



GLOBAL ENVIRONMENT FACILITY  
UNITED NATIONS DEVELOPMENT PROGRAMME



TERMS OF REFERENCE

**TERMINAL EVALUATION OF INTEGRATING COMMUNITY-BASED ADAPTATION INTO  
AFFORESTATION AND REFORESTATION PROGRAMMES IN BANGLADESH**

<b>Project Title:</b>	Integrating Community-based Adaptation into Afforestation and Reforestation in Bangladesh (ICBAAR)
<b>Functional Title:</b>	International Consultant and National Consultant for Terminal Evaluation
<b>Duration:</b>	Estimated 30 days (per consultant) over a period of November 2020 -January 2021, including field mission to Bhola, Noakhali, Barguna, Patuakhali, and Pirojpur (two districts out of five).

---

## 1. INTRODUCTION

In accordance with UNDP and GEF M&E policies and procedures, all full and medium-sized UNDP-supported GEF financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. This Terms of Reference (TOR) sets out the expectations for the TE of the full-sized project titled *the Integrating Community-based Adaptation into Afforestation and Reforestation Programmes (ICBAARP) in Bangladesh* (PIMS 4878) implemented through Bangladesh Forest Department, Ministry of Environment, Forest and Climate Change (MoEFCC). The project started on 27 May 2015 as per project document. The actual work began on 22 March 2017 and is in its 4<sup>th</sup> year of implementation. The TE process must follow the guidance outlined in the document [‘Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects’](#).

## 2. PROJECT BACKGROUND AND CONTEXT

Bangladesh is one of the most climate vulnerable countries in the world. The country has frequently had damages from cyclones, floods, and storm due to the adverse impact of climate change. Around 35 million

people who are living in 19 coastal districts of the country are at the highest level of climate risks. Experts suspected that due to global warming, 10-15% Bangladesh's land could be inundated by 2050, resulting in over 25 million climate refugees from the coastal districts. 'Integrating Community-based Adaptation into Afforestation and Reforestation (ICBA-AR) Programme in Bangladesh' has been designed and implemented to reduce vulnerabilities and hazards of such extreme weather events. The objective of the programme is to reduce climate vulnerability of local communities through participatory planning, community-based management, integration of climate resilient livelihoods and diversification of species in afforestation and reforestation programme.

Coastal greenbelt has been an important strategy for reducing the vulnerability of the coastal populations to climate-related hazards in Bangladesh and the country has had experience in coastal afforestation and reforestation over five decades. Over 200,000 ha of mangroves have been planted along the coast since the 1960s. However, successes of afforestation and reforestation have been highly variable due to a range of institutional, technical, socio-economic and environmental factors that have affected their long-term sustainability. A number of barriers currently prevent realization of the full adaptive potential of coastal greenbelts, including an underlying incentive structure that drives people to exploit and degrade coastal forests rather than preservation. The Least Developed Countries Fund (LDCF) support will be used to help the Government of Bangladesh (GoB) to overcome these barriers through complementary measures in order to reduce the vulnerability of communities to the adverse impacts of climate change in the coastal zone through participatory design, community-based management and diversification of afforestation and reforestation programmes. The project has been designed to complement a major new programme on coastal afforestation and reforestation funded by the Bangladesh Climate Change Resilience Fund (BCCRF).

Project Component 1 addresses existing barriers in relation to lack of livelihood diversification and coastal forest diversification, both of which adversely impact coastal forest sustainability. Component 1 seeks to reduce the vulnerability of local communities in new afforestation and reforestation sites through livelihood diversification by a) linking livelihood diversification interventions to improved coastal forest stewardship and b) diversifying coastal plantations to increase their ecological and social sustainability by becoming more heterogeneous and dense and by increasing a range of tangible benefits the forests can provide. Component 2 seeks to strengthen community engagement and ownership of forestry-based adaptation and climate risk reduction programmes by developing and demonstrating effective co-management and benefit-sharing for coastal greenbelt plantations. Finally, while mangrove greenbelts are important adaptation measures for coastal areas, there will always remain a need for complementary measures to further protect human lives and livelihoods assets in the face of extreme climate events. In recognition of this, the third Project Component focuses on protection of communal livelihood assets in afforestation and reforestation sites from extreme climate events through effective early warning and preparedness planning. Altogether, over 60,000 vulnerable people will benefit from a range of LDCF-supported interventions. Capacity development of local communities and key government actors is central to the project approach and will enhance the long-term sustainability of project impacts.

Furthermore, the project will leverage strategic partnerships with the Bangladesh Climate Change Resilience Fund (BCCRF)-supported project title Climate Resilient Participatory Afforestation and Reforestation Project (CRPARP), USAID supported Climate Resilient Ecosystems and Livelihoods project

(CREL) and the GoB's Comprehensive Disaster Management Programme(CDMP-I &II), also supported by UNDP, to promote scale up and replication of successful strategies.

