results of the different data collection and analysis tools (35-45 pages).</li> <li>• Annexes with summary of findings from each of the ‘lines of evidence’ used to support the evaluation findings</li> <li>• An Executive Summary of maximum 5 pages summarizing the main findings and recommendations in English and French</li> <li>• Case studies following the template provided</li> <li>• A PPT slideshow for HQ debriefing (20 minutes’ presentation) summarizing the main findings and recommendations.</li> <li>• A Final Evaluation Report that incorporates comments received from all partners and a matrix of recommendations to be used for the Management Response and action, with recommendations for the next phase of the programme.</li> <li>• If all or part of the evaluation was carried out virtually as a result of COVID-19, the report should reflect such limitations.</li> </ul>	Q2-Q3 2021

## 5. Composition of Evaluation Team

The evaluation team should present a combination of evaluation and thematic expertise/experience with a focus on climate change adaptation (CCA) and public finance management planned, managed and overseen by local governments among vulnerable communities in developing countries.

It is requested that the proposed evaluation team be made up of the following roles:

- 1 Team Leader with at least 10 years of relevant evaluation and thematic expertise/experience
- 1-2 Team member(s) with at least 7 years of relevant evaluation and thematic expertise/experience
- National expert(s) / field investigator(s) either from Bangladesh or who possess(es) background knowledge/expertise in Bangladesh and who is (are) able to conduct surveys, FGDs and interviews in remote areas of the country in Bengali.

The evaluation team should strive for gender balance in its composition and should demonstrate experience in implementing evaluations remotely.

## 5.1. Evaluation expertise/experience

### Overall, the team should demonstrate:

- Proven experience (at least 10 years for the team leader) with designing and conducting international development evaluations that apply relevant mixed-methods evaluation approaches to a variety of different modalities in international development cooperation, involving inter-governmental organisations and their government and private sector counterparts and meet relevant international standards
- Familiarity with theory-based approaches to programme evaluation, using both quantitative and qualitative analysis of existing secondary data and primary data sources and methods such as contribution analysis, process tracing and most significant change;
- Knowledge and experience of working with or for the UN system is highly preferred.
- Proven experience in quantitative and qualitative data collection and analysis;
- Experience in conducting and supporting Key Informant Interviews, surveys and Focus Group Discussions;
- Experience in implementing evaluations remotely, including familiarity with virtual and remote data collection techniques;
- Demonstrated experience in integrating human rights and gender equality in evaluation, including proven ability to collect, present, analyse and aggregate data in conformity with relevant United Nations Evaluation Group gender norms;
- Evidence of formal evaluation and research training, including familiarity with OECD or UN norms and standards for development evaluation.

## 5.2. Thematic expertise/experience

### Overall, the team should demonstrate:

- Technical knowledge of and engagement with sub-national government and with the practice of local economic development. Examples include intergovernmental fiscal transfer systems, local government revenue systems, public financial management (PFM), infrastructure finance and investment at the sub-national level and the principles of local economic developments such as clustering, externalities, linkages and public promotion of economic activity with specific social impacts
- Experience in the fields of climate change adaptation (CCA) with a specific emphasis on local climate governance, adaptation and development planning, climate finance, and climate change mainstreaming
- Experience with working with vulnerable communities and households
- Experience in capacity development, institutional strengthening, and policy and regulatory work involving decentralization in developing countries
- Experience with performance-based grants and similar tools like budget support, ideally for climate change adaptation
- Experience in participatory budgeting for environment, climate change, natural resources
- Experience with decentralized cooperation involving non-state actors such as civil society organizations and private sector bodies
- Experience with measuring performance of public financial management systems at the local level, including investments focused on increasing climate resilience at the local level

## 6. Selection process and proposal requirements

This is one of the first evaluations to be procured using UNCDF's new Long-term Agreement (LTA) with qualified evaluation firms. Interested bidders should submit a proposal that meets the requirements below.

### Evaluation during a crisis: COVID-19

*Given the potential restrictions for travel to and/or within Bangladesh due to COVID-19, the proposal should highlight a methodology and a workplan that take into account the different possible scenarios for the conduct of the evaluation, including the use of virtual and remote interview methods, extended desk reviews, data analysis, surveys and evaluation questionnaires.*

Consistent with the principles of fairness, transparency and best value for money prescribed by the United Nations public procurement rules, UNCDF shall "call-off" the services of the LTA holders based on a process of secondary competition. Under the secondary competition, UNCDF will solicit proposals from the LTA holders, and the firm that presents the proposal that achieves the highest combined score will be awarded the call-off in the form of a Purchase Order (PO). The TOR for the call-off shall be attached to the PO.

