

Bangladesh

Coastal Climate Resilient Infrastructure Project Project Completion Report

Main report and appendices

Document Date: 17/02/2020
Project No. 1100001647
Report No. 5316-BD
Loan ID 2000000060

Asia and the Pacific Division
Programme Management Department

This document will be publicly disclosed unless there is written dissent on its disclosure by the Borrower at the time of this document submission to IFAD or no later than the project closing date.

Map of the Project Area

No map available

Please contact gis_team@ifad.org or request a map at:

<https://xdesk.ifad.org/sites/opr/Pages/Map request form.aspx>

Weights and measures

1 Kilogram	=	1000 g
1 000 kg	=	2.204 lb.
1 kilometre (km)	=	0.62 mile
1 metre	=	1.09 yards
1 square metre	=	10.76 square feet
1 acre	=	0.405 hectare
1 hectare	=	2.47 acres

Abbreviations and Acronyms

ADB	Asian Development Bank
AA	Assistant Accountant
AE	Assistant Engineer
BC	Bitumen carpeted
BDT	Bangladesh Taka
BRS	Bank Reconciliation Statements
BUET	Bangladesh University of Engineering and Technology
CCP	Community Collection Point
CRCD	Climate Resilient Community Development Project
CDSP	Char Development and Settlement Project
Char	Newly accreted land
DA	District Accountant
EIRR	Economic Internal Rate of Return
FAR	Fixed Assets Register
FMO	Field Monitoring Officer
FMS	Financial Management Specialist
GDP	Gross Domestic Product
Ghat	A Bangla word of boat landing boat platform
GoB	Government of Bangladesh
Haat	A Bangladesh word for a rural market or bazaar, which assembles everyday with small number of buyers/sellers but meets twice a week in a large-scale where buyers/sellers from wider areas converge to do business
HILIP	Hoar Infrastructure and Livelihood Improvement Project
IFAD	International Fund for Agricultural Development
IGA	Income generating activitie
IAS	Internal Audit Section
KM	Knowledge Management
KUET	Khulna University of Engineering and Technology
LCS	Labour Contracting Society
LGD	Local Government Division (of MLGRD&C)
LGED	Local Government Engineering Department
M&E	Monitoring and Evaluation
MIDPCR	Market Infrastructure Development Project in Charland Regions (IFAD)
MLGRD&C	Ministry of Local Government Rural Development and Cooperatives
MMC	Market Management Committee
MOF	Ministry of Finance
MTR	Mid-Term Review
NATP	National Agricultural Technology Project (World Bank – IFAD)
PCR	Project Completion Review
PD	Project Director
PAM	Project Administration Manual
PKSF	Palli Karma-Sahayak Foundation, Government established apex funding agency for MFIs/NGOs
PMO	Project Management Office
PSC	Project Steering Committee
RCC	Reinforced cement concrete (e.g. road)
RIMS	Results and Impact Management System
SAE	Sub-Assistant Engineer
SOE	Summary of Expenditure
SIMES	Monitoring and Evaluation System
TA	Technical Assistance
UE	Upazila Engineer
UNO	Upazila Nirbahi (Executive) Officer
UP	Union Parishad
Upazila Sub-district	
WFP	United Nations World Food Programme
XEN	Executive Engineer (of LGED)

Project at a glance

Region Asia and the Pacific Division	Project at Risk Status Not at risk
Country Bangladesh	Environmental and Social Category B
Project Name Coastal Climate Resilient Infrastructure Project	Climate Risk Classification not available yet
Project ID 1100001647	
Project Sector Rural Development	
CPM Omer Zafar	
Project Area not available yet	

Key Dates

IFAD Approval	Signing	Entry into Force	Mid-Term Review	Original Completion	Actual Completion
10/04/2013	28/06/2013	28/06/2013	15/07/2017	30/06/2019	30/06/2019
		Original Financial Closure	Actual Financial Closure		
		31/03/2020	not available yet		
Date of Last SIS Mission	Number of SIS Missions	Number of extensions	Effectiveness lag		
22/05/2019	5	0	2 months		

IFAD Financing as at the time of PCR submission

Additional Financing Loan	XDR Million	14.3 Million	% disbursed	100.0
Grant	XDR Million	660 Thousand	% disbursed	85.8
Loan	XDR Million	26.1 Million	% disbursed	99.9

Actual Costs and Financing (USD '000) as at the time of PCR submission

Component	IFAD	Cofinancing	Beneficiaries	GOVT	Total
	Actual	Actual	Actual	Actual	Actual
Project Management	0	0	0	0	0
Enhanced Climate Change Adaptation Capacity	0	0	0	0	0
Improved Market Services	0	0	0	0	0
Improved Road Connectivity	0	0	0	0	0
Total	0	0	0	0	0
Remarks					

Outreach

Direct Beneficiaries

Number of HH members	Number of persons receiving services
Estimated total: 5 764 285	Total: 5 764 334
	Males: 3 036 326
	Females: 2 728 008
Indirect Beneficiaries	
Total:	

Project Objectives

Climate change

The project goal is to achieve improved livelihoods (higher incomes and food security) for poor households (women and men) in selected upazilas of 12 coastal districts. The development objective is to achieve enhanced climate resilience of coastal road and market infrastructure and people in selected upazilas of 12 project districts.

Country Partners

Executing Institution	Local Government Engineering Department
Implementing Institutions	not available yet

Project Completion Ratings Matrix

COUNTRY: Bangladesh	
PROJECT NAME: Coastal Climate Resilient Infrastructure Project	
PROJECT ID: 1100001647	
BOARD APPROVAL DATE: 10/04/2013	
ENTRY INTO FORCE: 28/06/2013	
PROJECT COMPLETION DATE: 30/06/2019	
LOAN CLOSING DATE: 31/03/2020	
IFAD LOAN AND GRANT (USD MILLION): \$60,011,411	
TOTAL PROJECT FINANCING: \$150,053,320	
IMPLEMENTING AGENCY: not available yet	
Criterion	PCR Rating
Project performance	
- Relevance	5
- Effectiveness	5
- Efficiency	5
- Sustainability	5
Rural poverty impact	4
- Households' incomes and assets	5
- Human and social capital	4
- Food security	5
- Agricultural productivity	4
- Institutions and policies	5
Additional evaluation criteria	
- Gender equality and women's empowerment	5
- Innovation	5
- Scaling up	5
- Environment and natural resource management	5
- Adaptation to climate change	5
- Targeting and outreach	5
- Access to markets	5
Partners performance	
- IFAD's performance	5
- Government performance	5
Overall project achievement	5

Executive Summary

Introduction. The IFAD Project Completion Review (PCR) mission^[1] for the CCRIP was conducted during 17 - 30 September 2019 in Bangladesh. The main objectives of the mission are to: (i) assess the readiness for its completion and support where issues and gaps raised, (ii) validate the PMO project completion report in line with IFAD requirements, (iii) assess the project's progress towards achieving its objectives, (iv) follow up previous supervision and implementation support missions' recommendations where relevant, (v) review the project's performance in terms of relevance, effectiveness and efficiency, and (vi) generate lessons in order to make recommendations to enhance both project impacts and sustainability. The mission review exercise was undertaken on the basis of project documents and reports, M&E data and draft Project Completion Report produced by the PMO, with extensive consultations with PMO, implementing partners and stakeholders at district, upazila and village levels during its field visits in the districts of Barisal, Barguna, Pirojpur, Madaripur, Gopalganj, Satkhira and Bagerhat during 21 – 25 September 2019. A debriefing was held on 29 September 2019 with LGED Chief Engineer Md. Khalilur Rahman, other LGED senior managers and PMO; A wrap-up meeting was conducted on 30 September 2019 in Dhaka to highlight the mission's observations and recommendations.

The relevance is rated satisfactory (5) in view of the consistency of initial design with the needs of the target groups, IFAD and government policies, priorities of national rural development and poverty alleviation. Project investments and interventions were appropriate and the design remains relevant until project completion. The project would have enjoyed a higher leverage from the productive assets built, if direct investments and support were designed to support beneficiaries IGAs.

The project design was very well aligned with the government's sixth five-year plan and reflects the related development priorities, such as: rural roads and markets, need of creating employment opportunities for rural poor and women in agriculture and livestock. In the context of poverty alleviation and rural development, CCRIP was designed to contribute to the development of agriculture by building climate resilient infrastructure, improving access to local and "outside" markets, reducing production costs, and dealing with inconveniences related to communication. The project goal and objective referred directly to the overarching goal of the IFAD Strategic Framework 2011 – 2015 aligning its investments with the latter's strategic objectives related to increasing rural people's productive capacities in a sustainable and resilient manner, increasing and improving their engagement in markets, and strengthening the environmental sustainability and climate resilience of their economic activities. It fully responded to the COSOP 2012 – 2018's three Strategic Objectives of (1) Livelihoods of poor people in vulnerable areas are better adapted to climate change, (2) Small producers and entrepreneurs benefit from improved value chains and greater market access by developing rural roads and market infrastructure and (3) Marginalized groups, including poor rural women, are economically and socially empowered. The CCRIP design directly responded to the national poverty reduction strategy and evolved priorities of rural economic development by investing in key areas of productive assets of roads and markets, and climate resilient capacities. All the technical components were designed as direct responses or mitigation measures to the risks associated with the livelihoods of rural population in the project area. No significant change was made to the design. Some technical adaptations took place along with the implementation environment and circumstances, and they all seem to be justifiable and there is no evidence of negative effect. Otherwise the project may have experienced a better leverage if direct investments were made in support of on-farm and off-farm IGAs in such rural area, where agriculture remains the primary livelihood means of the rural smallholders.

Overall effectiveness was rated satisfactory (5). Output targets set in logframe were mostly achieved in accordance with targets set at the detail design, with minor adjustments in line with government DPP approvals. Climate change adaptation measures were applied where relevant. Special features were introduced as measures of climate-resilient construction for civil work under all the technical components, where current and future climate changes were taken into consideration, such as increase of monsoon rainfall and sea level rise scenarios. For example, construction of roads, and markets were designed and constructed for longer life and to be resilient for about 20 years. Following the climate resilient features, the level of construction sites is raised by 0.8 m from the highest flood levels (FHL) if the project site is not protected by polders, and 0.6m higher if inside the polders. Similarly, drainage and roads slopes protections were designed and built to cope with extra rainfall and erosion caused by extreme weathers.

Household income and assets is rated moderately satisfactory (4) While improvements were observable and an income increase of 11% per capita was reported as well as an increase of durable assets of 5%, this is still below the logframe indicator of 50%

Human and social capital is rated moderately satisfactory (4) the project provided observable increased human and social capitalization among the LCS members and especially the female ones. In addition, the project supported human and social capital development through the rural radio initiative.

Food security is rated satisfactory (5) The project increased food security with 13%. In addition, it had significant impact on other dimensions related to food security. For example, CCRIP increases the availability of food in markets places and access to food by construction 335 km of roads.

Agricultural productivity is rated moderately satisfactory (4). Although the project did not directly support agricultural productivity, projects road and market activities should logically lead to some increase in agricultural productivity or projection in the project area. For example, further to Impact and outcome surveys, the project increased the likelihood of

growing high-value crops by 8%.

Institutions and policies is rated satisfactory (5) LGED as implementing agency is a long-time partner of IFAD in the country and it has proven record of successful implementation of IFAD-government assisted projects. CCRIP strengthened LGEDs practices on by introducing the so-called “forced saving methodology”, assuring that LCS group members received insurance and introducing the GALS method. In addition, the project developed a manual on climate resilient practices that is currently being used by other projects including the IFAD funded project PROVATI³. Finally, the project trained and supported Market Management Committees

Access to markets is rated satisfactory (5) The project increased the target groups’ physical access to markets, and their access to market prices and information. In total, the project constructed 178 markets and 335 KM of roads serving 3.5 million people. Farmers have improved their bargaining power over traders thanks to the proximity improved and better storage capacity improved along the markets established ore rehabilitated.

Gender equality and women’s empowerment is rated satisfactory (5) The project made a significant contribution to addressing gender needs through mainstreaming of the poor women through the platform of LCS and the WMS, where promotionally inclusive and exclusive targeting were respectively applied to ensure the majority part of the women participation. In addition, in the later stages of implementation, the project introduced the Gender Action Learning System to address gender imbalances in the household.

Adaptation to climate change is rated satisfactory (5) The project implemented the expected measures of climate change adaption and introduced practical solutions in strengthening the local communities’ resilience against the climate-related shocks in all the infrastructure projects such as roads, markets and cyclone shelters.

Environment and natural resource management is rated moderately satisfactory (4) as the environment has been better protected in the project area. The pressure on natural resource base should be reduced thanks to application of climate-change adaptation measures introduced by the project in all the infrastructure projects implemented.

Targeting and outreach is rated satisfactory (5), as the project has effectively reached out to the intended target groups of rural men and women living in the poor and disadvantaged upazilas and districts. The selection of project area was compliant with the geographic targeting strategy; the participating beneficiaries were of majority belonging to the poor households at project start, and women majority participation was ensured in activities where applicable.

Innovation is rated satisfactory (5) in view of the innovative feature of linking roads and markets as enhanced productive assets for the communities, and LCS and WMS as targeting and mainstreaming instruments, and action-research in immediate response to climate change challenges in the project area.

Scaling up is rated satisfactory (5) given the good practices scaled up from other projects such as MIDPCR, the CCRIP-generated good practices scaled up in PROVATI, and the likelihood of continuity for more scaling up in the future.

Efficiency is rated satisfactory (5) in view of several factors such as high disbursement rate, appreciable cost efficiency and high leverage of IFAD funding, effective unit cost of almost all the activities, efficient implementation of AWPBs, good coordination of fund utilization of all financiers, sound management structure and timely operational coordination. The KM system generated a number of good practices and lessons learnt for both the IFAD Country Programme in Bangladesh and development projects in the country. The M&E system was functional in monitoring but missing some connections between project start and completion in evaluation of some impact areas. The financial management and procurement were compliant with IFAD guidelines and government regulations. . The economic analysis yields an Economic IRR of 35% and the economic net present value of BDT 11,346 million for a period of 20 years under a discount rate of 10% in the base case. The EIRR of the design of CCRIP was estimated at 17%. The difference in the EIRR indicates that the project was able to achieve more economic return than the design expectations. These two indicators confirm that the CCRIP was efficient in investing the IFAD financial resources in the economy of Bangladesh through CCRIP.

IFAD’s performance is rated satisfactory (5). Consistent IFAD performance with committed support. In line with its COSOP 2012 - 2018, IFAD responded promptly to the request of the government to prepare the design. Guidance from Head Quarters (HQ), regarding financial management and fiduciary aspects was adequate and useful. IFAD was flexible and responsive to the evolving implementation context and provided implementation support in combination with technical staff from HQ participating in the annual supervision missions, and technical guidance from its country team led by its ICO in Dhaka. Actions and follow-ups on withdrawal applications were within reasonable time limit. The CCRIP witnessed changes of several IFAD CPMs in the country during its implementation and IFAD guidance and support to CCRIP remained consistent.

Government performance is rated satisfactory (5). The Government has continued to be supportive of the unique approach of CCRIP. The Government provided the counterpart matching funds timely and the LGED under the Ministry of Local Government Rural Development & Cooperatives (MLGRD&C) approved annual work plans and budget (AWPB), organized and the project steering committee meetings and chaired wrap-up meetings of supervision missions. At operational level, LGED district and upazila offices in the project area ensured the execution of project interventions and the high physical and financial achievements of CCRIP can be seen as a good indication of their effectiveness and efficiency.

Sustainability is rated satisfactory (5). The continuation of most project benefits is most likely ensured beyond project completion as the majority relate to infrastructure projects that were under the institutional mandate of the implementing agency – LGED. There is full ownership of beneficiaries on project interventions and their post-project maintenance, especially regarding the roads and markets at union and village levels. MMC have been established and operational, with maintenance budgets allocated from the public budgets and toll collection incomes where relevant.

Key features of knowledge generated and good practices The CCRIP implementation generated a number of good practices that are worthy being replicated and scaled up in ongoing or future IFAD-assisted projects in the country, and for the consideration of other donor and government programming where relevant. Following are a few examples:

- *Gender focus through GALS* changed cultural practices on roles and responsibilities and would be better introduced early in the Project, e.g. at the time of forming the LCSs. In many places in Africa GALS was also taken to the next level, that is village visioning;
- *Adequate site selection* is key for the impact of project interventions;
- *Parallel co-financing structure* allows for cost-efficiency and sharing of human resources;
- *Field Monitoring Officers* besides regular LGED staff smoothened the implementation of project activities;
- *Mainstreaming women into LCS* and have them construct their own market is a good practice to assure that women have start-up capital for their business and full ownership of their practice.

Lessons learnt for considerations of improvement in future endeavors can be summarized as follows:

- *Baseline to be conducted prior to implementation;*
- *Linking start-up rural MSEs with business support services and resources* such as in savings and credit services, business development service providers;
- *Aligning end line survey with baseline* in accordance with expected outcomes and impacts;
- *Linkages with other relevant IFAD co-financed projects in country or partners* such as agricultural extension, financial services and business development support

Key recommendations are highlighted as follows:

- *Direct investments in IGAs and agribusiness to leverage impact* on income and agricultural productivity from road and market connectivity. This can be outsourced to mandated institutions or qualified service providers;
- *Inter-agency coordination for multi or cross-sector interventions* should be considered in future project designs in the country. IFAD-assisted projects in Bangladesh have demonstrated sound institutional performance by different participating agencies such as LGED, PKSf. As challenges and opportunities have evolved to a critical point in rural economic development and poverty alleviation, combined and mutually leveraged interventions will help further optimize the investment outcomes and impacts on the basis of core competences from different performing agencies;
- *Poverty-sensitive M&E and linkage* between baseline, and endline on expected outcomes and impacts should be ensured while conducting related surveys. This would allow trend analysis to help observe the movements of livelihood improvements of target groups. Project management and related agencies including IFAD, the Government should have better quality control on ToRs and outcomes of these important surveys.
- *WMS to be systematically promoted at institutional policy level.* LGED should consider that all future market structures should include a Women's Market Section given its recognized success and values in local socio-economic development;
- *Successful LCS should be certified by LGED* to promote their future work opportunities with local contractors

In view of the above, the mission is recommending a **satisfactory rating (5)** for the overall project achievement. Note those observations and assessments are preliminarily and more details will be presented in the final PCR report under drafting.

[1] Mission composition: Ms. Christa Ketting, IFAD Programme Analyst, Ms. Louise McDonald, IFAD Country Director (Bhutan) and Gender and Targeting Specialist, Mr. Anura Herath, Economist, Mr. Abul Bashir, Infrastructure Specialist, and Mr. Peter Situ, Team Leader.

A. Introduction

1. The “Coastal Climate Resilient Infrastructure Project (CCRIP)” was approved by IFAD Executive Board on 10 April 2013 and it became effective on 28 June 2013. The Project’s implementation took place with its official inception workshop held in April 2014, its mid-term review in July 2017, and its last supervision before the completion during 30 May – 10 June 2018. The CCRIP achieved its goal and objectives by significantly contributing to the improved livelihoods of the poor households in the project districts through enhanced climate resilience of coastal road and market infrastructures and people living in the 12 selected districts of project area in Southwest Bangladesh.
2. **Design rationale responsive to development challenges** Bangladesh was one of the most densely populated countries in the world at CCRIP design time. Rural poverty was a pervasive problem in Bangladesh, endowed with

limited land and other natural resources and with high population density. About 80% of the population was living in rural areas and mainly engaging in agriculture and related non-farm activities. While the national headcount rates of poverty showed a declining trend since 2000, rural poverty alleviation continued to face the chronic challenges of lack of productive land, cropping dominated by rice, frequent natural disasters including floods and river erosion, negligible non-farm employment, and poor infrastructure. Bangladesh is also one of the countries that has been the most affected by climate change. The poor men and women were the most vulnerable, especially along the 700 kilometers of coast. Severe flooding during the monsoon season causes regularly serious damage to crops and properties, with severe adverse impact on rural livelihoods. Climate change is expected to increase the severity and frequency of cyclones and floods which will likely cause more widespread destruction of land, roads, houses and other assets.

3. It was in such context that the IFAD's Country Programme in Bangladesh continued to align its strategies to the needs and priorities for the country's rural poverty reduction, The CCRIP design was part of the project pipeline under the COSOP 2012 – 2018 for Bangladesh and it was part of the IFAD Country Programme's continued efforts in investing in the rural people and playing its catalytic roles in priority areas where IFAD has showed its comparative advantages, such as in innovations in pro-poor infrastructure development, increased access to markets, and action research, increased access to common property resources for the rural poor, increased availability of production and market opportunities for smallholder farmers, and increased access to economic opportunities for women.
4. **Implementation context** evolved since CCRIP started. The proportion of the population living under USD1.25 a day fell from 49 percent to 24.8 percent between 2000 and 2015^[1], effectively lifting millions of people out of poverty during the period. However, poverty in rural areas remains around 36^[2] percent and has not declined as fast as in urban areas. Additionally, the proportion of people living in extreme poverty in rural areas is still three times higher than in urban areas. Given that the agriculture sector remains fundamentally important to the country's prosperity and it utilises three-quarters of the scarce land space of Bangladesh and supports the livelihoods of the majority of the population, it is passing through some immediate challenges in promoting sustainable development. The challenges include continuing to increase production and achieve recognizable quality standards despite loss of land to other uses and climate change. According to a 2016 world risk report by the United Nations University, Institute for Environment and Human Security (UNU-EHS), Bangladesh is ranked fifth in the disaster risk among the world. The poor are hit hardest because they live at greater density in the most poorly constructed housing in settlements on lands prone to hazards.
5. **Enabled policy environment.** The implementation of CCRIP benefited an enabled policy environment, as the Government specified its objectives of *Vision 2021* as to transform Bangladesh into a middle-income country by 2021, eliminate food deficiency and attain self-sufficiency in food production; and the *Seventh Five Year Plan (2016-2020)* focuses on: (1) economic growth and poverty reduction; (2) inclusiveness; and (3) sustainable development resilient to climate change and natural disasters. Within this plan, the government set ambitious targets for poverty reduction (to 18.6 percent) and reduction of extreme poverty (to 8.9 percent of the population). CCRIP supports the Bangladeshi national strategy for rural development, infrastructure improvement, and socio-economic development which seeks to "increase economic opportunities for the rural poor through participatory improvement of sustainable rural infrastructure, social and gender development and improved local governance in the project area by targeting poor areas."
6. **The IFAD Project Completion Review (PCR)** mission for the CCRIP was conducted during 17 - 30 September 2019 in Bangladesh. The main objectives of the mission are to: (i) assess the readiness for its completion and support where issues and gaps raised, (ii) validate the PMO-drafted project completion report (PCR) ^[3] in line with IFAD requirements, (iii) assess the project's progress towards achieving its objectives, (iv) follow up previous supervision and implementation support missions' recommendations where relevant, (v) review the project's performance in terms of relevance, effectiveness and efficiency, and (vi) generate lessons in order to make recommendations to enhance both project impact and sustainability. The mission review exercise was undertaken on the basis of project documents and reports, M&E data and draft Project Completion Report produced by the PMO, with extensive consultations with PMO, implementing partners and stakeholders at district, upazila and village levels during its field visits in the districts of Barisal, Barguna, Pirojpur, Madaripur, Gopalganj, Sathkhira and Bagerhat during 21 – 25 September 2019. A debriefing took place on 29 September 2019 with the senior management of LGED and the PMO; a wrap-up meeting was conducted on 30 September 2019 in Dhaka to highlight the mission's observations and recommendations.

