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People's Republic of Bangladesh

COSOP completion review

2012-2022

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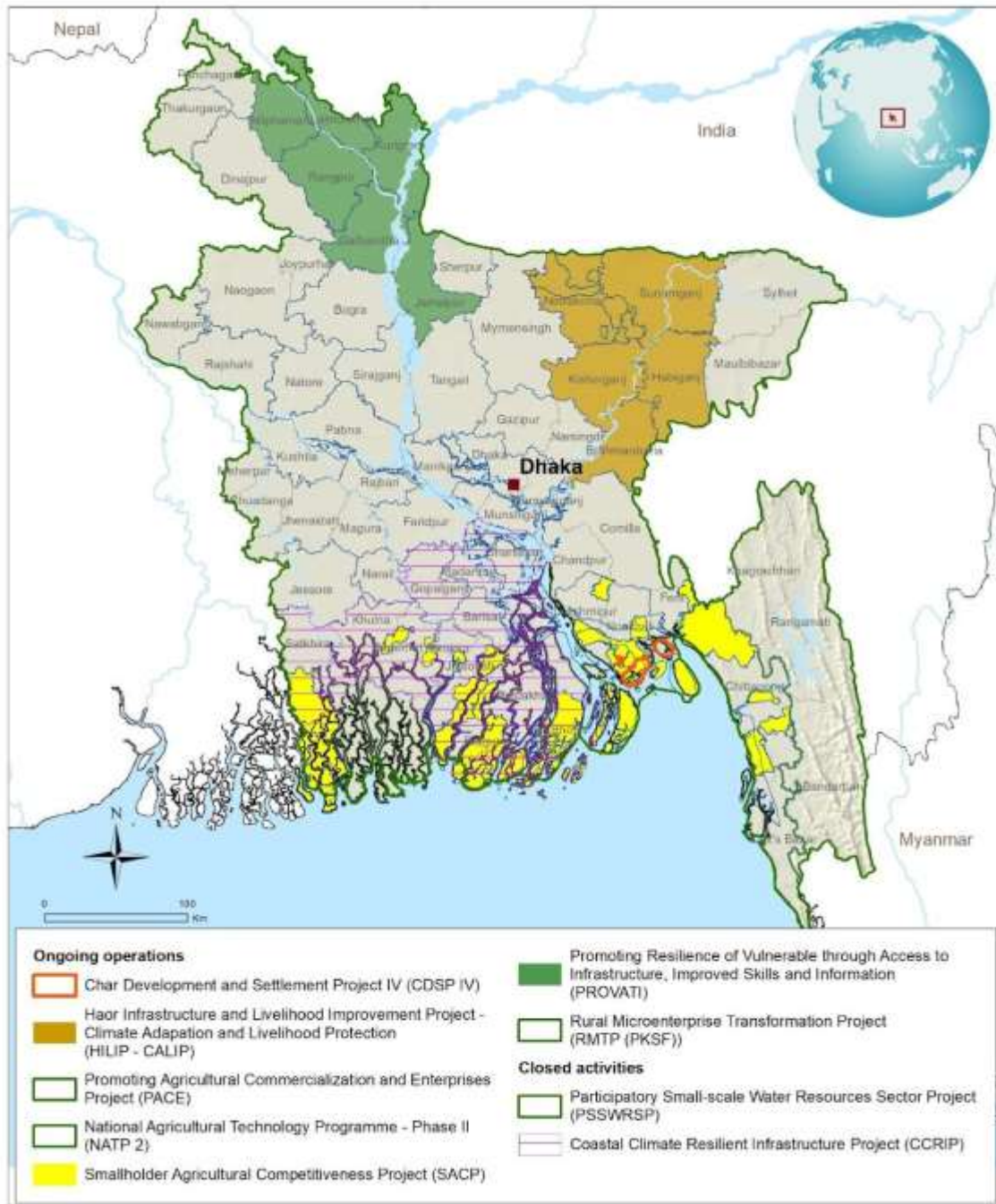
Contents

Abbreviations and acronyms	Error! Bookmark not defined.
Map of IFAD-funded operations in the country	ii
I. Assessment of programme performance	1
A. Introduction	1
B. Rationale for IFAD’s strategy in Bangladesh at the time of COSOP Design	1
C. Significant changes since designing of COSOP 2012-2020	1
D. Country Priorities and IFAD’s Project Evolution	5
II. IFAD’s performance	5
A. Relevance	6
B. Effectiveness	6
C. Policy Engagement	10
D. Knowledge Management	11
E. Strategic partnerships	12
F. Overall country programme achievements rating: CCR ratings matrix	13
III. Lessons learned and recommendations	13
A. Conclusions	13
B. Lessons Learned	13
C. Recommendations	14

Annexes

I.	Annex I COSOP Results Management Framework (At Design)	1
A.	Table A: IFAD portfolio	2
B.	Table B: Major project activities under COSOP 2012-2022 projects	3
II.	Annex II: Results framework indicators with progress (2021)	6
III.	Annex III: Ratings matrix (in line with IOE evaluation methodology)	12
IV.	Annex IV: Comments from government	13
V.	Annex V: Results framework 2020	13

Map of IFAD-funded operations in the country



The designations employed and the presentation of the material in this map do not imply the expression of any opinion whatsoever on the part of IFAD concerning the delimitation of the frontiers or boundaries, or the authorities thereof.
Map compiled by IFAD | 16-11-2020

People's Republic of Bangladesh

COSOP Completion Review

I. Assessment of programme performance

A. Introduction

1. Objective. The Completion Review (CCR) of IFAD's Country Strategic Opportunities Programme (COSOP) 2012-2022 for Bangladesh presented in this report will be used along with other studies as a basis for designing a new COSOP in 2022. The CCR has focused on assessing IFAD's performance vis-à-vis the results framework, evaluating IFAD's relevance and effectiveness in the context of Bangladesh's development, highlighting results and knowledge generated, documenting major changes in Bangladesh social and economic aspects since 2012, and gathering lessons learned for the next COSOP. The findings of a separate assessment of policy successes and future policy engagements are also reflected.
2. Projects reviewed. The CCR has reviewed a total of 13 projects: Four projects that were launched under the previous COSOP 2006-12 but completed during the current COSOP; and nine projects launched under the current COSOP of which two are completed and seven are on-going. The total cost of all 13 projects is US\$1.508 billion of which IFAD's loan and grants constituted US\$626.36 million and US\$21.35 million respectively. See Annex I (Table A) for basic project information and Table B for thematic areas of activities.
3. Methodology. The review has primarily analysed the following reports: Two COSOP documents; project design documents; previous annual results review reports, CPE and MTR reports, supervision reports generated by IFAD; along with baseline and impact studies, and various thematic study reports conducted by projects. However, similar information and studies are not available for all projects. GoB documents such as 7th Five Year Plan (7FYP), Vision 2021, and various sector plans are the main reference documents for this review. Various publications of the government (BBS, Bangladesh Bank and the Planning Commission, and MoF), UN agencies, the World Bank, Asian Development Bank, and bilateral donor agencies have also been consulted. No project sites were visited due to COVID-19 restrictions.

B. Rationale for IFAD's strategy in Bangladesh at the time of COSOP Design

4. Government Development Strategy. The COSOP 2012-2022 was designed in the backdrop of high incidence of poverty (including extreme poverty), population growth rate of 1.5 per cent per annum, high incidence of youth unemployment, growing income inequality, rising inflation rate, serious adverse impacts of climate change, and ecological vulnerability in different parts of the country such as *haor* area, coastal area and flood prone riverine areas. The Vision 2021, GoB's guiding document, operationalized in two five year plans, 6FYP (2011-2015) and 7FYP (2016- 2020) that overlapped the current COSOP period. The 7FYP plan focused on accelerated growth on four pivotal themes: a) Raise the annual average growth rate from 6 per cent to 7.4 per cent; b) Inclusive, pro-poor growth that is environmentally sustainable and adapting well to the urban transition; c) Poverty and extreme poverty to be substantially lowered by 7FYP end; and d) all additional labour force to be gainfully employed, including much of the underemployed.
5. To achieve the above goals, the 7FYP prioritized agriculture, rural infrastructure, education and training, primary health care, flood protection and climate change related issues, and supported increased access to demand-driven financial services,

and promoted inclusion of women in every aspect of development and elimination of all form of discrimination. Thus, IFAD's COSOP 2012-2022 was in line with GoB's agenda.

