

TERMINAL EVALUATION TERMS OF REFERENCE

National Capacity Development for Implementing Rio Conventions through Environmental Governance Project

INTRODUCTION

In accordance with UNDP and GEF M&E policies and procedures, all full and medium-sized UNDP support GEF financed projects are required to undergo a terminal evaluation upon completion of implementation. These terms of reference (TOR) sets out the expectations for a Terminal Evaluation (TE) of the National Capacity Development for Implementing Rio Conventions through Environmental Governance Project (PIMS 4884)

The essentials of the project to be evaluated are as follows:

Project Summary Table

Project Title:	National capacity development for Implementing Rio Conventions through Environmental Governance			
GEF Project ID:	5106		<i>at endorsement (Million US\$)</i>	<i>at completion (Million US\$)</i>
UNDP Project ID:	00079684	GEF financing:	660,000	660,000
Country:	Bangladesh	IA/EA own:		
Region:		Government (In-kind):	460,000	460,000
Focal Area:	Crosscutting capacity development	Other UNDP:	200,000	200,000
FA Objectives, (OP/SP):		Total co-financing:		
Executing Agency:	MoEFCC	Total Project Cost:	1,320,000	1,320,000
Other Partners involved:	Department of Environment	ProDoc Signature (date project began):		27 May 2015
		(Operational) Closing Date:	Proposed: June 2019	Actual: April 2018

OBJECTIVE AND SCOPE

The project was designed to: *(provide a project summary including project goal and outcomes. Also, in cases where the GEF funded project forms part of a larger programme, specify if the TE is to cover the entire programme or only the GEF component).*

Background

The goal of the project is to strengthen Bangladesh's capacity to implement and manage Rio Convention obligations through mainstreaming. It will emphasize a long-term approach to institutionalizing capacities to meet Rio Convention

obligations through a set of learn by doing activities to integrate Rio Convention and other key related MEA obligations into the country's national development framework. Specifically, this project will strengthen institutional and technical capacities and skills for improved implementation of the Rio Conventions. Additionally, this project will enhance Bangladesh's human resource development by working with the leading national training institutions. The active participation of stakeholder representatives in the full project life cycle serves to facilitate the strategic adaptation of project activities in keeping with project objectives. The critical role of nonstate stakeholders will contribute to the adaptive collaborative management of project implementation. Besides, the project responds to one of the specific crosscutting capacity development priorities identified in Bangladesh's NCSA, which is to catalyze more effective engagement in the governance of the global environment through environmentally sound and sustainable development. The project is strategic in that it responds to a targeted set of underlying and critical institutional and technical barriers to environmental governance to meet and sustain global environmental outcomes. Specifically, the project will facilitate the proactive and constructive engagement of relevant decisionmakers and planners across environmental focal areas and socioeconomic sectors.

The value of this project also lies in catalyzing Bangladesh's drive towards self-sufficiency and environmental sustainability, assuming that the capacities developed will be institutionalized, thereby resulting in an incrementally reduced dependency on external funding. The inherent nature of the project's crosscutting approach also dictates important partnerships among several key national institutions that play a role in MEA implementation. Key partners include the Bangladesh Public Administration Training Centre (BPATC) and the National Academy for Educational Management (NAEM).

The Ministry of Environment, Forest and Climate Change (MoEFCC) is the executing entity for this project, and the project will be developed in accordance with agreed policies and procedures between the Government of Bangladesh and UNDP. With the support of UNDP, MoEF will establish the necessary planning and management mechanisms and facilitate government decision making to catalyze implementation of project activities and timely delivery of project outputs. The project was designed to be complementary to other related projects under implementation in Bangladesh, including those supported by the Global Environment Facility (GEF). Given these, careful attention will be given to coordinating project activities in such a way that activities are mutually supportive, and opportunities capitalized to realize synergies and cost effectiveness.

The expected outcome of this project is that best practices and innovative approaches for meeting and sustaining Rio Conventions are available and accessible for implementation through national development policies and programmes. This outcome is disaggregated into three project components:

Component 1: Global environmental conventions mainstreamed into vocational training and retraining structures for public institutions in Bangladesh.

Component 2: Global environmental conventions mainstreamed into human resources development systems for sustainable development practitioners.

Component 3: Improved multisectoral environmental policies and programmes, and associated governance structures.

Finally, the project is consistent with the programmatic objectives of the three GEF thematic focal areas of biodiversity, climate change and land degradation, the achievement and sustainability of which is dependent on the critical development of capacities (individual, organizational and systemic). Through the successful implementation of this project, Bangladesh's institutional and human resources will be strengthened to help implement MEAs and national policy instruments in a manner that fully reflects Rio Convention principles and obligations.

UNDP now intends to engage an independent international consultant to conduct the Terminal Evaluation of the project/ evaluate the project success towards achieving its purposes.

OBJECTIVE AND SCOPE

The MTR will assess progress towards the achievement of the project objectives and outcomes as specified in the Project Document and assess early signs of project success or failure with the goal of identifying the necessary changes to be made in order to set the project on-track to achieve its intended results. The MTR will also review the project's strategy, its risks to sustainability.

The MTR will be carried out by an International Consultant having experience of evaluative projects and programs at international level. The MTR team will assess the following four aspects of project progress. See the 'Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects' for extended descriptions.

i) Project Strategy

Project Design:

- Review the problem addressed by the project and the underlying assumptions. Review the effect of any incorrect assumptions or changes to the context to achieving the project results as outlined in the Project Document.
- Assess the relevance of the project strategy and assess whether it provides the most effective route towards expected/intended results. Were lessons from other relevant projects properly incorporated into the project design?
- Assess how the project addresses country priorities. Review country ownership. Was the project concept in line with the national sector development priorities and plans of the country (or of participating countries in the case of multi-country projects)?
- Review decision-making processes: were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, considered during project design processes?
- Assess the extent to which relevant gender issues were raised in the project design. See Annex 9 of Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects for further guidelines.
- If there are major areas of concern, recommend areas for improvement.

Results Framework/Logframe:

- Undertake a critical analysis of the project's logframe indicators and targets, assess how "SMART" the midterm and end-of-project targets are (Specific, Measurable, Attainable, Relevant, Time-bound), and suggest specific amendments/revisions to the targets and indicators as necessary.
- Are the project's objectives and outcomes or components clear, practical, and feasible within its time frame?
- Examine if progress so far has led to achieve results or could in the future catalyse beneficial development effects (i.e. progress towards mainstreaming of the Global Environmental Conventions for human resource development, incorporation into training institutions curriculum, environmental policies and associated governance structures etc.) that should be included in the project results framework and monitored.
- Ensure broader development aspects of the project are being monitored effectively. Develop and recommend SMART 'development' indicators, and indicators that capture development benefits.

The TE will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects.

The objectives of the evaluation are to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming.

EVALUATION APPROACH AND METHOD

An overall approach and method¹ for conducting project terminal evaluations of UNDP supported GEF financed projects has developed over time. The evaluator is expected to frame the evaluation effort using the criteria of **relevance, effectiveness, efficiency, sustainability, and impact**, as defined and explained in the UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects. A set of questions covering each of these criteria have been drafted and are included with this TOR (*fill in Annex C*) The evaluator is expected to amend, complete and submit this matrix as part of an evaluation inception report, and shall include it as an annex to the final report.