During the secondary competition, UNCDF will send the TORs to LTA holders and provide a fixed period (two weeks maximum) to submit a technical and financial proposal. The technical proposal should include a proposed methodology for the evaluation - not more than 10 pages - as well as the names, CVs and roles of the evaluation experts proposed to conduct the evaluation. The LTA holder shall endeavor to draw from the pre-approved experts under the LTA, and that such experts shall comprise all or a majority of teams that will engage under any call-off.

UNCDF shall perform a comparative analysis and evaluate the proposals received using the 70:30 method, with 70% of scores going to the technical proposal and 30% to the financial offer. The LTA holder who achieves the highest combined score shall receive the call-off PO and perform the assignment. The comparative analysis of the technical proposal will focus on the appropriateness of the proposed methodology and team to the evaluation terms of reference. MethodoLoGICal innovation will be considered an asset.

The technical proposal shall consist of:

- A focused proposed methodology, approach and implementation plan (maximum 10 pages);
- Presentation of the proposed evaluation team, drawn from the pre-approved list of experts in the LTA. For team members sourced outside of the pre-approved list, a complete CV and justification for not sourcing from the pre-approved list shall be provided;
- As part of the technical assessment, an interview will be conducted for all proposed team members.

<b>1. Proposed Methodology, Approach and Implementation Plan</b>		<b>Points obtainable</b>
1.1	<p>Appropriateness of evaluation design to the programme being assessed. This includes but is not limited to:</p> <ul style="list-style-type: none"> <li>• Appropriateness of the overall methodoLoGICal approach to the evaluation and variety of evaluation methods and techniques/lines of evidence being proposed to answer the evaluation questions, bearing in mind the complex nature of the policy and market systems that UNCDF is seeking to influence and the presence of likely alternative drivers of these changes</li> <li>• For the LoGIC programme, the design should include a relevant approach to assessing the functioning of improved fiscal transfer systems from the international to national and local levels; changes in the performance of local authorities in overseeing investment design, procurement and management with climate adaptation in mind; as well as the performance of any contracts that local governments take up with private sector entities to deliver services at the local level.</li> </ul>	200
	<ul style="list-style-type: none"> <li>• Quality and appropriateness of the proposed evaluation matrix including proposed judgement criteria/performance indicators and how the lines of evidence will be deployed to answer the evaluation questions at different levels of the theory of change (at the level of programme execution; at the level of key organisational partners – including MSMEs - that the programme is working with; at the system level; and, if requested in the Terms of Reference, at the programme beneficiary level)</li> <li>• Quality of the data collection strategy to be applied in answering the evaluation questions, including details of the qualitative and quantitative tools that will be used in assessing existing secondary data and generating new primary data to answer the evaluation questions.</li> <li>• Appropriateness of the proposed data analysis strategy, including plans to transform the analysis and aggregation of data into evaluation findings</li> <li>• Appropriateness of the proposed approach to case study analysis that can compare and contrast the results of the different programme instruments being deployed in support of the variety of partners across the portfolio.</li> </ul>	
1.2	<ul style="list-style-type: none"> <li>• Extent to which the proposal highlights how the evaluation will apply a gender responsive lens at different stages of the evaluation cycle (inception, data collection, draft and final reports) with a view to generating findings that take into account the perspective of women, rural, and un(der)banked population segments, as well as make use of UNCDF’s Gender Economic Empowerment Framework</li> </ul>	75
1.3	<ul style="list-style-type: none"> <li>• A detailed evaluation work plan for conducting the evaluation, showing the overall time commitment for the evaluation, as well as specific activities and time allocated to each individual team member.</li> </ul>	75
<b>Total Section 1</b>		<b>350</b>