C. Significant changes since designing of COSOP 2012-2020

6. GDP growth. Significant improvements are visible in 2021 compared to 2012, although structural issues remain. During 2015-2020, the country posted real GDP growth of 5.2 per cent (FY2020) to 8.2 per cent (FY2019), and more than 7 per cent for three consecutive years (FY2016 to FY 2018). The nominal GDP for FY20 (provisional) was BDT 27.9 trillion at current market price (US\$331 Billion) , or per capital GDP of about US\$2,068¹ compared to US\$1,110 in FY2013-14.
7. Poverty reduction. In FY2018 about 13 per cent of population was considered extremely poor, and 20.5 per cent of households were considered below poverty line. COVID-19 has worsened the situation in FY2019-20 and FY2020-21 across the country (see below). Mass poverty still persists and the absolute number of poor population is very high. Poverty is concentrated in the most vulnerable areas of *haor*, coast, and riverine and flood plains of major rivers, and *chars*.
8. Adverse impacts of COVID-19. The government's preliminary estimates show 'effects are severe with substantial losses in GDP (BDT 800 billion), exports (US\$8 billion), investment (BDT 500 billion), and tax revenues (BDT 200 billion)², although the full impact of COVID-19 remains to be uncovered. Some current impacts include: a) 27,946 people dead from COVID-19³; b) severe stress on a fragile health system where other health services have been severely reduced; c) millions of 'new poor' (21.7 per cent of households)⁴ created; d) millions of job losses in private sector, especially in low-skilled type persons working in shops, eateries, transport sector and other low-skill jobs; e) erosion of family savings; and f) reduced access to finance. A number of studies reported rise in hunger both in urban and rural areas correlated to a decrease in food expenditure by 28 per cent and 22 per cent in urban and rural areas respectively⁵. 90 per cent of households experienced some degree of negative shock on incomes during the lockdown, possibly resulting in lower food intakes⁶; and 12 per cent of extreme poor households suffered from hunger in June 2020 (see footnote 3). The government responded with direct assistance for the poor (cash and rice distribution) and several financial 'incentive packages' for private sector, agricultural sector and microfinance. Slow rate of vaccination due to shortage of vaccines is a cause for concern but GoB expects to receive more doses in 2022.
9. Structural change in Bangladesh economy⁷. Bangladesh economy's structure has been steadily shifting from agriculture to industry (including manufacturing) and services. In FY2011, agriculture, industry and services were 19.9 per cent, 30.4 per cent and 49.7 per cent of GDP respectively. In FY2019 the distribution was 13.65 per cent, 35 per cent, and 51.35 per cent respectively. Agriculture's share in GDP is therefore declining whereas industry and services are on the rise. The trend is expected to continue although agriculture still employs highest number of labor. Within agriculture,

¹ US\$1 = BDT 84.5 and population of 160 million.

² 8th Five Year Plan (July 2020 to June 2025), General Economic Division (GED), Bangladesh Planning Commission, Ministry of Planning, GoB, December 2020).

³ End of November 2021 (GoB announcement). www.corona.gov.bd

⁴ BRAC-PPRC study shows that an additional 21.7% of households who were above poverty line before February 2020 pushed below poverty line in June 2020 due to the pandemic in addition to 20.5% of households officially recognized as poor before the pandemic); 17% became unemployed <https://bigd.bracu.ac.bd/wp-content/uploads/2020/04/Livelihoods-Coping-and-Recovery-During-COVID-19-Crisis-including-Phase-III.pdf> .

⁵ Bidisha, SH et al. (2021) Assessing Food Poverty, Vulnerability and Food Consumption Inequality in the Context of COVID-19: A Case of Bangladesh, <https://link.springer.com/article/10.1007/s11205-020-02596-1>.

⁶ Ahmed, F., Islam, A., Pakrashi, D., Rahman, T., & Siddique, A. (2020). Determinants and Dynamics of Food Insecurity during COVID19.

⁷ Source: Bangladesh Bank Quarterly Report Q3 FY2020 and Bangladesh Bank Annual Report 2012

fisheries and livestock subsectors have been posting growth of more than 6 per cent and 3 per cent respectively. Both these subsectors are enjoying commercial investments led by small/micro entrepreneurs. Similarly, manufacturing, agro-processing, construction, eateries, and transportation are expanding. All these subsectors employ a large number of semi-skilled and skilled human resources.

10. Population characteristics⁸. The Bangladesh Labor Force Survey published in 2018 (LFS 2018) by BBS reports a young population. Of the total population of 163.1 million, 52.7 million are 0-14 years (32.4 per cent), 27.4 million are 15-24 years (17 per cent), and 26.1 million are 25-34 years (16.2 per cent). That is, 33.2 per cent are in 15-34 age bracket, and 52.7 million young people will be joining the labor force in the next two decades. Generating employment opportunities will remain a major challenge.
11. Youth employment: Demand for and supply of skilled labour. One clear development since the 2012 is the urgency of and initiatives for enhancing skills level of young adults for wage and self-employment through vocational training for domestic and international job markets. A number of vocational training projects are underway, funded by GoB, AsDB, IFAD, and other bilateral development agencies. Skilled young adults trained through these projects are either employed in formal businesses or are self-employed. LFS 2018 reports only 1.8 per cent of the national work force has received skill training from formal institutions. One positive aspect reported is the high literacy rate for both genders (91.4 per cent) of the 15-29 years age group that can undertake training for employment.
12. Agriculture: primary commodity production to processing. Historically, agricultural production has been dominated by millions of marginal and small farmers who either own or lease land from other families⁹. About 40 per cent of total employment is in agriculture. Bangladesh has almost achieved rice self-sufficiency; horticulture, livestock and fish production are the most profitable rural businesses with high growth; and Bangladesh is fourth in the world for pond fish production. With increasing urban demand, these subsectors are drawing more investments. Deployment of new production and processing technologies are improving productivity and adding additional value in the production chain. Agri-business including agri-processing (food products) is becoming an important sector for investment and employment.
13. Several challenges remain: a) loss of cultivable land due to natural hazards and climate change; b) Major concerns of consumers regarding safety of foods; c) narrow basket of commodities and d) weak support services such as extension, insurance, and health care of livestock. These challenges provide opportunities for future IFAD interventions.
14. Microcredit financing to microenterprises (ME). Microfinance sector has been undergoing major qualitative and quantitative transformation during the COSOP period: the total number of borrowers went from 25.9 million in 2012 to about 33.38 million in 2020¹⁰ (91.8 per cent women and 8.2 per cent men). Loan sizes are increasing due to growing demand to finance expansion of rural businesses. Finance for ME (loan size more than BDT 100,000 or US\$1,200) is the largest and fastest growing segment of loan portfolio (nearly half of total portfolio). Along with ME loan, seasonal agricultural loan is the most significant loan product which is critical for rural economy; of the total disbursement in FY2019-20, 49.8 per cent was for agriculture followed by 26.68 per cent for trading/shops, 4.11 per cent for transport and communication, 3.33 per cent for small & cottage industries, and 16.02 per cent for

⁸ Information in this section and the following sections on population characteristic, literacy, employment, and training are from Bangladesh Labor Force Survey 2016-17 published in 2018 by Bangladesh Bureau of Statistics (BBS), Ministry of Planning.

⁹ Industrial production of agricultural produces is negligible as land is scarce in the country. Processors buy inputs directly from farmers, traders or in a small number of cases from contact growers.

¹⁰ Microfinance Statistics 2012 and 2020 and reports: Credit and Development Forum (CDF), Bangladesh

others. Loans from PKSF and commercial banks are important sources of finance for MFIs.

15. MFIs are gradually recovering from adverse effect of COVID-19 in 2020 and mid-2021 when the government barred collection of loan installments for six months in 2020, and limited operations of MFIs in 2021. The disbursement and portfolio quality of MFIs are gradually reaching up to pre-COVID-19 levels only in 2022.
16. International remittances. This significant source of income for many rural families as well as GoB's macroeconomic management has grown steadily from US\$16 billion in 2015 to approximately US\$24 billion in 2020. Although remittances improve quality of life, only a small share is actually invested in businesses to provide a sustainable income to recipient HHs. This opens up an opportunity to design innovative financial products that channel remittances. IFAD is providing a US\$1 million grant under the RMTP project to the Ministry of Expatriate Welfare to develop a subproject studying utilization of remittances by the receiving HHs.
17. Microenterprises as engine of rural economy. Agricultural production in Bangladesh is fully commercialized in the sense that millions of marginal and small farmers produce for the market and respond to price signals. These formal and informal MEs in both farm and non-farm sectors are the backbone of the rural and national economy, employing 85 per cent of the workforce and expanding with time. Weaknesses are also clear: poor quality of products, disorganized sector, focusing on catering to low margin price-sensitive market segments. Developing MEs requires not only financing but also access to domestic and international markets, improved design of marketable products, proper quality control system in production and management technologies, and skilled human resources.
18. Rural infrastructure. Rural road connectivity, the most-demanded rural infrastructure type, has vastly improved including rural markets through projects financed by major donors/lenders including IFAD. However, only half of 300,000 km of rural roads are paved. Paving these roads increases farm price, provides farming communities access to market and many other social services such as education and health, improves farm productivity, and increases investments in farm and non-farm businesses, transportation and housing. Other infrastructure such as irrigation systems, minor embankments, and physical markets provide the biggest boosts to agriculture and other rural sectors.
19. Climate change challenges. The thin resource base of the country, high population pressure, and climate-induced risks¹¹ make the country very vulnerable to social and economic disasters. The poverty situation is aggravated due to adverse impacts of climate variability and change, especially in coastal, *haor* and low-lying riverine areas where more rain is predicted due to climate change. Similarly increased frequency and devastation of cyclones in the coastal areas and drought events in north-western districts may impoverish millions and create climate refugees.
20. Information and communication technologies and e-commerce. Hardly any e-commerce platform was available in the country back in 2012 but several small Bangladeshi and international e-commerce platforms are now active in the country, and proved their effectiveness by making home deliveries during COVID-19, albeit in a few urban centers. There is a long way to go for achieving full potential of e-commerce by producing good quality products, appropriate packaging and delivery system, fully developed online payment system, and credibility of delivery services on time. Development of payment systems, online financial services, and management systems for all aspects of business, strong regulatory systems, and connecting millions of MEs through viable e-commerce models are critical.