1. ^[1] Millennium Development Goals: Bangladesh Progress Report 2015
2. ^[2] <http://www.ruralpovertyportal.org/web/rural-poverty-portal/country/home/tags/bangladesh>
3. ^[3] The PMO reported the drafting of its PCR underway; the mission did not receive such report during its dates in the country.

B. Project Description

B.1. Project context

1. **Project area.** The project is located in Southwestern Bangladesh, covering 32 upazilas in 12 coastal districts (Satkhira, Khulna, Bagerhat, Gopalganj, Madaripur, Shariatpur, Pirojpur, Jhalkati, Barisal, Bhola, Borguna, and Patuakhali), which were selected by using the primary criteria and weighting scores of rural poverty, population density, vulnerability to climate changes and subsequent disasters, remoteness, level of deficiency in road connectivity and market accessibility.
2. **Acute rural poverty in Southwestern Bangladesh** The South-Western districts of Bangladesh are poor due to poor connectivity, predominance of small-scale agriculture as the main source of income, absence of industries and related job opportunities, limited availability foreign remittance as compared to the Eastern part of the country, adverse effects of natural disasters, especially in coastal Upazilas. The project design indicated that the incidence of poverty measured by head count rate (HCR) showed that the Barisal division was a lot poorer than the national average: 26.7% of people in Barisal division were below the lower poverty line (and considered extreme poor) compared to a national average of 17.6%. The Khulna and Dhaka divisions were slightly better off except for three project districts in the Dhaka division – Gopalganj, Madaripur and Shariatpur. The Barisal region was one of the poorest regions in the country where 25% of population were living at the lowest wealth quintile. Female-headed households were also high in the area.
3. **Vulnerability to Climate change.** Bangladesh is one of the most vulnerable countries to climate variability and change because of its geographical location, low deltaic floodplain and hydro-meteorological influence or erratic monsoon rainfall and other extreme climate events. Climate change threatens the significant achievements made by Bangladesh in the last two decades in raising incomes and reducing poverty. By 2050, climate change impact could make an additional 14% of the country extremely vulnerable to flooding and dislocate more than 35 million people in the coastal districts. The climate change impact will aggravate the infrastructure vulnerability as a result of sea level rise, increased wet season rainfall; increased annual temperatures and increased frequency of severe cyclones. The culmination of these impacts will be a rapid deterioration of rural infrastructure. A common understanding is that with increased water level and frequency of cyclones, infrastructures such as roads and market facilities need to be strengthened and raised for physical protection and reduction of number of days of inundation for the sake of enhanced longevity and better sustainability.
4. **Challenges and opportunities in agriculture.** During the development of the COSOP 2012, IFAD's portfolio review in preparation of its COSOP 2012-2018 indicated that IFAD target groups in the country depend directly or indirectly on agriculture for supporting their livelihoods; they are producers and consumers at the same time. As such, the development of agriculture benefits all categories of rural population in the form of higher income and productivity, and improved livelihood opportunities. Typically, rural smallholders and especially the poor and women suffer from three sets of constraints that inhibit the development of their livelihoods: a) poor transport and market infrastructure that limits access to larger markets, increases cost of production because of higher input and transportation costs, and lowers commodity prices due to remoteness; b) limited access to demand driven support such as financial services, appropriate technology and inputs, and knowledge and technical support services; and c) vulnerability to the effects of climate change.
5. Ongoing and completed IFAD-assisted projects in Bangladesh have showed significant leverage effects of productive infrastructures. Typically, the combination of roads and markets well planned and executed result in lower production and marketing costs, increased sales margins, and better access to support services, technologies and opportunities, leading to increased income and improved food security at household level.

B.2. Project objectives

1. **Project framework.** CCRIP's goal is to improve the livelihoods of poor households (women and men) through increased incomes and improved food security; its objective aims at enhanced climate resilience of coastal road and market infrastructures and people in the selected Upazilas of 12 project districts in Southwestern Bangladesh. The project also aims to empower women by providing employment and training through labour contracting societies.
2. **Issues intended to address at design.** The project intended to address acute rural poverty in Southwestern Bangladesh by reducing adverse impact of climate change by building resilient and adaptive infrastructure and improving access to market to enhance livelihoods. The project also aimed to pilot and demonstrate ways to mainstream climate resilience in rural infrastructure as part of the efforts to reduce the rural vulnerability to the negative impacts of climate changes.
3. **Innovative features.** The design foresees some innovative features such as: (i) development of bio-digester based garbage management in two markets, (ii) research on climate resilient slope protection, and (iii) introduction of quality test protocols for road and market constructions; and (iv) rural radio for mass information on agricultural, markets, cultural and social topics as well as project related information.
4. **No critical modification** was made to the initial design and the rationale of focusing on climate-proofing of rural infrastructure remained coherent during implementation.

B.3. Implementation modalities

1. The project was designed for a six-year period of implementation from 2013 to 2019. CCRIP's cost totals USD 150 million, co-financed by IFAD, ADB, KfW and GoB. IFAD provided two loans of highly concessional terms totaling USD 59 million and a USD 1 million grant, ADB a loan of USD 50 million and KfW a grant of USD 8.8 million, and

GoB matching fund equivalent to USD 31.2 million. CCRIP consists of four components, namely: (i) Improved Road Connectivity, (ii) Improved Market Services, (iii) Enhanced Climate Change Adaptation Capacity, and (iv) Project Management.

2. The executing agency is the Local Government Engineering Department (LGED) in the Local Government Division of the Ministry of Local Government, Rural Development, and Cooperatives with project steering committee set up to provide policy guidance for project implementation^[1], and a PMO established at the LGED headquarters in Dhaka, which is responsible for the project operational management, coordinating the implementation through its structure of three Regional Project Offices (RPOs) located in Khulna, Madaripur, and Barisal district headquarters, and district and upazila LGED offices .
3. The implementation modalities were designed to follow the successful approach inherited from IFAD-GoB/LGED projects. Typically, the Upazila roads, growth centres, large markets and cyclone shelters funded by ADB/KfW were built by contractors selected through competitive bidding process. The construction of union/village roads and community (village) markets funded by IFAD, were implemented by contractors recruited by LGED/XEN office in each project district following routine LGED contracting procedures, except block roads, which were built by LCS groups including the road-side plantation. All community (village) markets except the Type I of Special markets were constructed by LCS composed mostly of poor women recruited and trained by the project under the guidelines developed by MIDPCR regarding the formation, training, management and assistance from LGED, and profit sharing in LCS groups. Market Management Committee (MMC) were formed according to GoB rules and regulations.
4. ^[1] The secretary of the Local Government Division chairs the committee, which includes representatives from the Local Government Division; LGED; Roads and Highways Department; Planning Commission and Implementation, Monitoring, and Evaluation Division of the Ministry of Planning; Economic Relations Division and Finance Division of the Ministry of Finance.

B.4. Target groups

1. **The target groups.** In line with the IFAD targeting strategy and the COSOP 2012 – 2018 aimed target groups, CCRIP targets the population who live in extreme poverty and in moderate poverty. The target groups comprise the population in the catchment areas of project markets and user of roads, in particular, small and marginal farmers, small traders and micro-entrepreneurs, landless people and poor women. The PDR estimated that 3.5 million people will benefit from the project. Direct beneficiaries included 5,000 people contracted to LCS (of which at least 80% as very poor women, with priority for women-headed households); 162,400 traders in the markets under the project; 52,600 transport owners; and 235,000 households living in the areas of influence of roads/markets. The economy and livelihoods in the selected Upazilas was predominantly dependent on agriculture and agricultural labour at design time.
2. **Geographic targeting.** The Upazila selection process was adapted to help ensure the inclusion of very poor and vulnerable Upazilas to allow that most of the project benefits reach the poor (geographical targeting). The second level of targeting has focus on rural markets and connecting roads in the least developed villages/unions within each Upazila, especially rural markets from char, low-lying and disaster prone (floods/tidal surge) and infrastructure poor villages. LGED carried out a Upazila level survey before the final design mission in order to help identify markets and connecting roads in remote unions/villages within the selected Upazilas. A household level targeting was expected at the time of implementation for the specific activities such in the case of the Labour Contracting Societies (LCS), whereby destitute women and men should be organised as wage labour to carry out the infrastructure works.
3. **Gender mainstreaming targeting.** The project applied a strategy for gender mainstreaming to ensure maximum participation of women in project activities and the consequent benefits. This includes specific targets for participation by women in different field level institutions, with the objective of increasing participation and representation by women from the levels achieved in the involved LGED structure. The extremely poor and disadvantaged women were mainstreamed through adoption of approach of Labor Contracting Societies (LCS) that features heavily and benefit from infrastructure development projects.

C. Assessment of project relevance

1. **The relevance is rated satisfactory (5)** in view of the consistency of initial design with the needs of the target groups, IFAD and government policies, priorities of national rural development and poverty alleviation. Project investments and interventions were appropriate and the design remains relevant until project completion. The project would have enjoyed a higher leverage from the productive assets built, if direct investments and support were designed to support beneficiaries IGAs.

C.1. Relevance vis-à-vis the external context

1. **Alignment with country strategies and development priorities.** At design, the project was very well aligned with the government's sixth five-year plan. The COSOP 2012-2018 reflects GoB's priorities and the CCRIP Project Concept Note (PCN) was designed to reflect the related development priorities of the sixth five-year plan, such as: rural roads and markets, agriculture, livestock and community-based fisheries as focal areas for pro-poor growth. The sixth five-year plan emphasises the need of creating employment opportunities for rural poor and women in agriculture and livestock, and to building rural infrastructure to develop the rural economy.
2. The broad directions for development over a longer time-span have been set out in the Perspective Plan for Bangladesh 2010-2021. Amongst others, this plan foresees genuine devolution of power at the local Government level, and also states that in the process of socio-economic development of the country, agriculture will still continue to play a vital role in the long run in terms of food security, generation of income and employment for rural poor and poverty eradication.
3. In the context of poverty alleviation and rural development, CCRIP was developed to contribute to the development of agriculture by building climate resilient infrastructure, improving access to local and "outside" markets, reducing production costs and dealing with inconveniences related to communication.
4. **Alignment with IFAD policies and strategies.** The project goal and objective referred directly to the overarching goal of the IFAD Strategic Framework 2011 – 2015 aligning its investments with the latter's strategic objectives related to increasing rural people's productive capacities in a sustainable and resilient manner, increasing and improving their engagement in markets, and strengthening the environmental sustainability and climate resilience of their economic activities. The CCRIP design was part of proactive responses of the IFAD's country programme in Bangladesh to the evolving priorities of the government in rural economic development, giving emphasis on climate change awareness and promotion of linkages between infrastructure and livelihood resilience to climate change under the COSOP 2012 – 2018. It fully responded to the three Strategic Objectives of (1) Livelihoods of poor people in vulnerable areas are better adapted to climate change, (2) Small producers and entrepreneurs benefit from improved value chains and greater market access by (developing rural roads and market infrastructure) and (3) Marginalized groups, including poor rural women, are economically and socially empowered.
5. **Harmonization with Donors.** CCRIP was jointly funded by IFAD, ADB and KfW. Other donors were also supporting the development of infrastructure in the project area. CCRIP was designed to complement rather than overlap these initiatives. The World Bank was preparing a Coastal Embankment Improvement Project (2013-18) which aimed to strengthen polders in a number of Upazilas within the CCRIP project districts. CCRIP Upazilas were expected to benefit where embankments protect the whole Upazilas and in these cases there would be less needs to raise the level of union/village roads, which in turn would save costs and eventually may increase lengths of roads. The design assumption was that any roads within a polder would consider scenario B that is less expensive to construct.
6. **Appropriateness of major design features.** The CCRIP design directly responded to the national poverty reduction strategy and evolved priorities of rural economic development by investing in key areas of productive assets of roads and markets, and climate resilient capacities. All the technical components were designed as direct responses or mitigation measures to the risks associated to the livelihoods of rural population in the project area. Those features were appropriate, and they were implemented mostly as designed, with some technical and innovative adaptations made as implementation environment evolved. The project would have the potential of amplified outcomes and impacts if its design included direct investments and support to on-farm and off-farm support to the beneficiaries, especially in the areas of increased income and increased agri-business opportunities.

C.2. Internal Logic

1. **Theory of Change.** The project aims to increase the incomes of beneficiaries by improving their access to markets therefore opportunities of livelihood improvement for selling their goods and purchasing inputs. In the project area, market access is poor and the connectivity particularly difficult for remote villages where the extreme poor and disadvantaged people are living, especially during the monsoon season when markets and roads become flooded and unusable. To address this challenge, the project was designed to improve the community markets by installing raised areas and drainage systems in order to prevent flooding, providing facilities such as toilets and river docks, complemented by sustainable measures such as training to beneficiaries on forming and running the market management committees. In addition, the project constructs flood-resilient roads that are raised and lined with vetiver grass as part of the climate sensitive and smart application. LCS are hired to complete the construction work and this provides employment income to the members of which a large proportion are destitute women and poor. The project also provides Women Market Sections within some markets.
2. Through these activities, CCRIP is expected to reduce the transport time and costs of individual and commercial traffics, especially for buying and selling, creating higher local demand for produce, and promote local employments and business opportunities. The project is also expected to improve the agricultural productivity through improved access to agricultural inputs. These effects are expected to help increase the income generation opportunities at household level and with smoothed and diversified income sources across seasons, the food security situation will also be better secured. All these should lead to better women empowerment, reduced poverty and improved food security in the project area.

C.3. Adequacy of design changes

1. No significant change was made to the design. Some technical adaptations took place along with the

implementation environment and circumstances and they all seem to be justifiable and there is no evidence of negative effect.

D. Assessment of project effectiveness

1. **The effectiveness is rated satisfactory (5)**, as the project objectives were mostly met and most important output targets were achieved. Linkages between outputs and expected outcomes were observables at completion.
2. **Logframe changed from RIMS to ORMS**. During CCRIP implementation, the project logframe changed from RIMS-driven to the current ORMS' as per IFAD requirement. CCRIP applied the ORMS logframe from 2017 without causing monitoring discontinuity; indicators and data reporting continued to maintain the adequacy of the guiding framework developed at design. Logframe-related progress was updated on both the original and ORMS logframes. However, both logframes did not capture the expected direct participating beneficiaries as stipulated in the design. For example, the design projected direct beneficiaries of 5,000 people contracted to LCS (of which at least 80% as very poor women, with priority for women-headed households); 162,400 traders in the markets under the project; 52,600 transport owners; and 235,000 households. There was a mix of individuals and households as recording units, and only the first target of LCS members were reflected in the logframe and included in the M&E system.

D.1. Physical targets and output delivery

1. **Overall achievement of output targets set in logframe**. The physical achievement on infrastructure could be summarized as below: The infrastructure targets were mostly delivered in accordance with targets set at detail design, with minor adjustments with government DPP approvals.
2. **Under component 1 of Improved road connectivity**, that included the completion of 155.3 km of Upazila roads constructed, 1,261 m of bridges and culverts built under ADB/GoB funding; 156.5 km of Union roads and 305.8 km of Village roads constructed, 4,305.12 m of bridges and culverts built, and 361.21 km of Union and Village roads constructed under IFAD/GoB funding. Tree plantation was made on both sides of 7.20 km and the care taking was awarded to women groups. This has provided employment opportunities therefore additional income sources for the destitute women living in the nearby area.
3. **Under component 2 of Improved market services**, the project recorded 88 large growth and large rural markets constructed in 12 project districts as targeted under ADB/GoB funding, and 184 community markets constructed as compared to the target of 197 under IFAD/GoB funding. The minor difference was caused by issue of land availability as construction site. A total of 22 packages comprising 28 Ghats (against Detail design target of 38) have been built and 178 market facilities for processing or storage constructed or rehabilitated as compared to the initial target of 197.
4. **Land availability as key element of market construction**. The markets supported by CCRIP were existing markets and carefully selected based on (i) poverty incidence, (ii) agricultural labour rate around markets, (iii) vulnerability to natural hazards, (iv) remoteness, (v) percentage of paved road in the area & (vi) road density by population. Three types of markets were identified at design stage and upgraded throughout the course of project implementation. The infrastructure used during implementation was standardized and resilient to climate change. Market infrastructure was constructed at Khas land (government owned land) and in some cases extra land was donated for market development. Land is scarce in Bangladesh and for that reason, CCRIP was not able to identify Khas land to construct community collection centers although this was foreseen at project design.
5. **Innovative women-exclusive support provided**. 11 Women Market Sections (WMS) were awarded as compared to total target of 14 to help mainstream women beneficiaries into the trading. Six shops have been reserved for women traders in the WMS of each market. The selected female traders were also given the construction contract of WMS as LCS. The LCS contract provided wage income and profit from the contract package. Such income were used as seed capital to start up the business in WMS. 84 women benefited from such innovative exclusive targeting measure.
6. **LCS as instrument of targeting and empowerment**. The project recorded a total of 69,300 work days created, TK 434.01 Lakh wage income generated, and TK 630.09 Lakh profits distributed to 5,723 LCS members, of which more than 79% female. LCS has been LGED's effective instrument of targeting and empowerment to mainstream the destitute women and men to share the opportunities of economic growth, especially in IFAD-assisted projects. CCRIP was successful in applying this instrument as intermediary of awareness building, mainstreaming, capacity building, self-governance and generation of employment and income for the socio-economically disadvantaged target groups.
7. **Under component 3 of Enhanced climate change adaptation capacity** which was funded by KfW/GoB, 22 cyclone shelters were constructed or improved, 1 killa built and 24 km of access roads constructed. 432 infrastructure management groups were formed and strengthened as compared to the target of 441, 8,916 beneficiaries (73% female) trained in infrastructure skill development, 8,227 (67% female) trained in IGA and business management, and 536,680 were provided climate information services through the Rural Radio Initiative (RRI).
8. **Climate change adaptation measures applied**. Special features were introduced as measures of climate-resilient construction for civil work under all the technical components, where current and future climate changes were taken into consideration, such as increase of monsoon rainfall and sea level rise scenarios. For example, construction of

roads, cyclon shelters and markets were designed and constructed for longer life and to be resilient for about 20 years. Following the climate resilient features, the level of project site is raised by 0.8 m from the highest flood levels (FHL) if the project site is not protected by polders, and 0.6m higher if inside the polders. Similarly, drainage and roads slopes protections were designed and built to cope with extra rainfall and erosion caused by extreme weathers.

9. *Climate change adaptation training reaching target groups.* The project invested in raising awareness on climate change adaptation and promoting mutual support of neighboring groups and communities in vulnerable spots. The action involve stakeholders from village leaders, youth groups, elected members, representatives of NGOs, members of disaster management committees at union level and reaching 24,459 persons, of which 30% female.

D.2. Rural Poverty impact

1. **Overall rural poverty impact is rated moderately satisfactory (4).**
2. **Expected outcomes mostly observable.** The following findings and observations were drawn from the project end-line survey submitted on June 2019, combined with mission's field consultations. Overall, expected outcomes of improved access to markets and services, enhanced marketing, and strengthened resilience to climate shocks were achieved, benefiting the population living in the project area.
3. *Improved road connectivity to access markets and social services.* The end-line survey indicated that road connectivity has improved significantly in the project area since CCRIP invested in roads of different categories, resulting in 125% increase of traffic frequency (50% as target), 55% decrease of travel time (xx% as target), 60% decrease of travel cost (25% as target), and 45% decrease of vehicle operating cost. However, there is no direct report on improved physical access to markets, but the assumption stands that the extended road network at the levels of upazila, union and village, combined with decrease in travel time contribute to improved physical access to markets and social and technical services.
4. *Enhanced marketing of farm and non-farm produce in the project markets* The end-line survey showed 75% increase of market turnover (50% as target), 60% increase of buyers and sellers, 55% increase of permanent and temporary traders (25% as target). The lease value of markets increased by 40%. The above-mentioned increases should lead to enhanced marketing in the project markets of different levels.
5. *Coping strategy for climatic volatility and better resilience to climatic shocks.* The project completed a management plan for climate-resilient rural infrastructures, and it was applied in its related implementation. Beneficiary households' access to 22 cyclone shelters built under by CCRIP component 3, adding sheltering capacity for at least 6,600 rural men and women in the project area, and climate change adaptation measures were applied in infrastructure projects with better resilience under the three technical components.

i) Household income and assets

1. **Household income and assets is rated moderately satisfactory (4).** The design aimed at 20% of increase in household asset ownership index (HAOI) and 50% of income increase among poor households from a range of on-farm and off-farm sources. While the PMO reported 25% of increase in HAOI in the ORMS logframe, this RIMS anchor indicator was not processed since the baseline survey and only comparison of asset items were available, which were not statistically significant to measure the expected improvements. The end-line survey concluded that *"CCRIP significantly increased household's total income by 11 percent. In addition, beneficiary households were found to be four per cent more likely to be above the poverty line. We also find that income for wage workers increased by 18 per cent for the 2km catchment area. Despite these improvements, we do not see an impact of the project on net income, which may be due to households investing more in their long term production capacities increasing their expenditures. We also do not find an impact on income from household enterprises or the number of income sources in the 2km sample indicating that income diversification did not increase"*^[1].
2. This RIMS anchor indicator was not supported by survey processing and results since the baseline; only items of household assets were compared, which is not significantly methodologic to reflect fundamental changes at household level. The baseline survey suggested that *"household durable asset ownership was significantly increased by the project in both catchment areas (the impact is not significant for productive assets only). The impact for ownership of livestock measured in TLU is not significant for the 2 km sample, but slightly negative and significant for the 1km sample"*^[2].