2. Management Structure and Key Personnel		Points obtainable
2.1	Responsiveness of the proposed evaluation team to the team composition set out in the Terms of Reference.	350
	<p>In the event that the LTA holder wants to propose the engagement of experts that are not in the pre-approved list of experts in the LTA, the LTA holder shall : (a) submit a complete CV that UNCDF will review; and (b) paying attention to the specific expert profiles being sought in the evaluation ToR, provide a justification as to why an expert outside of the pre-approved list is being proposed. Both documents shall be reviewed by UNCDF and shall be considered in the determination of rating of the Technical Proposal.</p> <p>The assessment of not pre-approved experts will be based on scoring grid set-out in the LTA on a pass or fail basis, as well as the responsiveness to the team composition set out in the Terms of Reference (see above). For reference, the scoring grid set-out in the Terms of Reference to the RfP sets out a series of expected attributes for each of the following categories of expert:</p> <ul style="list-style-type: none"> <li>• Project Directors and Team Leaders experienced in managing and conducting international development evaluation in relevant areas to UNCDF;</li> <li>• Technical experts with deep knowledge and expertise of UNCDF’s Areas of Work (either Local Development Finance OR Inclusive Finance experts AND MSME Investment Finance experts) in the countries in which we work as well as relevant evaluation experience;</li> <li>• Knowledge and experience of experts of gender-responsive evaluation;</li> <li>• Knowledge and experience of evaluation methodology;</li> <li>• Junior evaluation experts (enumerators, survey designers etc)</li> </ul> <p>In case where the non pre-approved proposed experts do not meet the requirements as set-out both in the LTA scoring grid and call-off terms of reference, UNCDF reserves the right to request submission of CVs that meet the both those sets of criteria</p>	
<b>Total Section 2</b>		<b>350</b>

Only firms totaling > 490 points out of 700 points during the first step of the technical evaluation will be invited to the interview.

3. Interview		Points obtainable
3.1	Clarity of presentation on the proposed methodology and evidence of clear division of labour within the team	150
3.2	Quality of responses to the questions	150
<b>Total Section 3</b>		<b>300</b>

### 6.1. Methodology

As part of the methodoLoGICal proposal for the evaluation, the following elements should be included:

- Short presentation of LoGIC’s theory of change
- An overview of the data collection toolkit to be used in answering the evaluation questions at different levels of the LoGIC results chain, including the qualitative and quantitative tools that will be used in assessing existing secondary data and generating new primary data.
- Based on the information provided above and on the programme websites, a complete Evaluation Matrix presenting the evaluation questions and sub-questions, together with possible indicators/judgement criteria, data collection tools and analysis methods that will be used to answer the evaluation questions.
- The proposal should also highlight how the evaluation will apply a gender-responsive lens with a view to generating findings that take into account the perspective of women and vulnerable groups.

### 6.2. Detailed work plan with timeline of major activities

As part of the detailed work plan and timeline of major activities, the following should be presented: A detailed evaluation work plan for conducting the evaluation, as well as specific activities and time allocated to each individual team member. In drawing up the proposed work plan, evaluation teams should be given sufficient time to complete:

- a thorough review of all relevant programme documentation during the inception phase and preparation of the methodoLoGICal approach to be followed by the evaluation team;
- country visit (minimum of 28 working days in aggregate for at least two lead experts);

- a thorough write up of the evaluation report, to include analysis and transparent aggregation of the different 'lines of evidence' collected during the preceding evaluation phases into investment and TA case studies and then a final evaluation report with relevant annexes.

In total, it is expected that the evaluation will take around 100 person days to complete across the three phases of the evaluation.

### 6.3. Overview of past examples of conducted evaluations with comparable scope, including references

As part of the technical proposal, interested firms should submit examples of past evaluations that have been completed both by the firm and the proposed evaluation team members, including references for these evaluations that can be followed up.

### 6.4. Proposed team (with full CVs)

Bidders should also present a proposed team for the evaluation to include:

- Description of team position and area of expertise (e.g. Team Leader, Climate Expert);
- Description of data collection and logistic support team for the country visit;
- All team members that will engage in country visit should also be available for the initial kick-off meeting
- Detail on team management structures and implementation, especially if some evaluators are to operate remotely, such as international experts.

## 7. Impartiality requirements

We take the opportunity here to remind potential bidders that in line with UN norms and standards for evaluation, the ability of the evaluation team to conduct an independent and impartial evaluation of the intervention being assessed is a pre-requisite. With this in mind, interested firms should ensure specifically that members of the evaluation team that are proposed have not had any previous experience of working with or supporting the programme being evaluated or have any plans to do so for the duration of the programme being implemented.