¹¹ According to IPCC, sea level rises by 2050 due to increases in global temperature may inundate about 17 per cent of Bangladesh's land area. The salinity will encroach further and cause a huge loss of cultivable land of the country.

D. Country Priorities and IFAD's Project Evolution

21. Country priorities. IFAD COSOP 2012-2022 addressed Bangladesh's poverty reduction target by investing in line with the priorities of the government and targeting poor communities that included investments in rural and agricultural development, primarily in rural finance, critical rural infrastructure, natural resources management, and adaptation to climate change. Almost all IFAD projects, except projects with national a scope, are in most vulnerable and ecologically fragile and poorest areas such as *haor*, coastal area, newly accreted coastal land, and remote river *char* area.
22. COSOP Strategic objectives. In full compliance with national and IFAD priorities the COSOP 2012-2022 has three strategic objectives SO 1 – Livelihoods of poor people in vulnerable areas are better adapted to climate change; SO 2- Small producers and entrepreneurs benefit from improved value chains and greater market access; and SO 3 – Marginalized groups, including poor rural women, are economically and socially empowered. Annex I (Table B) presents projects with corresponding activities that contribute to these three SOs.
23. The overall *cross-cutting issues* considered are gender mainstreaming and women's empowerment in development programmes, policy dialogue and engagement, natural resource management within the context of adaptation to climate change and natural disasters, and innovations in infrastructure, renewable energy, community resources management, agricultural technology, marketing channels, and institutional arrangements.
24. Targeting approach and target groups. IFAD followed a comprehensive but practical approach of targeting the beneficiaries - extremely and poor and smallholders – that has resulted in superior service provision and impacts, especially providing basic infrastructure and financial services to and increasing income sustainably of a large number of extremely poor families in poor and vulnerable areas. IFAD projects target beneficiaries by: a) geographic targeting by choosing the poorest districts and sub-districts in the most vulnerable geographical areas such as *haor*, coastal region, and char region; b) identifying within poorest sub-districts the remote and infrastructure poor areas; c) selecting the poor, small and marginal farming families as the direct beneficiaries; d) organizing sector specific beneficiaries (producers, traders, support service providers) where IFAD finances value chain projects; and e) finally, prioritizing the poor women and youth for specific activities.
25. Evolution IFAD's projects. IFAD's project portfolio under the new COSOP will essentially be a replication and scaling-up of successful projects of the COSOP 2012-2022 with similar or added activities: HILIP scales up SCBRMP in five *haor* districts; PROVATI³ has been designed on the basis of lessons of HILIP-CALIP in another six climatically vulnerable and poverty-stricken districts; CDSP-IV is scaling up of CDSP-III in different chars; PACE is scaling up of FEDEC with much expanded value chain development; CDRSSWRMP is replication of an earlier phase funded by AsDB; SACP is based on experience in agricultural components in other projects; and NATP2 is a successor of NATP1.
26. The newer projects also include distinctive activities such as vocational training for youth employment, development of new financial products for microenterprises, application of ICT and promotion of e-commerce, emphasis on agricultural processing and high value products and food safety and nutrition, flash flood and community based forecasting for better adaptation to climate change, and research on vetiver that were not foreseen at the time of COSOP design. This flexibility ensured the COSOP remained relevant.

II. IFAD's performance

A. Relevance

27. Overall, IFAD projects are rated relevant (5). The three strategic objectives of COSOP, SO 1 – Livelihoods climate adaptation, SO 2- Value chain development, market access and finance for small producers, and SO 3 – empowerment and inclusion were highly aligned with GoB objectives. A brief explanation follows.
28. Poverty reduction, targeting and inclusiveness. Impact studies show IFAD projects contributed to poverty reduction as evinced by the following: a) midterm impact study of PACE showed that the monthly income of MEs increased by 35.82 per cent, and 34.42 per cent of ME households increased their income b) Under HILIP, a total of BDT 106 million have been distributed to *Bee!* User Group (BUG) members in FY2019-2020, and each member on an average received profit of BDT 11,497, and income per member in FY2020-21 was BDT 8,795; c) Under SCBRMP, average income of BUGs had increased by 180 per cent; and d) Under PSSWRP, overall net crop income in 2018 has increased by BDT 1,700 million (or 46 per cent) in project areas from 2009, benefiting about 280,000 households (1.7 million people) at an average of BDT 6,075 per year per household; and e) The annual income per household (from both agricultural production and increased labor) among the poor during the same period increased by an average BDT 6,093 from paddy production alone.
29. Employment and sustainable livelihoods. All on-going IFAD projects directly or indirectly create self-employment and wage employment by providing finance and technical assistance, and facilitating access to market, natural resources and agricultural inputs, and building physical infrastructure and creating enabling social environment. For example, PKSF, (implementing FEDEC, PACE and RMTF projects) lends to microenterprises through about 200 Partner organizations using lines of credit from IFAD combined with its own and partner organizations' (POs') resources. More importantly, these financial resources are combined with value chain development support services and technologies to help expand businesses. Studies show each ME on average creates additional 1.5 jobs. Other projects with value chain development activities (NATP1, NATP2, SACP and HILIP-CALIP) also create employment and sustainable livelihoods through technical assistance training, promoting value crops, horticulture, fisheries and livestock and facilitating access to market. CDSP-IV contributes directly to sustainable livelihoods by providing legal documents to agricultural land to thousands of poor settlers in char areas. PSSWRSP is directly creating sustainable agricultural livelihoods for thousands of smallholder households through irrigation. E-commerce systems are expected to open up bigger markets for microenterprises, and vocational training is found to be direct employment creating activity.
30. Climate resilience. Design specifications of roads, bridges, shelters, and markets have taken projected rise of sea-level due to climate change into consideration. Cyclone shelters under CDSP-IV directly protect people during cyclones, and flood shelters under PROVATI³ provide refuge during floods. Roads facilitate quick movement during natural disasters, and village protection walls protect whole villages. CALIP has successfully developed models for flash flood forecasting and low-cost village protection systems in *haor* areas to prepare the communities flash floods. PROVATI³ will be developing community-based flood forecasting for floodplains. Embankments under CDSP-IV have created polders to protect agricultural land from saline water but some of the embankments were damaged due to surges. Climate resilient roads, embankments, and markets in *haor* (SCBRMP in Sunamganj and HILIP/CALIP in six districts), coast areas (MIDPCR, CCRIP and CDSP-IV in four districts), and flood prone riverine areas (CCRIP and PROVATI³ in 11 districts), and flood warning (CALIP and PROVATI³ included approximately 50 subdistricts) are protecting lives and livelihoods against adverse climate change effects and encouraging new investments from the

poor and others. The vast majority of the people in the project sites are extremely poor, landless and marginal framers.

31. Infrastructure, rural development and access to market and services. Village roads (submersible and all weather), bridges, and rural markets provide connectivity as well as access to market and social services. Paved roads are the most demanded by all sections of the rural population that increase access and price of agricultural produces, facilitate mobility due to increase of motorized vehicles, and vastly improves access to primary education and healthcare services. Paved roads provide a basis for long-term increase in income from farm and non-farm sources.
32. Agriculture and specific subsectors. Smallholders are common priority groups for IFAD and GoB as rural economic growth depends on enhanced income of farming families. The following projects - FEDEC, PACE, RMTP, HILIP/CALIP, SACP, CDSP-IV, NATP1, NATP2 and PSSWRSP - directly assisted agricultural sectors such as field crops, horticulture, fisheries and livestock. Projects' assistance come in various forms: financial services, technological training, introduction of high value commodities, improvement in seed and other inputs, access to market, extension service etc. The value chain development of agricultural projects are enhancing agricultural productivity, introducing new and better quality products (commodities as well as processed items) in various parts of the country, commercializing and diversifying agricultural production, and improving and expanding agricultural research system in the country. Experience from FEDEC, PACE and RMTP projects show that smallholders want both financial and non-financial services as needed for optimal production and enhanced income.
33. Microenterprise development. The 7FYP promotes growth of microenterprises, especially non-farm enterprises in rural area to diversify rural economy as well as sources of income for rural households. PACE and RMTP are leading such efforts through ME loan as well as value chain approach. Besides, vocational training under HILIP and PROVATi³ will expand skill development services for non-farm employment.
34. Financial services. The Govt. and CPE emphasized the critical importance of finance (loan) in prompting farm and non-farm businesses. IFAD has been providing line of credit (US\$123 million under 3 projects) but more resources will be necessary to finance existing and future demand for loans. The PACE project alone disbursed US\$138.33 million and RMTP will further enhance disbursement as the project is gearing disbursement. PKSF has been mobilizing additional resources from ADB, World Bank and GoB.
35. Nutrition. Two projects – SCBRMP and HILIP – directly promoted improvement of nutrition through consumption of fish and vegetable in *haor* areas. Another project RMTP, a 'nutrition-sensitive' project, will be promoting nutrition through campaign among project households about balanced/nutritious food, and making more nutritious food available in the market. All other projects indirectly contributed to improvement of food security and nutrition by increasing income.
36. Youth employment through vocational training. The HILIP-CALIP project has trained 8,701 young adults (18-35 years of age) in vocational training and 70 per cent of them got wage employment. Similarly, PROVATi³ plans to train additional 30,000 young men and women in vocational training for non-farm employment.
37. Grant-funded activities: Under CCRIP, an ASAP Grant of US\$15 million was implemented. A rural radio initiative managed in collaboration with Agriculture Information Service was run in four Upazilas of three southern coastal districts (Khulna, Sathkhira and Barguna). A volunteer team at '*Upakuler Katha*' - Voice of Coastal People - produced and broadcast 272 episodes on a range of climate safety, agriculture, and other rural focused themes since March 2016 on four radio stations - *Krishi Radio, Radio Lokobetar, Radio Nalta, and Radio Sundarban*, reaching out to an estimated 500,000 people. CALIP developed flash flood forecasting models and

warning dissemination systems, researched on applications on vetiver for slope protection, built 230 village protection walls, and developed value chains (farm and non-farm sectors) for diversification of livelihoods.

