



**United Nations Capital Development**

November, 2016

## Terms of Reference (TOR)

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### UNCDF's Local Climate Adaptive Living Facility (LoCAL) - Mid-Term Evaluation

**Programme name:** Local Climate Adaptive Living Facility (LoCAL)

**Countries:**

LoCal Phase 1: Ghana, Lao PDR, Mali, Mozambique, Nepal, Niger and Tuvalu

LoCal Phase 2: Bangladesh, Benin, Bhutan, and Cambodia<sup>1</sup>

**Executing Agency:** United Nations Capital Development Fund (UNCDF)

**Timeframe:** 2014 - 2018

**Budget:** Total Projected Programme Budget \$40,000,000

**Total committed programme budget:** \$17,700,000

**Total cumulative programme disbursement (by Q3 2016):** \$6,000,000

**Funding Agencies:** European Union Global Climate Change Alliance, SIDA and Liechtenstein [global] and EU and Belgium [for some countries, see: <http://www.local-uncdf.org/partners.html>]

**Previous evaluation:** None

#### 1. Background:

##### 1.1. United Nations Capital Development Fund and its Local Development Practice Area:

UNCDF is the UN's capital investment agency for the world's 48 least developed countries (LDCs). With its capital mandate and instruments, UNCDF offers "last mile" finance models that unlock public and private resources, especially at the domestic level, to reduce poverty and support local economic development. This last mile is where available resources for development are scarcest, where market failures are most pronounced, and where benefits from national growth tend to leave people excluded.

UNCDF's financing models work through two channels: savings-led financial inclusion that expands the opportunities for individuals, households, and small businesses to participate in the local economy, providing them with the tools they need to climb out of poverty and manage their financial lives; and by showing how localized investments - through fiscal decentralization, innovative municipal finance, and structured project finance - can drive public and private funding that underpins local economic expansion and sustainable development. UNCDF financing models are applied in thematic areas where addressing barriers to finance at the local level can have a transformational effect for poor and excluded people and communities.

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<sup>1</sup> An additional three countries are currently preparing to become LoCAL Programme partners: Tanzania, Uganda and Lesotho.

By strengthening how finance works for poor people at the household, small enterprise, and local infrastructure levels, UNCDF contributes to SDG 1 on eradicating poverty with a focus on reaching the last mile and addressing exclusion and inequalities of access. At the same time, UNCDF deploys its capital finance mandate in line with SDG 17 on the means of implementation, to unlock public and private finance for the poor at the local level. By identifying those market segments where innovative financing models can have transformational impact in helping to reach the last mile, UNCDF contributes to a number of additional SDGs and currently to 28 of the SDG 169 targets.

## **1.2. Climate change resilience**

Climate change is happening. Evidence of the increase in global average temperatures due to a rise in anthropogenic greenhouse gas (GHG) concentrations abounds. Even if the international community manages to aggressively cut GHG emissions, climate change impacts will continue to be felt for many decades to come, creating an urgent need for building resilience to reduce vulnerability and avoid irreversible damage to people, their livelihoods and ecosystems. Adaptation and resilience entail reducing vulnerability to new climate patterns by appropriately altering behavior and modifying assets that had been based on previous climate patterns.

As UNDP's Human Development Report 2007/8 - Fighting Climate Change argues, vulnerability to climate change is unequally distributed and heavily concentrated in poor countries. Over 98 percent of people affected by climate disasters between 2000 and 2004 were in the developing world. Adaptation needs are especially urgent in least developed countries (LDCs), where a disproportionate number of people live in vulnerable areas.

Not only are people in LDCs more vulnerable to adverse impacts, but poor households are also constrained in their ability to manage climate risk and cope with shocks. Often, poor peoples' strategies for coping with climate risks reinforce their deprivation, e.g. when producers forgo the production of higher value crops because they are less drought resistant, or when poor households are forced to sell productive assets to cope with a climate shock (UNDP, 2008). Over time, these coping mechanisms can create life-long cycles of disadvantage, locking vulnerable households in low human development traps.

According to the new Adaptation Finance Gap Report published by UNEP in 2016,<sup>2</sup> adaptation finance flows have increased in recent years, but current finance levels fall short of present-day adaptation costs and are likely to do so in the future. Current adaptation costs are likely to be at least 2 to 3 times higher than currently available international public finance for adaptation. However, despite existing global financial arrangements for adaptation finance and pledges by the international community having tripled, the progress on tangible adaptation measures in LDCs remains slow. The medium to long-term poverty impacts of poor resilience or inadequate adaptation include loss of health and human capital, reduced food security, reduced physical assets and livelihoods. The challenge thus is to accelerate the flow of resources to LDCs for climate change adaptation and resilience building whilst ensuring that these are well spent.

## **1.3. Engaging the subnational level of government to build resilience**

As one of the landmark agreements achieved in 2015, the Paris Agreement has raised the political interest and commitment of the United Nations Framework Convention on Climate Change (UNFCCC) partner

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<sup>2</sup> <http://web.unep.org/adaptationgapreport/2016>

countries to supporting climate change resilience. Beside setting and agreeing on the global goals for climate change adaptation, the Paris Agreement strongly recognizes the role of the sub-national government in achieving those goals at local, national and global level.

To date, sub-national governments have often been insufficiently engaged in a systematic way in building climate resilience. However, as the OECD Guidance Note for integrating climate change into development cooperation summarizes, the local level is important for mainstreaming climate change for three reasons: first, climate change impacts are manifested locally; second, vulnerability and adaptive capacity are determined by local conditions; and third, adaptation activities are often best observed at the local level (OECD, 2009).<sup>3</sup>

Thus, effective adaptation in LDCs will require building the resilience and adaptive capacity of the local level, ranging from local interventions for "climate proofing" such as stronger dams and more effective drainage, to better disaster management capacity such as revised evacuation plans and more emergency shelters. In fact, evidence from developed countries suggests that local responses to natural disasters tend to be more effective than central ones. But changing the scale of action is not sufficient. Being more resilient to climate change also requires to engage responsive actors. Local authorities, because of their capacity and mandate are better positioned to act and invest for climate change resilience. Many larger local governments, such as Mexico City, are already effectively engaged in adaptation activities, and lobbying for access to multilateral resources available for adaptation. Moreover, not only are local-level institutions best placed to identify local adaptation needs and priorities, but local responses can create opportunities for innovative public-private partnerships, increasing the amount of resources dedicated to adaptation. This requires not only an involvement of local authorities to also to activate the intergovernmental fiscal systems in order to create ownership as well as systematic and systemic ways to address climate change at the local level.

#### **1.4 UNCDF's Local Climate Adaptive Living Facility (LoCAL)**

The LoCAL Facility is designed to overcome some of the bottlenecks in financing the building of local-level climate resilience in LDCs by providing all local governments with access to climate finance in an appropriate and relevant form.

LoCAL provides seed capital to local governments and fiscal decentralization mechanisms to cover the cost of building climate resilience, and serves as a mechanism to integrate climate change adaptation into local governments' planning and budgeting systems, increase awareness of and response to climate change at the local level, and increase the amount of finance available to local governments for climate change adaptation. LoCAL aims to promote climate change-resilient communities and economies by increasing financing for and investment in climate change adaptation at the local level in LDCs.

#### **LoCAL Methodology**

Under LoCAL, communities and their local governments determine jointly what their most pressing climate adaptation needs are, based on an understanding of the likely climate scenarios and risks. Using performance-based climate resilience grants (PBCRGs) activities can, for instance, include 'climate proofing' existing infrastructure, such as raising the level of a bridge which is subject to floods, or equipping an existing road with better drainage pipes alongside it. Depending on local circumstances, the PBCRGs can also be used for investments that promote food security - such as water catchment systems

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<sup>3</sup> <http://www.oecd.org/env/cc/44887764.pdf>

that help farmers manage droughts - or investments for climate-related disaster risk reduction and preparedness.