The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, in particular the GEF operational focal point, UNDP Country Office, project team, UNDP GEF Technical Adviser based in the region and key stakeholders. The evaluator is expected to conduct a field mission to Golapganj Upazila, Sylhet, including the following project sites Hakaluki Haor. Interviews will be held with the following organizations and individuals at a minimum: Ministry of Environment, Foret and Climate Change, Department of Environment, Bangladesh Public Administration Training Centre (BAPTC), Savar, Dhaka; Bangladesh Civil Service Administration Academy (BCSAA), Shahbag, Dhaka and National Academy for Training and Development (NAPD), Nilkhet, Dhaka; Bangladesh Institute of Administrative Management (BIAM), National Agricultural Training Academy (NATA); National Academy for Educational Management (NAEM); Bangladesh Academy for Rural Development (BARD), Cumilla; National Institute of Local Government (NILG) and Rural Development Academy (RDA) Bogura.

The evaluator will review all relevant sources of information, such as the project document, project reports – including Annual APR/PIR, project budget revisions, midterm review, progress reports, GEF focal area tracking tools, project files, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based assessment. A list of documents that the project team will provide to the evaluator for review is included in Annex B of this Terms of Reference.

EVALUATION CRITERIA & RATINGS

An assessment of project performance will be carried out, based against expectations set out in the Project Logical Framework/Results Framework (see Annex A), which provides performance and impact indicators for project implementation along with their corresponding means of verification. The evaluation will at a minimum cover the criteria of: **relevance, effectiveness, efficiency, sustainability and impact**. Ratings must be provided on the following performance criteria. The completed table must be included in the evaluation executive summary. The obligatory rating scales are included in Annex D.

Evaluation Ratings:			
1. Monitoring and Evaluation	<i>rating</i>	2. IA& EA Execution	<i>rating</i>
M&E design at entry		Quality of UNDP Implementation	
M&E Plan Implementation		Quality of Execution - Executing Agency	
Overall quality of M&E		Overall quality of Implementation / Execution	
3. Assessment of Outcomes	<i>rating</i>	4. Sustainability	<i>rating</i>
Relevance		Financial resources:	

¹ For additional information on methods, see the Handbook on Planning, Monitoring and Evaluating for Development Results, Chapter 7, pg. 163

Effectiveness		Socio-political:	
Efficiency		Institutional framework and governance:	
Overall Project Outcome Rating		Environmental:	
		Overall likelihood of sustainability:	

PROJECT FINANCE / COFINANCE

The Evaluation will assess the key financial aspects of the project, including the extent of co-financing planned and realized. Project cost and funding data will be required, including annual expenditures. Variances between planned and actual expenditures will need to be assessed and explained. Results from recent financial audits, as available, should be taken into consideration. The evaluator(s) will receive assistance from the Country Office (CO) and Project Team to obtain financial data in order to complete the co-financing table below, which will be included in the terminal evaluation report.

Co-financing (type/source)	UNDP own financing (mill. US\$)		Government (mill. US\$)		Partner Agency GEF (mill. US\$)		Total (mill. US\$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Actual	Actual
Grants:	200,000	200,000			660,000	660,000	860,000	860,000
Loans/Concessions								
• In-kind support			460,000	460,000			460,000	460,000
• Other								
Totals							1,320,000	1,320,000

MAINSTREAMING

UNDP supported GEF financed projects are key components in UNDP country programming, as well as regional and global programmes. The evaluation will assess the extent to which the project was successfully mainstreamed with other UNDP priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters, and gender.

IMPACT

The evaluators will assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project has demonstrated: a) verifiable improvements in ecological status, b) verifiable reductions in stress on ecological systems, and/or c) demonstrated progress towards these impact achievements.²

² A useful tool for gauging progress to impact is the Review of Outcomes to Impacts (ROtI) method developed by the GEF Evaluation Office: [ROtI Handbook 2009](#)

CONCLUSIONS, RECOMMENDATIONS & LESSONS

The evaluation report must include a chapter providing a set of **conclusions, recommendations** and **lessons**.

IMPLEMENTATION ARRANGEMENTS

The principal responsibility for managing this evaluation resides with the UNDP CO in *Bangladesh*. The UNDP CO will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the evaluation team. The Project Team will be responsible for liaising with the Evaluators team to set up stakeholder interviews, arrange field visits, coordinate with the Government etc.

EVALUATION TIMEFRAME

The total duration of the evaluation will be 15 days according to the following plan:

Activity	Timing	Completion Date
Preparation	02 days (<i>recommended: 2-4</i>)	<i>date</i>
Evaluation Mission	07 days (<i>r: 7-15</i>)	<i>date</i>
Draft Evaluation Report	04 days (<i>r: 5-10</i>)	<i>date</i>
Final Report	02 days (<i>r: 1-2</i>)	<i>date</i>

EVALUATION DELIVERABLES

The evaluation team is expected to deliver the following:

Deliverable	Content	Timing	Responsibilities
Inception Report	Evaluator provides clarifications on timing and method	No later than 2 weeks before the evaluation mission.	Evaluator submits to UNDP CO
Presentation	Initial Findings	End of evaluation mission	To project management, UNDP CO
Draft Final Report	Full report, (per annexed template) with annexes	Within 3 weeks of the evaluation mission	Sent to CO, reviewed by RTA, PCU, GEF OFPs
Final Report*	Revised report	Within 1 week of receiving UNDP comments on draft	Sent to CO for uploading to UNDP ERC.

*When submitting the final evaluation report, the evaluator is required also to provide an 'audit trail', detailing how all received comments have (and have not) been addressed in the final evaluation report.

TEAM COMPOSITION

The evaluation team will be composed of (1-2 international /national evaluators). The consultants shall have prior experience in evaluating similar projects. Experience with GEF financed projects is an advantage. *(If the team has more than 1 evaluator, one will be designated as the team leader and will be responsible for finalizing the report).* The evaluators selected should not have participated in the project preparation and/or implementation and should not have conflict of interest with project related activities.

The Team members must present the following qualifications:

- Minimum 10 years of relevant professional experience
- Knowledge of UNDP and GEF
- Previous experience with results-based monitoring and evaluation methodologies;
- Technical knowledge in the targeted focal area(s)
- Experience in implementation or evaluation of projects/components mainstreaming of the Rio Conventions.
- Demonstrated experience of evaluating at least 3 development projects and programs of considerable size related to rural community-based Environment or Natural Resources or Biodiversity or Climate Change or land degradation or sustainable land management related projects.

Additional Competency:

- Demonstrated experience of working with UN, development partners, national level and local level governmental and non-governmental agencies, and rural communities in one or more developing country;
- Proven experience with quantitative and qualitative data collection and analysis; evaluation methodologies, tools and sampling;
- Proven ability to produce analytical reports and high-quality academic publications in English;
- Experience of managing evaluation teams, and the capability to handle necessary logistics.
- Experiences in using results-based management principles, theory of change /logical framework analysis for programming;
- Ability to bring gender dimensions into the evaluation, including data collection, analysis and report writing;
- Experience of communicating a wide range of partners and stakeholders.
- Experience of working in the South or South East Asia.