38. The core premise of COSOP 2012 -2022's design remains valid in 2022, with the need to reduce poverty, exacerbated by COVID-19, will remain a dominant issue. The interventions for reduction of poverty will be the development of agriculture and agribusiness, as agriculture remains the most important employer and food security for 160 million people is at stake; generation of employment for millions of youth; creating a business and employment-friendly ecosystem; and climate proofing of livelihoods. Information and other technologies will be playing very critical roles in all these areas.
39. Contribution to SDGs. IFAD projects directly contributed to the following SDGs: SDG 1 End poverty; SDG 2 End hunger; SDG 5 Achieve gender equality and empower all women and girls; SDG 6 Ensure availability and sustainable management of water and sanitation for all; SDG 8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; and SDG 13 Take urgent action to combat climate change and its impacts. See section on Effectiveness for quantitative achievements under these SDGs.

B. Effectiveness

40. Effectiveness is rated satisfactory (5). IFAD-supported activities are only a small part of the country's overall development portfolio. Therefore, the contribution of each COSOP is relatively small as laid out in the results framework. The CPE 2014 and MTR 2015 had confirmed that IFAD projects are effective. This review further investigates effectiveness of on-going projects using updated data.
41. Effectiveness of targeting and inclusion strategy (6). All nine projects under the current COSOP – PSSWRSP, CDSP-IV, HILIP/CALIP, CCRIP, PACE, NATP II, PROVATi³, SACP and RMTP – have been highly successful in targeting the poor, extremely poor and most vulnerable population and smallholders. In case of CDSP-IV, HALIP/CALIP, CCRIP and PROVATi³ selected new *chars*, *haor* and coastal/riverine areas where majority of population live below poverty line. PACE, RMTP, SACP and NATP2 have successfully included marginal and small farmers and microentrepreneurs in financial services, agricultural technologies, and value chains, and PSSWRSP is providing water for farming (mostly marginal and small farmers) in dry season. See **Annex II** for values for COSOP outcome and milestone indicators in tabular form.

Progress towards SO#1: Livelihoods of poor people in vulnerable areas are better adapted to climate change

42. *The progress in SO#1 is rated satisfactory (5)*. The main contributors to SO#1 are the following projects: CDSP-IV, HILIP/CALIP, PROVATi³, CCRIP and PSSWRSP that construct various climate resilient communication and other infrastructure. Except PSSWRSP all other projects are implemented in climatically vulnerable and disaster prone areas whereas PSSWRSP is implemented in drought prone and dry areas. These infrastructures connect rural population with markets, promote private investments, protect agriculture, and provide temporary shelters during natural disasters (cyclone/flood shelters).
43. Outcome level indicators (SO#1): Achievements against almost all outcome indicators have either reached or exceeded targets (see Annex II):
 - (a) *Total people benefited from climate resilient infrastructure (Target: 8 million)*. All nine completed and on-going projects combined have already exceeded the COSOP target by reaching 8.2 million people with climate resilient infrastructure. Major contribution from PROVATi³ and SACP (irrigation part) will be during next COSOP period. Projects from previous COSOP period but completed in current period benefited 10.5 million people from infrastructure.

- (b) *Traffic volume in roads (Target: 100 per cent increase)*. Traffic volume far exceeded the target (162 per cent) as the immediate impact of paved road, which will be increasing further with time.
 - (c) *HHs living in vulnerable areas increased and less variable income, assets (Target: 300,000 HHs)*. Actual achievement far exceeded the target (584,750; 194 per cent) as climate resilient infrastructure protected livelihoods and encourage increased investments. Additional target will be reached by PROVATi³ in the next period. The four projects closed in this period from previous COSOP reached additional 138,119 HHs.
 - (d) *Households living in vulnerable areas improved food security (target: 300,000 HHs)*: Improvement in food security is linked with livelihoods protection and enhancement has far exceeded the target, 1.317 million HHs against a target of 300,000 HHs. The main contributors are a) HILIP-CALIP that enhanced income from agriculture/fisheries/non-farm sector, protected village and harvest, expanded irrigation and built a network of submersible roads that connected farms to villages and enhanced farm price, b) PSSWRSP that expanded irrigated farm land and enhanced productivity, and c) CCRIP through training and LCS and climate resilience infrastructure connecting farms to markets. Overall the comprehensive approach of climate resilient infrastructure complemented by significant investments in livelihoods development in the form of support for agriculture (HILIP-CALIP, CDSP-IV, and PSSWRSP) and value chains development (HILIP-CALIP) produced sustained results.
 - (e) *Increase in income from natural resources (target: 19,000 fishers)*. The main contributor is HILIP/CALIP where *beels* (small government owned water bodies in the haor) are given to poor fishers for fish production and conservation. During the current COSOP about 11,316 HHs (60 per cent of target) benefited from beels as the government (Ministry of Land) did not hand over all *beels* as per project design (project target was 500 beels but project got access to 339).
44. *Milestone indicators (SO#1)*. The most critical milestone indicators have been achieved: 872 km rural roads against a target of 800; 230 village protection walls completed against a target of 200; 242,043 ha of land brought under water control structure against a target of 10,000 hectares. But the projects fell short of LCS members, 89,332 against a target of 100,000 due to non-availability interested LCS members in haor areas and limited availability of works for LCS members. The persons-days of work by LCS has been grossly overestimated in the COSOP (10 million persons) whereas 1.75 person-days million created under current COSOP projects and 0.76 million person-days created under four projects of previous COSOP. Cyclone/flood shelters fell short of target (39 against a target of 100). Note that 20 shelters planned for PROVATi³ will be completed in 3-4 years' time. Similarly, due to non-availability of beels, the number of fishers fell short of target.

Progress towards SO#2: Small producers and entrepreneurs benefit from improved value chains and greater market access

45. The progress in SO#2 is satisfactory (5) as all outcome and milestone indicators have exceeded targets. The main contributors are: a) PACE by combining financial services and adopting holistic value chain development approach for various farm and non-farm subsectors. Besides a much larger RMP project launched last year; b) HILIP/CALIP, SACP, NATP2, and CDSP-IV provided extension services, training to farmers, introduced newer production technologies and commodities; c) PSSWRSP increased production area and crop intensity; and c) paved roads and village markets by CCRIP, HILIP, PROVATi³ and CDSP-IV facilitated production and sales. NATP2 has contributed hugely to achieve SO#2 as it focuses on production and marketing of all three agricultural sectors – crops, fisheries and livestock.

46. Outcome level indicators of SO#2. All outcome level indicators of SO#2 have achieved or exceeded targets by completed projects, and interim results from on-going projects are also on track (See Annex II):
- (a) *Increase in production (area, animals and yields) (Target: 20 per cent)*. Overall, 20.9 per cent increase in yields has been reported. A study by CDSP-IV shows 20 per cent increase in yield and 183 per cent increase in cropping intensity due to introduction of sluice gates that stopped intrusion of saline water. PSSWRSP increased acreage by 14.7 per cent and cropping intensity by 37.8 per cent. Other projects also reported increases in yields (see Annex II).
 - (b) *Increase in volume; and value of sales made by producers (m/f) (target: 40 per cent)*. Projects reported an average increase in volume of production (75.9 per cent) and sales by 77.6 per cent, exceeding targets.
 - (c) *Increase in producer (m/f) income (target: 50 per cent)*. Interim studies show increase income by 129.3 per cent, a result of expanded business through enhanced access to finance, value chain development and introduction of new crops and infrastructure.
 - (d) *Improvement in share of consumer prices accruing to producers (Target: 10 per cent)*. This indicator requires systematic value chain analysis to compare with pre-project information. No such study has been done yet.
 - (e) *Active and sustainable marketing organizations and groups, including producer groups and market management committees (Target: 200)*. A total of 630 active organizations have been reported: 365 market management committees (MMC); and 265 water management cooperatives formed for managing water structure, which sometimes sell water to farmers, engage in microfinance operations and some business activities. Besides, 339 BUGs are functioning as production and marketing groups.
47. Milestone indicators of SO#2. All SO#2 milestone indicators have far exceeded targets, especially number of microfinance clients and disbursement of loans far exceeded the target due to PKSf and its partner organizations sustainably financing ME loans. Similarly, farming technology transfer and services to farmers exceeded target due to value chain approach and direct assistance from GoB and private agencies: a) 1.11 million farmers adopted improved technology against a target of 100,000; 1.02 million farmers reached by technical services against a target of 100,000; and 471,473 producers/traders (target 40,000) received BDT 14,443 million (target: BDT 800 million).