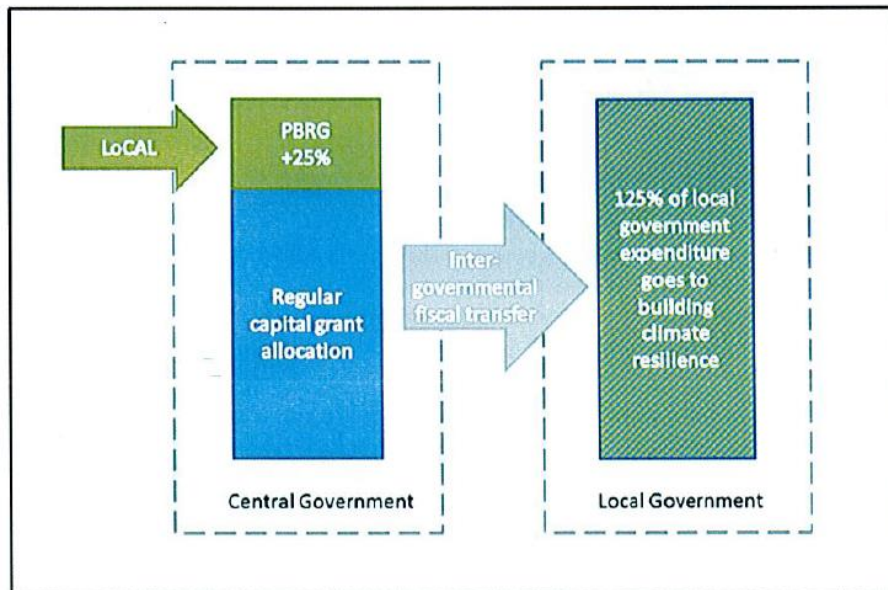
What is important about the PBCRGs is that they build on national systems and provide an incentive for local governments and communities to integrate climate change concerns into the regular planning cycle. LoCAL is thereby complementary to national level climate resilience actions, which typically aim at larger-scale projects of regional rather than local character and scale. The LoCAL grants are disbursed as part of a local government's regular budget envelope and can thus finance the 'adaptation' element of larger projects, allowing for holistic and localized responses to climate change challenges. As mentioned below, the performance component create an incentive to gradually improve the capacities of local authorities to act and invest for climate change resilience. This is illustrated in Figure 1 below. After the budget cycle is completed, an assessment by the LoCAL Secretariat verifies that the funds were indeed spent on building local resilience.

### **Performance Based Climate Resilience Grants**

The performance-based nature of the LoCAL grants rewards those local governments which score well on a set of pre-established performance indicators. These can include: existence of a climate change action plan, existence of a climate-resilient investment plan, the involvement of local populations in the decision-making process, access and use of climate and vulnerability data, the integration of climate change into local project formulation and the conformity of the projects with the menu of eligible investments. A system of performance measures allows for the monitoring and tracking of expenditure by at the national level, in addition to enabling the adequate monitoring of progress on other non-financial aspects such as the adequate integration of climate change adaptation into local planning and budgeting processes. This system generates data for policy-makers on the cost and effectiveness of climate adaptation measures at the local level and provides an effective channel for global adaptation resources to be spent locally.

Figure 1: The logic of performance-based climate resilience grants

# The Logic of PBCRGs



## 1.5 LoCAL Expected results

As per the LoCAL programme document<sup>4</sup>, the LoCAL goals, outcomes and outputs are the following:

**Development Goal** – Promote climate change resilient communities and economies by increasing financing for and investment in Climate Change Adaptation (CCA) at the local level in least developed countries, thereby contributing to the achievement of the Millennium Development Goals (MDGs), particularly the specific goals of poverty reduction (MDG1) and environmental sustainability (MDG7).<sup>5</sup>

**Programme Outcome** – Increased local government access to climate finance to implement CCA activities in target countries.

<sup>4</sup> [http://www.unCDF.org/sites/default/files//Documents/signed\\_prodoc\\_local.pdf](http://www.unCDF.org/sites/default/files//Documents/signed_prodoc_local.pdf)

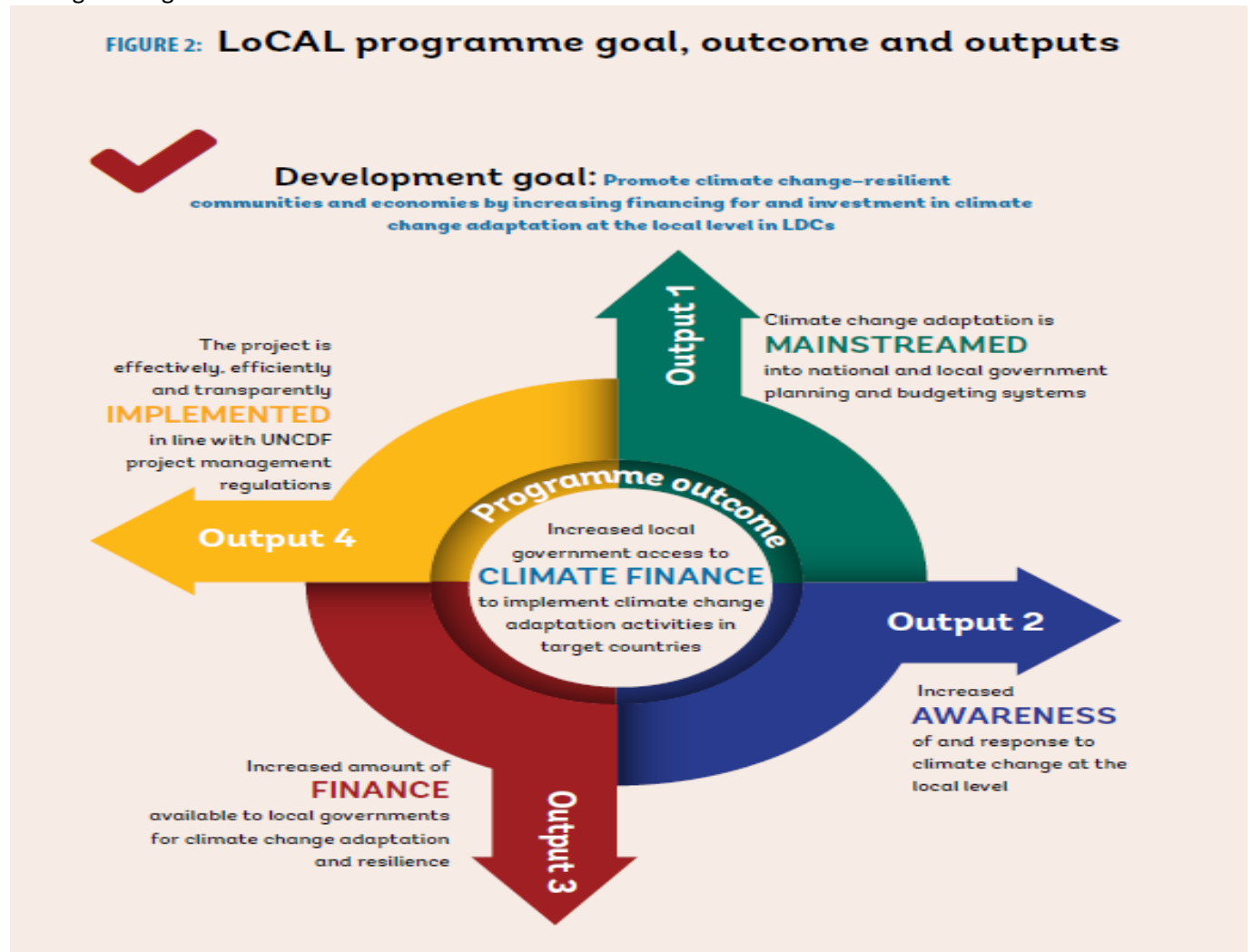
<sup>5</sup> Since the start of LoCAL, the Millennium Development Goals have been updated by the Sustainable Development Goals comprising seventeen goals and one hundred and sixty-nine targets. The most relevant SDGs to the LoCAL programme include: **Goal 9**: resilient infrastructure; **Goal 11**: Sustainable Cities and Communities and **Goal 13**: Climate Action. For more information, please see: <http://www.un.org/sustainabledevelopment/sustainable-development-goals/>