EVALUATOR ETHICS

Evaluation consultants will be held to the highest ethical standards and are required to sign a Code of Conduct (Annex E) upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles outlined in the [UNEG 'Ethical Guidelines for Evaluations'](#)

PAYMENT MODALITIES AND SPECIFICATIONS

%	Milestone
10%	At contract signing

40%	Following submission and approval of the 1ST draft terminal evaluation report
50%	Following submission and approval (UNDP-CO and UNDP RTA) of the final terminal evaluation report

APPLICATION PROCESS

Applicants are requested to apply online (indicate the site, such as <http://jobs.undp.org>, etc.) by (date). Individual consultants are invited to submit applications together with their CV for these positions. The application should contain a current and complete C.V. in English (Spanish in LAC, French in Francophone Africa, etc.) with indication of the e-mail and phone contact. Shortlisted candidates will be requested to submit a price offer indicating the total cost of the assignment (including daily fee, per diem and travel costs).

UNDP applies a fair and transparent selection process that will take into account the competencies/skills of the applicants as well as their financial proposals. Qualified women and members of social minorities are encouraged to apply.

ANNEX A: PROJECT LOGICAL FRAMEWORK

Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and Assumptions
	Indicator	Baseline value	Target value and date		
<p>Long-term goal: To strengthen information management and other support systems that contribute to policy development and improved implementation of the three Rio Conventions</p>					
<p>Project objectives:</p> <p>A. To enhance the capacity of relevant policy and institutional stakeholders to enable compliance with the three Rio Conventions and other MEAs</p>	<p>Outcome indicators:</p> <ul style="list-style-type: none"> ▪ Institutional capacity for managing the Rio Conventions within national planning frameworks are strengthened ▪ Global environmental priorities are mainstreamed into human resource development of government staff ▪ Awareness of the linkages between the Rio Conventions and sustainable development lead to better planning decisions 	<ul style="list-style-type: none"> ▪ Institutional capacities for managing the Rio Conventions is piecemeal and takes place through Rio Convention-specific projects, with development emphasizing poverty alleviation and other socio-economic priorities ▪ Requirements of the Rio Conventions are not adequately incorporated within human resource development of government staff ▪ Best practices and lessons learned from mainstreaming Rio Conventions into sustainable development planning frameworks are not readily accessed or 	<p>By the end of the project:</p> <ul style="list-style-type: none"> ▪ A consortium of training institutions has agreed and are implemented a comprehensive set of trainings on best practices and innovations to implement the Rio Conventions ▪ Government staff have learned, applied, and tested best practice tools to integrate Rio Conventions into a high value sector development plan ▪ There is a minimum of 20% increase in the understanding of the Rio Convention mainstreaming among government staff ▪ There is a minimum of 15% increase in the appreciation of the Rio Conventions among the 	<ul style="list-style-type: none"> ▪ Meeting Minutes³ ▪ Working Group meeting reports ▪ UNDP quarterly progress reports ▪ Independent final evaluation reports ▪ Rio Convention national reports and communications ▪ GoB and district government decisions (with respect to testing integrated sector plan) ▪ GEF Cross-Cutting Capacity 	<ul style="list-style-type: none"> ▪ Training institutions may change their mind about offering courses due to low demand ▪ Insufficient commitment at district level to test integrated sector plan ▪ Planners and decision-makers are resistant to adopt new attitudes towards the global environment ▪ The project will be executed in a transparent, holistic, adaptive, and collaborative manner ▪ Government staff and non-state stakeholder representatives are actively engaged in the project

³ Meeting minutes includes records of key meetings such as local, regional and national consultations regarding inputs on the design and implementation of the relevant output and associated activities. Meetings may be individual or group meetings, with government officials or non-state stakeholders.

		<p>tested.</p> <ul style="list-style-type: none"> Planners and decision-makers do not fully appreciate the value of the Rio Conventions, the result of which is that the global environment is heavily discounted 	<p>general public</p> <ul style="list-style-type: none"> There is a minimum of 25% increase in the acceptance by government representatives and other stakeholder representatives of the legitimacy of the SDS and its accompanying Roadmap 	<p>Development Scorecard</p> <ul style="list-style-type: none"> Statistical analyses of surveys 	<ul style="list-style-type: none"> Policy and institutional reforms and modifications recommended by the project and the SDS are politically, technically, and financially feasible
Outcome 1: Institutional capacities for management of the global environment are developed					
Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and Assumptions
	Indicator	Baseline value	Target value and date		
<p>Output 1.1</p> <p>Survey of public sector stakeholders</p>	<ul style="list-style-type: none"> Focus group informs survey instrument design Survey instrument of public sector staff's knowledge and skills to mainstream Rio Conventions Statistical analyses of survey results 	<ul style="list-style-type: none"> Evidence of public sector staff's technical capacities and know how related to the Rio Conventions is anecdotal 	<ul style="list-style-type: none"> Focus group is convened by month 2 of project implementation Survey instrument is designed by month 3 Survey instrument is administered by month 4 for baseline and between months 31 and 33 for project end results, n>500 for both baseline and project results survey Statistical analyses completed by months 6 and 35 	<ul style="list-style-type: none"> Meeting minutes Tracking and progress report Focus group report Rio Convention capacity needs survey Survey respondent questionnaires Statistical reports 	<ul style="list-style-type: none"> Focus group participants and survey respondents provide honest and valid information N>500 respondents will be possible for both surveys
<p>Output 1.2:</p> <p>Review of best practices to</p>	<ul style="list-style-type: none"> Report on best practices for mainstreaming and implementing Rio Conventions 	<ul style="list-style-type: none"> Best practices and innovations may be available, but are not readily accessible 	<ul style="list-style-type: none"> Best practice report prepared peer reviewed by month 4 and finalized by month 5 Report distributed to targeted individuals in line ministries by 	<ul style="list-style-type: none"> Meeting minutes Tracking and progress report Best practice 	<ul style="list-style-type: none"> There are best practices and innovative approaches for mainstreaming applicable to

mainstream Rio Conventions			month 7	report	Bangladesh <ul style="list-style-type: none"> Report will be read and valued by target recipients
Output 1.3: Review of training needs to operationalize Rio Conventions	<ul style="list-style-type: none"> Survey of gaps and weaknesses in training needs to mainstream Rio Conventions Baseline study of awareness of environment and development linkages (see output 1.3) Training needs assessment report 	<ul style="list-style-type: none"> Analyses are insufficiently robust, with few if any peer review Training needs are generally assumed in the absence of thorough research 	<ul style="list-style-type: none"> At least 10 expert peer reviewers selected by month 3 At least 50 interviews carried out by month 5 Survey instrument targeting training assessment needs by month 6, n>50 Awareness raising and raining needs assessment completed by month 8 	<ul style="list-style-type: none"> Meeting minutes Tracking and progress reports Peer reviewers' consent forms Coded interviews Training needs assessment report Training needs survey instrument 	<ul style="list-style-type: none"> Expert peer reviewers follow through with quality reviews
Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and Assumptions
	Indicator	Baseline value	Target value and date		
Output 1.4: Improved training programme and curricula on Rio Conventions	<ul style="list-style-type: none"> Expert workshop to identify best practices and innovations New comprehensive training programme and curricula 	<ul style="list-style-type: none"> Training programme and curricula is outdated and does not include specific reference to MEA implementation 	<ul style="list-style-type: none"> Expert workshop on best practices and innovations to mainstream and implement Rio Conventions by month 8 New comprehensive training programme and curricula peer-reviewed, finalized, and validated by month 12 Training programme is reviewed and revised in months 24 and again in month 32 	<ul style="list-style-type: none"> Meeting minutes Tracking and progress reports Workshop registration form Training programme and curricula Peer review reports 	<ul style="list-style-type: none"> Participants have the baseline capacities to absorb the knowledge being imparted through the curricula Other training programmes and curricula do not work against Rio Conventions