Progress towards SO3: Marginalized groups, including poor rural women, are economically and socially empowered.

48. *The achievements of SO#3 is satisfactory (5)*. All projects have contributed to SO#3 as they were designed to target women, especially poor women as the main target groups. Microfinance recipients, LCS members, and training on agricultural and other value chains prioritized women.
49. Achievements against outcome indicators (SO#3). The specific contribution for outcome level indicators are as follows (see Annex II):
- (a) *Increase in income from self-employment (target: 50,000 women increase income by 50 per cent)*. Impact studies from completed projects, MTRs and outcome studies report 320,208 women increased income from self-employment primarily due to expanded access to finance and production training. As reported under SO#2, beneficiaries and disbursement far exceeded the COSOP targets. The PACE and RMTP projects implemented by PKSf mainly contributed to this indicator along with WMCAs of PSSWRSP, HILIP-CALIP, and SACP.
 - (b) *Increase in income from wage employment (80,000 women and BDT 15,000 per year)*. All infrastructure projects – CCRIP, HILIP/CALIP, CDSP-IV, PROVATi³ and

PSSWRSP – engage LCS for construction of markets, block roads, in some cases small village RCC roads, village protection walls and earth works. A total of 477,876 women are estimated to have increased wage.

- (c) *Women in decision making bodies (target: 300)*. LCS groups are managed in almost all cases by women, BUGs have women in management committees, all WMCAs of PSSWRSP and WMCs and SFGs of CDSP-IV have women in leadership positions, and all CIGs have women representations. All MMCs have women representatives. The projects report 2,158 such formal and informal groups having women in leadership positions.
 - (d) *Women in project management (target: 50 per cent)*. Accurate figures are not available but rough estimates are significantly below target level.
50. *Achievements against milestone indicators (SO#3)*. All milestone indicators under SO#3 exceeded the targets – women access to training (755,125 against a target of 100,000), land ownership by women (13,495 women against a target of 10,000), increase in physical mobility of women (1.2 million against a target of 80,000) due to better road communications and transportation, women access to finance (351,334 women borrowers against a target of 100,000), and women participation in household level decision making (1.09 million women against a target of 100,000) - as all IFAD projects specifically included women as their primary direct beneficiaries. Majority of microfinance borrowers are women in under all microfinance programs funded by IFAD (true for whole microfinance sector in the country). Training and technical assistance also provided to women.

C. Policy Engagement

51. Policy engagement is rated moderately satisfactory (4). Many IFAD projects have successfully championed and or contributed to improving operational and sector level policies/practices that produced direct benefits for target populations as well as enhanced efficiency at project and sector level. A separate review has been conducted by the Country Office in 2021 that identified policy/practice successes and potential areas of future policy engagement and advocacy process.
52. Several successes that produced significant results or contributed to policy discussions are: successful launching of 'start- up loan' for new microentrepreneurs; advocacy on protection of ecology of the Halda river through research; successful mainstreaming of applications of vetiver for slope (road, minor embankment, village protection) protection; *beel* management for fish production and conservations by fishers by accessing to beels through IFAD funded projects and transformation of 199 beel users groups into fishers cooperatives; and application of flash flood forecasting models developed under the CALIP project in haor by the Bangladesh Water Development Board.
53. A number of issues have been identified for future policy engagement and advocacy: expansion of safe food testing facilities throughout the country; policies on e-commerce for microenterprise sector; decent work initiative in microenterprise sector; promotion of QR code payment system, crowdfunding and application of block chain technology; and deployment of community based flood forecasting. See report on policy review for details.
54. Challenges of policy engagement by IFAD. Firstly, IFAD in Bangladesh depends on its projects for policy development and follow on advocacy as policy agenda are either part of project activities determined during design or are results produced as bi-products of project activities. Secondly, often many policy/practice changes need much longer time than a typical project period. With the completion of the project, policy advocacy also stops because of lack of staff member and resources. Thirdly, policy successes depend on other stakeholders, often government agencies where priorities may be different. Fourth, successes so far were actually produced by

permanent agencies with in-house capacity in research and advocacy, which is not always available.

55. Alternative solution. An alternative solution for policy engagement is to strengthen existing research and policy advocacy units (or support setting up new units) in selected institutions such as PKSf (for financial services, business promotion, poverty reduction, and environment/climate change issues), LGED (for rural infrastructure, minor irrigation, physical environment/climate change issues), and BWDB and Institute of water and Flood Management (for water and flood management issues). These units would continue policy engagements beyond project period with own resources.

D. Knowledge Management

56. M&E and KM is rated satisfactory (5). All projects established effective M&E systems to report on Logframe indicators, and produced progress reports, baseline, midterm and final impact reports as routine activities. Specific impact studies such as traffic volume study for roads, sector impact for value chains and case studies were also produced, along with operational and training manuals. All projects developed website to disseminate progress information and share reports, and sometimes used social media to disseminate success stories. In addition, seminar and workshops on specific topics were organized.
57. Impacts. KM products, especially progress reports and internal outcome reports, have been used for management decisions such as revising loan ceiling, designing training courses, correcting project mistakes, and accelerating implementation. KM products such as project reports and impact studies were used to inform stakeholders such as government policy makers and outside stakeholders. Outcome and impacts studies were specifically useful to develop insights about project impacts on various beneficiary groups such as poor/non-poor, women, and youth and impact of specific interventions such as *bee/* management, microfinance, markets, embankments, irrigation schemes etc.
58. Scaling up. The most impactful application of impact studies is designing new projects incorporating successful project elements. All current IFAD projects were replication and scaling up of earlier projects. A number of modifications, such as broadening of scope of value chain interventions from input supply to final consumers and sectors, type of roads and shelters, and application of information technologies, have evolved overtime in response to lessons learned from previous projects and demand from beneficiaries.

E. Strategic partnerships

59. Partnership with government, donors, UN system, NGOs, and private sector is satisfactory (5) as explained below.
60. Government. IFAD coordinates with GoB at project and COSOP design, extension and completion through the Economic Relations Division, Ministry of Finance where it enjoys good reputation, and cordial and professional relationship. IFAD enjoys good reputation and working relations with several line ministries (Agriculture, Fisheries & Livestock, Local Government and Cooperatives, Water Resources, Financial Institutions Division of MoF) that implement IFAD's project, and the Planning Commission. The partnership with the Government has been excellent at the operational level such as the key counterpart departments (LGED, DAE, PKSf, BWDB, DDM etc.). Overall, the partnership with the Government has been responsive and supportive. In many situations, IFAD's partnership with the line ministries is through the projects rather than direct involvement. For policy engagement the partnership needs further strengthening based in mutual interests. See the policy analysis document prepared by the country office.
61. Donors. Co-financing of projects with the World Bank (NATP1 and NATP2), Asian Development Bank (PSSWRSP and CCRIP), the Government of the Netherlands

(CDSP-IV), DANIDA (RMTP), USAID (NATP2), and Spanish Trust Fund (HILIP) are all excellent and practical partnerships. Over the years, these partnerships expanded significantly. IFAD regularly attended the annual country consultations for sharing information and views among all the donors as well as with GoB, in a testament to IFAD’s successful contributions.

62. UN system. IFAD is a member of United Nations Country Team and it participates in UNDAF formulation and implementation processes. Two agencies – WFP and FAO – are direct implementing partners of two projects, WFP in PROVATi³ and FAO in SACP. WFP hosted the IFAD country office for several years and is producing a poverty map through an IFAD grant. In addition, IFAD has established good partnerships with CGIAR institutes, such as IRRI and WorldFish.
63. NGOs. IFAD’s partnership with NGOs is directed through PKSF which lends to about 200 NGO-MFIs (partner organizations) for seasonal agricultural and microenterprise loans and implements value chain development subprojects through 40 NGO-MFIs. In other projects such as HILIP-CALIP and PROVATi³, NGOs are participating as vocational training providers and in CDSP-IV as implementer of social/economic development component. This professional relationship is productive and effective.
64. Private sector. Engagement with the private sector has been limited, but gradually expanding under two value chain projects – PACE and RMTP – where the private sector can function as buyer, and as provider of technology and technical assistance. Partnerships with formal businesses are expected to increase under RMTP, and partnerships with small businesses are expected to expand under SACP and NATP2.

F. Overall country programme achievements rating: CCR ratings matrix

65. The overall country program achievement is satisfactory (5). The on-going projects are at different stages of implementation. The COVID-19 pandemic had adversely affected implementation of all ongoing projects in 2020 and 2021, and it may affect further in future if new variants take holds. See Annex III for details of individual project ratings.
66. CCR ratings matrix:

Evaluation of country programme	Rating (1-6 scale)
Relevance	5
Effectiveness	5
Policy Engagement	4
KM	5
Strategic Partnership	5
Overall country programme achievements	5

III. Lessons learned and recommendations

A. Conclusions

67. Conclusions. Several key conclusions are as follows:
 - (a) All IFAD projects contributed to poverty reduction by creating employment opportunities as well as creating a supportive ecosystem for farm and non-farm sectors throughout the country. A set of comprehensive interventions in agriculture, microenterprises, financial services, rural infrastructure, and climate adaptation measures promoted and expanded sustainable livelihoods for the poor and near-poor families. Communication, market and irrigation infrastructure provided broad based benefits while financial services and sector development

by adopting a value chain development approach directly increased income of a large number of households.