**Output 1** – CCA is mainstreamed into government’s planning and budgeting systems

**Output 2** – Increased awareness of and response to climate change at the local level

**Output 3** – Increased amount of CCA finance available to local government and local Economy

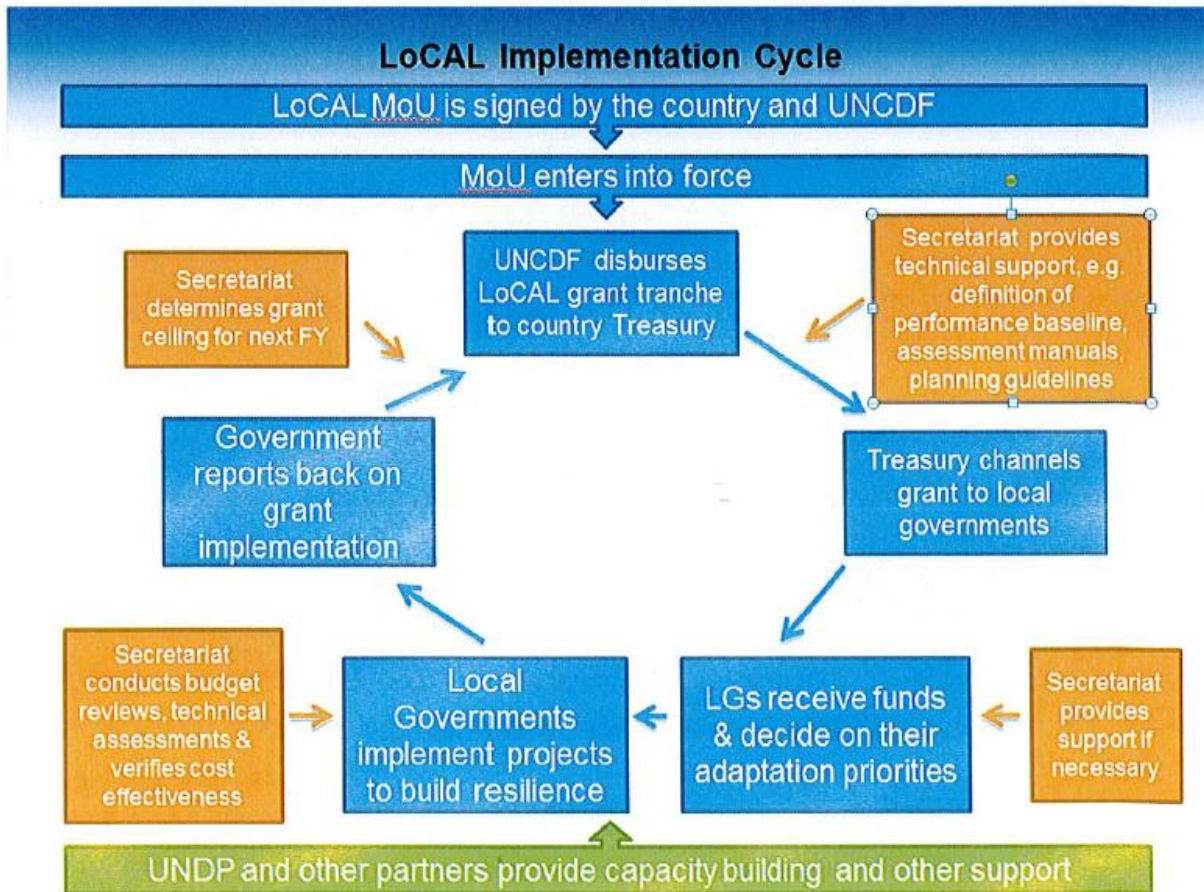
**Output 4** - The project is effectively, efficiently and transparently implemented in line with UNCDF Project Management guidelines



### 1.6 Implementation modalities and project cycle

National Governments can access the LoCAL by signing a Memorandum of Understanding (MoU) with UNCDF, which regulates the facility and ensures full national ownership. Since, the PBCRGs are channeled to local governments through the national intergovernmental fiscal transfer system, it is a pre-condition that a functioning system be in place, which can then be developed further under LoCAL to include climate-related minimum conditions and performance measures. Figure 2 below illustrates the project cycle, which starts with the signing of the MoU.

Figure 3: The LoCAL implementation cycle



The programme is implemented through three main phases:

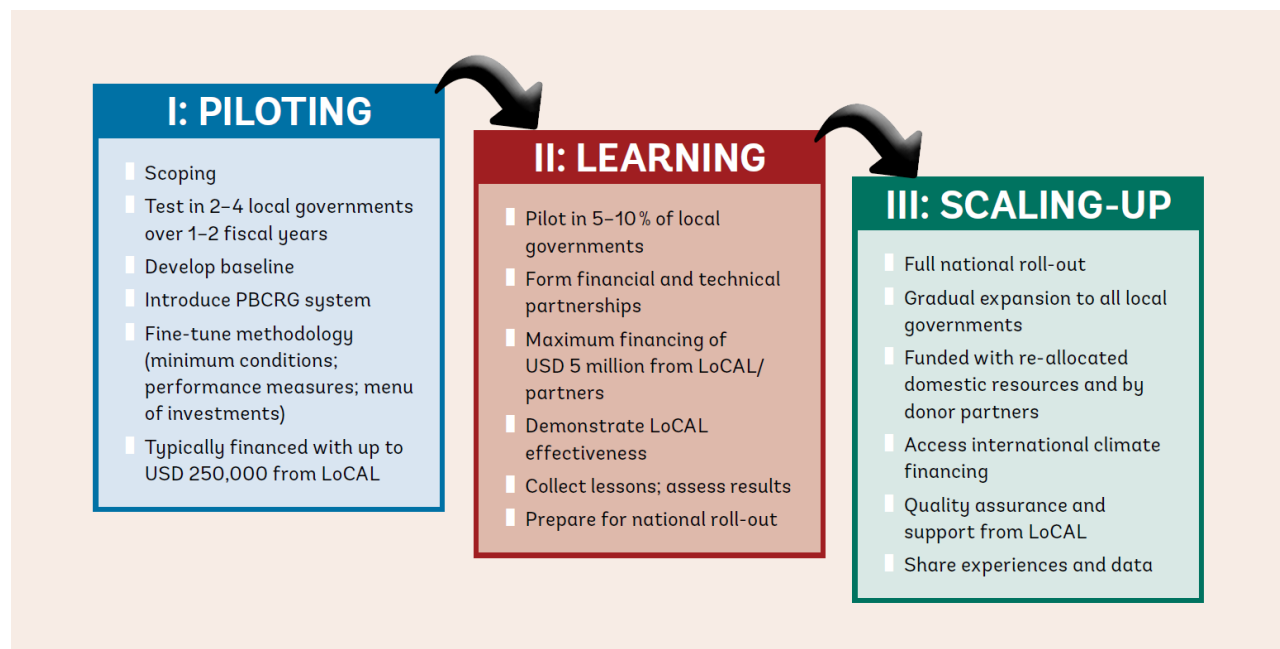
**Phase I:** The first phase involves the initial testing of the LoCAL approach with a small number of local governments on the basis of an initial scoping study. Phase I is usually financed directly with UNCDF seed capital and has a budget of less than USD 250,000 (but can include co-financing from government or others). The criteria for choosing the initial local governments are a) willingness and capacity to test out the method, b) type of climate finance ecosystem, and c) existence of verified climate adaptation challenges. It introduces the LoCAL PBCRG over one or two fiscal cycles; tests the relevance of the refinement of the baselines and the design of phase II in conjunction with the appropriate national authorities.