<p>Output 1.5: Trainers are trained on best practices to operationalize Rio Conventions</p>	<ul style="list-style-type: none"> ▪ Training of trainer’s workshops ▪ New and improved training material and other resources accessed and prepared ▪ Annotated outline of best practice resources prepared 	<ul style="list-style-type: none"> ▪ Trainers are currently not trained on best practices to mainstream or implement Rio Conventions ▪ Currently resources are dated and not supported by a report that outlines their value 	<ul style="list-style-type: none"> ▪ Two training of trainer workshops with at least 25 participants convened by month 13 ▪ At least one training of trainers workshop convened between months 14 and 24, and another one between months 25 and 32 ▪ New training material and other resources collected and prepared by month 14 ▪ Annotated outline of best practices prepared by month 18 	<ul style="list-style-type: none"> ▪ Meeting minutes ▪ Tracking and progress reports ▪ Course registration forms ▪ Participant evaluations ▪ Training material ▪ Annotated outline ▪ Peer review reports 	<ul style="list-style-type: none"> ▪ Trainers will agree with best practices to mainstream and implement Rio Conventions ▪ Relevant training materials are accessible
<p>Output 1.6: Training courses on Rio Convention implementation are carried out</p>	<ul style="list-style-type: none"> ▪ Updated curricula on Rio Convention implementation skills, best practices and innovations ▪ Number of government staff trained 	<ul style="list-style-type: none"> ▪ Courses currently available are outdated and do not include latest best practices and innovative approaches to mainstream Rio Conventions ▪ Low awareness and understanding of government staff on the importance of Rio Conventions to national socio-economic priorities 	<ul style="list-style-type: none"> ▪ Four (4) training workshops and related exercises begin by month 19 ▪ At least 250 government staff have participated in Rio Convention-related training courses, workshops and related exercises by month 24 ▪ Courses are updated annually 	<ul style="list-style-type: none"> ▪ Meeting minutes ▪ Tracking and progress reports ▪ Course registration forms ▪ Participant evaluations 	<ul style="list-style-type: none"> ▪ Government staff are not sufficiently motivated to participate in courses, and when they do, they do so passively with little critical thinking ▪ Training participants fully absorb knowledge imparted
<p>Project Strategy</p>	<p>Objectively verifiable indicators</p>			<p>Sources of verification</p>	<p>Risks and Assumptions</p>
	<p>Indicator</p>	<p>Baseline value</p>	<p>Target value and date</p>		

<p>Output 1.7: Cooperative agreement among training consortium</p>	<ul style="list-style-type: none"> ▪ Inter-ministerial training consortium formed ▪ Inter-ministerial training consortium updates and revises training programmes to include best practices and innovations on Rio Convention implementation ▪ Key ministries sign memoranda of understanding to participate in improved training programmes 	<ul style="list-style-type: none"> ▪ BPATC is the only institution formally providing training, though other institutions may offer environmental management courses 	<ul style="list-style-type: none"> ▪ Inter-ministerial training consortium is formed with at least four training institutions, including BPATC as well as MoEF and Planning Commission, by month 6, with signed memoranda of understanding or agreement by month 14 ▪ Consortium meets at least twice a year as a quorum (more than 60% representation) 	<ul style="list-style-type: none"> ▪ Meeting minutes ▪ Tracking and progress reports 	<ul style="list-style-type: none"> ▪ Consortium members follow through on commitments under memoranda of understanding or agreement
<p>Outcome 2: Rio Convention obligations are mainstreamed into human resource development</p>					
<p>Output 2.1: Rio Convention analytical framework</p>	<ul style="list-style-type: none"> ▪ Rio Convention analytical framework report, peer reviewed 	<ul style="list-style-type: none"> ▪ Understanding of Rio Convention obligations is unclear in the absence of interpretive guidelines 	<ul style="list-style-type: none"> ▪ Analytic framework is completed (by month 10) and peer reviewed by at least ten (10) independent experts, and endorsed by consensus at stakeholder meeting by month 12 ▪ Analytical framework is revised per COP decisions by month 20 and by month 32 ▪ High quality rating of analytical framework by peer review experts ▪ All Rio Convention Focal 	<ul style="list-style-type: none"> ▪ Analytical framework report ▪ Meeting minutes ▪ Tracking and progress reports ▪ Endorsement letters ▪ Peer reviewer comments 	<ul style="list-style-type: none"> ▪ Analytical framework is not seen as mutually exclusive from other analytical frameworks ▪ Development partners in Bangladesh support analytical framework

			Points endorse analytical framework by months 13, again by month 21 and finally by month 33		
Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and Assumptions
	Indicator	Baseline value	Target value and date		
Output 2.2: Integrated Rio Convention sectoral development plan	<ul style="list-style-type: none"> ▪ SWOT and gap analyses on selected sector development plan ▪ Integrated Rio Convention sectoral development plan ▪ Feasibility study and accompanying implementation plan to test integrated Rio Convention sector development plan ▪ Pilot project to test one small grant application of the integrated Rio Convention sector development plan implemented 	<ul style="list-style-type: none"> ▪ There is no systematic approach or institutional procedures to integrate environmental conservation priorities and Rio Convention provisions into socio-economic development planning processes ▪ Commitment to Rio Convention provisions are not evident ▪ Sector development plan that is selected does not adequately reflect Rio Convention obligations ▪ Implementation of sector development plans emphasize socio-economic priorities ▪ Test district for piloting integrated Rio Convention sector development plan enjoys 	<ul style="list-style-type: none"> ▪ Sector development plan for Rio Convention mainstreaming is selected by month 6 ▪ SWOT and gap analyses are completed by month 8 ▪ Integrated Rio Convention sector development plan peer reviewed and completed by month 12 ▪ All Rio Convention Focal Points endorse integrated Rio Convention sectoral development plan by month 13 ▪ Feasibility study and implementation plan completed by month 15 ▪ Integrated development plan, feasibility study, and implementation plan are rated as high quality.⁴ ▪ Memorandum of agreement 	<ul style="list-style-type: none"> ▪ SWOT and gap analyses studies ▪ Meeting minutes ▪ Tracking and progress reports ▪ Peer reviewer comments ▪ Integrated Rio Convention sector development plan ▪ Feasibility study ▪ Implementation plan ▪ Memorandum of Agreement ▪ Letters of support from key non-state stakeholders ▪ Official letters of endorsement from district and national 	<ul style="list-style-type: none"> ▪ Analyses are deemed legitimate, relevant, and valid among all key stakeholder representatives and project champions ▪ Development partners in Bangladesh support analytical framework ▪ High and sustained commitment at the district level as well at the national level support to test integrated development plan ▪ Project enjoys champions at the national and district levels ▪ Pilot implementation of the integrated development plan is overall successful

⁴ Ratings will be based on a set of 12 criteria on a scale of 1 to 5.