- (b) All projects combined reached or exceeded all outcome and output level indicators, except in situations involving factors beyond projects' control, like natural resources management. The project designs were flexible enough to incorporate activities to address emerging opportunities, for example new technologies, food safety, youth employment, and nutrition sensitive value chains.
- (c) IFAD has successfully implemented projects in the most poverty-stricken and climatically vulnerable areas of the country and included very poor, marginal and small farmers and women as a majority of beneficiaries. Emphasis on climate resilient livelihoods has produced excellent results in these extremely vulnerable districts.
- (d) Financial services remain high in demand, especially in the COVID-19 affected economic landscape for recovering lost microenterprises and agriculture. Microfinance loans when combined with value chain approaches can rapidly expand business and enhance income. Agricultural microenterprises in select sectors present huge opportunities for rural employment and can participate in the emerging processing industry.
- (e) Rural infrastructure development, especially rural roads connecting the villages with markets and higher level roads, is a key demand of rural populations. Infrastructure acts as platform for sustainable development and provides critical assistance for growth in agriculture and non-agricultural rural businesses.
- (f) All projects produced KM products such as impact studies and project successes have been the basis for scaling-up. PKSf and LGED-implemented projects are producing interesting results in various sectors such as infrastructure, village protection, climate adaptation, impacts of various value chain development, and policy issues. However, further improvements in documentation are needed for wider dissemination. Publications related to flash flood forecasting and on crab farming has been published in international proceedings and journals.
- (g) A number of IFAD-funded projects have documented many project/sector level policy issues and successfully brought changes in respective areas. Many opportunities for policy engagement have been identified. What is important is to develop proper policy papers and develop advocacy strategy to create full impact of such policy issues.

B. Lessons Learned

68. Lessons Learned. The key lessons from the on-going projects are summarized below:

- (a) Project design: Simplicity of project design with limited number of related activities (e.g. CCRIP and PACE), strong implementing agencies (e.g. LGED and PKSf), and activities that match the strengths of the implementing agencies¹² leads to effective implementation of projects. Activities that do not fall within institutional strengths of the agency suffer from delays and poor performance.
- (b) Project implementation: Project implementation was delayed in the following areas: preparation of DPP by implementing agencies and approval by GoB (for example, CDSP-AF and PROVAT³); recruitment of project staff members and consultants; initial fund disbursement; and procurement. Infrastructure projects suffer in remote areas such as *haor and char* (for example, HILIP-CALIP, CDSP-

¹² LGED (infrastructure), PKSf (Microfinance and value chain), BWDB (water infrastructure), DPHE (water and sanitation), and DAE (agricultural extension)

IV, PROVAT³) due to short dry season for mobilization of materials and construction, and difficult physical access.

- (c) Agriculture-centric infrastructure. Appropriate agriculture-centric rural infrastructure such as market connecting roads, markets, minor embankments, and irrigation infrastructure provide critical support for agricultural livelihoods and are vital. Direct support for production in the form of technology transfer and extension services, though important, are not enough to exploit the full potential of agricultural livelihoods.
- (d) Access to finance. Access to finance remains critical for landless farmers as well as microentrepreneurs for creating self and wage employment as demonstrated under all projects (MFTSP, MFSMF, FEDEC, PACE, and RMTP) by PKSF, with high and expanding demand. Financial services will increasingly be offered over the Internet and IFAD should participate in developing the ecosystem.
- (e) Value chain development. Value chain approach to farm and non-farm business development combining with financial services (for example, FEDEC, PACE and RMTP projects) provide a good recipe, provided basic physical infrastructure is already established. Applications of technologies will be critical for managing the projects, value chains and microenterprises including agro-enterprises.
- (f) Policy engagement. Improvements in small project/sector level policy/practices have brought benefits to project beneficiaries. More systematic analysis and research based policy development and advocacy will be important for engaging the government and producing systemic changes.
- (g) Poverty focus. Percentage and absolute number of population in poverty remains high and on the rise, requiring continuation of projects generating employment inclusive of women and youth.

C. Recommendations

69. Future investments. Several factors should influence IFAD's new COSOP in Bangladesh: a) adverse impacts of climate change; b) poverty situation; c) GoB priorities, which are expected to be similar IFAD priorities, albeit much broader in scope; d) Lessons learnt under the current COSOP; and e) core target group of poor, smallholders, women and microentrepreneurs. Taking these factors into account, the logical areas for investments are:
- (a) Climate resilient and agriculture-centric rural infrastructure. To safeguard employment and food security, the most critical structures are: embankments in coastal char areas with specifications in line with climate change prediction; farm to village connectivity; village to market connectivity; minor embankment-cum-water control regulators; irrigation infrastructure such as buried piped and open water channels; and village markets. In haor areas, main submersible roads being constructed by HILIP are in demand. For Bangladesh, climate change and building resilience to shocks must be a common factor for all project designs.
 - (b) Support for commercial agriculture and agri-business and non-farm microenterprises including export. Rural smallholders presently produce for local as well as large urban centers connected by elaborate supply chains managed by small traders through thousands of small village markets. Future investments must recognize farming as agri-business, create more value through processing, serving market niches such as organic products, production of safe and nutritious foods, and participating export market via formal private sector and support non-farm microenterprise. Utilizing communication technologies will be critical for realizing full potential market and productivity enhancement.
 - (c) Access to finance. Additional investments will be needed to ensure access to credit by smallholders for crop, horticulture, fisheries and livestock businesses and microenterprises (farm and non-farm). IFAD needs to work with PKSF and

other stakeholders to facilitate local resources mobilization including crowdfunding and support building of ecosystem for Internet/mobile phone based financial services.

- (d) Youth employment. Separate investments with focus on professional skill development, job placement, and self-employment to ensure employment for the young people in Bangladesh and in international job market are necessary. Millions of unskilled Bangladeshi youth work outside Bangladesh as well as locally, which can be changed by developing skilled young workforce. IFAD's experience in HILIP-CALIP and PROVATi3 will be a strong basis for such initiatives.
- (e) Cross-cutting issues. Policy engagement, women empowerment, food security and nutrition are issues that fall across all four broad areas of investment recommended above that should be pursued under each future IFAD project.

Annex I

COSOP Results Management Framework (At Design 2012-2018)

Country strategy alignment	Key results for COSOP			COSOP institutional/policy objectives
Sixth five Year Plan 2011-15 ¹	Strategic objective	Outcome indicators	Milestone indicators	
<p>The main elements of the poverty reduction strategy in the SFYP will consist of policies and programs to: (p148)</p> <ul style="list-style-type: none"> promote growth by sustaining increases in labour productivity and job creation in manufacturing and services; increase farm income through better productivity; enhance the access of the poor to production inputs (fertilizer, seed, irrigation, power, rural roads) and to institutional finance; expand employment opportunities in lagging regions by improving connectivity with growth poles through better infrastructure and by investing in human capital; facilitate migration from poor areas given the poverty-reducing impact of remittances; stimulate women's participation in the labour force; <p>Other objectives in SFYP relevant to COSOP</p> <ul style="list-style-type: none"> Agriculture offers a substantial scope to raise the yields and to diversify agriculture from lower to higher value-added production. These improvements will allow farm incomes to rise while stabilizing food prices for urban consumers. P51. Diversification will promote commercialization of agriculture and raise farm incomes. P9 The public spending priorities on rural infrastructure has served agriculture well and this focus will continue. P53 A more rapid progress in improving farm-to-market roads...p53 The SFYP will make concerted efforts to enhance the availability of credit for the poor. P62 Careful attention would be given to remove constraints and vulnerabilities to farm production and agricultural incomes in the lagging regions in terms of weak rural infrastructure (power, rural roads and irrigation) and adverse effects of natural disasters. P186 Non-farm economic activities will be promoted in the lagging districts through providing training and financing facilities. Partnership between the government and MFIs/NGOs can play an important role. p186 Adaptation to climate change is a national priority p152 	<p>1. poor people in vulnerable areas are enabled to adapt better their livelihoods to climate change.</p>	<ul style="list-style-type: none"> 8 million people benefiting from climate-resilient infrastructure. 100 per cent increase in traffic volume on village, upazila and union roads. Increased and less variable income, assets and food security of 300,000 households living in vulnerable areas. Increase in income from natural resources for 19,000 fishers. 	<ul style="list-style-type: none"> Climate resilient infrastructure constructed (800 km of flood-proof roads, 100 cyclone shelters and livestock refuges, 200 village protection works, 10,000 ha covered by drainage and water control structures). LCS (groups of poor women carry out construction), involving 100,000 members and 10 million person-days of employment. Area managed by natural resource groups 19,000 members (miT) in natural resource management groups. 	<p>Regulations to permit groups of genuine fishers to get long term access to public fishing water bodies at affordable cost. A workable process is in place to define "genuine fishers".</p> <p>Local government institutions have increased participation in the provision and maintenance of rural infrastructure.</p>
	<p>2. Small producers and entrepreneurs benefit from improved value chains.</p>	<ul style="list-style-type: none"> 20 per cent increase in production (area, animals, yield). 40 per cent increase in volume, and value of sales made by producers (miT). 50 per cent increase in producer (miT) income. 10 per cent improvement in share of consumer prices accruing to producers. 200 active and sustainable marketing organisations and groups, including producer groups and market management committees. 	<ul style="list-style-type: none"> 100,000 farmers can adopt improved, climate adapted technology (crop seeds, livestock and fish resources) for livelihoods. 100 service providers offering specialised support to producers. 40,000 producers and traders (miT) access financial services & obtain loans to the total of Tk 800 million 150 market infrastructure constructed (market sheds plus access roads). 	<p>Policies for rural markets to enable producers and small traders to play a greater role in the management of markets</p> <p>Improvements in the regulatory environment for providers of micro-finance to enable the sustainable provision of financial services to rural people.</p>
	<p>3. Marginalised groups including poor rural women are economically and socially empowered</p>	<ul style="list-style-type: none"> 50,000 poor women report average increase of 50 per cent in income from self-employment. 80,000 poor women report an average income of Tk 15,000/yr. from employment (including LCS). Women in 300 decision making bodies at village and upazila levels and in BUGs. 50 per cent of women in project management at all levels. 	<ul style="list-style-type: none"> 80,000 women access off-farm, on-farm or vocational training. 10,000 women obtain ownership of land and productive assets. 80,000 women report increased or free mobility. 80,000 women access MF services. 100,000 women report participation in decision making at household level. 	<p>Policies that require a minimum participation and representation of women and marginalised groups in decision making bodies</p>