5. ^[1] Para. 1, page 42, Impact Assessment Report, Arslan, A., Higgins, D. and Islam, A.H.M.S. 2019, Impact assessment report: Coastal Climate Resilience Infrastructure Project (CCRIP), People's Republic of Bangladesh. IFAD: Rome, Italy. Para. 1, page 41.

6. ^[2] Ibidem, Para. 1, page 42.

ii) Human and social capital

1. **Human and social capital is rated moderately satisfactory (4)** the project reported a variety of evidence

confirming that the project beneficiary's income and assets were increasing (e.g., trader and LCS member incomes rose from 10% to 30%). The number of permanent and temporary market traders has risen in most markets, and a CCRIP survey (June 2017) found income and margins increased after road and market improvements. LCS members uniformly noted improved social capital, particularly for women (e.g., ability to negotiate and participate meaningfully in household decision making). Women members reported skills learned during construction leading to work on private projects. Health, security, and social interactions have increased community and individual social capital. Introduction of the GALs methodology shows potential for more social/ human capital gains. Findings of several missions reported over 80% of LCS members interviewed acquired new assets with distributed profit share capital (e.g., livestock, consumer durables, land leasing etc.).

2. Earlier reports and surveys in 2016 and 2017 suggested that average temporary and permanent trader incomes rising 29%, and the number of temporary traders, including many farmers, increased in most markets, as did their incomes (averaging 48% with corresponding profit margins). Stakeholders report improved road connectivity increases access to medical services while decreasing costs. The outcome of rising trader incomes/ margins is improved household food security, home improvement, health, and education spending.
3. *Child malnutrition.* The project design expected 30% of reduction in the prevalence of child malnutrition as stipulated in the ORMS logframe. The MTR survey compared the child malnutrition figures with the baseline, which recorded 33.8% for stunted, 21.3% for wasted 35.8% for underweight and boys and girls combined. The MTR survey results on the project treatment group stated 3.01% as stunted, 0% as acute (wasted), and 1.25% as underweight.

iii) Food security

1. **Food security is rated satisfactory (5)** as the project generated an increase in food security and nutrition balance of the rural targets such as the poor and the women-led households.
2. The PMO ORMS logframe report indicated 68% more beneficiaries reporting improved food security as compared to the design target of 60%, the end-line survey results suggested that the project significantly decreased food insecurity experience both using the full FIES score and components. Beneficiaries were at least 10 per cent less likely to have worried about having enough food, and to have been unable to eat healthy food due to a lack of resources during the past years. PCR field findings witnessed reports from LCS members for securing three meals daily thanks to income generated from CCRIP related support
3. Meanwhile, the Mid-term survey indicated that *"Between three to four years households of 2019 consumed more fish, meat and milk than 2015. The perception is that economic condition of the sample households of 2019 is somewhat better than 2015. The perception is that access to various facilities and other support rendered by the project helps to mitigate the scarcity of household resources by reducing the credit constraint faced by households, allowing households to raise income from self-employment and increase consumption levels"*^[1].

7. ^[1] Consultancy Services for Mid-Term Outcome Survey Including Result and Impact Management System (RIMS) Study under Coastal Climate Resilient Infrastructure Project of LGED (Package No.: CCRIP/2017-18/S-01), Final Report May 2019 by BETS and ABL. Para. 2, page 42.

iv) Agricultural productivity

1. **Agricultural productivity is rated moderately satisfactory (4)** The project road and market activities should logically lead to some increase in agricultural productivity or projection in the project area. However, it is difficult to quantify such increase, as the project did not invest directly in generating on-farm income and outcome surveys did not address the topic in statistically comparative manner.
2. The project reported IGA technical training provided to the LCS members, including women-centered production of different types of nutritious vegetables at homestead level and rearing chicken, production of eggs. A manual was developed in this regard.
3. Assessment on Agricultural productivity by supervision missions was only recorded in 2017 and it stated *Not Applicable (N/A)* in 2018, likely due to the lack of project direct interventions closely linked to agricultural production and productivity.
4. The MTR survey elaborated on cropping patterns and suggested the likelihood of increase in more diversified crop varieties, livestock species and related yields. The survey confirmed a highly successful transfer of knowledge and practice that the mission was not able to find the supporting data and table in the survey. The mission witnessed appreciation of technical training by the beneficiaries met, including the technical training related to IGA training.
5. The end-line survey suggested little *satisfactory significant impact on agricultural production (for the 2km catchment and for the whole 12 month cropping period. We find significant variation in impact by season for seasonal crops, however with a statistically significant increase in crop production of 94 per cent for the dry seasons (Kharif I and Rabi), but negligible impact in the monsoon season (Kharif II). In terms of gross margin, which is a measure of production efficiency, the project did not have a significant impact for the full 2km catchment area. We also do not find that the project increased the number o crop varieties grown by beneficiary households within the 2km catchment area.*
6. The mission shared the finding of the end-line survey after its field consultations, as CCRIP had no direct

investments in agriculture and its effects leverage from productive assets were yet to be systematically measured and they should be modest.

v) Institutions and policies

1. **Institutions and policies is rated satisfactory (5)** The policy related impacts of CCRIP include (i) increased use of LCS in LGED works including more women working mainly on earth filling activities of road works; (ii) planting broader use of vetiver grass for slope protection, which is critical in absence of side drains along roads; (iii) Market management Committees taking the leadership in promoting diverse use of market structures / sites such as inviting the private sector to invest on and establishing ice plants in fish predominant markets, seeking investment in establishing milk collection points at the market sites etc; and (iv) application of the policy prescription that was raised by IFAD supervision missions, namely the enforcement and transparency around Union Pradesh government dedication of an agreed 25% of market lease value to MMCs. This was a critical issue as the PCR mission observed that almost all the markets that were visited had one or two times of minor but important repairs. The funds were obtained from the funds collected with market lease values. As such there were examples of this policy being in the practice. In comparison to the observation made at the MTR stage, most of the markets visited by the PCR mission noted that the MMC executes tasks according to good management practice offered by training and set out the GoB MMC management circular. Dilapidated conditions, uncleanness, mis-uses, or conflicts among the traders for allocated spaces and times were not observed by the mission. This is evidence to indicate that the project intervention in the dialogue of providing input to good practice and policies around MMC market space allocation guidelines which work to ensure transparent and fair access to traders (fees and space allocations), lease fee collection, and governance/ management checks and balances. The programme was to advocate the participation of LCS on civil works of other projects and government investment programme. However, while being the potential for such engagement is high, there is no formal system to get the LCS on such work. Further, many of the former LCS workers have come out of poverty as expected, and therefore, as a few of LCS women mentioned at the PCR team interviews that they have an opportunity cost (due to their livelihood activities) if they are to work as LCS workers. As such the practical application of this policy will depend on the relative benefits that the LCS workers can earn in comparison to their current earning. However, the target group can be those who were not members of the LCS for new work.
2. The PCR mission noted that the MMC is closely and informedly involved in market management activities and there is, as observed, a complementary relationship between the MMC and the Local Trader Associations (LTAs). The MMC is clear in the division of responsibilities of the MMC and the LTA in terms of managing the CCRIP built markets. The LTA has more interests in broadening the scope of the CCRIP markets and on that count, there were even discussions between the two parties about the development trajectory. Although it is very small scale, one example is seeking the possibility of bringing an ice plant to a market in the fish catchment area. The PCR mission observed that the rate of the toll for shops varies widely. The determinants of the rate are the type of market day (whether it is hatt or not: more in hatt day); type of the trader (permanent or temporary: more from temporary) and the sale volume too in some markets. As such it is possible and also observed that some MMCs accept very low lease payments, and one market visited takes 2-3% of the sale volume and even on a hatt day such a toll would not create required funds. This is an area where the LGED should continue to have the dialogue with MoLGRD&C to standardize the rate of the toll.
3. The programme was to conduct an internal study on various types of vehicles that run on union and village roads, and also to assess impact on longevity of roads. The study has been included into the mid-terms survey and it is available for the mission. However, the planned policy dialogue on the maintenance of the roads, designing roads, and application of good practices has yet to be organized and conducted.

vi) Access to markets

1. **Access to markets is rated satisfactory (5)** The project increased the target groups' physical access to markets, and their access to market prices and information. Farmers have improved their bargaining power over traders thanks to the proximity improved and better storage capacity improved along the markets established ore rehabilitated.
2. A rapid outcome study undertaken by the project showed that market users were generally very satisfied with the upgraded market places. Market users mostly appreciated the installation of tube wells as many markets didn't have sufficient water resources before they were upgraded.
3. An impact assessment and multiple rapid outcome surveys indicated that the upgraded markets had the following impacts. First, the number of costumers, traders and goods traded in the markets increased. According to an outcome study the number of permanent shops increased with 74.45%, floating/temporary shops increased with 45.71% and the number of customers increased with an average of 1,000 persons. Second, the CCRIP impact assessment showed that the income of crop sales on market places increased with 70% and that this can be attributed to the construction of CCRIP markets. Qualitative interviews that were undertaken to validate qualitative findings indicate that households were able to increase their incomes as markets are more accessible all year around. Third, the likelihood of selling at a market instead of at farmgate increased with 11% according to the CCRIP impact assessment. Qualitative validation confirmed that farmers were often forced to take lower prices at farmgate due to the absence of market places. Finally, it should be noted that the CCRIP PMU maintained good

relationships over 100 small enterprises in their market places and was looking out for opportunities to sustainably include them in value chains.

4. **MMC mostly operational.** According to GOB regulations, rural market places should be managed by a market management committee (MMC). The committee comprising of 11 members include representatives from shop owners, the land department, temporary traders and rickshaw pullers. CCRIP trained the market management committees on how to maintain the market, allocate seats and resolve disputes. The market management committees also collect leases in the market place which are used to maintain and further develop the market. At project completion, 438 market management committees have been trained. A rapid impact survey on the leasing fees indicated the leases collected on CCRIP market places increased by 70% further to interventions. Occasionally, supervision missions found that open market sheds –over time- were taken over by permanent traders. MMCs should take more pro-active training to mitigate the negative effects of this.

D.3. Gender equality and women's empowerment

1. **Gender equality and women's empowerment is rated satisfactory (5)** The project made a significant contribution to addressing gender needs through mainstreaming of the poor women through the platform of LCS and the WMS, where promotionally inclusive and exclusive targeting were respectively applied to ensure the majority part of the women participation.
2. Targeting criteria for LCS was adhered to and produced positive results in terms of income earned with a total of 6,991 members benefitting of which 5,314 were poor/very poor women and 1,677 poor/very poor men. LCS training was well structured and LGED were satisfied with the results by the LCS members. The Women's Market Section constructed six shops reserved for women traders at each of the eleven markets completed. Due consideration has been given in the selection process for women to operate shops in WMS and after the project noted that the some shops were taken over by men, the PMU decided to allocate the shops to women before the allocations of shops to female entrepreneurs should before construction of the WMS take place. By forming them in an LCS, the project provides them with start-up capital to develop or further expand their own business. and enhancing their capacity. It is important to note that the female traders are selected from those who worked on the construction contract of the WMS as LCS members. This newly developed system gives them double opportunities to operate in the women market section. Firstly, through the LCS contract where they were given wages and profit money from the contract packages. Secondly, the funds earned were expected to be used for the development of their livelihoods. A training package was developed to enable the women to understand their choices of their investments. It should be noted that while the livelihood options covered a wide range, this activity needed to be linked with savings and credit culture/MFIs or banks, business skills – especially cash flow and the use of taking loans. It was evident in one LCS group that their enterprises were largely not going to be sustainable due to taking out multiple loans without understanding the consequences of not making payments. It should be noted though that these were in the minority. Many of the members chose to invest in livelihoods that they could manage or even purchased or leased land, improved their home environment, invested in the children's education and so forth.
3. While the training was well recognized by both beneficiary farmers and recipient technical service agencies, unfortunately some of these only came since the MTR in 2017, including the livelihoods training. This also meant that the training received was limited both in terms of time and coverage. That is to say that there was little training on business development as part of selecting livelihood options and thus some LCS members now have large loans which are unlikely to be paid or sustainable business practices. The capacity building should have been further explored with good expertise from relevant institutional technical agencies.
4. Targeting women's groups for the tree plantation by roads also appears to have been very successful. Women and local level institutions were involved in the selection of the most appropriate trees to plant and also benefitted from the income earned at the going Government rate.
5. Although project design concludes that women have no social or cultural restriction to visit markets and sell goods at markets, several missions found that both male traders and buyers are the predominant actors present in markets. The LCS outcome study confirms this and states that 12% of market users are women. Interviews with PMO staff explained that in some cases, cultural factors impede women from market participation or to join LCS groups. Also, the increase in the number of traders benefitted men by 221 per cent increase while for women it was only 29 per cent, as reported in the June 2019 Progress Report. This also shows that the MMC (and local council) in particular should have a greater awareness of the benefits of having more women traders and be offered GALS training for an inclusive community – especially for women headed households and those from destitute families.

D.4. Adaptation to climate change

1. **Adaptation to climate change is rated satisfactory (5)** The project implemented the expected measures of climate change adaption and introduced practical solutions in strengthening the local communities' resilience against the climate-related shocks in all the infrastructure projects such as roads, markets and cyclone shelters.
2. The important climate change adaptation considerations are to maintain the road embankment height at least 800mm above the flood level, additional drainage structures considering added run-off and sea level rise as per future climate change scenario, pavement incorporating full drainage layer and slope protection through bio-engineering.
3. The mission visited eight markets and six roads during the field trip and found the overall quality of the work was good in general with minor improvement issues. The climate resilient issues such as increase of embankment

height 800mm above the flood level has been adopted, with a few areas that this level is not maintained at a constant height throughout the road length. In some points it is critically 800mm the mission gauged. There would be better if adding the marking of flood level on the road side tree or on the permanent structures to make sure that the level is really above 800mm of the flood level. After interviewing the local people, the mission came up with the idea that the road formation level is beyond the reach of flooding even at the time of high flood.

4. Application of Bio-engineering techniques for sustainable, low-cost and maintenance free slope protection is another vital adaption of the climate resilient issue. During field trip the embankment slope protection work using Vetiver grass was found successfully implemented mostly. In some cases, the road shoulder and slope were found well covered by the grass and the slope was protected; but in some sites a few grass was noticed (BC Road from Boiragir Bazar-Damarchar Road. Upazila: Rajoir). Interviews with the local people and the engineers indicated that it was the 1st year of plantation, grass was all over the open earth of the road including the slope was completely covered; but with the growing up of the road side shade trees the grass started to disappear. The assumption of the local people and engineers was due to deep shade, the grass could survive no longer or it may happen due to selection of wrong variety of the Vetiver grass. The mission suggested that the research team should look into the matter and find out some solution. Slope of the canal side was protected by CC block considering the wave action and current that would be generated during cyclone or flood.
5. Community markets under the project have been developed on the raised land. In some cases where there were ditches, it was filled up to such a height not to be affected by the flood. Plinth level of the sheds seemed to be sufficiently above the flood level. During field visit, the elevation of the markets could not be verified with respect to the anticipated sea level rise (SLR) because of absence of any prefixed marking. Local people ensured that the elevation of the markets is quite safe from the flood water. Comparing with the plinth level of the adjacent old structures, the mission shared the views of the local people. Shallow surface drains built inside the markets are satisfactory; however, to maintain longitudinal grading engineers need to be more careful. Documentation on slump test is absent as it is a field test. In discussion with the engineers and the LCS members, it was assumed that they used to do it frequently. Grating to capture solid wastes flowing through the drain have been found at some places. In some markets, fish sheds were found at the middle of the market which could affect the overall environment of the market despite having a drainage system. This type of sheds could be placed a bit away from the other sheds.
6. Cyclone shelters were built in accordance with the quality standard requirements and they provide increased capacity of sheltering to the beneficiaries living in the project area.

D.5. Environment and natural resource management

1. **Environment and natural resource management is rated satisfactory (5)** as the environment has been better protected in the project area. The pressure on natural resource base should be reduced thanks to application of climate-change adaptation measures introduced by the project in all the infrastructure projects implemented.
2. CCRIP infrastructure was built for future climate conditions maximizing the life of roads and markets. Improved drainage and enhanced slope protection, reduces soil run off and improves environmental market and roadside conditions. BUET studies on slope protection and road/ market test protocols influence LGED/ GOB environmental/ infrastructure policy/ practice. Waste management was problematic in many markets where solid wastes were often disposed in waterways or along the roadsides. Constructed waste bins are available though in some locations found to be still small. BUET research also shows potential for biogas digester waste management at markets but yet to offer implementation plans. CCRIP planted trees on both sides of 7.2 km roads with trees maintenance by groups of women

D.6. Targeting and outreach

1. **Targeting and outreach is rated satisfactory (5)**, as the project has effectively reached out to the intended target groups of rural men and women living in the poor and disadvantaged upazilas and districts. The selection of project area was compliant with the geographic targeting strategy; the participating beneficiaries were of majority belonging to the poor households at project start, and women majority participation was ensured in activities where applicable.
2. **Targeting and outreach.** At design the target group was defined as the population in the catchment areas of project markets as road communication and markets would benefit everybody irrespective of income and profession. It expected that small and marginal farmers, small traders and micro-entrepreneurs, landless people and poor women would particularly benefit. The economy and livelihoods in the selected Upazilas are predominantly dependent on agriculture (rice, jute, vegetables, fish, livestock, pulses and oil seeds) and agricultural labour.
3. **Outreach exceeded target.** The June 2019 Progress Report estimated that the total project beneficiaries over the project implementation period reached about 600,000 households or 3.7 million people in the 12 selected districts. It is estimated by the PMO that out of this, approximately 46% or 1.6 million people are poor or very poor. The mission observed that small and marginal farmers, small traders and micro-entrepreneurs, landless people and poor women benefitted from the project investments to varying degrees.
4. **Gender mainstreaming targeting.** The project applied a strategy for gender mainstreaming to ensure maximum participation of women in project activities and the consequent benefits. This includes specific targets for participation by women in different field level institutions, with the objective of increasing participation and representation by women from the levels achieved in the involved LGED structure. The extremely poor and disadvantaged women were mainstreamed through adoption of approach of Labor Contracting Societies (LCS) that features heavily and benefit from infrastructure development projects.

D.7. Innovation

1. **Innovation is rated satisfactory (5)** in view of the innovative feature of linking roads and markets as enhanced productive assets for the communities, and LCS and WMS as targeting and mainstreaming instruments, and action-research in immediate response to climate change challenges in the project area.
2. **Connecting road and market for increased leverage** Perhaps the most innovative feature of CCRIP is the planning and implementation of improved connectivity through a vertically and horizontally established network of roads and markets of different levels. The community-based roads and markets stimulate the rural economy especially the on-farm and off-farm IGAs of the rural smallholders, productive infrastructures of higher built at levels of project upazila and district bring the commercial and economic flows to a higher scale and dimension through improved connection, wholesale assembly, fostering better supply chains to established markets. While the productive infrastructures built by the project show immediate effects on local economic and at household level, those of large scale and at upazila and district levels will certainly play a pulling role, which have the potential of changing the landscape of the local economy in the project area, especially once the construction of Patma Bridge will be completing and connecting Southern Bangladesh to the North and other export markets.
3. The leverage effect should be amplified if direct and tailored technical support of IGA included in the designed project investments. Otherwise this does not downgrade what CCRIP has achieved with LGED's core competences that ensure the primary contribution margin.
4. **LCS and WMS as targeting instrument** The project continues to leverage LCS groups as medium of knowledge and skill transfer platform and targeting of the rural poor and especially the poor women. This has become part of the implementation culture within LEGED-led IFAD-assisted projects and as CCRIP additional innovative feature to the practice, WMS was introduced to help leverage the income generating continuity after labor employment and securing the women's equitable share of road-market development.
5. **Action-researches in immediate support of climate change adaptation** Action researches were undertaken by BUET as CCRIP implementing partner to support the climate change adaptation interventions.
6. *Investigation of prospect for sustainable waste management (SWM) in markets* was undertaken in Tekerhat Shangkardirpar Market of Rajoir upazilla and Matborer Char Market of Shibchar upazilla in Madaripur district. Wastes were separately collected and measured in the markets. The main finding was that cow dung, cauliflower stick, dry paddy straw banana leaves, papaya, potato, fish waste, ginger, cursed lobe, guava were the major biodegradable wastes. Laboratory experiments were run to generate biogas in anaerobic digesters using the same composition of the market wastes. The lab results led to sustainable treatment methods, which was introduced for further experimentation in the markets; the treatment set up was completed in end 2017.
7. *Quality Test Protocols for Road and Market Rehabilitation* were introduced in 2014 for a period of 36 months under CCRIP in order to make climate resilient concrete and road in the coastal districts of Bangladesh. The research resulted in newly developed and revised guidelines for sustainable rehabilitation of roads, quality control of field compaction, RCC in market rehabilitation and construction of bridges and culverts, construction of approach roads for bridge, and LGED engineers' training among others in the coastal regions
8. *Investigation of Climate Resilient Slope Protection of Embankments*. Field trials were started in August 2015 in 13 sites of 9 districts-Satkhira, Khulna, Patuakhali, Barisal, Madaripur, Shariyapur, Gopalganj, Pirojpur, Bagerhat. The main objective of the field trials was to ensure proper plantation of vetiver at 100m strip of road slope and monitor the performance. With soil samples collected from each site, laboratory tests were processed at the Geotechnical Engineering Laboratory of Civil Engineering Department of BUET. It was found that vetiver can be grown in saline soil adding organic fertilizer and ensuring proper watering, and proper time of plantation would be just before the full monsoon period among other findings. The research results were disseminated to LGED for further application, including in the CCRIP area as part of the project implementation.
9. *Rural Radio Initiative (RRI)* has been piloted by CCRIP, and it was still ongoing during the PCR mission. While it could be still too early to draw some conclusions, the mission's field interactions with beneficiaries did not reveal significant exposure of rural households met to the RRI.