		commitment by a plurality of key stakeholders, in particular high-level government officials and civil society	<p>to test integrated development plan in one district signed by all relevant parties by month 13</p> <ul style="list-style-type: none"> Testing of the integrated development plan is underway by month 16 and completed by month 30 One small grant test applications completed by month 30 	government authorities	
Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and Assumptions
	Indicator	Baseline value	Target value and date		
Output 2.3: Integrated global environmental and sustainable development roadmap	<ul style="list-style-type: none"> Draft integrated global environmental and sustainable development roadmap is prepared Key stakeholders actively participated in the drafting of the integrated roadmap SMART indicators to measure roadmap implementation are developed Specific institutional arrangements for implementing the roadmap are identified 	<ul style="list-style-type: none"> Various approaches to implement development plans exist, but these remain either focused at the sector level per socio-economic priorities or by environmental sector or focal area There are a number of donor-funded projects that have and are supporting environmental mainstreaming, but these are largely focused on climate change 	<ul style="list-style-type: none"> Roadmap to implement the National Sustainable Development Strategy is drafted by month 22 Annotated outline of guidelines, tools and resources for roadmap implementation completed by month 24 Draft roadmap is peer reviewed by at least ten (10) independent expert reviewers and rated as high quality At least 50 representatives from the main stakeholder constituencies actively consulted on the draft roadmap 	<ul style="list-style-type: none"> Draft integrated global environmental and sustainable development roadmap Letters of support from key non-state stakeholders Official letters of endorsement from district and national government authorities Meeting minutes Tracking and progress reports 	<ul style="list-style-type: none"> Best practices from other countries are appropriately adapted for replication in Bangladesh Development partners in Bangladesh, policy-makers at the ministerial level, civil society all endorse roadmap GoB officials at all levels remain committed to institutional reforms that may be called upon by through roadmap implementation Roadmap does not become politicized Ministries and Parliament

			<ul style="list-style-type: none"> ▪ Roadmap is revised and completed per lessons learned of testing of integrated development plan in a selected sector by month 29 and validated by stakeholders by month 31 ▪ All Rio Convention Focal Points endorse roadmap for Parliamentary approval by month 32 ▪ Roadmap is submitted for endorsement by policy-makers at the ministerial level by month 33 ▪ At least 20 peer review comments submitted from diverse independent experts 	<ul style="list-style-type: none"> ▪ Peer reviewer comments ▪ Endorsement letters ▪ Parliamentary gazette journal 	agree to schedule review and parliamentary hearing to consider roadmap
Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and Assumptions
	Indicator	Baseline value	Target value and date		
Output 2.4: Lesson learned study	<ul style="list-style-type: none"> ▪ Lessons learned study of the testing of the integrated sector development plan ▪ District-level stakeholder workshop ▪ National-level stakeholder workshop 	<ul style="list-style-type: none"> ▪ Sector development plan may have been evaluated ▪ Stakeholders are unfamiliar with applied approaches to implement Rio Conventions at the district level 	<ul style="list-style-type: none"> ▪ An independent set of experts will evaluate the testing of the integrated Rio Convention sector development plan by month 32 ▪ Study is peer reviewed and rated as high quality by at least ten (10) independent expert reviewers ▪ Two (2) lessons learned 	<ul style="list-style-type: none"> ▪ Lessons learned study ▪ Meeting minutes ▪ Tracking and progress reports ▪ Peer reviewer comments ▪ Number of downloads from 	<ul style="list-style-type: none"> ▪ The lessons learned show that the project goal is attainable with on-going and sustained effort without compromising socio-economic development ▪ Stakeholders are motivated to mobilize resources to replicate

			workshops convened by month 33, one at the district level and the other at the national level ▪ Study is made widely available within four weeks of completion	Internet	best practices and lessons learned
Outcome 3: Awareness of the linkages between Rio Conventions and sustainable development is raised					
Output 3.1: Project launch and results conferences	<ul style="list-style-type: none"> ▪ One-day Kick-Off conference raises high profile of Rio Convention mainstreaming into sectoral policies and plans, and on the upcoming work to strengthen a comprehensive training programme of civil servants ▪ One-day project results conference to showcase lessons learned and opportunities for replication 	<ul style="list-style-type: none"> ▪ Awareness of Rio Convention mainstreaming is limited, with stakeholders not fully appreciating the value of conserving the global environment. 	<ul style="list-style-type: none"> ▪ One-day Kick-Off conference is held by month 3 ▪ One-day Project Results conference is held between months 32 and 34 ▪ Over 200 participants attend both conferences 	<ul style="list-style-type: none"> ▪ Conference registration lists ▪ Meeting minutes ▪ Tracking and progress reports ▪ Conference report 	<ul style="list-style-type: none"> ▪ Participation to the conference assumes that most all stakeholders will attend the conference ▪ Concurrent panel discussions will not significantly limit conference attendance ▪ Conference will further enhance support for Rio Convention mainstreaming
Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and Assumptions
	Indicator	Baseline value	Target value and date		
Output 3.2:	<ul style="list-style-type: none"> ▪ Analysis of the Bangladesh's 	<ul style="list-style-type: none"> ▪ In the past year, Bangladesh has been 	<ul style="list-style-type: none"> ▪ Programme of work on public awareness and 	<ul style="list-style-type: none"> ▪ Public awareness 	<ul style="list-style-type: none"> ▪ Development partners implementing parallel

<p>Public awareness implementation plan</p>	<p>awareness and understanding of the link between environment and development (report)</p> <ul style="list-style-type: none"> ▪ Comprehensive public awareness plan developed to organize and convene targeted activities to promote the Rio Conventions 	<p>carrying out a number of activities to promote environmental consciousness, including with support from development partners. However, these have focused on specific thematic issues</p>	<p>advocacy activities developed in cooperation with partner development agencies completed by month 4</p> <ul style="list-style-type: none"> ▪ Public awareness activities underway by month 5 (outputs 3.3-3.5) 	<p>campaign plan</p> <ul style="list-style-type: none"> ▪ Meeting minutes ▪ Tracking and progress reports 	<p>public awareness campaigns are willing to modify, as appropriate, their activities to supporting the awareness activities of the present project to create synergies and achieve cost-effectiveness</p>
<p>Output 3.3: Public awareness and educational materials</p>	<ul style="list-style-type: none"> ▪ Articles on Rio Convention mainstreaming in popular literature ▪ High school competitions on links between local behavior and the global environment ▪ High school education modules and accompanying lecture material on the global environment 	<ul style="list-style-type: none"> ▪ Articles on the Rio Conventions are being published, but in specialized literature that is largely read by environmental supporters or in the popular literature during crisis events, with few exceptions ▪ Only some high schools currently teach environmental issues once a week, with limited content 	<ul style="list-style-type: none"> ▪ At least 18 articles on Rio Convention mainstreaming published in popular literature with high circulation, at least one every 2 months, the first by month 5 ▪ Articles on Rio Convention mainstreaming are also published as brochures, at 100 copies each, and distributed to at least two high value special events, at least 9 by month 20 and at least 18 by month 32 ▪ Project plan for high school competitions on Rio Convention mainstreaming completed by month 8 ▪ High school education module on Rio Conventions 	<ul style="list-style-type: none"> ▪ Published articles ▪ Published brochures ▪ High school competition events ▪ High school education module and accompanying lecture materials ▪ Meeting minutes ▪ Tracking and progress reports ▪ Sensitization workshop reports 	<ul style="list-style-type: none"> ▪ Articles published in the popular media will be read and not skipped over ▪ Brochures will be read and the content absorbed ▪ High school competitions and education module will be popular with teachers, students, and their parents ▪ Government and schools will agree to expand environmental studies to a full course and offer in all high schools