**Phase II:** This is a national pilot of LoCAL and is designed around the lessons of the previous phase. It takes place in around 5% to 10% of local governments (of the appropriate tier) in a country. Phase II is usually financed by UNCDF together with financing partners and has a budget of up to USD 5 million. This can be provided directly through the LoCAL project or through parallel financing if government or other



development partners make resources available. The purpose of this phase is to demonstrate the effectiveness of local and create the conditions for a full national rollout of the methodology.

**Figure 4: LoCal Stages of Implementation**



**Phase III:** This is a full rollout of the LoCAL PBCRGs in the country based on the results and lessons of the previous phase. It is gradually extended to all local governments (of the appropriate tier). Phase III is usually financed by central government through re-adjustment of the architecture of existing resources to enable financing of local adaptation. It can also be co-financed by international finance institutions such as the World Bank, regional development banks and the climate trust funds. Indeed one of the objectives of LoCAL is to support a form of direct access to those funds for local governments, through their central governments. The role of LoCAL in this phase is threefold: provide quality assurance and support to the PBCRG and the annual assessments; provide access to the database of local resilient projects; and provide independent and verifiable reports on the quality and impact of resilient adaptive investments.

**At this point in programme implementation, LoCAL is active in a total of eleven countries, seven in Phase 1 (Ghana, Lao PDR, Mali, Mozambique, Nepal, Niger, and Tuvalu) and four in Phase 2 (Bangladesh, Benin, Bhutan and Cambodia).**

Please see Annex 1 for more details on the implementation status by country as per the 2015 Annual Report.

## **2. Purpose, scope and objectives of the Mid-Term Evaluation:**

This mid-term evaluation of UNCDF's Local Climate Adaptive Living Facility (LoCAL) is commissioned at an important point in programme implementation and is intended to review initial progress in the different countries in which LoCAL is active in Africa, Asia and the Pacific.

The evaluation should pay particular attention to the relevance, efficiency, effectiveness, likely impact and sustainability of programme performance in the different countries in which LoCAL is currently active.

More broadly, the evaluation is commissioned in accordance with UNCDF's Evaluation Plan 2016-2017 and its broader Evaluation Policy<sup>6</sup> which sets out a number of guiding principles and key norms for evaluation in the organization.

Amongst the norms that the Policy seeks to uphold, the most important are that the evaluation exercise should be independent, credible and able to provide information that is useful and relevant to support evidence-based programme management and broader decision making.

More specifically, the objectives of the mid-term evaluation are:

- To assist UNCDF and its partners to understand the relevance, efficiency and effectiveness of the LoCal programme as well as the key programme mechanisms which underpin it
- To consider the likely impact and sustainability of the LoCAL approach on the policy and institutional environments at the national levels and on the implementation structures at the local levels in the countries in which LoCAL is being implemented
- To consider the appropriateness to date of UNCDF's positioning as a UN agency support the direct access by LDCs to international climate finance at the local level

## **3. Evaluation methodology:**

The evaluation should be transparent, inclusive, participatory and utilization-focused.

It should follow a theory-of-change approach to assess the progress of the initiative in the various countries in which it has intervened against the expected end results, taking into account the influence of

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<sup>6</sup> The revised policy of UNDP for evaluation was approved in 2016. The purpose of the policy is to establish a common institutional basis for the UNDP evaluation function. The policy seeks to increase transparency, coherence and efficiency in generating and using evaluative knowledge for organizational learning and effective management for results, and to support accountability. The policy also applies to the associated funds and programmes of UNDP – the United Nations Capital Development Fund (UNCDF) and the United Nations Volunteers (UNV) programme.

relevant contextual factors at the national and local levels that may have had an effect on the achievement of these results.

The evaluation should draw upon mixed methods of quantitative and qualitative data using both existing secondary data and primary data to be gathered during the evaluation itself to come up with an overall assessment backed by clear evidence. To the extent possible, the data should be disaggregated by age, gender, marginalized and vulnerable groups.

To ensure appropriate integration of gender and human rights principles, the evaluation should respect the standards set out in the United Nations Evaluation Group (UNEG) *Handbook to Integrate Human Rights and Gender Equality in Evaluation* and adhere to the *UNEG Norms and Standards for Evaluation in the UN System* and *UNEG's Ethical Guidelines and Code of Conduct*<sup>7</sup>. This will be specifically assessed as part of the procurement process.

In line with usual UN evaluation practice, the scope of the exercise should cover all five standard evaluation criteria: relevance/ appropriateness of design, efficiency, effectiveness, (likelihood of) impact and sustainability. In doing so, the focus of the evaluation goes beyond assessing whether UNCDF is currently 'doing things right' in programme execution and management, to a broader assessment of whether on the basis of evidence available, LoCAL - as implemented by UNCDF together with key programme partners, and in comparison with similar approaches implemented by others - looks to be the 'right approach' to achieving the higher-level objectives agreed in the initial phase.

As part of this, and within the broader framework of an evaluation matrix, the evaluation is expected to use a variety of data collection tools – both quantitative and qualitative – to collect, analyse and aggregate in a transparent manner both secondary data that will be made available to the evaluation team and to the primary data that the evaluation team will collect during the evaluation itself.

### **Evaluation questions**

The table below sets out a series of preliminary evaluation questions and sub-questions to be addressed in the evaluation. These questions relate to the objectives of the evaluation listed above and are intended to frame the evaluative analysis specifically around:

- i) the relevance, efficiency and effectiveness of the LoCAL programme as a stand-alone programme working directly with local governments in implementing performance-based climate resilient grants

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<sup>7</sup> UNEG Evaluations Norms and Standards: <http://www.uneval.org/document/detail/21>

UNEG Code of Conduct: <http://www.unevaluation.org/document/detail/102>

1 UNEG GUIDANCE FOR INTEGRATING HUMAN RIGHTS AND GENDER EQUALITY IN EVALUATION

<http://www.unevaluation.org/document/detail/980>

- ii) the likely influence of the LoCAL programme on the broader policy and institutional systems both nationally and locally in which it is present and
- iii) the appropriateness of UNCDF’s positioning as a United Nations agency supporting direct access by the least developed countries to international climate finance at the local level.

Evaluation criteria and main questions	Evaluation sub-questions
<p><b>Question 1:</b> <i>Relevance and quality of design of LoCAL internationally, nationally and at the local level</i></p>	1.1 How relevant is the LoCAL approach to the programme countries in which it has intervened and how distinct is it from similar initiatives by other national and international development partners in the areas of climate change adaptation?
	1.2 As presently designed, how coherent is programme design across its three phases of implementation in view of its objectives i) at the local and national levels in partner countries and ii) internationally as a UNCDF global thematic initiative? To what extent does the programme support later expansion and replication in line with UNCDF’s maturity model?
	1.3 How well are programme objectives supported by LDC partners at the central and local levels as well as by international development partners?
	1.4 To what extent is programme design sufficiently taking cross-cutting issues such as gender and human rights and social and environmental performance into account?
<p><b>Question 2:</b> <i>Efficiency</i> <i>Extent to which the programme has delivered quality outputs that are appropriately managed and overseen.</i></p>	2.1 What is the quality of programme management and how well has the initiative delivered its expected results to date?
	2.2 What is the quality of the programme outputs (deliverables) delivered to date?
	2.3 What is the current and likely performance of LoCAL investments in the various countries being supported against the objectives that were set?
	2.4 What is the quality of programme monitoring systems? To what extent do they help programme managers and stakeholders capture the likely economic, social and environmental results of these investments to increase resilience at the local level?
	2.5 How well are partner contributions/involvement in the programme working at local, national and international levels?