D.8. Scaling up

1. **Scaling up is rated satisfactory (5)** given the good practices scaled up from other projects such as MIDPCR, the CCRIP-generated good practices scaled up in PROVATI, and the likelihood of continuity for more scaling up in the future.
2. The COSOP 2012 – 2018 foresees to scale-up successful projects and approaches to a level where high impact and high efficiency gains can be obtained. The scaling-up of best practices of completed IFAD-assisted MIDPCR was designed into the CCRIP, and expand to a larger project area in terms of a horizontal replication from 5 to 12 districts. This represents an increase in terms of scale of operations, which aimed to deliver considerable impact on poor rural livelihoods.
3. The innovative features outlined in the above section were applied and scaled up in CCRIP and non-CCRIP area, especially those that are closely related to the climate change adaptation. LGED as agency mandated to be in charge of rural engineering and infrastructures, has adopted the CCRIP-generated good practices and results of action research, applying them in related guidelines and operational procedures, and civil works in the coastal area where relevant.
4. For example, the design of LGED-led IFAD assisted PROVATI took full account of CCRIP best practices and interventions were reflected in its design and implementation under the two technical components, especially in the

development of rural markets and community shelters, and the adoption of LCS as targeting and leverage platform. It is expected that such replication and scaling up will continue, with LGED that endorsed and adopted those features in its daily operations nationwide.

E. Assessment of project efficiency

1. **Efficiency is rated satisfactory (5)** in view of several factors such as high disbursement rate, appreciable cost efficiency and high leverage of IFAD funding, effective unit cost of almost all the activities, efficient implementation of AWPBs, good coordination of fund utilization of all financiers, sound management structure and timely operational coordination. The KM system generated a number of good practices and lessons learnt for both the IFAD Country Programme in Bangladesh and development projects in the country. The M&E system was functional in monitoring but missing some connections between project start and completion in evaluation of some impact areas. The financial management and procurement were compliant with IFAD guidelines and government regulations. The PCR indicated an overall project Economic Internal Rate of Return (EIRR) higher than the 17% projected at design.

E.1. Project costs and financing

1. **Costs and financing.** The CCRIP design estimated a total cost of USD 150 million, and is parallel funded by IFAD, ADB, KfW and GoB. IFAD provided a total of USD 56.9 million with a USD 36.2 million highly concessional loan, a USD 1 million grant, and an additional loan of USD 19.7 million. The counterpart contributions composed of Government financing; ADB loan; Strategic Climate Fund (SCF) loan, disbursed through ADB; ADB grant; and KfW Grant. No beneficiary contribution was anticipated.
2. The design appraisal and the MTR revision expected 75% of the total project investment and 97% of IFAD investment in infrastructure development of roads (component A) and markets improvements (component B). The expenditures of IFAD resources as at June 2019, had a similar distribution by components: 82% of actual expenditure was on roads in component 1 and 11% on markets in component 2 with a total of 93%.

8. Table 1: Project Revised Cost at MTR – Component by Financiers (USD million)

	ADB		SCF Loan		SCF Grant		IFAD First Loan		IFAD Second Loan		IFAD Grant		KfW		Government		Total	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
A. Improved Road Connectivity																		
1. Upgraded Upazila Roads	16.9		15.0		-		-		-		-		-		-		7.2	39.1
2. Upgraded Union and Village Roads	-		-		-		29.9	52.4	17.5	30.6	-		-		-		9.7	57.2
Subtotal	16.9		15.0		-		29.9	31.1	17.5	18.2	-		-		-		17.0	62.5
B. Improved Market Services																		
1. Upgraded Growth Centers and Large Markets	4.7		5.2		-		-		-		-		-		-		2.3	12.2
2. Upgraded Community Markets	-		-		-		4.5	59.3	2.1	27.9	-		-		-		1.0	7.6
Subtotal	4.7		5.2		-		4.5	22.9	2.1	10.8	-		-		-		3.2	19.8
C. Enhanced Climate Change Adaptation Capacity																		
1. Enhanced Capacity and Knowledge Management	-		-		0.9		0.4	12.4	-		1.0	35.4	0.3		0.3		2.8	1.8
2. Upgraded Climate Disaster Shelters	-		-		-		-		-		-		8.0		1.7		9.7	6.3
Subtotal	-		-		0.9		0.4	2.8	-		1.0	8.0	8.3		2.0		12.5	8.1
D. Project Management	-		1.6		9.9		1.4	5.9	0.1	0.4	-		-		1.5		8.7	15.0
Total PROJECT COSTS	21.5		21.8		10.8		36.2	23.8	19.7	13.0	1.0	0.7	9.7		30.9		151.7	98.4
Interest During Implementation	0.7		0.1		-		-		-		-		-		1.7		2.4	1.6
Total Disbursement	22.2		21.9		10.8		36.2	23.5	19.7	12.8	1.0	0.7	9.7		32.5		154.1	100.0

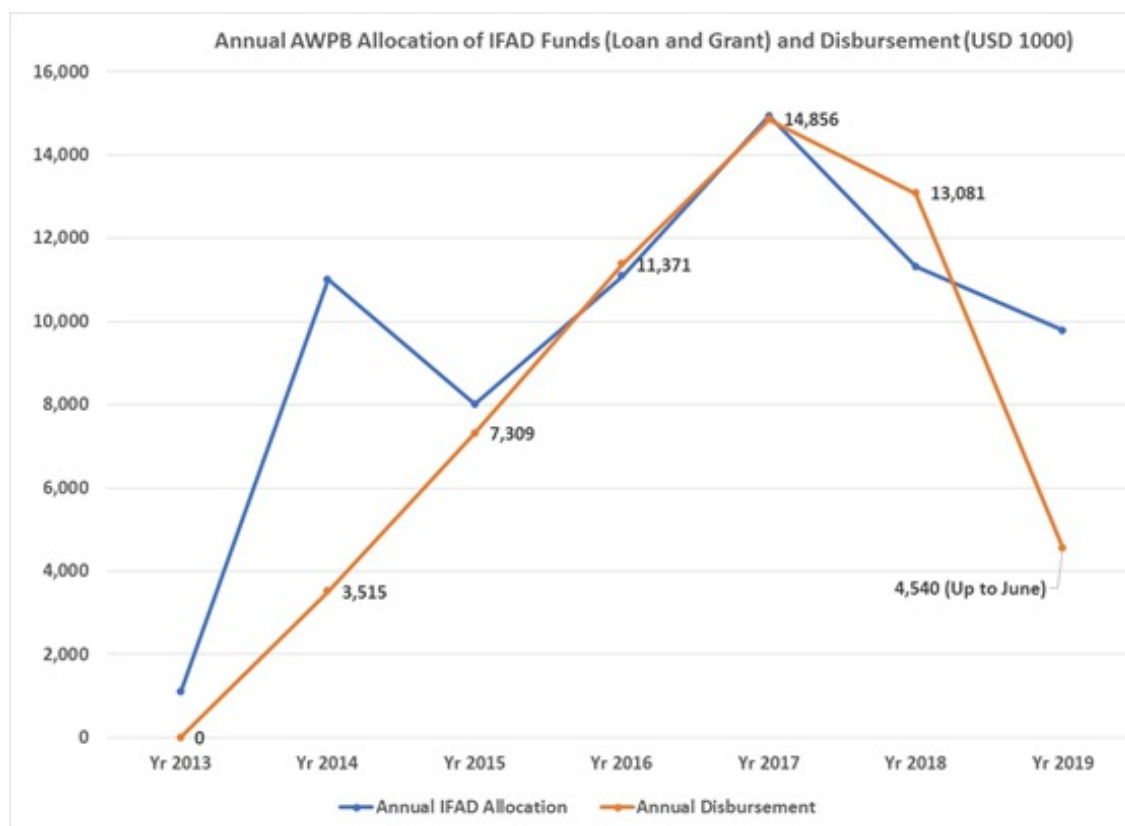
1. **High disbursement rate.** The project achieved an overall disbursement rate of 88% (funds from ADB, KfW and the GOB), with IFAD two loan and IFAD grant disbursement rate at 96% as of 31 June 2019 (Table 2). The project would spend about 98% of IFAD resource to cover the outstanding balances mainly for the civil work contractors by the end of December at its closing.
2. **Appreciable cost efficiency.** The project at completion has demonstrated a high cost efficiency with the management cost contained at 5% of the IFAD funds, which is 2% higher than the proportion expected at the design. Given the large and vulnerable geographic coverage of the project areas and the necessity for close supervision on civil construction work, maintaining 5% management cost is appreciable. This indicates that for every 20 units of currency invested in civil work, only one currency unit was spent under management.

9. Table 2: Expenditure as at June 2019 by Component (USD 1000)

Project Components	IFAD Loan (USD 1000)			FIDA Additional Loan (USD 1000)			IFAD Grant (USD 1000)			GOB (USD 1000)			Total IFAD (Loans + Grant)		
	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%
Improved Road Connectivity	29,944	27,922	93%	17,499	17,170	98%				16,950	18,907	112%	47,443	45,092	95%
Improved Market Services	4,531	5,231	115%	2,136	519	24%				3,239	4,010	124%	6,666	5,750	86%
Enhanced climate changed adoption capacity	352	530	150%	0			1000	889	89%	1,973	180	9%	1,352	1,419	105%
Project Management	1,354	1,951	144%	83	459	552%				8,717	9,837	113%	1,437	2,410	168%
Total	36,181	35,634	98%	19,717	18,148	92%	1,000	889	89%	30,879	32,934	107%	56,898	54,671	96.09%

10. Source: PMU records

1. **Effective unit cost of almost all the activities**, particularly the civil work, that was used in the revised project budget and the actuals as presented in the Development Project Proposal (DPP) of CCRIP are close to each other with a variation from -7% to +4%, where plus percentages indicate higher DPP unit costs. The estimated unit and total costs for all the activities have been sufficient to deliver the anticipated outputs. There was no notable revision to the unit costs at design and MTR during implementation.
2. **Cost per beneficiary**. The project has reached 5.7 million people as its direct beneficiaries. With IFAD resources amounting to USD 54.66 million, it is indicated that the IFAD cost per direct project beneficiary is USD 104,350 per beneficiary. The appraisal target was USD 94,550 per beneficiary. The actual cost is therefore about 10% higher than the design estimation. Informal consultations indicate that increases in raw material are the main cause for the price increase.
3. **Efficient implementation of AWPBs to facilitate investment** A cumulative total of USD 67.3 million were provided through the AWPBs during the periods from 2013 to 2019, against the total provision of USD 56.9 million. The cumulative total is higher in the AWPBs because unspent allocations of a particular year were included in the following year's AWPB. The difference is 15% and it could therefore be stated that the AWPB planning remained effective. Against these seven AWPBs, a total of USD 54.671 million were recorded as expenditures disbursed as of 30 June 2019, which was 96% of the committed IFAD loan and grant resources.



11. Source: Annual AWPB, Project Records

1. **Coordination of funds from IFAD and other financiers** including the Government was instrumentalized through the DPP process of the government. The DPP includes total funding for CCRIP, and the government monitoring

process focused on the total funding in both annual allocation and disbursements. Very close disbursement rates of IFAD funds and the funds from the co-financiers as at March 2018^[1] indicate that the funds were well coordinated, although IFAD's disbursement was dependent only on the government funds.

2. **IFAD funding leverage.** The revised design budget of CCRIP foresees an IFAD funding leverage of 1.7 in mobilizing funding from ADB, KfW and the GOB. According to the data availability the funding leverage was computed at the time of 78% disbursement of IFAD resources and 66% disbursement of counterpart funds as at 31 March 2018. The rate is 1.44, meaning one dollar of IFAD resources invested in CCRIP was able to leverage 1.44 dollars of investment into CCRIP from other donors including the government.

12. ^[1] The financial progress of counterpart donors is available only up to 31 March 2018.

E.2. Quality of project management

1. **Effective management structure.** The structure and the composition of the project management as indicated in the Financing Agreement (signed: 28 June 2013) has been established in 2013. Adequate number of IFAD Supported Individual Consultants and Technical Assistance Staff as Management Consultants and Design Support Consultants at each Upazila level were timely recruited. They provided technical support for the project in carrying out planning, designing of civil structures, procurement and construction supervision. In order to cover the extensive geographical project area, 12 Field Monitoring Officers (FMO) were recruited in 2015. There has been adequate staff for financial management, accounting and procurement management. Key functions of project management and coordination were ensured. This can be seen in the effective delivery of output targets under the technical components.
2. Adequate number of IFAD Supported Individual Consultants and Technical Assistance Staff as Management Consultants and Design Support Consultants at each Upazila level were timely recruited in November 2013. They provided technical support for the project in carrying out planning, designing of civil structures, procurement and construction supervision. In order to cover the extensive geographical project area, 12 Field Monitoring Officers (FMO) were recruited in 2015 with the approval from IFAD since budget provision was not included in the design budget. There has been adequate staff for financial management, accounting and procurement management. As discussed under implementation of the AWPB, CCRIP has used the AWPB as a very effective planning tool. The AWPB allocations were closely aligned with the capacity of the project to deliver and also to contribute to achieving the outcomes of the CCRIP components. The baseline study and the MTR surveys were delayed by about 2 years for the reasons of conducting a joint study with Results Impact study.
3. As recommended by the supervision mission of 2018, the PMO has resolved the discrepancy between the Government and IFAD documents about the closing of the project and the government accepts its closing in December 2019. The essential staff members in the Finance Division and the M&E that are required to undertake the project closing activities are retained until the closer of the project.
4. **Effective delivery of development impact** has been observed by the supervision missions of 2018 and the MTR. At the PCR stage such observations are further validated and in particular the following points are highlighted. The physical and financial progress indicates that there was a consistent delivery of outputs particularly in terms of civil construction activities. Continuous and enhanced involvement of LCS in various stages of civil construction work over the project period has brought about a significant improvement to the livelihood of the members of the LCS as observed and empirically analysed by various studies. The impact study of the markets conducted by IFAD convincingly demonstrated the significant impacts that was made on rural life in terms of enhancing agricultural production and family income.
5. **Partnership building.** Partnership between donor financiers was ensured by the PMO and there was no delay in execution of interlinked interventions financed by different donor agencies. Consultant teams financed by different donors work on respective tasks, but taking the project implementation and their fulfillment of tasks as a whole to support CCRIP.
6. CCRIP also interacted with other ongoing IFAD-assisted projects in the country to avoid unnecessary overlapping and build synergy in support of local rural development. A partnership was foreseen with PKSf-led PACE to help improve the access to financial services to the CCRIP beneficiaries. While consultations were held between the two agencies, there was no evidence of outcome in increasing the CCRIP performance by linking CCRIP with PKSf and its partner organizations for support on savings, credit and business services. Otherwise this should have significantly increased the sustainability of both the SMEs developed as well as preparing the MMCs and SMEs in preparation for later maintenance – which in the end should sit with the users of the market (traders and shop keepers).

i) Procurement

1. **Compliant Procurement.** Procurement was planned and implemented with full compliance with the IFAD procedures and the procurement guidelines of the government and IFAD. The Procurement Plans with required details and also in line with AWPBs were timely submitted to IFAD for non-objection review. The majority of the planned activities in civil construction and others that were included in the annual procurement plans were carried out on timely basis. All procurement targets were detailed out in the DPP and as such there were no bottlenecks from the government

side in implementation of any of the procurement plans of the project.

ii) M&E and KM

1. **Monitoring and evaluation.** The project has established an M&E unit at PMO level, with a fulltime M&E specialist and M&E assistant in the second year of the project and in the next year the unit was strengthened by recruiting 12 Field Monitoring Orifices who were stationed in the districts.
2. *Monitoring well applied but evaluation was the missing linkage.* Data collection on physical target achievements were generally good as part of the project monitoring and periodic reports were prepared on the basis of records and reports from different levels of coordination structure. However, there were opportunities to improve the quality of annual reporting in line with IFAD formats both in terms of financial and physical performance made by the project. Along with the evolving IFAD M&E system, from RIMS-based to the current ORMS, the baseline study was undertaken late after project start up. Since IFAD decided to move from RIMS to ORMS, the project M&E system went through a number of adjustments. The monitoring framework was well adjusted but the evaluation framework showed disconnections between baseline, midterm and endline surveys; quality of surveys were not always compliant with IFAD requirements. The mission was not in a position of quantifying the rural households movements towards different segments of socio-economic well-being, especially the households classified as poor at project beginning and their movements towards better livelihoods, and with eventually a good percentage of them lifted out of poverty thanks to the recognized support from CCRIP.
3. **Functional knowledge management.** According to project design, Knowledge Management (KM) activities aimed to use project data and results to draw lessons and disseminate experiences, KM activities and learning. At the early stage of implementation, CCRIP developed a comprehensive KM strategy which was partly, yet not fully implemented during the project life cycle. The two studies that were produced by BUET were disseminated and used with LGED, but probably not sufficiently to the other relevant audiences. The project did compile and disseminate multiple research documents such as “an assessment on the leasing modalities and leasing in growth centers and large markets”, “an outcome study on community markets” and “an opinion survey on developed physical facilities of markets”. In addition, CCRIP made a value contribution to a policy research on the different types of LCS modalities that are implemented in LGED. CCRIP also presented its achievements during multiple national workshops and as well as international events including the UN Standing Committee on Women in New York.

E.3. Quality of financial management

1. **Staffing:** Staffing at the PMU for financial management activities has been adequate. A Financial Management Specialist (FMS) has provided oversight and supervision of financial management of the project. FMS was assisted by GOB Accountant and one Assistant Accountant (AA) funded by IFAD. In each of the district offices, the District Accountant (DA) overseen the financial management for LGED projects and operations including the finance and accounts of the project. AAs assisted the DA, as deputed by the GoB which was an adequate system. FMS, however had to spend a considerable time reviewing, revising and finalizing the district's input in TOMPRO since the district staff did not undertake this activity.
2. The usual practice in Bangladesh is to use the government accounting staff on projects. In CCRIP key staff such as FMS in the PMU and DA at the district levels were seconded from the government. The junior staff, namely AA were hired on competitive basis. The overall competency and the qualification of the accounting staff of the project has been on par with the qualified government accounting staff with government accepted qualifications.
3. **IFAD Loan and Grant resources, and disbursement** The overall disbursement of both IFAD and GOB funds to the project has not faced delays since its inception. The disbursement conditions were met soon after signing the financing agreement in 23rd June 2013, and IFAD provided the initial advance of USD one million on 12 November 2013, with a six months of disbursement lag. There were 41 withdrawal applications (WA) for the 1st IFAD Loan (L-I-896-BD) starting from 25 March 2014 to 21 July 2019. and three subsequent advances. There were no delays in replenishments to regularly and accurately submitted WAs. During the peak disbursement period from 2015 to 2017 (see above line chart), an average of 10 WAs were submitted per calendar year. IFAD has replenished a total of USD 36.6 million^[1] with initial and other advances by 11th May 2018. The 2nd IFAD Loan (2000001457) was effective in January 2017 when IFAD has disbursed USD 25.5 million (about 70%) of the provisions in the 1st Loan. The initial advance of USD two million from the 2nd Loan was provided on 18 January 2017. IFAD has disbursed USD 18.98 million through 14 withdrawal applications by July 2019 with a 96% disbursement rate. The IFAD Grant (G-I-C-1445-BD) of USD 1 million was available to the project from 2013. The initial advance of USD 80,000 was provided on 12 November 2013. By April 2019, IFAD has disbursed USD 675,740 through 14 Was, which is 67% disbursement rate. It has been proposed and approved by IFAD to reallocate the balance into the expenditure category of studies, training and workshops.
4. **Flow of Funds:** The project had a smooth fund flow with regular replenishments through designated account advances. The advances went to the Designated Account (DA), for the Loan and the Grant, in USD to two separate accounts held in USD at Bangladesh Bank. The funds from this account got transferred to the operational Project Account (held in a commercial bank in Taka) and administered by the Project Director (PD). The funds were transferred, based on type of expenditure and utilization, to district bank accounts which were commercial banks administered by the respective Executive Engineers at the district level. The flow from the designated accounts to

the project account at the central level; and the flow from the central level to the Upazila level have been well managed and smooth. There no evidence of lack of funds as an impediment to implement project activities.

5. **Project assets handover plan.** The project has been well integrated from the inception into the LGED overall management structure at the central, district and the Upazila levels. The management teams were located in the LGED offices at the respective levels. As such the assets that were procured by the project were managed by the project staff located at the LGED offices. Therefore, the project is able to smoothly and systematically transfer all the assets of CCRIP to the LGED offices at closing. All the vehicles with their records will be handed over to the LGED offices at the respective levels; all engineering designs, plans and respective Bill of Quantities (BOQ) will be preserved in the respective offices of LGED and safe kept at a storeroom; reports of all the studies will be compiled and kept at the Head Office; and all documents on accounting and management will also be kept at the respective offices as well as at the Head Office. Adequate provisions in terms of space has already been made and the Superintending Engineer of the LGED who was the Project Director will be responsible for safekeeping of the assets in Dhaka.
6. **Accounting software:** The project has installed at its midterm a computerized accounting system, TOMPRO for maintenance of project accounts and producing accounting reports and it is fully functioning in producing WPs, and producing required reports. The software has been populated and continued with updated financial data, which reconciles to the manual cashbook. However, in order to fully meet IFAD requirements, the system should have been updated with, for example the fixed assets register with all information such as locations of the items and identification numbers, Bank Reconciliation Statements (BRS) and vouchers. These are still pending at the PCR stage. As the MTR mission noted, TOMPRO has limitations in accounting entries for advances. This affects the preparation of Statement of Expenditure (SOE) where all payments (advances and also actual expenditure) are shown in the list of transaction items. The advances needed to be manually removed before preparing the withdrawal application. The software needs to be improved to internally remove the advance when the actual expenditure is entered. This issue still exists and thus fell short of meeting IFAD's requirements. It is therefore required to update the software to accommodate the issue. The MTR noted that in Satkhira District, the FMO does not operate the TOMPRO and the entries made by an external Account Assistant had errors especially the activity codes and closer attention is required. At the PCR stage, it was observed that the all required staff of the project is using TOMPRO.
7. **Project Audit.** The Foreign-Aided Projects Audit Directorate (FAPAD), the Supreme Audit Entity of GOB did the Audit throughout the project period. In addition, the internal audit team of LGED also complimented auditing throughout the project period. The auditor has reported several issues periodically, and the project has responded to the issues and all outstanding audit issues for previous years have been resolved.