			<p>and accompanying lecture material are completed by month 8</p> <ul style="list-style-type: none"> ▪ At least 10 high schools carry out Rio Convention mainstreaming competitions and have implemented education module by month 20 ▪ At least 20 high schools carry out Rio Convention mainstreaming competitions and have implemented education module by month 32 		
Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and Assumptions
	Indicator	Baseline value	Target value and date		
Output 3.4: Awareness-raising dialogues and workshops	<ul style="list-style-type: none"> ▪ Expert panel discussions on synergies between Rio Conventions and business ▪ Annual public constituent meetings on Rio Convention mainstreaming ▪ Awareness-raising workshop at the district level on implications of Rio Conventions to local 	<ul style="list-style-type: none"> ▪ The private sector is primarily focused on traditional approaches to maximizing profits, seeing environmental issues as an added transaction cost that reduces profits ▪ District-level government representatives are not familiar with approaches to mainstream Rio Convention into district development plans ▪ The general public in 	<ul style="list-style-type: none"> ▪ Two broad-based surveys are carried out, the first by month 5 and the second by month 30 ▪ N>500 survey respondents participate in both surveys ▪ Statistical and sociological analyses (2x) of survey results completed by month 7 (baseline) and month 32 ▪ Three (3) panel discussions, with at least 50 private sector representatives, one held 	<ul style="list-style-type: none"> ▪ Meeting minutes ▪ Tracking and progress reports ▪ Participant registration lists ▪ Awareness and sensitization workshop reports ▪ Public dialogue meeting reports ▪ Survey instrument 	<ul style="list-style-type: none"> ▪ Public attitudes towards environment are not too negative that they are willing to participate in awareness raising activities ▪ There is sufficient commitment from policy-makers to maintain long-term support to public awareness raising activities ▪ Private sector representatives are open

	<p>socio-economic priorities</p> <ul style="list-style-type: none"> ▪ Increased sensitization and understanding on Rio Convention mainstreaming values ▪ Baseline and end-of-project surveys on awareness, attitudes, values and behaviour 	<p>Bangladesh remains generally unaware or unconcerned about the contribution of the Rio Conventions to meeting and satisfying local and national socio-economic priorities</p>	<p>each year, the first by month 7</p> <ul style="list-style-type: none"> ▪ At least four district awareness workshops on Rio Convention mainstreaming and NSDS implementation, one held by month 10 and the last by month 29, with at least 50 district government representatives attending each ▪ By month 32, statistical and sociological analysis of broad-based survey shows at least 20% increase in the understanding of Rio Convention mainstreaming values and opportunities ▪ By month 32, reporting in the popular literature on Rio Convention mainstreaming shows a 10% increase over business as usual forecast 	<ul style="list-style-type: none"> ▪ Survey responses ▪ Statistical and sociological analysis reports (2x) ▪ Newspaper citations 	<p>to learn about Rio Convention mainstreaming values and opportunities, and will actively work to support project objectives</p> <ul style="list-style-type: none"> ▪ Participation to the public dialogues attracts people that are new to the concept of Rio Convention mainstreaming, as well as detractors, with the assumption that dialogues will help convert their attitudes in a positive way ▪ Survey respondents contribute their honest attitudes and values ▪ Changes in awareness and understanding of Rio Convention mainstreaming can be attributed to project activities (survey questionnaire can address this issue)
Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and Assumptions
	Indicator	Baseline value	Target value and date		
Output 3.5:	<ul style="list-style-type: none"> ▪ Websites of inter- 	<ul style="list-style-type: none"> ▪ There are websites that 	<ul style="list-style-type: none"> ▪ New website that provides 	<ul style="list-style-type: none"> ▪ Meeting minutes 	<ul style="list-style-type: none"> ▪ Interest in environmental

<p>Internet visibility of Rio Convention mainstreaming</p>	<p>ministerial training consortium members promote training courses on Rio Convention mainstreaming</p> <ul style="list-style-type: none"> ▪ A new website that serves as a form of clearing house on Rio Convention mainstreaming ▪ Facebook page on Rio Convention mainstreaming 	<p>promote environmental issues in Bangladesh, but they are focus on topical issues, such a water, energy, sea level rise, and air pollution.</p> <ul style="list-style-type: none"> ▪ The MoEF’s website contains much information, promoting similar topical issues, in particular critical donor-funded large projects on climate change ▪ No websites could be found that promoted an integrated Rio Convention and socio-economic development approach 	<p>clear guidance and best practices for Rio Convention mainstreaming by month 9</p> <ul style="list-style-type: none"> ▪ Website is regularly updated, at least once a month with new information, articles, and relevant links on Rio Convention mainstreaming. ▪ Number of visits to website shows sustained and increasing interest over the project life cycle ▪ Facebook page created by month 9 ▪ At least 3,000 Facebook likes by month 32 	<ul style="list-style-type: none"> ▪ Tracking and progress reports ▪ Survey results ▪ Website and unique site visits using site meters ▪ Facebook ‘likes’ 	<p>issues can be distinguished from rising interest on Rio Convention mainstreaming</p>
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ANNEX B: LIST OF DOCUMENTS TO BE REVIEWED BY THE EVALUATORS

October 2016 – October 2018

REPORTS		
S/L	TITLE OF THE REPORT	CONTRIBUTORS
1.	Inception report of Rio project	AS Moniruzzaman Khan
2.	Baseline Awareness Survey of the Government Officials understanding the Rio Conventions	Dr Khairul Alam, Dr Golam Sarwar M Hafijul Islam Khan AS Moniruzzaman Khan Suriya Ferdous
3.	Comprehensive Assessment of Current Skillset and Training Needs on Rio Conventions in the Public Training Institutes of Bangladesh	Md. Aftab Uddin Khan AS Moniruzzaman Khan Suriya Ferdous
4.	Good Practices and Innovations of the Rio Conventions in Bangladesh	Md. Ziaul Haque Md Shamsuddoha Dr Khairul Alam Dr Golam Sarwar M Hafijul Islam Khan AS Moniruzzaman Khan Suriya Ferdous
5.	Public Awareness Plan for National Capacity Development for Implementing Rio Conventions through Environmental Governance	Nazrul Islam AS Moniruzzaman Khan
6.	Communication Plan for Rio at Public Training Institutes in Bangladesh	Nazrul Islam AS Moniruzzaman Khan
7.	Review Report on Existing Policy and Plan Addressing Rio Conventions Obligations into the Current Policy Framework in Bangladesh	Dr. Md. Jahangir Alam
8.	Assessment Report on Assess the linkage of Rio Convention obligations to achieve the SDG in Bangladesh context	Dr. Md. Jahangir Alam
9.	Assessment Report on the Current Skillset and Identify Training Needs of the Selected District to Mainstream Rio Conventions in District Level Planning	Dr. Md. Jahangir Alam
10.	Analytical Framework for Integrating Rio Conventions Obligations into Sectoral Policies and Planning in Bangladesh	Md. Ziaul Haque Dr Khairul Alam Dr Golam Sarwar M Hafijul Islam Khan

		AS Moniruzzaman Khan Suriya Ferdous
11.	Feasibility Analysis and Implementation Plan for Integrating the Rio Conventions in the Hakaluki Haor, Moulvibazar, Bangladesh	Md. Ziaul Haque Dr Khairul Alam Dr Golam Sarwar M Hafijul Islam Khan AS Moniruzzaman Khan Suriya Ferdous