<b>Question 3: Effectiveness (organizational and policy change)</b>	3.1 To what extent is the programme contributing to changes in the capacity of local governments to plan, budget and manage climate-adaptive infrastructure at the local level across the countries in which it is operating?
<i>Extent to which the project is on track and contributing to mainstreaming climate adaptation into planning and budgeting systems at both national and local levels in partner countries?</i>	3.2 To what extent is the programme contributing to mainstreaming climate change adaptation into intergovernmental fiscal systems at the national levels in the countries in which it is operating?
	3.3 To what extent is LoCAL influencing international policy making around climate adaptation and direct access in the LDCs?
<b>Question 4: Likely Impact Programme impact</b>	4.1 To what extent is the programme supporting, or likely to support, increased flows of additional climate finance to the local levels both now and in years to come?
	4.2. What are the <u>likely</u> indirect effects of the additional climate finance on increased local fiscal space for climate change and fixed capital formation?
<b>Question 5: Sustainability of programme results within the broader policy environment</b>	5.1 To what extent are changes at the policy and institutional level both nationally and locally supported by the programme likely to continue over time?
	5.2 To what extent are changes in local infrastructure and their role in increasing resilience likely to be sustainable over time?

**Methodological Proposal**

Interested bidders are requested to submit a methodological proposal for the evaluation which should include the following elements:

- A **theory of change** for LoCAL based on the information provided above and on the programme website: <http://www.unCDF.org/en/local>

- An **Evaluation Matrix** including a total of four columns to include the evaluation questions and sub-questions listed above alongside i) an accompanying set of judgment criteria or performance indicators and ii) a proposed set of data collection and analysis methods (or ‘lines of evidence’) that are to be used to answer the evaluation questions.
- On the basis of the different data collection and analysis methods proposed, a **data collection toolkit** should be presented setting out the approach and content of the various qualitative and quantitative tools that firms propose to use in assessing existing secondary data and generating new primary data to answer the evaluation questions. In proposing the evaluation methodology, bidders are requested the various the quality standards for UNCDF evaluation set out in Annex 3.
- The data collection kit should include country reports from each of the countries visited of not less than twenty pages per country applying the data from the different lines of evidence and setting out: i) the relevant policy and institutional framework for climate change adaptation, ii) the space for UNCDF alongside other partners supporting climate change adaptation as well as iii) LoCAL’s contribution or not to changes in policy, financing and infrastructure provision by local governments in the selected areas. It will be helpful if the country studies can be drafted in such a way that they can be used as learning tools for other LoCAL countries as well as for communications purposes.
- In finalizing their proposal, bidders should also explain clearly how the evaluation will incorporate **gender equality and human rights perspectives** in all stages of the evaluation.<sup>8</sup>
- The proposal should also include a **detailed and realistic evaluation work plan** showing the overall time commitment to the project, as well as specific tasks and timelines, to be allocated to each individual team member.

In drawing up the proposed work plan, evaluation teams should be given sufficient time to complete: i) a thorough review of all relevant programme documentation during the inception phase; ii) country visits to at least four programme countries (two from Phase 1 countries; two from Phase 2 countries as well as programme HQ in Bangkok, and iii) a thorough write up phase of the evaluation report, to include analysis and transparent aggregation of the different ‘lines of evidence’ collected during the preceding evaluation phases into country reports and then a final evaluation report with relevant annexes.

During the country visits, the expected level of effort for the evaluation should include at a minimum five days per country with a minimum of two members of the evaluation team to visit each country.

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<sup>8</sup> The UNEG guidelines on incorporating gender equality and human rights are a standard resource for designing evaluations with these objectives in mind and stand as a benchmark against which the UNCDF Evaluation Unit will later be judged. For more information, please see: [www.uneval.org/document/download/1294](http://www.uneval.org/document/download/1294)

All team members that will engage in country visits should also be available for the initial two-day kick-off meeting at the LoCAL programme HQ in Bangkok.

In total, it is expected that the evaluation will take no more than a maximum of 110 person days to complete, including all team members' contributions to the inception, country visit and write up phases of the evaluation.

The methodology – including the final sampling strategy of countries and categories of investment - will be further developed during the inception phase under the supervision of the Evaluation Unit.

#### **4. Audience and timing:**

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The primary audience for this evaluation is UNCDF, the funders of the LoCAL as well as LoCAL's partners in its partner countries represented in the global implementation mechanism. The evaluation will also be presented to the LoCAL Board to update them on the progress of the programme against overall objectives, and, based on the findings, have member inputs into the preparations for LoCAL Phase II. The evaluation will also be used to collaborate with the UNFCCC LDC Group and Adaptation Committee to improve the streamlining of LoCAL's activities into the climate adaptation work plans of both entities.

- The LoCAL mid-term evaluation is scheduled to start in December 2016 and be concluded by April 2017 according to the following proposed timing:

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- Inception phase: December 2016
- Mission phase: January – February 2016
- Post-mission phase: March – April 2017

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#### **5. Management roles and responsibilities:**

To ensure independence and fulfilment of UN evaluation standards, the Evaluation Unit of UNCDF in New York is responsible for the management of this evaluation and will hire an independent firm to conduct the evaluation.

The Evaluation Unit will provide administrative and substantive support, including joining the evaluation team in selected field visits, and is responsible for the overall quality of the report. The Evaluation Unit will ensure that the evaluation is conducted according to UNEG Norms and Standards in Evaluation in the UN System, UNEG Code of Conduct for Evaluation in the UN System and UNEG Guidance for Integrating Human Rights and Gender Equality in Evaluation.

An Advisory Panel for the evaluation will be set up, composed of representatives of UNCDF'S Local Development Practice Area at Headquarters as well as from LoCAL's partners amongst international development agencies and UNCDF's partner governments in the LDCs. The role of the Advisory Committee is to support the Evaluation Unit in managing the evaluation by participating in the following:

- Reviewing the TOR.
- Reviewing and commenting on the inception report.
- Reviewing and commenting upon the draft report.

- Being available for interviews with the evaluation team

## 6. Evaluation process:

The evaluation process has 3 distinct phases:

### a) Inception Phase and desk review:

- ✓ Methodological briefing between the evaluation team and the Evaluation Unit to ensure clear understanding of the evaluation methodology, approach and main deliverables as per TOR;
- ✓ Inception meetings with Advisory Panel and key programme stakeholders to familiarize the Evaluation Team with the programme objectives, results to date and expectations for this evaluation.
- ✓ Stakeholder Mapping and stakeholders selection for data gathering.
- ✓ Finalization of the evaluation methodology and tools, to include a sampling strategy for more in-depth analysis of various aspects of the performance of the initiative as well as a strategy for collecting, analyzing and aggregating different sources of data into the final evaluation report.
- ✓ Finalization of the schedule for country visits and stakeholder interviews

**b) In-country phase:** in-depth data collection and research, including site visits and key informant interviews. De-briefing sessions with the key in-country stakeholders will be organized to present emerging trends and to build ownership of the findings with programme counterparts. The team leader may be asked to debrief the Advisory Panel and Evaluation Unit at the end of the country visits. This with a view to provide a sense of the evaluation team's preliminary findings ahead of the draft reporting phase.

**c) Post-Mission Phase:** analysis and synthesis stage, interpretation of findings and drafting of the evaluation report.

## 7. Main deliverables:

The proposed timeframe and expected deliverables will be discussed with the evaluation team and refined during the inception phase. The final schedule of deliverables will be presented in the inception report. The Evaluation Unit reserves the right to request revisions to the evaluation deliverables until they meet the quality standards set by the UNCDF's Evaluation Unit for evaluation reports (please see Annex 2 for more details).