13. [\[1\]](#) This value is higher than the budgeted amount (Table 1) because of the variations of the exchange rate between SDR (loan value) and the USD \$ (WA values).

E.4. Project internal rate of return

1. **Positive IRR.** The indicative financial assessments of civil structures; women income generating activities; women markets; and infrastructure stimulated agriculture, fish and livestock production provide evidence that they are financially profitable, and hence overall project investment is economically viable. There are significant financial benefits for the village and upazila communities from village and upazila roads, and small and village markets. The details of the analysis are presented in EFA excel sheets. The economic analysis yields an Economic IRR of 35% and the economic net present value of BDT 11,346 million for a period of 20 years under a discount rate of 10% in the base case. The EIRR of the design of CCRIP was estimated at 17%. The difference in the EIRR indicates that the project was able to achieve more economic return than the design expectations. These two indicators confirm that the CCRIP was efficient in investing the IFAD financial resources in the economy of Bangladesh through CCRIP.

F. Partners' performance

F.1. IFAD's performance (Quality of supervision and implementation support)

1. **IFAD's performance is rated satisfactory (5).**
2. **Consistent IFAD performance with committed support.** In line with its COSOP 2012 - 2018, IFAD responded promptly to the request of the government to prepare the design. Guidance from Head Quarters (HQ), regarding financial management and fiduciary aspects was adequate and useful. IFAD was flexible and responsive to the evolving implementation context and provided implementation support in combination with technical staff from HQ participating in the annual supervision missions, and technical guidance from its country team led by its ICO in Dhaka. Actions and follow-ups on withdrawal applications were within reasonable time limit. The CCRIP witnessed changes of several IFAD CPMs in the country during its implementation and IFAD guidance and support to CCRIP

remained consistent.

3. **Constructive supervision and implementation support** The project recorded four annual Supervision Missions, one Mid-Term Review Mission and five Implementation Support Missions by IFAD. These missions provided timely support and guidance, and they were particularly useful in dealing with the key issues raised during the operational implementation.
4. **Importance of consistent team composition** IFAD was able to maintain a core country team that was knowledgeable about the country context and implementation issues. A combination of IFAD technical staff and consultants of required expertise helped ensure the quality of supervision and support. The ICO played a key role in quality assurance of supervision and implementation support.

F.2. Government's performance

1. **Government performance is rated satisfactory (5).** The Government has continued to be supportive of the unique approach of CCRIP. The Government provided the counterpart matching funds timely and the LGED under the Ministry of Local Government Rural Development & Cooperatives (MLGRD&C) approved annual work plans and budget (AWPB), organized and the project steering committee meetings and chaired wrap-up meetings of supervision missions. At operational level, LGED district and upazila offices in the project area ensured the execution of project interventions and the high physical and financial achievements of CCRIP can be seen as a good indication of their effectiveness and efficiency.
2. Contractors for civil works learned and accepted that the standard of works required by CCRIP need to be climate resilient and applied where needed. The post-contract quality control and maintenance were observed.

F.3. Other partners' performance (including co-financiers)

1. **Effective interlinkage between IFAD, ADB and KfW coordinated by PMO** Coastal Climate Resilient Infrastructure Project (CCRIP) was cofinanced by ADB, KfW. The construction work have been implemented with different approaches under ADB, IFAD and All three donors implemented work through contractor bidding processes and only IFAD apply additionally in LCS approach. The three donors held separate supervision and support missions and respective findings and recommendations were circulated to the field teams for strict compliance and to ensure quality assurance.
2. While there was no formal partnership signed between the three donor agencies, the PMO played a key part in building synergy between financial and technical resources from different sources. All these have led to a holistic development where small village roads and markets financed mainly by IFAD and GoB, growth centers and upazila roads by ADB, cyclone shelters by KfW have provided better climate resilient capacities to the project area.

G. Assessment of sustainability

1. **Sustainability is rated satisfactory (5).** The continuation of most project benefits is most likely ensured beyond project completion as the majority relate to infrastructure projects that were under the institutional mandate of the implementing agency – LGED. There is full ownership of beneficiaries on project interventions and their post-project maintenance, especially regarding the roads and markets at union and village levels. MMC have been established and operational, with maintenance budgets allocated from the public budgets and toll collection incomes where relevant.
2. **Sustainable exit for infrastructures built** Approximately 75% of the project resources were used for road and market construction. Maintenance of both is organized in accordance with GoB related regulation and institutions. Maintenance of market places is ensured through the collection of fees in market places by MMCs. 25% of the leases collected on marketplaces are used for their long-term maintenance. Maintenance of village and union roads is the responsibility of either Upazila or local LGED; Financial resources for maintenance of these roads and markets are allocated from the GoB general budget.
3. **Sustainable roadmap required from beginning.** CCRIP made significant efforts in engaging the LCS in labor employment opportunities, which provided cash income and IGA training. Once the labor contracts completed, most LCS members seem to return to their statue quo, except those who had the opportunities to become shop owners or traders in the markets. There is no doubt that all the LCS members will not remain inactive in IGAs linked to their livelihood improvement. A roadmap for post-labor contract graduation should be part of the project investments in this regard, helping the continued building of social and economic capitals gained under the project framework. In addition, the LCS approach as training appears to have varied in its quality given the observations of the mission in the field discussing with LCS members regarding their knowledge and future directions of their enterprises.

H. Lessons learned and knowledge generated

1. The CCRIP implementation generated a number of **good practices** that are worthy being replicated and scaled up in ongoing or future IFAD-assisted projects in the country or by Government. Following are a few examples:
 - *Empowerment through GALS.* Rural Bangladeshi women are sometimes not able to fully participate in society due to social and cultural barriers. For that reason, a standalone LCS approach does not suffice to empower women sustainably and have them take up an equal place in society next to men. Realizing this, CCRIP piloted the Gender Action Learning System approach in several LCS groups. Learnings from GALS will be taken over in the next IFAD funded project PROVATI³. The GALS has the potential of stepping into the next level, that is village visioning;
- *Selection is key for the impact of project interventions.* The markets where CCRIP infrastructure were carefully selected using prep-set conditions of which poverty was a crucial one. The sites were verified by a team in the early stages of implementation. An impact assessment showed that the impact of project interventions was higher in the more remote market areas thus concluding that site selection has a significant impact on the poverty reducing impacts of the project.
- *Parallel co-financing structure allows for cost-efficiency and sharing of human resources* CCRIP was originally foreseen as a standalone IFAD financed project. At the moment of design, it became apparent that KfW as well as the ADB were also designing similar infrastructure projects in the South-West of Bangladesh. For cost efficiencies, the it was decided that CCRIP became a co-financed project. For example, IFAD was able to finance part was able to enjoy the services from the infrastructure specialist financed by the Asian Development Bank. The parallel co-financing not only increased the total financing of road and market connectivity and climate-resilient capacity building in the project area, but also improved the implementation efficiency in terms of consultation expertise and support leverage;
- As mentioned above, the parallel co-financing structure allowed for efficiencies in human resources management. The project design team realised though that the efficiencies also increased the workload for the PMU. Therefore the team decided to focus on the infrastructure activities which are a core capacity of LGED. The completion mission concluded that this was a sensible decision in this particular context as a rather complex project design could have created delayed implementation.
- Project design included few livelihood activities. The project's impact assessment, that additional livelihood activities could have increased the impact of the project. However, the project design team realized that the PMU would be effectively implementing 3 separate projects in terms of e.g. financial and progress reporting. For that reason they decided to keep the project close to LGEDs core functions.
- *Field Monitoring Officers besides regular LGED staff smoothened the implementation of project activities* LGED field monitoring officers tasked with supervising works. Usually they have a heavy workload and are occupied with the implementation of multiple government and donor funded projects. As CCRIP noticed that regular LGED officers were not able to monitor works adequately, and that this had a negative impact on the quality of works implemented, the project hired the Field Monitoring Officers (FMOs) in 2014 to support CCRIP. This helped maintain a good efficiency for procurement, M&E and KM functions, accounting and the training of LCS and MMCs for IFAD, ADB and KfW funded-activities. Their support on the ground was of vital importance for the smooth implementation of CCRIP.
- *Mainstreaming women into LCS* and have them construct their own market is a good practice to assure that women have start-up capital for their business and full ownership of their practice.
- *Aligning end line survey with baseline in accordance with expected outcomes and impacts* The project had its baseline survey late and one year after its effectiveness. It could be done prior to implementation, either before start-up or as one of the first priorities of start up in order to lay down the start point for the project. In addition, the quality control of survey should be maintained to help avoid any deviation in survey and analysis methodologies. The mid-term and end-line surveys did not make corrective actions to fill the gaps left by the baseline in terms of measuring outcomes and impacts in key areas. The project's measurement on rural poverty impact was somehow affected despite witnessable indications but lack of statistically organized data and analysis results as support or confirmation.

- *Linking start-up rural MSEs with business support services and resources* such as in savings and credit services, business development service providers. The road and market connectivity did trigger a number of new rural MSEs and some were started by women entrepreneurs. While setting up a WMS was a main achievement, supporting the start-up and growth of rural MSEs would be more complex. The project had the potential of exploring linking these MSEs to locally existing support service providers and resources, which would have amplified the technical training provided by the project itself.
- Insurance for LCS: Project design did not foresee insurance coverage for LCS. After an unfortunate work related incident, funds were made available to offer insurance coverage for LCS members. From 2015 onwards, all LCS members were insured for work related hazards and this practice has also been taken over in other IFAD funded projects such as PROVAT³.
- *Funding strategy required for pilot introduced.* The Rural Radio Initiative was introduced as experimentation under CCRIP. The absence of an appropriate funding strategy after project resulted in the ending of the show “the voice of the coastal people” after implementation. To avoid such situation in the future, a TA agency like the CDC should be actively involved in the development of a funding plan and preferably have it finalized after the first year of implementation.
- *Impact assessment from project resources.* In the third year of implementation, IFAD realized that there was quite significant funding available for the midterm and end line survey. Together with the project it was decided to execute an impact assessment. The impact assessment executed was of very high quality and allowed for global dissemination of project results. Where IFAD normally finances impact assessments, CCRIP allowed them to execute solely using project resources.

14.

- *Few human resource changes: Throughout project implementation, the leadership of CCRIP as well as the management team of CCRIP remained largely the same. This created a steady working environment and smoothened implementation.*

15.

- *Interactions between outputs ADB and IFAD: In CCRIP the ADB finances “growth centers” and “upazila roads” while IFAD finances “small markets” and “village roads”. Conceptually speaking, this would lead to a holistic development where small village roads, connect to upazila roads and small markets feed into growth centers. In reality, there was little interaction between the different outputs financed by respectively the ADB or IFAD.*

I. Conclusions and recommendations

1. CCRIP achieved its goal of improving the livelihoods of poor households through increased income and improved food security, and the climate resilience has been strengthened for the coastal road and market infrastructures and people in the selected upazilas of 12 project districts. The project contributed in improved road and market connectivity of 3.7 million people living in the project area. Overall, expected outcomes of improved access to markets and services, enhanced marketing, and strengthened resilience to climate shocks were achieved, benefiting the population living in the project areas. Impacts on income and assets, food security, human and social capitals, institutions, environmental protection, natural resource management and climate adaptation were observable with key issues addressed and safeguarded. Impacts on policies and agricultural productivity seem to be less significant, probably due to the quasi heterogeneity of project investments in infrastructures.
2. The project achieved an overall disbursement rate of 88% (funds from ADB, KfW and the GOB), with IFAD two loan and IFAD grant disbursement rate at 96% as of 31 June 2019 (Table 2). The project would spend about 98% of IFAD resource to cover the outstanding balances mainly for the civil work contractors by the end of December at its closing.
3. The project showed good efficiency by achieving an overall disbursement rate of 88% (funds from ADB, KfW and the GOB), with IFAD two loan and IFAD grant disbursement rate at 96% as of 30 June 2019. The project would spend about 98% of IFAD resource to cover the outstanding balances mainly for the civil work contractors by the end of December at its closing. IFAD funding enjoyed a high leverage rate of 1.44. Management structure was operational with effective mechanism of vertical and horizontal coordination put in place, supported by a strong technical assistance team under separate funding from IFAD, ADB and KfW. Financial management was

responsive and due guidelines and procedures were observed in fiduciary administration and procurement management. The completion EIRR was calculated at 35% and the economic net present value of BDT 11,346 million for a period of 20 years under a discount rate of 10% in the base case.

4. CCRIP also presented good prospects of sustainability, with strong will of political sustainability and existing institutional technical support system in place. Knowledge generated and lessons learnt constitute the overall heritage of IFAD country programme in Bangladesh and some present good potential for replication and scaling-up in the country.
5. **Recommendations.** The PCR mission highlighted its key recommendations as follows:
 - *Direct investments in IGAs and agribusiness to leverage impact* on income and agricultural productivity from road and market connectivity. This can be outsourced to mandated institutions or qualified service providers;
 - *Inter-agency coordination for multi or cross-sector interventions* should be considered in future project designs in the country. IFAD-assisted projects in Bangladesh have demonstrated sound institutional performance by different participating agencies such as LGED, PKSf. As challenges and opportunities have evolved to a critical point in rural economic development and poverty alleviation, combined and mutually leveraged interventions will help further optimize the investment outcomes and impacts on the basis of core competences from different performing agencies;
 - *Poverty-sensitive M&E and linkage between baseline, and endline* on expected outcomes and impacts should be ensured while conducting related surveys. This would allow trend analysis to help observe the movements of livelihood improvements of target groups. Project management and related agencies including IFAD, the Government should have better quality control on ToRs and outcomes of these important surveys.
 - *WMS to be systematically promoted* at institutional policy level. LGED should consider that all future market structures should include a Women's Market Section given its recognized success and values in local socio-economic development;
 - *Successful LCS should be certified by LGED* to promote their future work opportunities with local contractors.
 - *Funding plan of Rural Radio Initiative:* The absence of an appropriate funding strategy after project resulted in the ending of the show "the voice of the coastal people" after implementation. To avoid this situation in next phases, a TA agency like the CDC should be actively involved in the development of a funding plan and preferably have it finalized after the first year of implementation.
 - *Verifying land availability prior to project design:* Land is a valuable asset in Bangladesh. CCRIP was not able to deliver upon some of the outputs as there was no government land (Khas land) available in and around the market places for construction. Whether land is available to develop infrastructure should be verified either before or in early stages of project implementation to assure that all project targets can be met.
 - *Parallel financing construction:* At design stage it was foreseen that ADB, KfW and IFAD would implement the project together and for example organize joint supervision missions. In reality, the coordination between the three donors did not materialize. Donors should be mindful about the fact that a parallel financing construction like the one that was established in CCRIP creates a higher workload for the project implementation unit as the PIU has to respond to multiple reporting requirements. If in the future, it is decided to introduce a parallel co-financing construction, donors should align e.g. reporting and supervision requirements to facilitate project implementation.
 - *Permanent constructions in market places:* In the older markets, missions noted that sales men constructed permanent constructions in open markets sheds. Presuming that the open market sheds are for daily traders, market management committees should be trained to mitigate the potential negative effects (e.g. the crowding out of daily traders) of permanent constructions in market places.
 - *Linking BUET research with project activities:* BUET research should either (i) directly inform project activities provide guidance to assist LGED with implementation related issues or (ii) provide lessons learned or a grounded theory related to project activities.

16. In view of the above, the mission recommended a **satisfactory rating (5)** for the overall project achievement.

Footnotes

N/A

Bangladesh

Coastal Climate Resilient Infrastructure Project Project Completion Report

Appendix 1: Project logical framework

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Project No. 1100001647
Report No. 5316-BD
Loan ID 2000000060

Asia and the Pacific Division
Programme Management Department

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Coastal Climate Resilient Infrastructure Project

Logical Framework

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2019)	Cumulative Result (2019)	Cumulative Result % (2019)	Source	Frequency	Responsibility	
Outreach	1 Persons receiving services promoted or supported by the project							Progress report, RIMS report	Annual	PMU	
	Females			2 636 200	12 350	2 728 008	103.5				
	Males			2 743 800	47 201	3 036 326	110.7				
	Total number of persons receiving services			5 380 000	59 551	5 764 334	107.1				
	1.a Corresponding number of households reached							Progress report, RIMS report	Annual	PMU	
	Women-headed households										
	Non-women-headed households										
	Households			1 097 959	12 456	1 171 641	106.7				
	1.b Estimated corresponding total number of households members										
	Household members			5 380 000	59 502	5 764 285	107.1				

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2019)	Cumulative Result (2019)	Cumulative Result % (2019)	Source	Frequency	Responsibility	
Project Goal Improved livelihoods for poor households in selected Upazilas of 12 coastal districts	increase of households reporting improvements in household asset ownership index							Bangladesh Bureau of Statistics, Multiple Indicator Cluster Survey (MICS) of the RIMS surveys, Impact surveys at baseline, mid-term and completion, Qualitative assessment (PRA) with target HHs in project	Baseline, mid-term and completion	PMU	
	% increased of households reporting improvement			20	30	30	150				
	reduction in the prevalence of child malnutrition							Bangladesh Bureau of Statistics, Multiple Indicator Cluster Survey (MICS) of the RIMS surveys, Impact surveys at baseline, mid-term and completion, Qualitative assessment (PRA) with target HHs in project	Baseline, mid-term and completion	PMU	
	Reduction in the prevalence of child malnutrition			30	38	38	126.7				

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2019)	Cumulative Result (2019)	Cumulative Result % (2019)	Source	Frequency	Responsibility	
	increase in incomes in 50% of poor households from a range of farm, fishery and non-farm sources, disaggregated by sex							Bangladesh Bureau of Statistics, Multiple Indicator Cluster Survey (MICS) of the RIMS surveys, Impact surveys at baseline, mid-term and completion, Qualitative assessment (PRA) with target HHs in project	Baseline, mid-term and completion	PMU	
	increase in income			60	11	11	18.3				
Development Objective Enhanced climate resilience of coastal road and market infrastructure and people in selected Upazilas of 12 project districts	60% more beneficiaries reporting improved food security							Independent evaluation of robustness and resilience of infrastructure design, CCRIP project assessment report after each monsoon season and natural disaster event, IFAD annual supervision report, PRA after each monsoon season and natural disaster event.	Baseline, mid-term and completion	PMU	Climate change related impacts are within predicted level
	Beneficiaries reporting improved food security (Males)			60	70	70	116.7				
	Beneficiaries reporting improved food security (Females)			60	70	70	116.7				
	Beneficiaries reporting improved food security (Males/Females)			60	70	70	116.7				

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2019)	Cumulative Result (2019)	Cumulative Result % (2019)	Source	Frequency	Responsibility	
	reduced loss of lives and assets during disaster							Independent evaluation of robustness and resilience of infrastructure design, CCRIP project assessment report after each monsoon season and natural disaster event, IFAD annual supervision report, PRA after each monsoon season and natural disaster event.	Baseline, mid-term and completion	PMU	
	Percentage			50		0	0				
Outcome 1. Improved road connectivity for men and women living in project Upazilas to access markets and social services	1.1. increase in average traffic volume per day on project roads							Traffic data surveys (volume and price). Transport worker and user surveys.	Annual	PMU	• Government sustains or increases funds for road and market maintenance. • Investments in polder protections by other programmes and projects continue
	Average traffic volume per day			50	88	153	306				
	1.2. reduced transportation costs on project roads							Traffic data surveys (volume and price). Transport worker and user surveys.	Annual	PMU	
	Percentage reduced in transportation costs			25	12	62	248				
	2.2.6 Households reporting improved physical access to markets, processing and storage facilities										

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2019)	Cumulative Result (2019)	Cumulative Result % (2019)	Source	Frequency	Responsibility	
	Households reporting improved physical access to markets										
Output 1. Upazila, union and village roads upgraded to climate resilience standards Bridges and culverts built	2.1.5 Roads constructed, rehabilitated or upgraded							Independent monitoring of construction of roads, bridges and culverts Site inspections Environmental assessment Project reports and MIS	Quarterly	PMU	• No major delays due to price escalation of materials and labour • Public procurement process remains adequate and adheres to ADB/IFAD requirements • Sufficient availability of labour • Roads properly maintained • LGED remains committed to apply acquired knowledge
	Length of roads		555	709		750	105.8				
	1.3. Bridges and culverts constructed							Independent monitoring of construction of roads, bridges and culverts Site inspections Environmental assessment Project reports and MIS	Quarterly	PMU	
	Length of bridges and culverts constructed (Total metres)		3 300	4 650		5 315	114.3				
Outcome 2. Enhanced marketing of farm and non-farm produce in project markets	2.1. additional income from construction of infrastructure							Market surveys	Baseline, mid-term and completion	PMU	Services of MAPP are reinforcing CCRIP interventions
	Percentage			20		29	145				
	increase in the volume of goods marketed in village markets							Market surveys	Baseline, mid-term and completion	PMU	
	Increase in the volume of goods			50	40	145	290				
	increase of traders							Market surveys	Baseline, mid-term and completion	PMU	
	Percentage increased (Males/Females)			25	152	254	1 016				

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2019)	Cumulative Result (2019)	Cumulative Result % (2019)	Source	Frequency	Responsibility	
	Percentage increased (Males)			25	141	224	896				
	Percentage increased (Females)			25	11	30	120				
Output 2. 1. Market infrastructure expanded and upgraded; 2.2. women market sections built; 2.3.boat landing facilities (ghats) buildt; 2.4. market management committees established; 2.5. LCS formed, trained and employed	2.2. 15 community markets with a women section							Site inspections and surveys	Quarterly	PMU	• Adequate functioning of MMCs • Climate trends do not reduce on- and off-farm productivity, or quality ; production levels remain stable • Public policy continues to allow procurement of works with the participation of LCS
	Markets with a women section		14	15		16	106.7				
	2.1.6 Market, processing or storage facilities constructed or rehabilitated							Site inspections and surveys	Quarterly	PMU	
	Market facilities constructed/rehabilitated		139	197	6	184	93.4				
	2.4. 38 new landing ghats built							Site inspections and surveys	Quarterly	PMU	
	Boat landing ghats		38	40	6	28	70				
	2.5. poor women and men employed in construction of markets & earth work of roads through LCS (IFAD)							Site inspections and surveys	Quarterly	PMU	
	Males				37	1 572					
	Females					4 188					
	Number employed (Males/Females)		5 000	5 000	113	5 836	116.7				
Outcome 3. Rural communities and local authorities are able to cope with volatile climate events and meet their basic needs during climatic shocks	3.1 Climate resilient rural infrastructure management plan is operational							Qualitative surveys: focus group discussions and key informant interviews after completion of shelters		PMU	Local government maintains emergency and recovery plans
	Plans operational					1					

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2019)	Cumulative Result (2019)	Cumulative Result % (2019)	Source	Frequency	Responsibility	
	3.2. Population using shelters during natural disasters							Post-climate shock surveys, PRA on effectiveness of response, management of shelters		PMU	
	population				66.7	66.7					
Output 3.1 Group formation and training	Groups managing infrastructure formed/strengthened							RIMS reporting	Annual	PMU	Knowledge Management & communication plans are integrated into policies, programs and enforced of 4 rural radio stations.
	Group			441	6	438	99.3				
	People trained in infrastructure development							RIMS reporting	Annual	PMU	
	Males				53	2 503					
	Females				151	6 617					
	2.1.2 Persons trained in income-generating activities or business management							RIMS reporting	Annual	PMU	
	Females				150	5 692					
	Males				46	2 733					
Output 3.3. LGED pilots sustainable climate resilient rural infrastructure management plan	Sustainable road maintenance plan										
	plan					2					
Output 3.4. Knowledge management products for climate change developed	Number of knowledge products published										
	km products, research products				2	2					
Output 3.2. Rural Radio Initiative	3.1.2 Persons provided with climate information services										
	Persons provided with climate information services				530	537 210					

Bangladesh

Coastal Climate Resilient Infrastructure Project Project Completion Report

Appendix 2: Summary of amendments to the financing agreement

Document Date: 17/02/2020
Project No. 1100001647
Report No. 5316-BD
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Appendix 2: Summary of amendments to the financing agreement

No amendments made to the financing agreement

Bangladesh

Coastal Climate Resilient Infrastructure Project Project Completion Report

Appendix 3: Actual project costs

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Project No. 1100001647
Report No. 5316-BD
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Appendix 6: Dates of supervision mission and follow-up missions

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Appendix 7: Terms of Reference of the completions review mission

COUNTRY OF ASSIGNMENT/LOCATION: Bangladesh/Dhaka and project sites

MISSION NAME: Bangladesh - Coastal Climate-Resilient Infrastructure Project (CCRIP), Completion Mission

MISSION START AND END DATES: 17/09/2019-30/09/2019

REPORT TO: Mr. Omer Zafar, IFAD Country Director for Bangladesh and the Maldives.