Table A: IFAD portfolio

Bangladesh									
Summary of IFAD Country Portfolio									
A. Project began in previous COSOP but completed during 2012-2022									
	Name of the project	Implementing Agency	Start (Entry into Force)	End (Current Completion)	Total Cost (USD)	IFAD (USD)		Status	International Co-funding
						Grants	Loan		
1	SCBRMP	LGED	1/14/2003	3/31/2014	26,740,000	N/A	21,973,000	Financial Closure	N/A
2	MIDPCR	LGED	9/22/2006	9/30/2013	43,893,684	N/A	24,946,873	Financial Closure	Netherlands
3	FEDEC	PKSF	1/8/2008	3/31/2014	57,786,875	N/A	35,030,946	Financial Closure	N/A
4	NATP I	MoA	3/25/2008	12/31/2014	84,530,935	N/A	19,450,366	Financial Closure	World Bank
	Subtotal				212,951,494		101,401,185		
B. Projects under current COSOP (2012-2022)									
1	PSSWRSP	LGED	11/6/2009	6/30/2018	119,797,515		32,000,047	Financial Closure	ADB
2	CDSPIV	BWDB and others	5/9/2011	3/31/2022	139,152,001		67,930,048	On-going	Netherlands
3	HILIP-CALIP	LGED	7/18/2012	9/30/2021	133,309,182	16,090,727	71,139,932	On-going	Spanish Fund
4	CCRIP	LGED	6/28/2013	6/30/2019	150,053,320	1,007,502	60,011,411	Project Completed	ADB / Strategic Climate Fund / German Credit Institution for Reconstruction
5	PACE	PKSF	12/11/2014	12/31/2022	129,787,650		58,074,650	On-going	Republic of Korea (Grant)
6	NATP II	MoA	8/7/2016	6/30/2023	220,400,000		23,800,000	On-going	World Bank / USAID
7	PROVAT13	LGED	2/13/2018	3/31/2024	92,374,000	1,250,000	64,500,000	On-going	N/A
8	SACP	MoA	8/1/2018	9/30/2024	110,715,000	2,000,000	66,500,000	On-going	Rural Poor Stimulus Facility (RPSF)
9	RMTP	PKSF	12/3/2019	9/18/2025	200,000,000	1,000,000	81,000,000	On-going	Denmark
	Subtotal				1,295,588,668	21,348,229	524,956,088		
	TOTAL				1,508,540,162	21,348,229	626,357,273	-	

Table B: Major project activities under COSOP 2012-2020 projects

Project name	Agriculture (SO 2 and 3)	Climate resilient infrastructure (SO 1)	Microfinance (SO 2 and 3)	Livelihoods by value chain approach (So 2 and 3)	Other innovative activities (SO 1, 2 and 3)
PSSWRSP		Irrigation infrastructure (four types of irrigation system), minor embankment and sluice gate building; village connecting roads on embankments	Provides microfinance services in limited scale by water management cooperative societies.		Cooperative societies for managing irrigation system.
CCRIP		Village road, bridge and culvert construction; physical market development.		Limited livelihoods training for LCS members	Grant funded activities: Rural radio program focusing on agriculture, disaster management and climate change issues.
CDSP IV	Transfer of production technologies to enhance productivity; introduction of new crop varieties in a saline environment; farmers' knowledge enhancement.	Village road and market development, and cyclone shelter cum school construction by LGED; small embankment building by BWDB.	Financial services by partner MFIs from their own resources (no line of credit from the project)	Promotion of high value vegetables, seed production by NGOs	Tube-well (hand-pump) and sanitary latrine installation; social forestry; land distribution by the Govt.; Primary health care by Partner NGOs
HILIP	Open water fisheries development through beel management by local fishing communities; promotion of various rice varieties and other crops and vegetables. .	Submergible road construction; market protection; village protection walls		Selected high value crops, livestock and fisheries sector development.	
CALIP		Low cost village protection system development; village internal services; slope		Selected farm and non-farm sector development (Pond fisheries,	Vocational training for off-farm employment; Research on flash flood forecasting; research on slope protection by vetiver and

Project name	Agriculture (SO 2 and 3)	Climate resilient infrastructure (SO 1)	Microfinance (SO 2 and 3)	Livelihoods by value chain approach (So 2 and 3)	Other innovative activities (SO 1, 2 and 3)
		protection by vegetation. Model village development		cane/wood works, ...)	developing low-cost village protection system.
PACE			Microenterprise loans; new financial products development; technical assistance to MFIs	Farm and non-farm sector development by adopting value chain approach; transfer of technologies	Selected sector specific policy paper preparation; extension of research from research institutes to farmers.
NATP2	Transfer of production and management technologies for field crop, horticulture, livestock and fisheries sector; animal preventive and curative health service by DLS.			Selected product/sector development	Agricultural research and training.
PROVATI3		Climate resilient road and bridges; flood shelter			Vocational training for off-farm employment; livelihoods for LCS groups; research on vetiver application in sandy area and vetiver nursery development
SACP	Selected high value crop promotion through extension services (DAE).	Minor irrigation projects by BADC.		Marketing assistance by DAM	Agricultural research by BARI
RMTP			Loan for microenterprises; expansion of new loan products.	Value chain development of high value horticulture, fisheries and livestock; emphasis on agro-processing and safe food	Promotion of ICT in management of microenterprises, value chain and development of e-commerce ecosystem.

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Project name	Agriculture (SO 2 and 3)	Climate resilient infrastructure (SO 1)	Microfinance (SO 2 and 3)	Livelihoods by value chain approach (So 2 and 3)	Other innovative activities (SO 1, 2 and 3)
				production and marketing.	

Annex II: Results framework indicators with progress (2021)

Table 1: Outcome level indicators of SO # 1					
		Nine (9) Projects under current COSOP 2012-2020			4 Closed projects of previous COSOP
Description and indicators	Unit	Project targets (9 projects)	Cumulative achievements (Up to 2021: various months)	% achieved	Cumulative achievement
8 million people benefiting from climate-resilient infrastructure (mill)	# in million	8	8.20	102.54	10.5
100% increase in traffic volume on village, upazila and union roads. (%)	percent	100	162		137
300,000 HHs living in vulnerable areas increased and less variable income, assets	number	300,000	584,750	194.92	138,119
300,000 households living in vulnerable areas improved food security	number	300,000	1,317,467	439.16	138,119
Increase in income from natural resources for 19,000 fishers.	number	19,000	11,316	59.56	9,061

Table 2: Milestone indicators of SO # 1					
		Nine (9) Projects under current COSOP 2012-2020			4 Closed projects of previous COSOP
Decription and indicators	Unit	Project targets (9 projects)	Cumulative achievements (Up to 2021: various months)	% achieved	Cumulative achievement
Climate resilient infrastructure constructed (800 km of flood-proof roads, 100 cyclone shelters and livestock refuges, 200 village protection works, 10,000 ha covered by drainage and water control structures).	kilometer (road)	800	872	109	784
	number (shelter)	100	39	39	-
	meter (bridge)	n.a	13,096		-
	number (protection walls)	200	230	115	21
	hectare (land)	10,000	242,043	2,420	900
LCS (groups of poor women carry out construction), involving 100,000 members and 10 million person-days of employment.	LCS (number)	100,000	89,332	89	54,679
	Works days (number in million)	10.00	10.00	1.75	0.76
Area managed by natural resource groups 19,000 members (m/f) in natural resource management groups.	hectare land	n.a	1,085		2,442
	number members	19,000	11,316	60	9,061