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



Deliverables	Description	General Timeframe
<p><b>INCEPTION PHASE:</b></p> <p>Inception Report and Data Collection Toolkit</p>	<p>The inception report will present a refined scope for the evaluation, a detailed outline of the evaluation design and methodology and a complete evaluation matrix with questions, sub-questions, indicators, data collection methods and information source</p>	<p>November – December 2016</p>
<p><b>FIELD MISSION PHASE:</b></p>	<p>The evaluation team should conduct country visits to <u>at least two Phase 1 countries and two Phase 2 countries</u>, meeting with key stakeholders, visiting project sites and interacting with the programme team.</p> <p>The final choice of countries will be decided during the inception phase but consultants should be aware that the Phase II countries must include one of either Bhutan and Cambodia because of the more advanced stage of programme implementation.</p> <p>In addition, the members of the evaluation team who will be engaging in the country visits will be required to attend a <u>two - day launch working meeting at the programme HQ in Bangkok.</u></p>	<p>January – February 2017</p>
<p><b>POST MISSION PHASE:</b></p> <p>Draft Evaluation Report and organized according to the evaluation sub-question with evaluation findings aggregated and synthesized on the basis of the results of the different data collection and analysis tools.</p> <p>(including up to three rounds of revisions)</p>	<p>The draft report should outline clear evidence-based conclusions and findings, SMART recommendations, and a crisp, clear and compelling Executive Summary.</p> <p>It should be backed up by country reports of a maximum of 20 pages comparing and contrasting programme performance and the context in which it being implemented in the selected countries.</p> <p>The report should also include a series of annexes that present in a synthesized form the main data from the different lines of evidence.</p> <p>In addition, the evaluation team should provide an overview of the main points from key stakeholder interviews in bullet point format (not more than 1 page per interview); these will not be made public.</p> <p>A first draft evaluation report will be shared with the Evaluation Unit for initial feedback. The 2nd draft report will incorporate the Evaluation Unit’s feedback and will be shared with the Advisory Panel and technical staff from LDFP. Comments will be integrated into a final draft report.</p> <p>The evaluation team should maintain an audit trail of the comments received and provide a response on how the comments were addressed in the revised drafts.</p>	<p>March – April 2017</p>

	<p>Length of the report: maximum 50 pages excluding annexes.</p> <p>A template will be provided by the Evaluation Unit at the start of the inception phase.</p>	
<b>Power Point Presentation for HQ debriefing</b> (max 20 slides and 20 minutes presentation).	A PPT summarizing the main findings and recommendations.	
<b>Final Evaluation Report</b> , including an Executive Summary, and organized according to the evaluation sub-question with evaluation findings aggregated and synthesized on the basis of the results of the different data collection and analysis tools.	A final report that incorporates comments received from all partners.	

**8. Composition of Evaluation Team:**

**The evaluation team should present a combination of experience in evaluation and technical expertise in the area of climate adaptation of infrastructure planned, managed and overseen by local governments in the developing countries.**

The team should be familiar with approaches used to measure the performance of public financial management systems at the local level, including investments focused on increasing climate resilience at the local level, and should offer expertise and experience including technical knowledge of climate adaptive financing and local government as well as theory-based approaches to performance evaluation incorporating both quantitative and qualitative analysis of both existing secondary data and primary data.

The evaluation team should also be gender-balanced and include at least one representative from a programme country in which the LoCAL programme has been implemented. At least one team member should be able to work in French.

Beyond that, bidders are free to propose whichever team they feel can most adequately fulfil the objectives of the evaluation provided the following roles are adequately covered (the elements in these profiles will be used as a basis for assessing the suitability of the team):

**Team Leader** (mixed evaluation, public finance/fiscal decentralization with some climate change);

**Corporate Competencies:**

- Demonstrates integrity by modeling the UN’s values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNCDF;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;

- Treats all people fairly without favoritism;
- Fulfills all obligations to gender sensitivity and zero tolerance for sexual harassment.

#### **Functional Competencies:**

- Strong interpersonal skills, communication and diplomatic skills, ability to work in team and multi-cultural environments;
- Strong analytical, reporting and writing abilities;
- Openness to change and ability to receive/integrate feedback;
- Ability to work under pressure and tight deadlines.
- Fluency in English and French.

#### **Education:**

- Postgraduate degree in Environmental Science or Management, Engineering in Climate Change Adaptation, Public & Development Financing, [Public Administration](#), Macroeconomics & Fiscal Management, Public (Financial) Management, International Development, Urban Planning, Economics or other related fields.

#### **Experience in:**

- At least 10 years of professional experience in the fields of local development, decentralization and/or environment and climate change adaptation with a specific emphasis on local or climate governance, adaptation and development planning, public financial management/budgeting, climate finance, and/or climate change mainstreaming

#### Evaluation:

- Proven experience of designing and leading international development evaluations applying a variety of mixed-methods evaluation approaches (including ideally theory-of-change-based, utilization-focused, participatory, and gender- and equity-focused evaluations) and looking at a variety of different modalities in international development cooperation
- Demonstrated experience in integrating gender equality and women's empowerment in evaluation.
- Ideally, evidence of formal evaluation and research training, including familiarity with OECD or UN norms and standards for development evaluation.

#### Public finance/fiscal decentralization with some climate change

- Good understanding of public finance and fiscal decentralization
- Previous experience working with Local Governments
- Familiar with climate change investments at local level
- Experience in capacity development and institutional strengthening in developing countries, ideally in the context of decentralization processes and/or climate change adaptation
- Experience with performance-based grants and similar tools like budget support, ideally for climate change adaptation

Responsibilities of the Team Leader (in addition to all other generic responsibilities and expected deliverables outlined in this TOR):

- Documentation review
- Developing and pre-testing the necessary data collection tools (to be presented in the Inception Report)
- Leading/managing the Evaluation Team in planning and conducting the evaluation
- Deciding on division of labour, roles and responsibilities within the Evaluation Team
- Ensuring the use of best practice evaluation methodologies and adherence to ethical code of conduct
- Leading the presentation of the draft evaluation findings and recommendations for the countries visited
- Leading the drafting and finalization of the evaluation report, integrating to the extent possible all comments received from different partners
- Presenting the main findings and recommendations in the debriefing for UNCDF
- Regularly updating UNCDF and donors on the progress of the evaluation
- Quality control for the evaluation report
- Adherence to UNCDF templates and other requirements as specified in this TOR

**Profile Specification for Evaluation Team Members:**

The rest of the evaluation team is expected to offer the same corporate and functional competencies as the Team Leader, and combine the following profiles:

**Climate Adaptation Profile**

**Education:**

Postgraduate degree in Environmental Science or Management, Engineering in Climate Change Adaptation, Public & Development Financing, Macroeconomics & Fiscal Management, Public (Financial) Management, International Development, Urban Planning, Economics or other related fields.

**Experience in:**

- At least 10 years of professional experience in the field of climate change adaptation with a specific emphasis on local or climate governance, adaptation and development planning, public financial management/budgeting, climate finance, and/or climate change mainstreaming
- Experience in applying a gender lense to all stages of a development evaluation, including proven ability to collect, present, analyse and aggregate data in conformity with relevant United Nations Evaluation Group gender norms

### **Public Finance Profile**

#### **Education:**

- Postgraduate degree in Environmental Science or Management, Engineering in Climate Change Adaptation, Public & Development Financing, Macroeconomics & Fiscal Management, Public (Financial) Management, International Development, Urban Planning, Economics or other related fields.

#### **Experience in:**

- Experience with performance-based grants and similar tools like budget support, ideally for climate change adaptation
- Demonstrable experience of developing climate change finance mechanism and resources mobilization plans
- Demonstrable experience in participatory budgeting on environment, climate change, natural resources and social issues
- Experience in applying a gender lens to all stages of a development evaluation, including proven ability to collect, present, analyse and aggregate data in conformity with relevant United Nations Evaluation Group gender norms

### **Regional Public Sector Climate Adaptation Profile**

**Education:** Master's in Economics, Finance, Business or Public Administration or related field. Academic specialization in public finance is an asset.