The objective of the project is to reduce poverty and hunger for poor people living on newly accreted coastal chars through the following outcomes and corresponding outputs:

**Outcome 1:** Vulnerability of communities in new afforestation and reforestation sites reduced through diversified livelihood options and more effective greenbelts

Output 1.1 Community-based adaptation and livelihood diversification measures are integrated with baseline afforestation and reforestation activities in 4 districts

Output 1.2 Diversified trial plantations of up to 10 mangrove and non-mangrove varieties established in 4 districts to increase the adaptive capacity of greenbelt structures on accreted lands

**Outcome 2:** Strengthened community involvement in, and ownership of, forestry-based adaptation and climate risk reduction programmes.

Output 2.1 Existing systems of participatory natural resource management applied to strengthen the climate resilience of coastal afforestation/reforestation programmes

Output 2.2 A forest product benefit sharing agreement between coastal communities and national government developed and adopted

Output 2.3 Awareness and capacity of local communities and government staff to promote coastal greenbelt co-management and benefit sharing improved

**Outcome 3:** Communal livelihood assets in afforestation and reforestation sites are protected from extreme climate events through effective early warning and preparedness planning

Output 3.1 Strengthened cyclone preparedness programme (CPP) network capacity for effective early warning communications for extreme climate events in coastal afforestation sites

Output 3.2 Communal livelihood assets in new afforestation and reforestation sites are protected from extreme climate events through dedicated disaster preparedness and risk reduction measures.

### ***ICBAAR Performance***

ICBAAR project has delivered sustainable innovative interventions in response to the need of their target beneficiaries and partners in the remote coastal project sites. ICBAAR 's contributions are as below:

*Outcome 1: Vulnerability of communities in new afforestation and reforestation sites reduced through diversified livelihood options and more effective greenbelts*

ICBAAR has already provided climate resilient livelihood support to 7,740 (90%) out of the total target of 8,600 Households (HHs) by 2019. Project is currently implementing support for 900 HHs for climate resilient livelihood (agricultural and fisheries) options including training. Among these, 360 HHs have been selected to receive training and input support for 3FV model livelihood support, 240 HHs for agriculture-based climate resilient support and 300 HHs for fisheries-based climate resilient livelihood. These interventions are expected to be completed by September 2020. Therefore, ICBAAR will overachieve the intended target by September 2020.

ICBAAR project has been introducing innovative and climate resilient livelihood options for the coastal population over the years as promised. These climate resilient innovations emphasizing nature-based solutions address vulnerability and diverts dependency of the coastal people on the greenbelt. Innovative livelihood options like Sorjone culture, Cage culture, 'Fish-Fruit-Forest and Vegetable' (3FV model), 'Fish-Fruit-Duck (2FVD) model, Fish culture through bio flock, etc., have enabled the vulnerable beneficiaries to ensure year-round benefits. (in some case one-time inputs are also able to bring benefits for 2-5 years).

The strongest attribute of these climate resilient livelihood interventions is that it has been implemented through the government partners fully utilizing their expertise in the relevant departments - Department of Agricultural Extension, Department of Fisheries, Department of Livestock and Forest Department. Joint monitoring and supervision of the interventions have established ownership and knowledge management within the departments ensuring sustainability of project interventions. ICBAAR project interventions are not only widely accepted by the Government of Bangladesh, it has also received international recognition on multiple occasions.

In addition, 572,000 mangrove seedlings of 12 robust, saline-tolerant species have been planted in 650 ha of degraded mangroves area, as well as 350 ha. for gap plantation to strengthen the greenbelts.

#### *Outcome 2: Strengthened community involvement in, and ownership of, forestry-based adaptation and climate risk reduction programmes*

After revision of interventions for the above outcomes as per mid-term review (MTR) recommendation and Project Steering Committee (PSC) meeting decision, 20 Forest Resource Protection Groups (FRPGs) of 600 members (261 M, 339 F) have been formed and trained. As direct benefits from the coastal forest under a formal benefit-sharing scheme will not be realistic which is mentioned above, the FRPG members will be made responsible for the protection of coastal forest providing Micro Capital Grant (MCG) to each FRPG. MCG revolving fund collection is currently approximately US\$ 40,000 in 18 FRPG. A formal MoU regarding FRPG's roles in forest conservation with Forest Department is now also under process to ensure sustainability of the formed groups and their activities.