Table 3: Outcome level indicators of SO # 2					
		Nine (9) Projects under current COSOP 2012-2020			4 Closed projects of previous COSOP
Decription and indicators	Unit	Project targets (9 projects)	Cumulative achievements (Up to 2021: various months)	% achieved	Cumulative achievement
20% increase in production (area, animals, yield).	percent	20	20.9	104.5	28.00
40 % increase in volume by producers (m/f).	percent	40	75.9	189.7	59.81
40 % increase in value of sales made by producers (m/f).	percent	40	77.6	194.0	59.81
50 % increase in producer (m/f) income.	percent	50	129.3	258.7	60.31
10% improvement in share of consumer prices accruing to producers.	percent	10	n.a	n.a	n.a
200 active and sustainable marketing organizations and groups, including producer groups and market management committees.	number	200	630	315	316.00
Marketing orgs (BUGs)	number	n.a	339	n.a	250.00

Table 4: Milestone indicators of SO # 2					
		Nine (9) Projects under current COSOP 2012-2020			4 Closed projects of previous COSOP
Decription and indicators	Unit	Project targets (9 projects)	Cumulative achievements (Up to 2021: various months)	% achieved	Cumulative achievement
100,000 farmers can adopt improved, climate adapted technology (crop seeds, livestock and fish resources) for livelihoods.	number	100,000	1,111,321	1,111	2,094,419
100,000 producers (m/f) reached by technical support services for production and marketing.	number	100,000	1,025,538	1,026	2,027,664
100 service providers offering specialized support to producers.	number	100	783	783	1,429
40,000 producers and traders (m/f) access financial services & obtain loans to the total of Tk 800 million	number	40,000	471,473	1,179	707,865
m/f disbursement (in mill. Taka)	in million Taka	800	14,443	1,805	17,836
150 market infrastructure constructed (market sheds plus access roads).	number		262	175	66

Table 5: Outcome level indicators of SO # 3					
		Nine (9) Projects under current COSOP 2012-2020			4 Closed projects of previous COSOP
Decription and indicators	Unit	Project targets (9 projects)	Cumulative achievements (Up to 2021: various months)	% achieved	Cumulative achievement
50,000 poor women report average increase of 50% in income from self- employment.	number	50,000	320,208	640.42	682,671
80,000 poor women report an average income of Tk 15,000 /yr. from employment (including LCS).	number	80,000	477,876	597.35	110,060
Women in 300 decision making bodies at village and upazila levels and in BUGs.	number	300	2,158	719	3,061
50 % of women in project management at all levels.	percent	50	n.a		n.a

Table 6: Milestone indicators of SO # 3					
		Nine (9) Projects under current COSOP 2012-2020			4 Closed projects of previous COSOP
Description and indicators	Unit	Project targets (9 projects)	Cumulative achievements (Up to 2021: various months)	% achieved	Cumulative achievement
100,000 women access off-farm, on-farm or vocational training.	number	100,000	755,125	755	388,195
10,000 women obtain ownership of land and productive assets.	number	10,000	13,495	135	-
80,000 women report increased or free mobility.	number	80,000	1,238,454	1,548	1,640,671
100,000 women access MF services.	number	100,000	351,334	351	682,671
100,000 women report participation in decision making at household level.	number	100,000	1,093,906	1,094	1,640,671

Annex III: Ratings matrix (in line with IOE evaluation methodology)

Ratings of IFAD-funded project portfolio in Bangladesh														
Core performance criteria	Current COSOP: Closed and on-going projects										Ratings as per IOE 2015			
	PSSR-WRSP (PCR 2019)	CCRIP (PCR 2019)	CDSPIV (2019)	HILIP, CALIP (June 2021)	PACE (2020)	NATP2 (2020)	PROVATI3 (2021)	SACP (2020)	RMTP (2020)	Overall portfolio (COSOP 2012-2020)	SCBRMP	MIPCR	FEDEC	NATP-1
Project performance														
Relevance	5	5	5	6	5	4	5	5	5	5	5	5	5	5
Effectiveness	5	5	6	5	5	4	4	4	4	5	5	5	4	5
Efficiency	5	5	6	N/R	N/R	N/R	N/R	N/R	N/R	5	5	5	5	5
Project performance*	5	5	5.67		5	4	4.5	4.5	4.5	5	5	5	5	5
Rural poverty impact														
Income and asset	5	4	6	5	5	4	N/R	N/R	N/R	5	5	5	5	5
Human/social capital and employment	5	4	5	5	5	4	5	4	4	5	5	5	4	5
Food security and agricultural productivity	5	5	6	5	5	4	4	4	4	5	5	5	n.a	4
Natural resources, environment and climate change	5	5	5	5	4	4	4	4	4	5	4	5	4	4
Institutions and policy	4	5	4	5	5	4	4	4	4	4	5	4	4	4
Rural poverty impact**		4	5	5	5	4	4	4	4	5	5	5	5	
Other performance criteria														
Sustainability	5	5	4	5	5	4	4	4	4	5	4	4	5	4
Innovation and scaling up	5	4	5	5	5	4	5	4	4	5	5	5	5	5
Gender equality and women's empowerment	5	5	6	5	5	4	5	4	4	5	5	6	5	4
Overall project portfolio achievement**	5	5	5	5	5	4	4	4	4	5	5	5	5	5
Performance of partners														
IFAD	5	5	5	5	5	5	5	5	5	5	5	5	5	4
Government	5	5	5	5	5	5	5	5	5	5	5	5	5	5

Rating scale: 1 = highly unsatisfactory, 2 = unsatisfactory, 3 = moderately unsatisfactory, 4 = moderately satisfactory, 5 = satisfactory, 6 = highly satisfactory, n.a = applicable, N/R = not rated

* Arithmetic average of relevance, effectiveness and efficiency

** Not an arithmetic average of individual impact domain but overall assessment

Annex IV: Comments from government**[No comments received. Findings were validated.]****Annex V: Results framework 2020: from the last CRR, including progress**

Outcome level indicators, Strategic Objective 1	2018 CRR		Current CRR (2020)		
	Status	Progress	Current status	Incremental progress since the last CRR	Progress against the target
Target and indicator					
8 million people benefiting from climate resilient infrastructure	12.67 million people	158%	8 million people	NA	100%
100% increase in traffic volume in village, Upazila and union roads	125% increase	125%	157% increase	26%	157%
Increased and less variable income, assets and food security of 300,000 households living in vulnerable areas	299,064 people	100%	795,326 people	166%	265%
Increase in income from natural resources for 19,000 fishers	38,865 people	205%	40,791 people	5%	215%
Milestone level indicators, Strategic Objective 1					
Target and indicator					
Climate resilient infrastructure constructed (800 km of flood-proof roads)	1,412 km	177%	1,585 km	12%	198%
Climate resilient infrastructure constructed (100 cyclone shelters)	127 shelters	127%	62 shelters		62%
Climate resilient infrastructure constructed (100 livestock refuges)	0	0%	0	0%	0%
Climate resilient infrastructure constructed (200 village protection works)	154 works	77%	215 works	40%	108%
Climate resilient infrastructure constructed (10,000 ha covered by drainage and water control structures)	18,036 ha	180%	238,043 ha	1220%	2,380%
LCS (group of poor women carrying out construction) involving 100,000 members and 10 million person-days of employment	193,031 members	193%	149,841 members; 6.24 million days		150% 62.4%

Area managed by natural resource groups and 19,000 members (m/f) in natural resource management groups	784,550 members	4129%	159,702 members		841%
Outcome-related indicators Strategic objective 2					
Target and indicator					
20% increase in production (area, animals, yield), no. of HH reporting increased agricultural production	13,600 HH	68%	120,4596 HH	8,757%	
40% increase in volume	14% increase	35%	92% increase	557%	230%
50% increase in producer (m/f) income	17% increase	34%	45% increase	166%	91%
10% improvement in share of consumer prices accruing to producers	3.5% increase	35%			
200 active and sustainable marketing organizations and groups, including producer groups and market management committees	274 groups	137%	726 groups	165%	363%
Milestone level indicators, Strategic Objective 2					
100,000 farmers adopt improved climate adapted technology	58,614 farmers	59%	84,585 farmers	44%	85%
100 service providers offering specialized support to producers	1562 service providers	1562%	3,802 service providers	143%	3802%
40,000 producers and traders (m/f) access financial services & obtain loans to the total of Tk 800 million	96,906 traders/producers	242%	353,148 traders/producers	264%	883%
150 market infrastructure constructed	277 markets	185%	254 markets		169%
Outcome level indicators, Strategic Objective 3					
Target and indicator					
50,000 poor women report average increase income of 50% from self-employment	121,828 women	244%	219,542 women	80%	439%
80,000 poor women report average income of Tk 15,000/yr from employment (incl. LCS)	121,828 women	152%	263,344 women	229%	329%
Women in 300 decision making bodies at village	9,021 women	3007%	14,851 women	65%	4,950%

and Upazila levels and in BUGs					
50% of women in project management at all levels	11%	22%	24%	114%	47%
Milestone level indicators, Strategic Objective 3					
Target and indicator					
80,000 women access off-farm, on-farm or vocational training	161,347 women	202%	326,188 women	102%	408%
10,000 women obtain ownership of land and productive assets	36,030 women	360%	13,992 women		140%
80,000 women report increased or free mobility	233,993 women	292%	305,360 women	30	382%
80,000 women access MF services	306,988 women	384%	305,360 women		382%
100,000 women report participation in decision making at household level	108,541 women	109%	258,266 women	138%	258%