#### **Experience in:**

- Public Sector climate change adaptation and the legal, administrative and financial systems that have been set up to channel international climate finance to the national level
- A sound understanding of national, regional and international climate change financing arrangements, modalities and challenges
- Experience in applying a gender lens to all stages of a development evaluation, including proven ability to collect, present, analyze and aggregate data in conformity with relevant United Nations Evaluation Group gender norms

## ANNEXES TO THESE TERMS OF REFERENCE:

### Annex 1: Overview of implementation status

Since 2014, LoCAL has provided USD 7 million in grants to 60 local governments, reaching a population of over 4.5 million people across eleven countries in Asia, the Pacific and Africa.

The Table below provides a brief overview of the implementation status of LoCAL in each of its partner countries as per the Annual Report 2015.

Country	Implementation
Tuvalu	Signed a memorandum of understanding with UNCDF in November 2015, with implementation set to begin in early 2016. It is the first LoCAL participating country in the Pacific, and among the world's most vulnerable countries to the impacts of climate change.
Bhutan	47 local infrastructure projects were planned and implemented in 2014 and 2015. These include construction of causeways, improvements to farm roads and cross drainage; upgrade of an irrigation channel, drinking water sources and supply system, water reservoir and community-based rainwater catchment; construction of elevated and pedestrian bridges; bioengineering for slope stabilization and erosion control; and integrated soil management of farmland. These projects will directly benefit the 10,693 people who live in the six participating gewogs (districts); they will indirectly benefit the wider population of 49,771 people in the surrounding area.
Cambodia	<p>Total of USD 720,000 in PBCRG funding was allocated to eight subnational administrations. These districts/municipalities selected 126 activities, of which 75 were infrastructure projects and 51 were non-infrastructure projects. The PBCRG amounts were disbursed in full (i.e. transferred to the district treasury accounts) in 2014 and 2015.</p> <p>The infrastructure projects included flood escape routes, community ponds and culverts to accommodate flood water, water gates, flood protection dams, water canals, rural roads and local bridges. These projects will benefit the 680,000 people who live in 61 communes in the eight districts. The focus on these particular local governments is justified by the results of the vulnerability and risk assessment, which found that the target communes were facing severe drought and floods that are creating significant challenges in the daily lives of community members. Among these challenges are inaccessible health centres, schools, markets and transportation during flooding; damage to transportation infrastructure and to farms; and interruption of agricultural activities.</p>
Bangladesh	The PBCRGs were transferred to two Upazilas and are supporting several implementation schemes at the village level. These schemes cover community resilience to climate change through surface water management; integrated farming of drought-tolerant crops; sanctuary management to protect endangered native fish species; use of

	<p>vermicomposting for climate-resilient organic farming; cultivation of Napier grass to feed domestic cattle; domestic animal dung-based farmyard manure production; green shade for drought-tolerant cropping; and agricultural nursery development for crop diversification and agroforestry.</p> <p>LoCAL Phase II will be supported by GCCA+ Bangladesh as part of a joint programme between UNCDF and UNDP. Total funding for this phase is an estimated USD 8.9 million, half of which will be delivered through the LoCAL mechanism to scale up the country's ongoing pilot.</p>
Benin	<p>The communes of Boukombé, Copargo and Toukountouna used a participatory approach to select the first three climate-resilient investments to be financed by the PBCRG system. The tendering process for these investments was launched in December 2014, and the first investments were delivered mid- 2015. The projects supported include the construction and retrofitting of small-scale infrastructure (e.g. culverts and bridges) to facilitate access of farmers to markets and of the general population to social services such as schools. The investments also cover a small dam and water pond in support of community gardening and tree nurseries.</p> <p>The three communes went through their first annual performance assessment in February 2016. In 2016-2017 (second cycle) - in line with the modalities of the Fund for the Development of Communes - LoCAL is being expanded to six communes in the northern region of the country, with co-financing from the National Environment and Climate Fund.</p>
Mali	<p>Two communes in the Niore du Sahel circle have been selected for the first pilot phase of LoCAL-Mali: Sandaré and Simby. The Memorandum of Understanding to implement the grants was signed in June 2014 between UNCDF and the Government of Mali, and between AEDD and the Simby and Sandaré town councils.</p> <p>The performance-based climate resilience grant (PBCRG) mechanism has been developed and includes minimum conditions for access to the funds, performance criteria and an indicative investment list to inform the process of integrating adaptation into local planning and budgeting.</p> <p>A LoCAL-Mali Technical Committee has been established under the authority of the Ministry of the Environment, Sanitation and Sustainable Development (MEADD). This committee is chaired by the AEDD, which also houses its secretariat. The multi-sectoral, multi-stakeholder committee is composed of representatives from key technical organizations involved in the environment, climate change, agriculture, livestock rearing, fisheries, rural engineering, the economy and finances, and planning, among others.</p> <p>Following the first cycle of investments, evaluation of the communes' first-year performance was undertaken in June 2016 and lessons are being incorporated to improve the mechanism.</p>
Niger	<p>Two communes in the Dosso region, Sokorbé (department of Loga) and Dogonkyria (department of Dogondoutchi), have been selected for the LoCAL-Niger pilot phase; these have a combined population of 101,569.</p> <p>The Memorandum of Understanding implementing the grants was signed in February 2015; national and regional-level (Dosso) launch workshops were held in June 2015.</p> <p>The performance-based climate resilience grant (PBCRG) mechanism has been developed and includes minimum conditions for access, performance criteria and an indicative</p>

	<p>investment list to inform the process of integrating adaptation into local planning and budgeting.</p> <p>The communes have received support and close monitoring in implementing their first investment cycle.</p> <p>The LoCAL-Niger Technical Committee has been set up under the authority of the Ministry of the Environment, Urban Sanitation and Sustainable Development (MESUDD), the Ministry of the Interior, Public Safety and Decentralization and Customary and Religious Affairs (MISPDAC) and the National Environmental Council for Sustainable Development (CNEDD). The committee coordinates and monitors implementation of the LoCAL pilot phase.</p> <p>Following the first cycle of investments, evaluation of the communes' first-year performance was undertaken in July 2016 and lessons are being incorporated to improve the mechanism.</p>
Ghana	<p>The PBCRG system has been successfully designed and is fully aligned with the DDF introduced in 2009 to support the enhancement of MMDA capacity through a combination of capital grants, capacity development support and incentives for improved performance in — among other areas — public financial management, procurement systems and revenue mobilization as well as good governance.</p> <p>Three MMDAs have been selected to pilot the approach in Ghana: Fantekwa District, Ada East District and Efutu Municipal Assembly (combined population: 308,008). Implementation of identified investments captured in the MMDAs' approved annual work-plans commenced in June 2016.</p> <p>The Government of Ghana and UNCDF have defined the modalities for LoCAL-Ghana, including funding arrangements, eligibility and minimum conditions of access, allocation criteria, and funding flow and reporting. The institutional framework and the roles of the parties have also been defined.</p> <p>All of these modalities are described in the Memorandum of Understanding (MoU) which provides the framework for LoCAL-Ghana and was signed in February 2015. This MoU established financing and management of the Local Climate Adaptive Living (LoCAL) grant facility.</p> <p>As part of the preparation for LoCAL-Ghana, a Technical Climate Change Committee has been established and has been convened several times. This group will continue to coordinate the support and guidance for LoCAL.</p> <p>A technical assistance mission commissioned by UNCDF has been organised for June 2016 to LoCAL Ghana to review the climate information (risks, vulnerability and adaptation assessments) that inform adaptation planning and mainstreaming into local development planning and make recommendations to strengthen capacities.</p> <p>The first investments are expected for end of 2016 and the performance assessment is planned for November 2016.</p>
Mozambique	<p>Four districts have been selected to pilot the approach in Mozambique.</p> <p>The Government of Mozambique and UNCDF have defined the modalities for LoCAL-Mozambique, including funding arrangements, eligibility and minimum conditions of access, allocation criteria, and funding flow and reporting. The institutional framework and the roles of the parties have also been defined.</p>