## 8. Price and schedule of payments

Evaluation during a crisis: COVID-19

*In line with the UNDP's financial regulations, when determined by the UNCDF Evaluation Unit and/or the evaluation team that a deliverable or service cannot be satisfactorily completed due to the impact of COVID-19 and limitations to the evaluation, that deliverable or service will not be paid.*

*Due to the current COVID-19 situation and its implications, a partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete to circumstances beyond his/her control.*

The technical proposal cannot include any information on costs. The financial proposal should provide a detailed costing for the scope of work and deliverables described for each of the above-mentioned evaluations. The Financial Proposal shall list all major cost components associated with the services and the detailed breakdown of such costs, including fees, travel costs, per diem, etc. All outputs and activities described in the offer must be priced separately on a one-to-one correspondence.

Any output and activities described in the offer but not priced in the Financial Proposal shall be assumed to be included in the prices of other activities or items, as well as in the final total price.

In terms of level of effort, interested firms are invited to propose a methodology that includes at least 14 days for the country visit, and an additional XX days total for the inception phase and write up stage for each consultant.

Schedule of payments:

- 25% of contract: upon submission of inception report;
- 35% of contract: upon submission of draft evaluation report;
- 40% of contract: upon approval of final evaluation report;

## Annex I: LoGIC Implementation status (as of Q2 2020)

**Output 1: Strengthened capacity of local governments, households and other local stakeholders to develop local plans that integrate CCA-DRR solutions. – Commitment: USD 1,938,871 – Disbursement: USD 1,217,449**

LoGIC set out to increase the capacity of vulnerable communities and Union Parishads for planning and financing climate change adaptation solutions in project areas, by first laying down the foundations of the intervention at the local government and community level.

At the local government level, LoGIC started by developing a Capacity Development Strategy, Modules on Climate Adaptive area specific Livelihood Options, designing training packages, revising Community Risk Assessment (CRA) guidelines and preparing the Community Resilience Fund (CRF) Operations Manual including household selection criteria. This was followed by an Annual Planning Meeting, to develop the 2020 Annual Work Plan. This included team building and the development of a common understanding on priority work of the project.

LoGIC and its partners also organized multiple Inception Workshops at the level of the Union Parishad and District, to orient participants on LoGIC goal, objectives, activities, achievements and future plan, as well as on how to engage stakeholders effectively. At the community level, Household Risk Reduction Plans (HH-RRAP) of Community Resilience Fund (CRF) beneficiaries were developed (from 147 Wards of 71 Unions, or a total of 17,000 CRF beneficiaries). The HH-RRAP were developed taking into consideration climate change impact, vulnerability and local context. Every household of project beneficiary actively participated in their development and opened an individual bank account in the Dutch-Bangla Bank.

Total 17,000 CRF beneficiaries were selected based on climate vulnerability, Digital Elevation Model (DEM), Poverty rate, housing status and employment and received a total amount of USD 4.64 million to start their climate adaptive livelihoods. The selected beneficiaries were provided training on climate adaptive livelihood options and were organised into groups (1066). The beneficiaries are implementing 22 types of climate adaptive livelihood options in group approach. Each group has developed a business plan and received training on how to conduct enterprise-based cost-benefit analysis and assess profitability. Each group has planned for one or two climate adaptive livelihood options and received training on their selected options. To promote financial inclusion LoGIC assisted the selected 17000 most vulnerable beneficiaries to open individual bank account through agent banking for providing extended banking supports to beneficiaries at the community level. Furthermore, orientation and Facilitation skills Development was held for 142 Community Mobilization Facilitators (CMF), and training on accounting and MIS software, as well as Adaptation Tracking Measuring (ATM) software were held for UP Secretary and Community Mobilization Facilitators.

Finally, staff Training on CRF and PBCRG Manuals was also organized with the objective of developing a clear understanding of the objectives and purpose including methodology on CRF and PBCRF Grant Mechanisms and build knowledge on reporting and monitoring system of the project.