MISSION COMPOSITION: Mr. Peter Situ, Team Leader Mr. Anura Herath, Economist Ms. Louise McDonald, IFAD country director for Bhutan and gender and targeting specialist Ms. Christa Ketting, IFAD programme analyst Infrastructure Specialist (to be identified).

1. Background. 1. The Coastal Climate-Resilient Infrastructure Project (CCRIP) aims to construct climatedesilient road infrastructure and cyclone shelters, and to improve access to markets to address acute poverty and climatic vulnerability in south-west Bangladesh. The project is implemented by the Local Government Engineering Department (LGED) and has been effective since 28 June 2013. 2. CCRIP is operating in 32 Upazilas (sub-districts) of 12 south-western districts: Barguna, Barisal, Bhola, Jhalokati, Patuakhali, and Pirojpur Districts in Barisal Division; Gopalganj, Madaripur and Shariatpur Districts in Dhaka Division; and Bagerhat, Khulna and Satkhira Districts in Khulna Division. These districts are known to be very poor, the least developed and vulnerable to natural disasters such as tidal surges, cyclones and floods. 3. The project target group comprises of the population in the catchment areas of project markets and project roads, in particular small and marginal farmers, small traders and microentrepreneurs, landless people and poor women. It was estimated that 3.5 million people will benefit from the project. 4. CCRIP has three components:

a) Improved road connectivity: The outcome of this component is improved road connectivity for people living in project Upazilas facilitating their access to markets and social services. Under this component, 130 kilometres of Upazila roads (ADB-funded) and 501 kilometres of union and village roads (IFAD-funded) will be built, along with associated small bridges and culverts (2,455 metres). Roads will adopt climate-resilient and/or climate-adaptation features. Roads that benefit the highest number of people and that connect project markets and other important markets and remote villages will receive high priority.

b) Improved market services: The outcome of this component is enhanced marketing of farm and non-farm produce in project markets. The project will build/improve physical markets (common sheds, fish sheds, open paved/raised areas, women's sections, toilet blocs, internal drainage, etc.), build commodity collection points, build boat landing platforms, form market management committees (MMCs), and create employment for poor women (LCS members). The target is to develop 88 growth centres and large rural markets (ADB funded), 197 community (village) markets, 5 commodity collection points, 15 women's sections and 38 boat landing platforms (IFAD-funded).

c) Enhanced climate change adaptation capacity: The outcome of this component is greater ability of rural communities and local authorities to cope with volatile climate events and meet their basic needs during climatic shocks. The following activities, funded by KfW, are planned under this component: (i) construction or extension of 15 cyclone shelters; (ii) improvement of 10 existing shelters; (iii) upgrading of 15 kilometres of access tracks; and (iv) complementary support measures to enhance capacity for disaster preparedness. In addition, IFAD will fund the training of LCSs in construction skills and on social issues, and MMC members on planning, supervision of works and management of markets.

2. Objectives and outputs of the mission. The CCRIP project is a well-managed and well performing project. Both the 2017 MTR and 2018 supervision missions were able to deliver a positive report on its progress and concluded that the project was on track with delivering to the set targets and objectives. The PCR mission will consolidate all learnings in a project completion report.

The overall assignment of the mission will be the following:

□ Assess the implementation of the project since the start of the project by comparing achievements with the qualitative and quantitative objectives laid down in the appraisal report and the Annual Work Programme and Budget (AWPBs). □ Verify the progress of agreed recommendations of all missions under the different components:

- o Component 1: The progress on the construction manual/guidelines that include design of various types of roads and good practices; the study conducted on the various types of vehicles using the road and impact on the road & the status of the designed intersections & sustainability of the roads construction.
- o Component 2: Recommendations on infrastructure development and plantation of trees; implantation of additional works; maintenance and management plan written together with the MNCs; the study on market leasing; insurance policy and trainings offered to LCS members; follow-up trainings provided to MNC members, policy engagement with regards to MNCs and deepening of the IGA training.
- o Component 3: The multiple design recommendations (e.g.: slump tests, location of dredge fills, corrections on embankment side); development of a maintenance checklist for MNCs; possible linkages between PACE and CCRIP markets; the designed training on IGA's & the proposes tree BUET research projects, mapping of CCRIP beneficiaries in PACE GIS system and the no-cost extension of the Rural Radio Initiative.
- o Component 4: the midterm M/E survey; supervision on market information collected by MNCs; the outcome study on roads; feasibility of solar panels for electricity to markets; appointment of an accountant assistant for each district; documentation of lessons learned and best practices from construction; georeferencing of infrastructure sites; improvement on CCRIP website & consolidated project intervention mapping.

□ Review the implementation progress of each component of the project. For each, analyse and discuss actual and potential problems and constraints affecting the achievement of outputs and outcomes. □ Undertake field visits to interact with the project beneficiaries and project partners and make on-the-ground assessment of challenges and issues in implementation. □ Review the complementarity of ADB- and KfW-funded activities and draw lessons on overall alignment of the three donors – provide recommendations for the future projects. □ Review the appropriateness of project implementation modalities (staffing, MIS, audit, financial management etc) – provide recommendations for future projects. □ Gather conclusions and lessons learned on project implementation.

The two main outputs of the supervision mission will be (i) an aide memoire documenting the findings, conclusions and recommendations of the mission to be discussed with the Government during the wrap-up meeting in Dhaka on 30 September 2019; and (ii) a completion report, to be submitted to the IFAD Country Director for Bangladesh and the Maldives by 15 October 2019. Both documents should follow the latest IFAD format.

3. Individual responsibilities, expected outputs and required completion dates.

While each mission member has a particular specialization and individual terms of reference, it is expected that mission members will contribute outside their own field, considering the nature of the project (with many cross-cutting themes), and the fact that each member will visit different places.

The terms of reference for each mission member of the mission are as follows:

Mr. Peter Situ, Mission Leader The Mission Leader will be responsible for the overall coordination of the mission and report to the IFAD CD and IFAD Programme Officer for Bangladesh. The expert will ensure that the mission takes due consideration of the strategic and cross-cutting themes during the mission. He will liaise with the implementing institutions to ensure that necessary views and information are fully shared during the project completion mission.

Bangladesh

Coastal Climate Resilient Infrastructure Project Project Completion Report

Appendix 4: Project internal rate of return (detailed analysis)

Document Date: 17/02/2020
Project No. 1100001647
Report No. 5316-BD
Loan ID 2000000060

Asia and the Pacific Division
Programme Management Department

This document will be publicly disclosed unless there is written dissent on its disclosure by the Borrower at the time of this document submission to IFAD or no later than the project closing date.

The Mission leader will prepare the aide memoire and completion report with its appendices and technical annexes in line with IFAD's most recent requirements and report templates, whilst ensuring overall consistency and linkages between main report, appendices and field technical reports. He will co-present the aide memoire to the wrap up meeting held with the Government of Bangladesh at the end of the mission.

In addition, he will: a) Coordinate mission activities and synthesize its findings and recommendations. Interact with the Government of Bangladesh, relevant donors and development partners (ADB & KfW); b) Agree with each mission members on their work program and expected outputs. c) Review the set-up of the project management and the qualifications of project staff at all levels as per project design document (PDR) and project implementation manual (PIM). d) Review all steering committees and their functioning throughout project implementation. e) Review the physical/financial implementation progress (overall and for each component) relative to the AWPB and procurement plan as laid out in the PDR and the PIM. f) Review together with PMU staff, to what extent recommendations of supervision missions were implemented adequately. g) Identify, together with the mission members, key implementation issues and potential constraints facing the project. h) Review the exit strategy and sustainability of project interventions. i) Assess the level of cross-component complementarity and synergy; j) Assess the adequacy of the M&E and reporting system, including the monitoring of targeting performance, analysis of gender-disaggregated data, and the extent to which beneficiaries were involved in planning and monitoring of activities; k) Consolidate the contributions from the mission members and prepare the aide memoire and project completion report. The Mission leader will prepare the (i) the project at a glance, (ii) the executive summary, (iii) introduction, (iv) Project Status Report, (v) project description, (vi) physical deliverance, (vii) rural and social assets, (viii) agricultural productivity, (iv) innovation & scaling up, (v) conclusions and recommendations. In addition, he will finalize all appendices, in line with IFAD's most recent requirements. The expert will ensure full consistency and linkages between main report (aide memoire), appendices and annexes (former working papers), where if applicable.

Mr. Anura Herath, Economist/COSTAB. He will prepare the final economic and financial analysis and analyse the benefits of the project. In particular, he will: a) Update and validate the costing of project supported activities. b) Analyse how the costing of project elements relates to its benefits. c) Analyse whether project resources have been used efficiently. d) Present a final financial and economic analysis for the project based on the implemented activities and interventions. The sections should include data, field observations, project results, findings and recommendations, within the deadline set by the Mission Leader. e) Contribute relevant sections of the Aide Memoire and PCR as agreed with the team leader including (i) institutions and policies, (ii) project cost and financing, (iii) quality of project management, (iv) procurement, (v) project internal rate of return, (vi) appendix 3, actual project cost, (vii) appendix 4, project internal rate of return. f) Carry out any other tasks as agreed with the mission leader.

Ms. Louise Mc Donald, IFAD country director for Bhutan and Gender and Targeting specialist. She will assess the overall performance of Labour Contracting Societies, gender and poverty outreach. She will assess the strategy and actions by the project around i) gender relations, ii) poverty outreach, iii) functioning of labour contracting societies iv) Pilot of a GALS training.

a) Review the implementation progress and inclusion of agreed recommendations made in the 2015, 2016 & 2018 supervision missions and 2017 MTR around i.e. quality improvement of IGA trainings, LCS profit distribution,; b) Review the institutions' development among labour contracting societies (LCS), group formation, training and involvement in infrastructure work. c) Review the working and contract arrangements for LCS, in terms of payments, payment records, profit distribution, transparency and good governance including the recommendation made towards insuring the LCS. d) Assess poverty focus, targeting strategy, sustainability and the relevant sections of the project completion report; e) Assess the execution of the Gender Action Learning System (GALS) in CCRIP supported activities. f) Prepare written contribution to the relevant sections of the completion report

including (i) human and social development, (ii) D.6 targeting and outreach, (iii) the effectiveness and development focus, (iv) gender equality and women's empowerment sustainability, (v) household income and assets and other sections as indicated by the team leader. The sections should include data, field observations, project results, findings and recommendations, within the deadline set by the Mission Leader. g) Undertake any other relevant task requested by the mission leader.

Ms. Christa Ketting – Programme analyst, markets. She will join the mission as a team member focusing on issues related to marketization and the rural radio initiative. In specific, she will:

a) Assess the initiatives undertaken with regards to partnership building in specific with the IFAD funded project PACE; b) Assess the activities implemented by the Rural Radio initiative and the closure of this intervention. c) Review the results of the Improved Market Services component. d) Review all aspects related to implementation and institutional arrangements governing the project components with a view to reinforce their complementarity and the sustainability of interventions; e) Review the implementation progress of the institutional arrangements, identify lessons learned and best practices further to implementation; f) Contribute relevant sections of the Aide Memoire and PCR as agreed with the team including (i) institutions and policies, (ii) market access, (iii) quality of project management, (iv) assessment of sustainability, (v) lessons learned and knowledge generated and (vi) appendix 6 and 7. g) Assess implementation modalities and arrangements of key project-implicated stakeholders (implementing partners, service providers), in terms of quality of services rendered to project beneficiaries, effectiveness in reaching the core target group, and in support of value chain development generally;

Infrastructure Specialist – To be identified.

He/She will review all infrastructure works of the project (executed by both contractors and LCS's) under components 1 and 2 to ensure that Upazila, union and village roads and markets places are upgraded to climate resilience standards. He will also review how bridges, culverts, ghats, cyclone shelters and additional market infrastructure are constructed.

In particular, he/she will: a) Review the work plan for the remaining project period and progress made on physical works; b) Review the quality of project-constructed infrastructure (roads, markets and shelters); c) Assess the climate-resilient and/or climate-adaptation features of developed infrastructure; d) Follow up the progress of agreed recommendations made in the 2015, 2016 & 2018 supervision missions and 2017 MTR i.e. slump test application, dredge fill, embankment side correction, progress on implementation guidelines, study on usage of infrastructure and recommendations towards improvement & improvements for intersections. e) Assess the adequacy of the exit strategy provided by the project. f) Prepare written contribution to the relevant sections of the completion report including (i) adaption to climate change, (ii) environment and natural resource management, (iii) appendix 5, SECAP. The sections should include data, field observations, project results, findings and recommendations, within the deadline set by the Mission Leader. g) Capture lessons learned for implementation of future projects. h) Carry out any other relevant assignment as may be determined by the Mission Leader.

4. Documentation The following documentation will be made available to consultants prior to the assignment:

- IFAD project design report
- 2015, 2016 & 2018 supervision report & 2017 Interim report.
- Financing agreement and LTB
- LGS report on financial history
- AWPB and PP
- 2015/2016/2017/2018/2019
- RIMS Baseline survey and RIA impact survey.
- IFAD ORMS guidelines
- Audit report/Audited Financial Statements
- Status of Funds and Historical Transaction Reports
- Guidance for IFAD project completion.
- Guidance note on undertaking financial management assessment during supervision.

The mission will be provided with the latest PCR template that needs to be populated with the required information and subsequently used to prepare the Aide memoire and update the ORMS (Operational Results Management System).

5. Mission schedule: The mission will execute field visits in the project area and meetings with project officials and beneficiaries.

Appendix 8: List of persons met and mission's programme

LIST OF PERSONS MET

(The mission met numerous beneficiary men and women during its field visits and records were kept by local PMOs)

1: List of the Persons met at Post Office Bazar, Barishal on 21.09.2019

Chairman, Chandpasha Union Parishad, Md. Anisur Rahman Sabuj
Secretary, Post Office Bazar, MMC, Md. Shah Alam Khan
Other MMC members (7)
Banik Samity members (5)
LCS women (8 persons)
LCS supervisor, Post Office Bazar
Local people (about 80)
Superintending Engineer & Project Director, CCRIP, Mr. A.K. M. Luthfur Rahman
Executive Engineer, Barisal, Sharif Jamal Uddin
Dy Project Director, Ms. Syed Asma Khatun
Senior Assistant Engineer, Rahmat-e-Khuda
Upazila Engineer, Babuganj, Md. Monowarul Islam
Sub-assistant Engineer, Hafizur Rahman Sajal, Barisal office
Sub-assistant Engineer, Kamal Hossain, Babuganj upozila
Field Monitoring Officer, CCRIP, Md. Siddiquir Rahman
Junior Consultant, GALIS, Ms. Farah Jenifer
Field Monitoring Officer, CCRIP, Ms. Shireen Shabnam
Livelihood Specialist, PROVATI, Dr. Md. Jahangir Hussain

2: List of the Persons met at Badurtala Market, Pathargtha, Barguna on 22.09.2019

Upazila Chairman, Pathargata Upazila, mr. Mostafa Golam Kabir
Chairman, Pathargta UP & Badurtala MMC, Md. Shah Alam, Panel Chairman
Secretary, Badurtala MMC, Md. Sobhan
Other MMC members (9)
Up member, Ms. Aklima Begum
LCS Shop owners (5)
Other LCS Members (10 persons)
LCS supervisor
Local people (about 100)
Superintending Engineer & Project Director, CCRIP, Mr. A.K. M. Luthfur Rahman
Executive Engineer, Barguna, Mr. Forkan Ahmed Khan
Dy Project Director, Ms. Syeda Asma Khatun
Senior Assistant Engineer, Mr. Rahmat-e-Khuda
Upazila Engineer, Pathargata, Mr. Azizur rahman
Field Monitoring Officer, CCRIP, Mr. Noor Mohammad
Junior Consultant, GALIS, Ms. Farah Jenifer
Field Monitoring Officer, CCRIP, Ms. Shireen Shabnam
Livelihood Specialist, Dr. Md. Jahangir Hussain

3: List of the Persons met at Farazi Hat, Mathbaria, Perojpur on 22.09.2019

Chairman, UP & MMC, Mohammad Miraj Mia
Secretary, MMC, Ruhul Amin Howlader
MMC members (9)
LCS members (13)
Local people (About 100)
Superintending Engineer & Project Director, CCRIP, Mr. A.K. M. Luthfur Rahman

Dy Project Director, Ms. Syeda Asma Khatun
Executive Engineer, Pirojpur, Mr. Prashanto Ranjan Roy
Senior Assistant Engineer, Mr. Rahmat-E-Khuda
Upazila Engineer, Mathbaria, Mr. Shilpu Karmoker
Md. Abdur Razzack, Sub-Assistant Engineer
A.K.M. Md. Mokammel Hossain, Accountant
Md. Mosharraf Hossain,
LCS Supervisor, Jannatul Ferdouse
Work Assistant supervisor Md. Shahjahan

4: List of the Persons met at Boiragi Bazar, Rajoir, Madaripur on 23.09.2019

Chairman, Paikpara Union parishad & Boiragir Bazar MMC, Mr. Shahdat Hossain Mia
Secretary, MMC, Bairagir Bazar, Maksudur Rahman
Other Members of MMC (9)
UP Member, Ms. Nahida Begum
UP Member, Ms. Shahida Akhter
UP Member, Ms. Sonavan
Banik Samity (2)
LCS Members & shop owners (5)
Other LCS Members (2)
Local persons (about 100)
Headmaster & other Teachers (9), Kashempur Meher Ali high School
Paikpara Govt. Primary school (4)
Superintending Engineer & Project Director, CCRIP, Mr. A.K. M. Luthfur Rahman
Executive Engineer, Madaripur, Md. Babul Akhter
Dy Project Director, Mrs. Syed Asma Khatun
Senior Assistant Engineer, Md. Mazedul Islam
Upazila Engineer, Rajoir, Md. Kazi Mahmudullah
LCS Supervisor,
Field Monitoring Officer, CCRIP, Ms. Shireen Shabnam
Livelihood Specialist, Dr. Md. Jahangir Hussain

5: List of the Persons met at Suagram Bazar, Kotalipara, Gopalgonj on 23.09.2019

Chairman, Suagram Union Parishad & Suagram Bazar MMC , Mr. Monindra Nath
Secretary, Suagram Bazar MMC,
Other Market Committee members (9)
LCS Women shop owners (6) at Suagram
Local people (About 50)
Superintending Engineer & Project Director, CCRIP, Mr. A.K. M. Luthfur Rahman
Dy Project Director, Ms. Syed Asma Khatun
Upazila Engineer, Kotwalipara, Mr. Debashish Backshi
Senior Assistant Engineer, Mazedul Islam
UISE Md. Shahidul Islam
LCS Supervisor, Kotwalipara
Field Monitoring Officer, CCRIP, Ms. Shireen Shabnam
Livelihood Specialist, Dr. Md. Jahangir Hussain

5: List of the Persons met at Wapda Hat, Kotalipara, Gopalgonj on 23.09.2019

Secretary, WAPDA Bazar MMC, Abdul Hannan
Other Market Committee members (9)
LCS Women shop owners (6)
Local people (about 60)
Superintending Engineer & Project Director, CCRIP, Mr. A.K. M. Luthfur Rahman
Dy Project Director, CCRIP, Ms. Syed Asma Khatun
Senior Assistant Engineer, Md. Mazedul Islam