TRAINING MODULE

S/L	TITLE OF THE REPORT	CONTRIBUTORS
12.	Training Module on Rio Conventions	<p>Members of the Review Committee: Dr Nurul Quadir, Additional Secretary, MoEF Mr. Mahbub Hossain, Additional Secretary, MoLGRD Dr. Sultan Ahmed, Director General, DoE Prof Dr. Ainun Nishat, BRAC University Dr. Fazle Rabbi Sadek Ahmad, Director, PKSf Md. Shamsur Rahman, Deputy Secretary, MoEF</p> <p>Advisory: Md. Ziaul Haque AS Moniruzzaman Khan</p> <p>Contributor: Dr. Md. Khairul Alam Dr. Md. Golam Mahabub Sarwar M Hafijul Islam Khan Suriya Ferdous</p>

PROCEEDINGS

S/L	TITLE OF THE REPORT	CONTRIBUTORS
13.	Proceedings of the Inception Workshop	Dr. Md. Jahangir Alam AS Moniruzzaman Khan Suriya Ferdous
14.	Proceedings of Consultation Workshop on Rio Conventions with Public Training Institutes	Dr. Md. Jahangir Alam AS Moniruzzaman Khan

		Suriya Ferdous
15.	Planning Workshop of Rio Project	Dr. Md. Jahangir Alam AS Moniruzzaman Khan Suriya Ferdous
16.	Key Discussions and Recommendations of the Expert Consultations on Issues related to Rio Conventions Project	Md. Ziaul Haque AS Moniruzzaman Khan Suriya Ferdous
17.	Meeting Notes of Consultation Workshop on Rio Conventions Awareness Plan with the Journalists	AS Moniruzzaman Khan Suriya Ferdous
18.	Key Discussion and Decisions of the Focal Person Meeting	Md. Ziaul Haque AS Moniruzzaman Khan Suriya Ferdous
19.	Proceedings of Knowledge Sharing Workshop on Rio Conventions for Department of Environment (DoE) Officials	AS Moniruzzaman Khan Suriya Ferdous

MEETING MINUTES

S/L	TITLE OF THE REPORT	CONTRIBUTORS
20.	1 st Meeting of Project Steering Committee	Md. Ziaul Haque AS Moniruzzaman Khan
21.	2 nd Meeting of Project Steering Committee	Md. Ziaul Haque AS Moniruzzaman Khan
22.	1 st Meeting of Project Implementation Committee	Md. Ziaul Haque AS Moniruzzaman Khan
23.	2 nd Meeting of Project Implementation Committee	Md. Ziaul Haque AS Moniruzzaman Khan Suriya Ferdous
24.	1 st Meeting of Review Committee of the Training Module on Rio Conventions	AS Moniruzzaman Khan Suriya Ferdous
25.	2 nd Meeting of Review Committee of the Training Module on Rio Conventions	AS Moniruzzaman Khan Suriya Ferdous
26.	Decisions of the Project Meeting on 31 July 2018	AS Moniruzzaman Khan Suriya Ferdous
27.	Decisions of the Project Meeting on 17 July 2018	AS Moniruzzaman Khan Suriya Ferdous

TECHNICAL NOTES

S/L	TITLE OF THE REPORT	CONTRIBUTORS
28.	Traditional Knowledge and Practices in Biodiversity Conservation in Chittagong Hill Tracts, Bangladesh: A Framework Strategy	Dr Khairul Alam
29.	Exploring Enabling Policy Environment to Implement Nationally Determined Contribution (NDCs) in Bangladesh	M Hafijul Islam Khan
30.	Enabling Gender-responsive Implementation of United Nations Convention to Combat Desertification (UNCCD) in Bangladesh	Dr Golam Sarwar
31.	Survey note of reconnaissance visit to Hakaluki Hoar, Kulaura Juri upazila of Moulvibazar District and Fenchuganj upazila of Sylhet district	Suriya Ferdous

PROGRESS REPORT

S/L	TITLE OF THE REPORT	CONTRIBUTORS
32.	UNDP Annual Progress Report 2017	AS Moniruzzaman Khan Farhad Alam Suriya Ferdous
33.	GEF Annual Project Report 2018	AS Moniruzzaman Khan Md Mahbubur Rahman Mohammad Rezaul Haque Farhad Alam Suriya Ferdous
34.	Project Monitoring and Evaluation Plan 2017	AS Moniruzzaman Khan Farhad Alam Suriya Ferdous
35.	Project Monitoring and Evaluation Plan 2018	AS Moniruzzaman Khan Farhad Alam Suriya Ferdous

ANNEX C: EVALUATION QUESTIONS

This is a generic list, to be further detailed with more specific questions by CO and UNDP GEF Technical Adviser based on the particulars of the project.

Evaluative Criteria Questions	Indicators	Sources	Methodology
Relevance: How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?			
<ul style="list-style-type: none"> What activities undertaken by the project for strengthening of capacities to implement the Rio Conventions through improved national environmental management 	<ul style="list-style-type: none"> Number of capacity building activities undertaken 	<ul style="list-style-type: none"> Project report, media coverage, newsletter of Public Training Institutes, UNDP Monthly E-bulletin 	<ul style="list-style-type: none"> Desk review, Key informant Interview (KII)
<ul style="list-style-type: none"> Which national level stakeholders and partners are involved in this project? 	<ul style="list-style-type: none"> Number and name of stakeholders and partners are involved 	<ul style="list-style-type: none"> Project report, proceedings 	<ul style="list-style-type: none"> Desk review, KII
<ul style="list-style-type: none"> Linking to development and environmental priorities, how the project has strengthened capacities at local, regional and national levels? 	<ul style="list-style-type: none"> Number of knowledge sharing workshops facilitated Number of national reporting assisted 	<ul style="list-style-type: none"> Project report, proceedings, media coverage, UNDP monthly E-bulletin 	<ul style="list-style-type: none"> Desk review, KII
<ul style="list-style-type: none"> Linking to development and environmental priorities, how the project has strengthened capacities at local level? 	<ul style="list-style-type: none"> Number of good practices and innovation on Rio Conventions identified 	<ul style="list-style-type: none"> Good practice and innovations report 	<ul style="list-style-type: none"> Desk review
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?			
<ul style="list-style-type: none"> How the project has enhanced the institutional capacities to mainstream the Rio Conventions? 	<ul style="list-style-type: none"> Number of institutes received training Number of officials received trainings 	<ul style="list-style-type: none"> Project report, media coverage, meeting minutes, newsletter of Public Training Institutes, UNDP Monthly E-bulletin 	<ul style="list-style-type: none"> Desk review, KII, spot checking
<ul style="list-style-type: none"> How the project has mainstreamed the Rio Conventions into human resource development? 	<ul style="list-style-type: none"> Number of modules on Rio Conventions incorporated into training curriculum of the public training institutes 	<ul style="list-style-type: none"> Official correspondence, course schedule, 	<ul style="list-style-type: none"> Desk review, KII, spot checking