**Output 2: Financing mechanism established to fund local governments and communities for implementing climate change adaptation measures. – Commitment: USD 16,082,026 – Disbursements: USD 10,399,894**

LoGIC has aimed to enhance access of Union Parishads and vulnerable households to climate funds for climate resilient infrastructures and adaptive livelihoods by providing PBCRGs and the CRF. The project developed a PBCRG Operations manual, including a Grants monitoring mechanism in the project monitoring and evaluation framework and developed a Plan for Capacity development of CSO, local institutions and vulnerable households. LoGIC hired an audit firm to conduct a performance assessment of 72 Union Parishads.

At the community level, 17,000 vulnerable households were selected as CRF recipients from 147 Wards of 71 Unions. A CRF Manual was developed, Grants disbursement and relevant compliance issues monitoring were included. At the local government level, LoGIC supported 71 Union Parishads to develop a Risk Reduction Action Plan (RRAP) to integrate

climate resilience investment plans and financing through community risk assessment, capacity building, and technical support. RRAP is a document which will be used for next five years.

A total of USD 3.22 million of PBCRG fund has been disbursed to 72 UPs for implementing the climate change adaptation (CCA) schemes to create climate resilient public goods benefitting approximately 300000 beneficiaries. The schemes were selected from the Community Risk Assessment (CRA) report followed by RRAP at Union Parishad level. The schemes were then screened through compliance with the UNDP's Social & Environmental screening and reviewed by the Project Management Unit (PMU) and endorsed by National Project Director (NPD). The schemes were selected considering the local climate change context, hazard and livelihoods of the vulnerable poor. 71 UPs were provided training on climate change adaptation, financial management including audit & accounts. Project inception workshops were organized at District and Union level to orient the participants on activities, achievement and future plan of LoGIC.

**Output 3: Experience and evidence inform and contribute to further improvements in policies and practices for UPs and national systems in relation to CCA – Commitment: USD 1,249,855 – Disbursement: USD 559,864**

To establish evidence-based advocacy for a mechanism for 'financing local resilience', LoGIC initiated a meeting with Hon'ble Minister of MoLGRD and Secretary of LGD to discuss the LoGIC project, progress. In addition, a three day long joint field mission to Patuakhali with delegates from EU, Sida, GoB, UNDP and UNCDF was conducted with the objective to present progress of the project at the Community and Household level.

LoGIC project has contributed to protection of local people in the project areas (7 Districts) from COVID-19 risks through awareness raising and behavioral changes of local people, distribution of equipment, situational analysis, and development of guidelines on community meetings.

LoGIC project conducted a light touch survey "Kemon Achen (How are you?)" to understand the consequences of the ongoing force of Covid-19 and its influence on immediate economic, social, cultural and power dimensions of people.

## Annex II: LoGIC Results Framework

**UNDAF Outcome 5.1.** By 2016, populations vulnerable to climate change and natural disaster have become more resilient to adapt with the risk.

### Joint Project Outcome

Improved and inclusive local level planning and a strengthened financing mechanism for community based climate change adaptation solutions through local governments.

Indicators	Baseline
● % of target UPs that have incorporated climate change adaptation into their development plans.	0%
● % of target UP plans that have addressed the adaptation needs and priorities of vulnerable women and girls.	0%
● % of UP that have established and are implementing the Climate Resilience Financing system	0%
● % of target UPs that are allocating other resources to implementing CCA linked schemes.	Current expenditure TBD by Baseline Survey