Upazila Engineer, Kotwali para, Mr. Debasish Backshi
UISE, Kotwalipara, Md. Shahidul Islam
LCS Supervisor, Kotwalipara
Field Monitoring Officer, CCRIP, Ms. Shireen Shabnam
Livelihood Specialist, Dr. Md. Jahangir Hussain

6: List of the Persons met at Munshigonj Hat, Symnagar, Sathkhira on 24.09.2019

Chairman, Munshigonj Hat UP,
Member, Munshigonj UP
Member, Munshigonj UP,
Member, Munshigonj UP
Member, Munshigonj UP
President, Munshigonj Bazar Banik Samity
Secretary, Munshigonj Bazar Banik Samity
LCS Members (5 shop keepers)
Local people including men & women (About 100)
Superintending Engineer & Project Director, CCRIP, Mr. A.K. M. Luthfur Rahman
Executive Engineer, Sathkhira, Mr. Bishwajit Kumar Kundu
Dy Project Director, Syed Asma Khatun
Upazila Engineer, Shymnagar
Sub-Assistant Engineer, Mr. Tariq Salman
Field Monitoring Officer, CCRIP, Mr. Shafinul Huq
Field Monitoring Officer, CCRIP, Ms. Shireen Shabnam
Livelihood Specialist, Dr. Md. Jahangir Hussain

7: List of the Persons met at Moutala Hat, Kaliganj, Sathkhira on 24.09.2019

Upazila Chairman, Jaliganj Md. Sayed Mahedi
Chairman, Moutala Union Parishad,
Member, Moutala Union Parishad, Nazrul Islam
Member, Moutala Union Parishad, Moshir Rahman
Member, Moutala Union Parishad, Mr. Kazi Hayat
Member, Moutala Union Parishad, Ms. Ferdousi
Member, Moutala Union Parishad, Ms. Razia Sultana
Member, Moutala Union Parishad, Ms. Hamida Banu
President, Moutala Bazar Banik Samity
Secretary, Moutala Bazar Banik Samity
Market management Committee members (9)
LCS Members (11 persons)
Local people (other men & women about 75)
Superintending Engineer & Project Director, CCRIP, Mr. A.K. M. Luthfur Rahman
Executive Engineer, Sathkhira, Mr. Bishwajit Kumar Kundu
Dy Project Director, Ms. Syeda Asma Khatun
Sub-Assistant Engineer, Mr. Tariq Salman
Upazila Sub-Assistant Engineer, Kaliganj
Livelihood Specialist, Dr. Md. Jahangir Hussain
FMO, CCRIP, Ms. Shireen Shabnam
FMO, Sathkhira, Md. Shafinul Huq
UISE, Mr. Mofidul Islam
LCS Supervisor, Kaliganj upazila

8: List of the Persons met at Khulna on 24.09.2019

Superintending Engineer, Mr. Khalifa Mohammad Abul Kalam Azad
Executive Engineer, Khulna, Mr. A. S. M Kabir
Superintending Engineer & Project Director, CCRIP, Mr. A.K. M. Luthfur Rahman
Dy Project Director, Mr. Syed Asma Khatun
Sub-Assistant Engineer, Khulna, Mr. Tariq Salman

Livelihood Specialist, Dr. Md. Jahangir Hussain
Field Monitoring Officer, CCRIP, Ms. Shireen Shabnam

MISSION FIELD PROGRAMME

Date	Time	Purpose	To be facilitated by	Remarks
17.09.2019		Mission assembly	IFAD ICO	Dhaka
18.09.2019		Official kick-off at LGED	IFAD ICO - PMO	Dhaka
19-20.09.2019		Working on data and reporting	IFAD ICO - PMO	Dhaka
21.09.19 Saturday	Afternoon	Travel to Barisal by Air	IFAD Country Office, Dhaka	
	16.15-17.00	Visit to Post Office Bazar, Upazila: Babugonj, District: Barishal	XEN, LGED, Barisal	Night Hault at Hotel Grand Park, Barisal
22.09.19 Sunday	8.00-13.00	Travel and Visit to Badurtala Market, Upazila: Patharghata; District: Barguna	XEN, LGED, Barguna	Lunch at Patharghata UE Office.
	14.00-16.00	Travel and Visit to Faraji Hat, Upazila: Mathbaria; District: Perojpur	XEN, LGED, Perojpur	Night Hault at Hotel Grand Park, Barisal
23.09.19 Monday	8.00-13.00	Travel and Visit to Boiragi Bazar, Upazila: Rajoir; District: Madaripur	XEN, LGED, Madaripur	Lunch at Takerhat, Rajoir
	13.00-17.00	Travel and Visit to Wapda Hat and Suagram Hat, Upazila: Kotalipara; District: Gopalganj	XEN, LGED, Gopalganj	Night Hault at Hotel City Inn, Khulna
24.09.19 Tuesday	8.00-13.00	Travel and Visit to Munshigonj Hat Upazila: Symnagar; District: Sathkhira	XEN, LGED, Sathkhira	Lunch at Borsha Resort, Symnagar
	13.00-15.00	Travel and Visit to Moutala Hat and Dudli Notun Hat, Upazila: Kaligonj; District: Sathkhira	XEN, LGED, Sathkhira	Night Hault at Hotel City Inn, Khulna
25.09.19 Wednesday		Desk work at Hotel City Inn by the Team		
	13.30-17.00	Travelling to Jessore for departure to Dhaka by air	IFAD Country Office, Dhaka	
26-28.09.19		Team work and drafting of aide-memoire	IFAD ICO - POM	
29.09.19		Debriefing with LGED Chief Engineer	LGED	
30.09.19		Wrap up at ERD	ERD	

Bangladesh

Coastal Climate Resilient Infrastructure Project Project Completion Report

Appendix 5: Environmental social and climate impact assessment (detailed analysis)

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Asia and the Pacific Division
Programme Management Department

This document will be publicly disclosed unless there is written dissent on its disclosure by the Borrower at the time of this document submission to IFAD or no later than the project closing date.

Appendix 9: Final wrap-up/stakeholder workshop findings

Minutes of Stakeholder Workshops for PCR Of Coastal Climate Resilient Infrastructure Project (CCRIP)

Three workshops were organized at Barishal, Madaripur and Khulna on 14, 15 and 16 of September 2019 respectively. These were half day workshop at three places attended by selected beneficiaries from among representatives of labour contracting societies (LCS), Market Management Committees (MMC), Local Government representatives (Union council members and chairman) and LGED Engineers from Sub-Assistant Engineers to Superintending Engineers (SE) and Additional Chief Engineers (ACE) depending on availability of position at the regional levels. In all three workshops, Superintending Engineer cum Project Director of CCRIP initiated discussion and highlighted achievements of the project, difficulties faced in implementing the project. The Project Director mentioned that management of such a complex project funded by several donors, who have their own legal and policy requirements, is difficult. In spite of all versatile procedural requirements of IFAD, ADB, KfW and GOB, project management and implementation were very satisfactory and project management earned several awards from IFAD and ADB. The Project Director introduced Project Completion Specialist (PCS) and requested him to lead discussion specific to the purpose of the stakeholder workshop and its requirement by IFAD.

The Project Completion Specialist (PCS) explained purpose of the Stakeholder Workshop and mentioned that the project implemented 25 different sub-components under three main key components. Main components are; (a) Improved Road Connectivity; (b) Improved Market Services and (c) Enhanced climate change adaptation capacity. The CCRIP is specially designed for the development of climate resilient infrastructure including roads, bridges and culverts, cyclone shelters and killas, ghats and markets. Project Management rightly claimed that implementation status of the project is highly satisfactory and the claim is supported by project implementation documents, project progress reports and project supervision reports since beginning of its implementation in January 2013 till date. The PCS highlighted that IFAD has specific requirement for stakeholder workshop and opinion of stakeholders should be reflected in Project Completion Report (PCR) The PCS will have to follow guidelines for preparing PCR and should assign post-project responsibilities and generate lessons for future interventions. There are 15 points to serve as an annotated outline for the PCR. The PCR requires justifying sustainability of project achievements, role of implementing agency and project beneficiaries and arrangements of operation, maintenance and management after project completion. The PCS followed the following points to synthesis opinion of project beneficiaries and project implementation personnel;

1. **Introduction:** It was raised with the workshop participants that the project successfully implemented all the components of the project and implementation status of all 25 activities for addressing three components of the project are highly satisfactory. Then why we are here and what we want to do together in half day in each three locations.

2. **Purpose:** Purpose of the workshops was to share ideas about achievements through project implementation, what more could be achieved and is there better way to address the issues. Furthermore, what will happen in the coming years with the infrastructures built and how those will be operated, and managed when project funding support will cease?

3. **Assess project performance in order to;**

a. **Project implementation:** Activities carried out are satisfactory; results achieved are bringing satisfactory benefits.

b. Workshop participants were requested to mention three major points on how to make developments sustainable: (i) Responses were; Papilla market leasing committees to include representatives from Market Management Committee (MMC), (ii) activities related to market to be monitored by LGED after completion of project, and (iii) asset to be developed by MMC using market facilities developed and use for maintenance of markets.

c. What are the key success factors? Workshop participants mentioned that three key factors for success of the project are;

(i). Project beneficiaries were involved in project planning and implementation, (ii) Provision of training for beneficiaries and implementation staff increased their awareness about project requirement, and (iii) Construction of market and adjacent road was a point for success of project implementation.

d. Shortcomings in project implementation; (i) Landing place or ghat are not properly constructed and are generally of smaller size compared to requirement, (ii) Size of market and length of adjacent road are inadequate compared to needs of the locality, and (iii) Lack of supervision of works, especially drains in market area.

4. Effects of outputs on intended beneficiaries? In response to this question, response from the participants were; (i) Increased access to infrastructures, (ii) Increased access to market, (iii) Increased access to new/adapted technologies, (iv) Improvements of natural resource environment (such as reduced water logging, clean market area, separate toilets for men and women, which were rare in market area), (v) Organizations of poor established/strengthened, (vi) Policies and regulations modified in favour of poor, and (vii) Intended or unintended positive environmental impact

5. Potential of sustainability: For sustainability of all the infrastructures implemented, workshop participants agreed with the PCS that infrastructures will require regular maintenance to ensure project operation and delivering expected benefits to the beneficiaries. However, for accrued benefits, there should be arrangements for regular project operations, maintenance and management and role of LGED and beneficiaries should be spelled out. Representatives of project beneficiaries agreed for such arrangement and are ready to take responsibility. As per present government policy, LGED get budget allocation for maintenance of completed works, therefore is pledge bound to maintain completed infrastructures

6. Performance of project partners? There is good interaction and understanding among project partners, LGED, DAE and among beneficiaries. Performance status among implementation partners is satisfactory.

7. Any suggestion for improvement in similar future projects?

In response to the above questions, the following points were raised by workshop participants;

- (i) More area should be allocated for women section in the markets,
- (ii) There should be provision for increasing market area as demand will increase as outcome of project and increased income of project beneficiaries,
- (iii) Adjacent government land around market should be taken by LGED for future expansion of markets otherwise that land will be grabbed by powerful individuals
- (iv) Toilets for men and women should be constructed in two different corners of the markets. Women feel shy in using toilets if it is nearby and required to walk in the same path used by men,
- (v) Construction of drains should be for all the markets and drains should be connected to main drain used in the area. Drains should always have covers to avoid bad smell and exposure of flowing dirty water,
- (vi) Members of MMC should be included in UMC and entitlement of 15% to 25% of lease money, whatever is in the provision for the respective market, may be given to the MMC and only

remaining lease value may be deposited to the UMC. Upazila Chairman may be entitled to handle UMC related activities in place of UNO,

(vii) Participation of LCS may be institutionalized for construction of markets and earth works for roads under any forthcoming projects of LGED,

(viii) Upazila Engineers suggested for including more markets, growth centers and connecting roads. If possible, should be mandatory for all donor agencies to make package with market, growth center and relevant connecting road.

Bangladesh

Coastal Climate Resilient Infrastructure Project Project Completion Report

Appendix 6: Dates of supervision mission and follow-up missions

Document Date: 17/02/2020
Project No. 1100001647
Report No. 5316-BD
Loan ID 2000000060

Asia and the Pacific Division
Programme Management Department

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Mission	Dates
Supervision Mission 1	26 April 2015 - 09 May 2015
Supervision Mission 2	20 July 2016 - 01 August 2016
Mid-Term Review 1	15 July 2017 - 03 August 2017
Supervision Mission 3	29 April 2018 - 08 May 2018
Impl. Sup/Follow Up Mission 1	21 May 2019 - 22 May 2019

Bangladesh

Coastal Climate Resilient Infrastructure Project Project Completion Report

Appendix 7: Terms of Reference of the completions review mission

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Report No. 5316-BD
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Asia and the Pacific Division
Programme Management Department

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Appendix 7: Terms of Reference of the completions review mission

COUNTRY OF ASSIGNMENT/LOCATION: Bangladesh/Dhaka and project sites

MISSION NAME: Bangladesh - Coastal Climate-Resilient Infrastructure Project (CCRIP), Completion Mission

MISSION START AND END DATES: 17/09/2019-30/09/2019

REPORT TO: Mr. Omer Zafar, IFAD Country Director for Bangladesh and the Maldives.

MISSION COMPOSITION: Mr. Peter Situ, Team Leader Mr. Anura Herath, Economist Ms. Louise McDonald, IFAD country director for Bhutan and gender and targeting specialist Ms. Christa Ketting, IFAD programme analyst Infrastructure Specialist (to be identified).

1. Background. 1. The Coastal Climate-Resilient Infrastructure Project (CCRIP) aims to construct climatedesilient road infrastructure and cyclone shelters, and to improve access to markets to address acute poverty and climatic vulnerability in south-west Bangladesh. The project is implemented by the Local Government Engineering Department (LGED) and has been effective since 28 June 2013. 2. CCRIP is operating in 32 Upazilas (sub-districts) of 12 south-western districts: Barguna, Barisal, Bhola, Jhalokati, Patuakhali, and Pirojpur Districts in Barisal Division; Gopalganj, Madaripur and Shariatpur Districts in Dhaka Division; and Bagerhat, Khulna and Satkhira Districts in Khulna Division. These districts are known to be very poor, the least developed and vulnerable to natural disasters such as tidal surges, cyclones and floods. 3. The project target group comprises of the population in the catchment areas of project markets and project roads, in particular small and marginal farmers, small traders and microentrepreneurs, landless people and poor women. It was estimated that 3.5 million people will benefit from the project. 4. CCRIP has three components:

a) Improved road connectivity: The outcome of this component is improved road connectivity for people living in project Upazilas facilitating their access to markets and social services. Under this component, 130 kilometres of Upazila roads (ADB-funded) and 501 kilometres of union and village roads (IFAD-funded) will be built, along with associated small bridges and culverts (2,455 metres). Roads will adopt climate-resilient and/or climate-adaptation features. Roads that benefit the highest number of people and that connect project markets and other important markets and remote villages will receive high priority.

b) Improved market services: The outcome of this component is enhanced marketing of farm and non-farm produce in project markets. The project will build/improve physical markets (common sheds, fish sheds, open paved/raised areas, women's sections, toilet blocs, internal drainage, etc.), build commodity collection points, build boat landing platforms, form market management committees (MMCs), and create employment for poor women (LCS members). The target is to develop 88 growth centres and large rural markets (ADB funded), 197 community (village) markets, 5 commodity collection points, 15 women's sections and 38 boat landing platforms (IFAD-funded).

c) Enhanced climate change adaptation capacity: The outcome of this component is greater ability of rural communities and local authorities to cope with volatile climate events and meet their basic needs during climatic shocks. The following activities, funded by KfW, are planned under this component: (i) construction or extension of 15 cyclone shelters; (ii) improvement of 10 existing shelters; (iii) upgrading of 15 kilometres of access tracks; and (iv) complementary support measures to enhance capacity for disaster preparedness. In addition, IFAD will fund the training of LCSs in construction skills and on social issues, and MMC members on planning, supervision of works and management of markets.

2. Objectives and outputs of the mission. The CCRIP project is a well-managed and well performing project. Both the 2017 MTR and 2018 supervision missions were able to deliver a positive report on its progress and concluded that the project was on track with delivering to the set targets and objectives. The PCR mission will consolidate all learnings in a project completion report.

The overall assignment of the mission will be the following:

- Assess the implementation of the project since the start of the project by comparing achievements with the qualitative and quantitative objectives laid down in the appraisal report and the Annual Work Programme and Budget (AWPBs).
- Verify the progress of agreed recommendations of all missions under the different components:
 - o Component 1: The progress on the construction manual/guidelines that include design of various types of roads and good practices; the study conducted on the various types of vehicles using the road and impact on the road & the status of the designed intersections & sustainability of the roads construction.
 - o Component 2: Recommendations on infrastructure development and plantation of trees; implantation of additional works; maintenance and management plan written together with the MNCs; the study on market leasing; insurance policy and trainings offered to LCS members; follow-up trainings provided to MNC members, policy engagement with regards to MNCs and deepening of the IGA training.
 - o Component 3: The multiple design recommendations (e.g.: slump tests, location of dredge fills, corrections on embankment side); development of a maintenance checklist for MNCs; possible linkages between PACE and CCRIP markets; the designed training on IGA's & the proposes tree BUET research projects, mapping of CCRIP beneficiaries in PACE GIS system and the no-cost extension of the Rural Radio Initiative.
 - o Component 4: the midterm M/E survey; supervision on market information collected by MNCs; the outcome study on roads; feasibility of solar panels for electricity to markets; appointment of an accountant assistant for each district; documentation of lessons learned and best practices from construction; georeferencing of infrastructure sites; improvement on CCRIP website & consolidated project intervention mapping.
- Review the implementation progress of each component of the project. For each, analyse and discuss actual and potential problems and constraints affecting the achievement of outputs and outcomes.
- Undertake field visits to interact with the project beneficiaries and project partners and make on-the-ground assessment of challenges and issues in implementation.
- Review the complementarity of ADB- and KfW-funded activities and draw lessons on overall alignment of the three donors – provide recommendations for the future projects.
- Review the appropriateness of project implementation modalities (staffing, MIS, audit, financial management etc) – provide recommendations for future projects.
- Gather conclusions and lessons learned on project implementation.

The two main outputs of the supervision mission will be (i) an aide memoire documenting the findings, conclusions and recommendations of the mission to be discussed with the Government during the wrap-up meeting in Dhaka on 30 September 2019; and (ii) a completion report, to be submitted to the IFAD Country Director for Bangladesh and the Maldives by 15 October 2019. Both documents should follow the latest IFAD format.

3. Individual responsibilities, expected outputs and required completion dates.

While each mission member has a particular specialization and individual terms of reference, it is expected that mission members will contribute outside their own field, considering the nature of the project (with many cross-cutting themes), and the fact that each member will visit different places.

The terms of reference for each mission member of the mission are as follows:

Mr. Peter Situ, Mission Leader The Mission Leader will be responsible for the overall coordination of the mission and report to the IFAD CD and IFAD Programme Officer for Bangladesh. The expert will ensure that the mission takes due consideration of the strategic and cross-cutting themes during the mission. He will liaise with the implementing institutions to ensure that necessary views and information are fully shared during the project completion mission.

The Mission leader will prepare the aide memoire and completion report with its appendices and technical annexes in line with IFAD's most recent requirements and report templates, whilst ensuring overall consistency and linkages between main report, appendices and field technical reports. He will co-present the aide memoire to the wrap up meeting held with the Government of Bangladesh at the end of the mission.

In addition, he will: a) Coordinate mission activities and synthesize its findings and recommendations. Interact with the Government of Bangladesh, relevant donors and development partners (ADB & KfW); b) Agree with each mission members on their work program and expected outputs. c) Review the set-up of the project management and the qualifications of project staff at all levels as per project design document (PDR) and project implementation manual (PIM). d) Review all steering committees and their functioning throughout project implementation. e) Review the physical/financial implementation progress (overall and for each component) relative to the AWPB and procurement plan as laid out in the PDR and the PIM. f) Review together with PMU staff, to what extent recommendations of supervision missions were implemented adequately. g) Identify, together with the mission members, key implementation issues and potential constraints facing the project. h) Review the exit strategy and sustainability of project interventions. i) Assess the level of cross-component complementarity and synergy; j) Assess the adequacy of the M&E and reporting system, including the monitoring of targeting performance, analysis of gender-disaggregated data, and the extent to which beneficiaries were involved in planning and monitoring of activities; k) Consolidate the contributions from the mission members and prepare the aide memoire and project completion report. The Mission leader will prepare the (i) the project at a glance, (ii) the executive summary, (iii) introduction, (iv) Project Status Report, (v) project description, (vi) physical deliverance, (vii) rural and social assets, (viii) agricultural productivity, (iv) innovation & scaling up, (v) conclusions and recommendations. In addition, he will finalize all appendices, in line with IFAD's most recent requirements. The expert will ensure full consistency and linkages between main report (aide memoire), appendices and annexes (former working papers), where if applicable.

Mr. Anura Herath, Economist/COSTAB. He will prepare the final economic and financial analysis and analyse the benefits of the project. In particular, he will: a) Update and validate the costing of project supported activities. b) Analyse how the costing of project elements relates to its benefits. c) Analyse whether project resources have been used efficiently. d) Present a final financial and economic analysis for the project based on the implemented activities and interventions. The sections should include data, field observations, project results, findings and recommendations, within the deadline set by the Mission Leader. e) Contribute relevant sections of the Aide Memoire and PCR as agreed with the team leader including (i) institutions and policies, (ii) project cost and financing, (iii) quality of project management, (iv) procurement, (v) project internal rate of return, (vi) appendix 3, actual project cost, (vii) appendix 4, project internal rate of return. f) Carry out any other tasks as agreed with the mission leader.