	<p>All of these modalities are described in the Memorandum of Understanding (MoU) which was signed in July 2015.</p> <p>Since then, codes for LoCAL were established in the public financial management system (e-SISTAFE) and developed agreements on the decentralized flow of funds with the Ministry of Economy and Finances and the Gaza Provincial Directorate of Economy and Finances.</p> <p>LoCAL finalized drafting variables associated with the PBCRG system in collaboration with decentralized governance structures and reinforced district government capacities to mainstream climate change adaptation decentralized planning and budgeting strategies, programmes, plans and budgets.</p> <p>The first investments are expected for end of 2016.</p>
Tanzania	<p>A Project Implementation Agreement has been signed with the President’s Office – Regional and Local Governments (PO RALG) and the International Institute for Environment and Development (IIED) in June 2016.</p> <p>The LoCAL mechanism is under design.</p> <p>Following the design, a Memorandum of Understanding (MoU) defining the modalities for the mechanism will be signed with the Government of Tanzania.</p>
Lao PDR	<p>LoCAL in Lao is implemented through LDCF2, a UNDP/GEF project which has Ministry of Natural Resources and Environment (MONRE) as the Implementing Partner. UNCDF has agreed as a Responsible Party to help MONRE with mainstreaming CC in the existing planning process. In this regard, LoCAL collaborates with the LDCF2 project/MONRE by channeling Climate Resilience grants (\$2m budget) via the DDF system to participating districts, under the terms of a LoCAL MOU. This MOU has been linked to the existing DDF system already the subject of an earlier MOU signed by MoF, MPI, MoHA and UNCDF under the UNCDF UNDP JP on NGPA 2 SCSD. The LOCAL grant is designed to deliver local climate change adaptation infrastructure in the Saravan and Sekong Provinces as a top up grant to the existing UNCDF DDF system. The grant resources are being used to finance critical small-scale rural infrastructure, with strong community participation.</p> <p>In 2014 and 2015 PBCRG funds were provided to district administrations as discretionary financial resources in the form of annual block grants, which follow <b>Minimum Conditions</b> for Access to Basic Block Grant/DDF, which are also applied for the Climate Resilience (CR) Grants. The BBG grant manual has also been revised to integrate climate resilience. However ‘incentive mechanism’ or the PBCRGs has not been endorsed initially because it was pending the approval of MONRE. MONRE has endorsed them in Q2/2016.</p> <p>To date, climate-resilient grants have been released through the DDF to the bank accounts of participating districts in the total amount of USD 998,257. 4 projects have been completed in 2014 and another 12 are to be launched. The completed projects entailed irrigation system improvement, water harvesting, upgrading of village irrigation schemes and canal headwork.</p>

Nepal	Out of 32 projects identified, 12 have been completed and 20 are ongoing. These projects involve six village development committees in Dhading and Rupandehi. They include embankment construction, drainage construction, awareness training, and pond and river bank protection. Most of the projects in Rupandehi have been completed; those in Dhading were delayed by an earthquake and are ongoing. The project is working on scaling up to the national system (phase 3) with EFLG and integrating the environmental indicators into the national MC/PM (working in progress)
Uganda and Lesotho	Uganda and Lesotho have had scoping missions completed in September and December 2015 respectively. Following a formal request for the Government, Lesotho is going under design from December 2016.

## Annex 2: Quality Grid for UNCDF evaluations

Taken from a recent external review of UNDP's evaluation policy (to which UNCDF is party), this grid was used to assess the quality of evaluation reports in line with the expectations of the UN Evaluation Group (UNEG), as expressed in its Norms and Standards. As this will form the basis for future external quality assessment of UNCDF evaluations, bidders are requested to take this into account in their design and later conduct of the evaluation.

	Points for criteria scored	Max. Points	Score
A	<b>Purpose of the evaluation clearly stated:</b> <ul style="list-style-type: none"> <li>• why the evaluation was done (1)</li> <li>• what triggered the evaluation (including timing in the project/programme cycle) (1)</li> <li>• how evaluation is to be used (1)</li> </ul>	3	
B	<b>Evaluation objectives</b> <ul style="list-style-type: none"> <li>• evaluation objectives are clearly stated (1)</li> <li>• objectives logically flow from purpose (1)</li> </ul>	2	
C	<b>Organization of the evaluation</b> <ul style="list-style-type: none"> <li>• logical structure to the organization of the evaluation (1)</li> <li>• evaluation report is well written (1)</li> <li>• clear distinction made among evidence, findings, conclusions, <u>lessons</u> and recommendations (1)</li> <li>• report contains executive summary and annexes (2)</li> </ul>	5	
D	<b>Subject evaluated is clearly described</b> Evaluation describes: <ul style="list-style-type: none"> <li>• the activity/programme being evaluated (1)</li> <li>• the programme's expected achievements (1)</li> <li>• how the programme addresses the development problem (1)</li> <li>• the implementation modalities used (1)</li> </ul>	4	
E	<b>Scope of the evaluation</b> Evaluation defines the boundaries of the evaluation in terms of: <ul style="list-style-type: none"> <li>• time period covered (1)</li> <li>• implementation phase under review (1)</li> <li>• geographic area (1)</li> <li>• <u>dimensions of stakeholder involvement being examined</u> (1)</li> </ul>	4	
F	<b>Evaluation criteria</b> Evaluation criteria include: <ul style="list-style-type: none"> <li>• relevance of activities and supported projects/programs (1)</li> <li>• efficiency of operations in support of projects / programs (1)</li> <li>• the achievement of development objectives and expected results (including impacts) (1)</li> <li>• cross-cutting issues: inclusive development which is gender sensitive and environmentally sustainable (1)</li> <li>• the sustainability of benefits and positive results achieved (1)</li> </ul>	5	
G	<b>Multiple lines of evidence</b> <ul style="list-style-type: none"> <li>• one point (1) for each line of evidence used (document review, case <u>studies</u>, surveys, interviews, focus groups, direct observation, etc.), up to a maximum of five points (5)</li> </ul>	5	
H	<b>Evaluation design</b> Elements of a good evaluation design include:	5	

	<ul style="list-style-type: none"> <li>• an <u>explicit theory of how objectives and results were to be achieved</u> (1)</li> <li>• specification of the level of results achieved (output, outcome, impact) (1)</li> <li>• <u>baseline data</u> (quantitative or qualitative) on conditions prior to programme implementation (1)</li> <li>• comparison of conditions after programme delivery to those before (1)</li> <li>• a qualitative or quantitative comparison of conditions among programme participants and a <u>control group</u> (1)</li> </ul>		
I	<p><b>Evaluation findings and conclusions are relevant and evidence based</b></p> <p>Evaluation report includes:</p> <ul style="list-style-type: none"> <li>• evaluation findings relevant to the assessment criteria (1)</li> <li>• findings that are supported by the chosen methodology (1)</li> <li>• evidence from different sources triangulated and converge or non-convergence of evidence from triangulation explained (1)</li> <li>• a clear logical link between the evidence and the finding (1)</li> <li>• <u>conclusions which are clearly linked to the evaluation findings as reported</u> (1)</li> <li>• alternative / competing explanations considered (1)</li> </ul>	6	
J	<p><b>Evaluation limitations</b></p> <ul style="list-style-type: none"> <li>• statement of the limitations of the methodology (1)</li> <li>• impact of limitations on evaluation (1)</li> <li>• <u>attempts made to remedy limitations are stated</u> (1)</li> </ul>	3	
K	<p><b>Evaluation Recommendations</b></p> <ul style="list-style-type: none"> <li>• <u>evaluation contains recommendations that flow from findings and conclusions</u> (1)</li> <li>• recommendations are directed to one or more authority that can act on them (1)</li> <li>• recommendations are action oriented and aimed at improving effectiveness of the programme / investment(1)</li> </ul>	3	
<b>Total (required to have a minimum of 27 points overall, 11 of which should be from Criteria G, H and I, to be considered as adequate)</b>		45	