JP Outputs (Give corresponding indicators and baselines)	Indicative activities for each Output
<p><b>Output 1:(UNDP)</b></p> <p><b>Strengthened capacity of local governments, households and other local stakeholders to develop local plans that integrate climate change adaptation measures and disaster risk management</b></p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>● % of women, poor and marginalized people that participate in the formulation of climate risk integrated LDPs</li> <li>● % of target UPs that integrate CCA solutions into LDPs to support the most vulnerable households.</li> </ul>	<p><i>Sub-output and related activities:</i></p> <p><b>1.1Capacity enhancement plan developed and implemented</b></p> <p>1.1.1 Developing and implementing programme for vulnerable households to transfer skills, knowledge and technology for resilience building.</p> <p>1.1.2 Developing and implementing a capacity enhancement (risk informed planning and budgeting) strategy LGIs (including all standing committees).</p> <p>1.1.3 Build capacity of the CSOs, local institutions and stakeholders to design and implement accountability mechanism including social audit (based on the learnings and existing tools from UPGP &amp; UZGP project).</p> <p><b>1.2 Inclusive community based adaptation plans developed</b></p> <p>1.2.1 Conducting Participatory Risk Assessment (CRA)</p> <p>1.2.2 Sharing and prioritising actions from CRA at Ward Shava (sub-union level planning exercise required by Law).</p> <p>1.2.3 Develop Local Development Plans of LGIs incorporating climate and disaster risks.</p>
<p><b>Output 2: (UNCDF)</b></p> <p><b>Established financing mechanism to fund local governments and communities for implementing climate change adaptation measures</b></p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>● % of target vulnerable households who benefit from CCA finance</li> </ul>	<p><i>Sub-output and related activities:</i></p> <p><b>2.1 Performance based climate resilient grants (PBCRG) system is developed and implemented through LGIs</b></p> <p><b>2.1.1.</b> Determination of formula based grants allocation to UPs, weighted by climate change vulnerability performance and other parameters.</p> <p><b>Action: Development of a catalogue of climate adaptation and resilience related performance measures</b></p>

<ul style="list-style-type: none"> <li>● % of target UPs that secure funding to support CCA linked schemes based on their performance</li> <li>● % of Open Budget sessions in target UPs that discussed CCA linked expenditure</li> </ul>	<p>2.1.2 Development of a monitoring mechanism to track CCA-DRR funds flow at national and local levels, according to specific performance indicators.</p> <p><b>2.2 Performance of LGIs is assessed for compliance with mandatory requirements and superior performance</b></p> <p>2.2.1 Support to the annual performance assessment of LGIs for compliance with mandatory requirements and superior performance</p> <p>2.2.2 Transfer of Performance Based Climate Resilience Grants (PBCRGs) to qualified UPs</p> <p><b>2.3 Community resilience fund operationalised to finance community based innovative solutions for households through the CSOs and local institutions</b></p> <p>2.3.1 Develop Community Resilience Fund for LGIs and CSOs and local institutions to support vulnerable households.</p> <p>2.3.2 Disbursement, result and compliance monitoring of resilience grants for adaptive livelihoods of vulnerable households.</p> <p><b>2.4 CCA-DRR financing at local level enhanced by the active participation and scrutiny of communities and CSOs and local institutions</b></p> <p>2.4.1 Engagement of CSOs and local institutions in the oversight of LDPs on community based planning, grant utilization, and schemes' implementation to assure quality, accountability and community ownership</p> <p>2.4.2 Delivery of grants monitoring report by CSOs and local institutions.</p> <p>2.4.3. Inclusion of monitoring, reporting and verification (MRV) into PMU.</p>
<p><b>Output 3: (UNDP)</b></p> <p><b>Experience and evidence inform and contribute to further improvements in policies and practices for UPs and national systems in relation to climate change adaptation.</b></p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>● The extent to which National Adaptation Plan (NAP) and 7th Five Year Plan (7FYP) integrate financing for local adaptation</li> <li>● The extent to which local climate fiscal framework is integrated into the national Climate Fiscal Framework</li> </ul>	<p><i>Sub-output and related activities:</i></p> <p><b>3.1 Policy analysis of two/three major relevant policies.</b></p> <p>3.1.1 Review current policy provisions and develop a strong policy case for financing local level adaptation and disaster risk reduction.</p> <p>3.1.2 Publish a synthesis policy notes for senior policy makers and parliament.</p> <p><b>3.2 Policy briefs and knowledge products based on field evidence and lessons.</b></p> <p>3.2.1 Develop and publish issue based policy briefs.</p> <p>3.2.2 Develop and publish knowledge products based on field evidence and lessons.</p> <p><b>3.3 Facilitate policy discussion at various levels.</b></p> <p>3.3.1 Local level policy discussions</p> <p>3.3.2 District level policy discussions</p> <p>3.3.3 National level policy discussions.</p> <p><b>3.4 Integrate local climate fiscal framework lessons into national climate fiscal framework.</b></p> <p>3.4.1 Establish partnership amongst Finance Division, Planning Commission, Local Government Division, Ministry of Environment and Forest, and Ministry of Disaster Management and Relief</p> <p>3.4.2 Policy discussion with Finance Division for inclusion of LCFF into CFF.</p>

## Annex III: LoGIC intervention areas and minimum FGD/KII requirements

The number of FGDs and KIIs mentioned in the table below is a minimum requirement. It may increase depending on proposed sample size and coverage of data collection. It is strongly recommended that sufficient sample size should be kept to ensure representativeness of data collected from the field. The bidder is expected to propose a comprehensive strategy on this, including number of FGDs and KIIs to be conducted which will be finalized during the inception phase.