Ms. Louise Mc Donald, IFAD country director for Bhutan and Gender and Targeting specialist. She will assess the overall performance of Labour Contracting Societies, gender and poverty outreach. She will assess the strategy and actions by the project around i) gender relations, ii) poverty outreach, iii) functioning of labour contracting societies iv) Pilot of a GALS training.

a) Review the implementation progress and inclusion of agreed recommendations made in the 2015, 2016 & 2018 supervision missions and 2017 MTR around i.e. quality improvement of IGA trainings, LCS profit distribution; b) Review the institutions' development among labour contracting societies (LCS), group formation, training and involvement in infrastructure work. c) Review the working and contract arrangements for LCS, in terms of payments, payment records, profit distribution, transparency and good governance including the recommendation made towards insuring the LCS. d) Assess poverty focus, targeting strategy, sustainability and the relevant sections of the project completion report; e) Assess the execution of the Gender Action Learning System (GALS) in CCRIP supported activities. f) Prepare written contribution to the relevant sections of the completion report

including (i) human and social development, (ii) D.6 targeting and outreach, (iii) the effectiveness and development focus, (iv) gender equality and women's empowerment sustainability, (v) household income and assets and other sections as indicated by the team leader. The sections should include data, field observations, project results, findings and recommendations, within the deadline set by the Mission Leader. g) Undertake any other relevant task requested by the mission leader.

Ms. Christa Ketting – Programme analyst, markets. She will join the mission as a team member focusing on issues related to marketization and the rural radio initiative. In specific, she will:

a) Assess the initiatives undertaken with regards to partnership building in specific with the IFAD funded project PACE; b) Assess the activities implemented by the Rural Radio initiative and the closure of this intervention. c) Review the results of the Improved Market Services component. d) Review all aspects related to implementation and institutional arrangements governing the project components with a view to reinforce their complementarity and the sustainability of interventions; e) Review the implementation progress of the institutional arrangements, identify lessons learned and best practices further to implementation; f) Contribute relevant sections of the Aide Memoire and PCR as agreed with the team including (i) institutions and policies, (ii) market access, (iii) quality of project management, (iv) assessment of sustainability, (v) lessons learned and knowledge generated and (vi) appendix 6 and 7. g) Assess implementation modalities and arrangements of key project-implicated stakeholders (implementing partners, service providers), in terms of quality of services rendered to project beneficiaries, effectiveness in reaching the core target group, and in support of value chain development generally;

Infrastructure Specialist – To be identified.

He/She will review all infrastructure works of the project (executed by both contractors and LCS's) under components 1 and 2 to ensure that Upazila, union and village roads and markets places are upgraded to climate resilience standards. He will also review how bridges, culverts, ghats, cyclone shelters and additional market infrastructure are constructed.

In particular, he/she will: a) Review the work plan for the remaining project period and progress made on physical works; b) Review the quality of project-constructed infrastructure (roads, markets and shelters); c) Assess the climate-resilient and/or climate-adaptation features of developed infrastructure; d) Follow up the progress of agreed recommendations made in the 2015, 2016 & 2018 supervision missions and 2017 MTR i.e. slump test application, dredge fill, embankment side correction, progress on implementation guidelines, study on usage of infrastructure and recommendations towards improvement & improvements for intersections. e) Assess the adequacy of the exit strategy provided by the project. f) Prepare written contribution to the relevant sections of the completion report including (i) adaption to climate change, (ii) environment and natural resource management, (iii) appendix 5, SECAP. The sections should include data, field observations, project results, findings and recommendations, within the deadline set by the Mission Leader. g) Capture lessons learned for implementation of future projects. h) Carry out any other relevant assignment as may be determined by the Mission Leader.

4. Documentation The following documentation will be made available to consultants prior to the assignment:

- IFAD project design report
- 2015, 2016 & 2018 supervision report & 2017 Interim report.
- Financing agreement and LTB
- LGS report on financial history
- AWPB and PP
- 2015/2016/2017/2018/2019
- RIMS Baseline survey and RIA impact survey.
- IFAD ORMS guidelines
- Audit report/Audited Financial Statements
- Status of Funds and Historical Transaction Reports
- Guidance for IFAD project completion.
- Guidance note on undertaking financial management assessment during supervision.

The mission will be provided with the latest PCR template that needs to be populated with the required information and subsequently used to prepare the Aide memoire and update the ORMS (Operational Results Management System).

5. Mission schedule: The mission will execute field visits in the project area and meetings with project officials and beneficiaries.

Bangladesh

Coastal Climate Resilient Infrastructure Project Project Completion Report

Appendix 8: List of person met and mission's programme

Document Date: 17/02/2020
Project No. 1100001647
Report No. 5316-BD
Loan ID 2000000060

Asia and the Pacific Division
Programme Management Department

This document will be publicly disclosed unless there is written dissent on its disclosure by the Borrower at the time of this document submission to IFAD or no later than the project closing date.

Appendix 8: List of persons met and mission's programme

LIST OF PERSONS MET

(The mission met numerous beneficiary men and women during its field visits and records were kept by local PMOs)

1: List of the Persons met at Post Office Bazar, Barishal on 21.09.2019

Chairman, Chandpasha Union Parishad, Md. Anisur Rahman Sabuj
Secretary, Post Office Bazar, MMC, Md. Shah Alam Khan
Other MMC members (7)
Banik Samity members (5)
LCS women (8 persons)
LCS supervisor, Post Office Bazar
Local people (about 80)
Superintending Engineer & Project Director, CCRIP, Mr. A.K. M. Luthfur Rahman
Executive Engineer, Barisal, Sharif Jamal Uddin
Dy Project Director, Ms. Syed Asma Khatun
Senior Assistant Engineer, Rahmat-e-Khuda
Upazila Engineer, Babuganj, Md. Monowarul Islam
Sub-assistant Engineer, Hafizur Rahman Sajal, Barisal office
Sub-assistant Engineer, Kamal Hossain, Babuganj upozila
Field Monitoring Officer, CCRIP, Md. Siddiquir Rahman
Junior Consultant, GALIS, Ms. Farah Jenifer
Field Monitoring Officer, CCRIP, Ms. Shireen Shabnam
Livelihood Specialist, PROVATI, Dr. Md. Jahangir Hussain

2: List of the Persons met at Badurtala Market, Pathargtha, Barguna on 22.09.2019

Upazila Chairman, Pathargata Upazila, mr. Mostafa Golam Kabir
Chairman, Pathargta UP & Badurtala MMC, Md. Shah Alam, Panel Chairman
Secretary, Badurtala MMC, Md. Sobhan
Other MMC members (9)
Up member, Ms. Aklima Begum
LCS Shop owners (5)
Other LCS Members (10 persons)
LCS supervisor
Local people (about 100)
Superintending Engineer & Project Director, CCRIP, Mr. A.K. M. Luthfur Rahman
Executive Engineer, Barguna, Mr. Forkan Ahmed Khan
Dy Project Director, Ms. Syeda Asma Khatun
Senior Assistant Engineer, Mr. Rahmat-e-Khuda
Upazila Engineer, Pathargata, Mr. Azizur rahman
Field Monitoring Officer, CCRIP, Mr. Noor Mohammad
Junior Consultant, GALIS, Ms. Farah Jenifer
Field Monitoring Officer, CCRIP, Ms. Shireen Shabnam
Livelihood Specialist, Dr. Md. Jahangir Hussain

3: List of the Persons met at Farazi Hat, Mathbaria, Perojpur on 22.09.2019

Chairman, UP & MMC, Mohammad Miraj Mia
Secretary, MMC, Ruhul Amin Howlader
MMC members (9)
LCS members (13)
Local people (About 100)
Superintending Engineer & Project Director, CCRIP, Mr. A.K. M. Luthfur Rahman

Dy Project Director, Ms. Syeda Asma Khatun
Executive Engineer, Pirojpur, Mr. Prashanto Ranjan Roy
Senior Assistant Engineer, Mr. Rahmat-E-Khuda
Upazila Engineer, Mathbaria, Mr. Shilpu Karmoker
Md. Abdur Razzack, Sub-Assistant Engineer
A.K.M. Md. Mokammel Hossain, Accountant
Md. Mosharraf Hossain,
LCS Supervisor, Jannatul Ferdouse
Work Assistant supervisor Md. Shahjahan

4: List of the Persons met at Boiragi Bazar, Rajoir, Madaripur on 23.09.2019

Chairman, Paikpara Union parishad & Boiragir Bazar MMC, Mr. Shahdat Hossain Mia
Secretary, MMC, Bairagir Bazar, Maksudur Rahman
Other Members of MMC (9)
UP Member, Ms. Nahida Begum
UP Member, Ms. Shahida Akhter
UP Member, Ms. Sonavan
Banik Samity (2)
LCS Members & shop owners (5)
Other LCS Members (2)
Local persons (about 100)
Headmaster & other Teachers (9), Kashempur Meher Ali high School
Paikpara Govt. Primary school (4)
Superintending Engineer & Project Director, CCRIP, Mr. A.K. M. Luthfur Rahman
Executive Engineer, Madaripur, Md. Babul Akhter
Dy Project Director, Mrs. Syed Asma Khatun
Senior Assistant Engineer, Md. Mazedul Islam
Upazila Engineer, Rajoir, Md. Kazi Mahmudullah
LCS Supervisor,
Field Monitoring Officer, CCRIP, Ms. Shireen Shabnam
Livelihood Specialist, Dr. Md. Jahangir Hussain

5: List of the Persons met at Suagram Bazar, Kotalipara, Gopalgonj on 23.09.2019

Chairman, Suagram Union Parishad & Suagram Bazar MMC , Mr. Monindra Nath
Secretary, Suagram Bazar MMC,
Other Market Committee members (9)
LCS Women shop owners (6) at Suagram
Local people (About 50)
Superintending Engineer & Project Director, CCRIP, Mr. A.K. M. Luthfur Rahman
Dy Project Director, Ms. Syed Asma Khatun
Upazila Engineer, Kotwalipara, Mr. Debashish Backshi
Senior Assistant Engineer, Mazedul Islam
UISE Md. Shahidul Islam
LCS Supervisor, Kotwalipara
Field Monitoring Officer, CCRIP, Ms. Shireen Shabnam
Livelihood Specialist, Dr. Md. Jahangir Hussain

5: List of the Persons met at Wapda Hat, Kotalipara, Gopalgonj on 23.09.2019

Secretary, WAPDA Bazar MMC, Abdul Hannan
Other Market Committee members (9)
LCS Women shop owners (6)
Local people (about 60)
Superintending Engineer & Project Director, CCRIP, Mr. A.K. M. Luthfur Rahman
Dy Project Director, CCRIP, Ms. Syed Asma Khatun
Senior Assistant Engineer, Md. Mazedul Islam

Upazila Engineer, Kotwali para, Mr. Debasish Backshi
UISE, Kotwalipara, Md. Shahidul Islam
LCS Supervisor, Kotwalipara
Field Monitoring Officer, CCRIP, Ms. Shireen Shabnam
Livelihood Specialist, Dr. Md. Jahangir Hussain

6: List of the Persons met at Munshigonj Hat, Symnagar, Sathkhira on 24.09.2019

Chairman, Munshigonj Hat UP,
Member, Munshigonj UP
Member, Munshigonj UP,
Member, Munshigonj UP
Member, Munshigonj UP
President, Munshigonj Bazar Banik Samity
Secretary, Munshigonj Bazar Banik Samity
LCS Members (5 shop keepers)
Local people including men & women (About 100)
Superintending Engineer & Project Director, CCRIP, Mr. A.K. M. Luthfur Rahman
Executive Engineer, Sathkhira, Mr. Bishwajit Kumar Kundu
Dy Project Director, Syed Asma Khatun
Upazila Engineer, Shymnagar
Sub-Assistant Engineer, Mr. Tariq Salman
Field Monitoring Officer, CCRIP, Mr. Shafinul Huq
Field Monitoring Officer, CCRIP, Ms. Shireen Shabnam
Livelihood Specialist, Dr. Md. Jahangir Hussain

7: List of the Persons met at Moutala Hat, Kaliganj, Sathkhira on 24.09.2019

Upazila Chairman, Jaliganj Md. Sayed Mahedi
Chairman, Moutala Union Parishad,
Member, Moutala Union Parishad, Nazrul Islam
Member, Moutala Union Parishad, Moshir Rahman
Member, Moutala Union Parishad, Mr. Kazi Hayat
Member, Moutala Union Parishad, Ms. Ferdousi
Member, Moutala Union Parishad, Ms. Razia Sultana
Member, Moutala Union Parishad, Ms. Hamida Banu
President, Moutala Bazar Banik Samity
Secretary, Moutala Bazar Banik Samity
Market management Committee members (9)
LCS Members (11 persons)
Local people (other men & women about 75)
Superintending Engineer & Project Director, CCRIP, Mr. A.K. M. Luthfur Rahman
Executive Engineer, Sathkhira, Mr. Bishwajit Kumar Kundu
Dy Project Director, Ms. Syeda Asma Khatun
Sub-Assistant Engineer, Mr. Tariq Salman
Upazila Sub-Assistant Engineer, Kaliganj
Livelihood Specialist, Dr. Md. Jahangir Hussain
FMO, CCRIP, Ms. Shireen Shabnam
FMO, Sathkhira, Md. Shafinul Huq
UISE, Mr. Mofidul Islam
LCS Supervisor, Kaliganj upazila

8: List of the Persons met at Khulna on 24.09.2019

Superintending Engineer, Mr. Khalifa Mohammad Abul Kalam Azad
Executive Engineer, Khulna, Mr. A. S. M Kabir
Superintending Engineer & Project Director, CCRIP, Mr. A.K. M. Luthfur Rahman
Dy Project Director, Mr. Syed Asma Khatun
Sub-Assistant Engineer, Khulna, Mr. Tariq Salman

Livelihood Specialist, Dr. Md. Jahangir Hussain
Field Monitoring Officer, CCRIP, Ms. Shireen Shabnam

MISSION FIELD PROGRAMME

Date	Time	Purpose	To be facilitated by	Remarks
17.09.2019		Mission assembly	IFAD ICO	Dhaka
18.09.2019		Official kick-off at LGED	IFAD ICO - PMO	Dhaka
19-20.09.2019		Working on data and reporting	IFAD ICO - PMO	Dhaka
21.09.19 Saturday	Afternoon	Travel to Barisal by Air	IFAD Country Office, Dhaka	
	16.15-17.00	Visit to Post Office Bazar, Upazila: Babugonj, District: Barishal	XEN, LGED, Barisal	Night Hault at Hotel Grand Park, Barisal
22.09.19 Sunday	8.00-13.00	Travel and Visit to Badurtala Market, Upazila: Patharghata; District: Barguna	XEN, LGED, Barguna	Lunch at Patharghata UE Office.
	14.00-16.00	Travel and Visit to Faraji Hat, Upazila: Mathbaria; District: Perojpur	XEN, LGED, Perojpur	Night Hault at Hotel Grand Park, Barisal
23.09.19 Monday	8.00-13.00	Travel and Visit to Boiragi Bazar, Upazila: Rajoir; District: Madaripur	XEN, LGED, Madaripur	Lunch at Takerhat, Rajoir
	13.00-17.00	Travel and Visit to Wapda Hat and Suagram Hat, Upazila: Kotalipara; District: Gopalganj	XEN, LGED, Gopalganj	Night Hault at Hotel City Inn, Khulna
24.09.19 Tuesday	8.00-13.00	Travel and Visit to Munshigonj Hat Upazila: Symnagar; District: Sathkhira	XEN, LGED, Sathkhira	Lunch at Borsha Resort, Symnagar
	13.00-15.00	Travel and Visit to Moutala Hat and Dudli Notun Hat, Upazila: Kaligonj; District: Sathkhira	XEN, LGED, Sathkhira	Night Hault at Hotel City Inn, Khulna
25.09.19 Wednesday		Desk work at Hotel City Inn by the Team		
	13.30-17.00	Travelling to Jessore for departure to Dhaka by air	IFAD Country Office, Dhaka	
26-28. 09.19		Team work and drafting of aide-memoire	IFAD ICO - POM	
29.09.19		Debriefing with LGED Chief Engineer	LGED	
30.09.19		Wrap up at ERD	ERD	

Bangladesh

Coastal Climate Resilient Infrastructure Project Project Completion Report

Appendix 9: Final wrap-up/stakeholder workshop findings

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Loan ID 2000000060

Asia and the Pacific Division
Programme Management Department

This document will be publicly disclosed unless there is written dissent on its disclosure by the Borrower at the time of this document submission to IFAD or no later than the project closing date.

Appendix 9: Final wrap-up/stakeholder workshop findings

Minutes of Stakeholder Workshops for PCR Of Coastal Climate Resilient Infrastructure Project (CCRIP)

Three workshops were organized at Barishal, Madaripur and Khulna on 14, 15 and 16 of September 2019 respectively. These were half day workshop at three places attended by selected beneficiaries from among representatives of labour contracting societies (LCS), Market Management Committees (MMC), Local Government representatives (Union council members and chairman) and LGED Engineers from Sub-Assistant Engineers to Superintending Engineers (SE) and Additional Chief Engineers (ACE) depending on availability of position at the regional levels. In all three workshops, Superintending Engineer cum Project Director of CCRIP initiated discussion and highlighted achievements of the project, difficulties faced in implementing the project. The Project Director mentioned that management of such a complex project funded by several donors, who have their own legal and policy requirements, is difficult. In spite of all versatile procedural requirements of IFAD, ADB, KfW and GOB, project management and implementation were very satisfactory and project management earned several awards from IFAD and ADB. The Project Director introduced Project Completion Specialist (PCS) and requested him to lead discussion specific to the purpose of the stakeholder workshop and its requirement by IFAD.

The Project Completion Specialist (PCS) explained purpose of the Stakeholder Workshop and mentioned that the project implemented 25 different sub-components under three main key components. Main components are; (a) Improved Road Connectivity; (b) Improved Market Services and (c) Enhanced climate change adaptation capacity. The CCRIP is specially designed for the development of climate resilient infrastructure including roads, bridges and culverts, cyclone shelters and killas, ghats and markets. Project Management rightly claimed that implementation status of the project is highly satisfactory and the claim is supported by project implementation documents, project progress reports and project supervision reports since beginning of its implementation in January 2013 till date. The PCS highlighted that IFAD has specific requirement for stakeholder workshop and opinion of stakeholders should be reflected in Project Completion Report (PCR) The PCS will have to follow guidelines for preparing PCR and should assign post-project responsibilities and generate lessons for future interventions. There are 15 points to serve as an annotated outline for the PCR. The PCR requires justifying sustainability of project achievements, role of implementing agency and project beneficiaries and arrangements of operation, maintenance and management after project completion. The PCS followed the following points to synthesis opinion of project beneficiaries and project implementation personnel;

1. **Introduction:** It was raised with the workshop participants that the project successfully implemented all the components of the project and implementation status of all 25 activities for addressing three components of the project are highly satisfactory. Then why we are here and what we want to do together in half day in each three locations.

2. **Purpose:** Purpose of the workshops was to share ideas about achievements through project implementation, what more could be achieved and is there better way to address the issues. Furthermore, what will happen in the coming years with the infrastructures built and how those will be operated, and managed when project funding support will cease?

3. **Assess project performance in order to;**

a. **Project implementation:** Activities carried out are satisfactory; results achieved are bringing satisfactory benefits.

b. Workshop participants were requested to mention three major points on how to make developments sustainable: (i) Responses were; Papilla market leasing committees to include representatives from Market Management Committee (MMC), (ii) activities related to market to be monitored by LGED after completion of project, and (iii) asset to be developed by MMC using market facilities developed and use for maintenance of markets.

c. What are the key success factors? Workshop participants mentioned that three key factors for success of the project are;
(i). Project beneficiaries were involved in project planning and implementation, (ii) Provision of training for beneficiaries and implementation staff increased their awareness about project requirement, and (iii) Construction of market and adjacent road was a point for success of project implementation.

d. Shortcomings in project implementation; (i) Landing place or ghat are not properly constructed and are generally of smaller size compared to requirement, (ii) Size of market and length of adjacent road are inadequate compared to needs of the locality, and (iii) Lack of supervision of works, especially drains in market area.

4. Effects of outputs on intended beneficiaries? In response to this question, response from the participants were; (i) Increased access to infrastructures, (ii) Increased access to market, (iii) Increased access to new/adapted technologies, (iv) Improvements of natural resource environment (such as reduced water logging, clean market area, separate toilets for men and women, which were rare in market area), (v) Organizations of poor established/strengthened, (vi) Policies and regulations modified in favour of poor, and (vii) Intended or unintended positive environmental impact

5. Potential of sustainability: For sustainability of all the infrastructures implemented, workshop participants agreed with the PCS that infrastructures will require regular maintenance to ensure project operation and delivering expected benefits to the beneficiaries. However, for accrued benefits, there should be arrangements for regular project operations, maintenance and management and role of LGED and beneficiaries should be spelled out. Representatives of project beneficiaries agreed for such arrangement and are ready to take responsibility. As per present government policy, LGED get budget allocation for maintenance of completed works, therefore is pledge bound to maintain completed infrastructures

6. Performance of project partners? There is good interaction and understanding among project partners, LGED, DAE and among beneficiaries. Performance status among implementation partners is satisfactory.

7. Any suggestion for improvement in similar future projects?

In response to the above questions, the following points were raised by workshop participants;

- (i) More area should be allocated for women section in the markets,
- (ii) There should be provision for increasing market area as demand will increase as outcome of project and increased income of project beneficiaries,
- (iii) Adjacent government land around market should be taken by LGED for future expansion of markets otherwise that land will be grabbed by powerful individuals
- (iv) Toilets for men and women should be constructed in two different corners of the markets. Women feel shy in using toilets if it is nearby and required to walk in the same path used by men,
- (v) Construction of drains should be for all the markets and drains should be connected to main drain used in the area. Drains should always have covers to avoid bad smell and exposure of flowing dirty water,
- (vi) Members of MMC should be included in UMC and entitlement of 15% to 25% of lease money, whatever is in the provision for the respective market, may be given to the MMC and only

remaining lease value may be deposited to the UMC. Upazila Chairman may be entitled to handle UMC related activities in place of UNO,

(vii) Participation of LCS may be institutionalized for construction of markets and earth works for roads under any forthcoming projects of LGED,

(viii) Upazila Engineers suggested for including more markets, growth centers and connecting roads. If possible, should be mandatory for all donor agencies to make package with market, growth center and relevant connecting road.