		project reports, media coverage	
<ul style="list-style-type: none"> What activities has been implemented for raising awareness regarding linkages between Rio Conventions and sustainable development 	<ul style="list-style-type: none"> Number of communication plans developed Number of knowledge sharing workshop organized Number of sensitization workshop organized Number of awareness and educational materials developed Number of like/ follow on facebook Number of view on Youtube 	<ul style="list-style-type: none"> Project report, proceedings, media coverage, newsletter of Public Training Institutes, UNDP Monthly E-bulletin, IEC materials, pictures, participant's list 	<ul style="list-style-type: none"> Desk review, KII, spot checking
Efficiency: Was the project implemented efficiently, in-line with international and national norms and standards?			
<ul style="list-style-type: none"> Was there any delay in project start? 	<ul style="list-style-type: none"> Date of signing and actual commencement 	<ul style="list-style-type: none"> Proposal document Inception report 	<ul style="list-style-type: none"> Desk review
<ul style="list-style-type: none"> Was the project sufficiently staffed? 	<ul style="list-style-type: none"> Number of staff 	<ul style="list-style-type: none"> Proposal document Inception report 	<ul style="list-style-type: none"> Desk review
<ul style="list-style-type: none"> Was there any difficulty emerged in implementation due to delayed fund release? 	<ul style="list-style-type: none"> Date of fund requested and received 	<ul style="list-style-type: none"> Financial report 	<ul style="list-style-type: none"> Desk review
<ul style="list-style-type: none"> Is gender-sensitivity properly addressed in project implementation? 	<ul style="list-style-type: none"> Percentage of female representation 	<ul style="list-style-type: none"> Project report, proceedings, pictures, participant's list 	<ul style="list-style-type: none"> Desk review, spot check
Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?			
<ul style="list-style-type: none"> To what extent the associated public training institutes will continue conducting training on Rio Conventions? 	<ul style="list-style-type: none"> Number of training institutes 	<ul style="list-style-type: none"> Project reports, Curriculum, course schedule 	<ul style="list-style-type: none"> Desk review and KII
<ul style="list-style-type: none"> What is the possibility for continued functioning of the Focal Person Group? 	<ul style="list-style-type: none"> Number of meetings held 	<ul style="list-style-type: none"> Project reports, meeting minutes 	<ul style="list-style-type: none"> Desk review and KII
<ul style="list-style-type: none"> How the Rio Conventions will be integrated into the planning system of Bangladesh? 	<ul style="list-style-type: none"> Number of planning document prepared 	<ul style="list-style-type: none"> Project reports, official correspondence 	<ul style="list-style-type: none"> Desk review
Impact: Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?			

<ul style="list-style-type: none"> • To what extent the project has enabled mainstreaming the Rio Conventions in capacity building of public training institutes? 	<ul style="list-style-type: none"> • No of trainings on Rio Conventions undertaken by the public training institutes 	<ul style="list-style-type: none"> • Project reports, academy bulletin, proceedings, training report, participants list 	<ul style="list-style-type: none"> • Desk review
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ANNEX D: RATING SCALES

<p>Ratings for Outcomes, Effectiveness, Efficiency, M&E, I&E Execution</p> <p>6: Highly Satisfactory (HS): no shortcomings 5: Satisfactory (S): minor shortcomings 4: Moderately Satisfactory (MS) 3: Moderately Unsatisfactory (MU): significant shortcomings 2: Unsatisfactory (U): major problems 1: Highly Unsatisfactory (HU): severe problems</p>	<p>Sustainability ratings:</p> <p>4. Likely (L): negligible risks to sustainability 3. Moderately Likely (ML): moderate risks 2. Moderately Unlikely (MU): significant risks 1. Unlikely (U): severe risks</p>	<p>Relevance ratings</p> <p>2. Relevant (R) 1. Not relevant (NR)</p> <p>Impact Ratings:</p> <p>3. Significant (S) 2. Minimal (M) 1. Negligible (N)</p>
<p><i>Additional ratings where relevant:</i> Not Applicable (N/A) Unable to Assess (U/A)</p>		

ANNEX E: EVALUATION CONSULTANT CODE OF CONDUCT AND AGREEMENT FORM

Evaluators:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form⁵

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: _____

Name of Consultancy Organization (where relevant): _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at *place* on *date*

Signature: _____

⁵www.unevaluation.org/unegcodeofconduct

ANNEX F: EVALUATION REPORT OUTLINE⁶

- i. Opening page:
 - Title of UNDP supported GEF financed project
 - UNDP and GEF project ID#s.
 - Evaluation time frame and date of evaluation report
 - Region and countries included in the project
 - GEF Operational Program/Strategic Program
 - Implementing Partner and other project partners
 - Evaluation team members
 - Acknowledgements
- ii. Executive Summary
 - Project Summary Table
 - Project Description (brief)
 - Evaluation Rating Table
 - Summary of conclusions, recommendations and lessons
- iii. Acronyms and Abbreviations
(See: UNDP Editorial Manual⁷)
1. Introduction
 - Purpose of the evaluation
 - Scope & Methodology
 - Structure of the evaluation report
2. Project description and development context
 - Project start and duration
 - Problems that the project sought to address
 - Immediate and development objectives of the project
 - Baseline Indicators established
 - Main stakeholders
 - Expected Results
3. Findings
(In addition to a descriptive assessment, all criteria marked with (*) must be rated⁸)
- 3.1 Project Design / Formulation
 - Analysis of LFA/Results Framework (Project logic /strategy; Indicators)
 - Assumptions and Risks
 - Lessons from other relevant projects (e.g., same focal area) incorporated into project design
 - Planned stakeholder participation
 - Replication approach
 - UNDP comparative advantage
 - Linkages between project and other interventions within the sector
 - Management arrangements
- 3.2 Project Implementation
 - Adaptive management (changes to the project design and project outputs during implementation)
 - Partnership arrangements (with relevant stakeholders involved in the country/region)

⁶The Report length should not exceed 40 pages in total (not including annexes).

⁷ UNDP Style Manual, Office of Communications, Partnerships Bureau, updated November 2008

⁸ Using a six-point rating scale: 6: Highly Satisfactory, 5: Satisfactory, 4: Marginally Satisfactory, 3: Marginally Unsatisfactory, 2: Unsatisfactory and 1: Highly Unsatisfactory, see section 3.5, page 37 for ratings explanations.

- Feedback from M&E activities used for adaptive management
- Project Finance:
- Monitoring and evaluation: design at entry and implementation (*)
- UNDP and Implementing Partner implementation / execution (*) coordination, and operational issues

3.3 Project Results

- Overall results (attainment of objectives) (*)
- Relevance (*)
- Effectiveness & Efficiency (*)
- Country ownership
- Mainstreaming
- Sustainability (*)
- Impact

4. Conclusions, Recommendations & Lessons

- Corrective actions for the design, implementation, monitoring and evaluation of the project
- Actions to follow up or reinforce initial benefits from the project
- Proposals for future directions underlining main objectives
- Best and worst practices in addressing issues relating to relevance, performance and success

5. Annexes

- ToR
- Itinerary
- List of persons interviewed
- Summary of field visits
- List of documents reviewed
- Evaluation Question Matrix
- Questionnaire used and summary of results
- Evaluation Consultant Agreement Form

ANNEX G: EVALUATION REPORT CLEARANCE FORM

(to be completed by CO and UNDP GEF Technical Adviser based in the region and included in the final document)

Evaluation Report Reviewed and Cleared by	
UNDP Country Office	
Name: _____	
Signature: _____	Date: _____
UNDP GEF RTA	
Name: _____	
Signature: _____	Date: _____