District	Upazila	Union	Number of Beneficiaries	FGD (at minimum)	KII (at minimum)	Remarks
Kurigram	Char Rajibpur	Char Rajibpur	200	6 FGDs (2 FGDs x 3 UPs of 3 Upazilas)	7 KIIs (1 DDLG, 3 UNOs, 3 UP Chairs)	Flood prone area
		Kodailkati	200			
		Mohanganj	131			
	Roumari	Roumari	259			
		Bandabeer	398			
		Dantbhanga	230			
		Saulmari	210			
	Chilmari	Ashtamir Char	288			
		Raniganj	200			
Thanahat		200				
Sunamganj	Tahirpur	Dakshin Sreepur	208	6 FGDs (2 FGDs x 3 UPs of 3 Upazilas)	7 KIIs (1 DDLG, 3 UNOs, 3 UP Chairs)	Haor (extreme rain) area
		Dakshin Baradal	278			
		Uttar Sreepur	387			
		Balijhuri	208			
	Dirai	Bhati Para	236			
		Charnar Char	208			
		Derai Sarmangal	208			
		Rafinagar	204			
	Salla	Atgaon	210			
		Bahara	210			
		Habibpur	208			
		Sulla	210			
Khulna	Koirā	Dakshin Bedkashi	436	10 FGDs (2 FGDs x 5 UPs of 5 Upazilas)	11 KIIs (1 DDLG, 5 UNOs, 5 UP Chairs)	South west coastal area
		Koyra	282			
		Maheshwaripur	253			
		Uttar Bedkashi	365			
		Maharajpur	493			
	Dacop	Banisanta	246			
		Pankhali	261			
		Kamarkhola	290			
		Sutarkhali	400			
		Tildanga	116			

District	Upazila	Union	Number of Beneficiaries	FGD (at minimum)	KII (at minimum)	Remarks
Bagerhat	Mongla	Chandpi	323	10 FGDs (2 FGDs x 5 UPs of 5 Upazilas)	11 KIIs (1 DDLG, 5 UNOs, 5 UP Chairs)	South west coastal area
		Sundarban	240			
		Suniltala	190			
		Mithakhali	292			
	Sharonkhola	Dhansagar	270			
		Khontakata	242			
		Royenda	290			
		SouthKhali	367			
	Morelganj	Baraikhali	290			
		Jiudhara	141			
Morrelganj		138				
Nishan Baria		295				
Barguna	Pathorghata	Kakchira	145	16 FGDs (2 FGDs x 8 UPs of 8 Upazilas)	17 KIIs (1 DDLG, 8 UNOs, 8 UP Chairs)	Central coastal area
		Kathaltoli	355			
		Nachna Para	360			
		Raihanpur	225			
	Sadar	Badarkhali	88			
		Burirchar	225			
		Dholua	202			
		Naltona	64			
	Taltoli	Barabagi	215			
		Nishanbaria	210			
		Sonakata	210			
		Pancha Karalia	47			
Patuakhali	Rangabali	Rangabali	399	16 FGDs (2 FGDs x 8 UPs of 8 Upazilas)	17 KIIs (1 DDLG, 8 UNOs, 8 UP Chairs)	Central coastal area
		Chhota Baisdia	227			
		Char Montaz	278			
		Moudubi	302			
	Dashmina	Char Borhan	86			
		Ranagopaldi	210			
Bhola	Sadar	Dhania	235	38 FGDs	42 KIIs	
		Kachia	130			
		Rajapur	303			
		Dakkhin Dighaldi	223			
	Doulatkhan	Uttar Joynagar	198			
		Char Khalifa	220			
		Saidpur	89			
		Dakkhin Joynagar	39			
	Borhanuddin	Bara Manika	404			
			<b>72 Unions</b>			





**Local Government Division (LGD)**  
Ministry of Local Government, Rural Development & Cooperatives  
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