#### *Outcome 3: Communal livelihood assets in afforestation and reforestation sites are protected from extreme climate events through effective early warning and preparedness planning*

Except for the Killa (raised earthen platform to save livestock during disaster) construction (which is under process), the project has achieved all intended targets under this outcome. ICBAAR has overachieved the objective of this outcome through improvement of embankment and drainage facilities for over 50 km by repairing 20 sluice gates and canal re-excavation. (double the original target of 25 km). The project provided 150 raised tube wells to ensure fresh-water availability and necessary equipment for CPP which played crucial roles during the cyclone seasons. 4 Killa construction (out of 6 planned for 2020) have been completed, and the remaining 2 is near completion. The project plans to conduct additional plantation and dyke construction for qualitative enhancement - like income generation option for FRPG & Co-management committee (CMC), physical longevity and sustainability of all the killas. The intervention is expected to be completed by November 2020.

ICBAAR project has also undertaken additional interventions for protection of communal assets through CMC like construction of Community Resource Centers (CRC), Adaptation Learning Centre (ALC). CMC has undertaken initiative to build climate resilient cluster villages and implemented about 30% of the planned initiatives where forest resources protection is one of the prime objectives. These interventions are expected to be completed by November 2020. These interventions will bring provisions for sustainable benefits for the coastal population.

### ***Crosscutting Issues: Gender***

Gender focused project intervention, representation and communication are core strategies undertaken in the project. 50% of the project livelihood beneficiaries are female. Interventions were designed to provide innovative livelihood options suitable for women, including the floating garden, vegetables production in sacs, Khaki Campbell duck farming, 2FVD model of vegetable production and fisheries, the hydroponic fodder grass production etc. which requires less space and can be grown in the backyard. Steady livelihood options support economic empowerment of these very poor women in the remotest islands.

On top of economic empowerment, FRPG membership allows local women to raise their voice in natural resource management and governance. That is why 56.5% FRPG members are female, and thus women are both contributor and beneficiaries to FRPG savings scheme.

Project sites are located in the remote islands, where men tend to go to nearby cities to work as labors or go to sea for caching fish, and women stay back at home. Socio-economic empowerment of women is vital to adaptation and sustainability of nature-based solutions to divert livelihood dependency from the greenbelt and to develop resilience in these project sites.

Since women are undermined in the coastal areas, remarkably due to lack of education along social and cultural barriers, the project helped to foster changes in the situation. Now female beneficiaries are participating in upazila level government meetings and national level seminars and symposium to share their needs for gender equality at the grassroots.

The project intervention led to an increase in women's income as over 50% livelihood support of the project is focused on women. Women are the key beneficiaries of the livelihood's interventions of the project, which led to better adaptive capacity and increased resilience for them and their families. Besides the earnings, livelihood trainings enabled women to increase their knowledge and skills and earn and invest for themselves. Women are also aware about their rights.

### ***Risks and Reasons for extension***

The implementation modality of this project is very complex in nature due to remoteness of project location, diverse implementing partners, and seasonal variation. The project is implemented through 7 different government departments and an NGO in very remote sites (islands), which is highly dependent on seasonal variation.

The COVID-19 pandemic has created a new level of social insecurity and adversely affected project implementation as originally planned. 7 different government implementing partners are being engaged in COVID-19 crisis management. Limited market access and overall countrywide lockdown have delayed

important activities like the Adaptation Learning Centre, Killa (raised earthen platform to protect livestock during disaster), Forest, Fruit, Fish and Vegetable (3FV) model at homestead level, and implementation of numerous climate resilient interventions at cluster villages.

In addition, due to remoteness of project sites (islands), seasonal variation has had a significant impact on delivery of project activities. In particular, transportation of construction materials from the mainland to islands and earth-work based construction has been significantly challenging. Some of the earthworks are time consuming, procurement/tendering formalities are lengthy and requires significant laborer's/community involvement. COVID-19 situation is seriously hampering and will continue to hamper the completion of the overall process and implementation as well. The project has therefore applied and received a 3-month extension till March 2021.

<b>Funded by:</b>	Global Environment Facility (GEF)
<b>Bangladesh National Counterparts:</b>	Ministry of Environment, Forest and Climate Change (MoEFCC) Forest Department (FD)
<b>Partnerships:</b>	Department of Agricultural Extension (DAE) Department of Fisheries (DoF) Department of Livestock Service (DLS) Bangladesh Water Development Board (BWDB) Cyclone Preparedness Programme (CPP) Co-Management Committee (CMC) Partner NGO: Nature Conservation and Management (NACOM)
<b>Project Locations:</b>	5 Coastal Districts of Bangladesh: Barguna, Bhola, Noakhali, Patuakhali, Pirojpur 8 Upazilas: Patharghata, Charfassion, Monpura, Tazumuddin, Hatiya, Galachipa, Rangabali, Bhandaria.
<b>CPD Output:</b>	<b>(CPD Outcome 3) Enhance effective management of the natural and man-made environment focusing on improved sustainability and increased resilience of vulnerable individuals and groups.</b> <b>(CPD Output 3.1)</b> Government institutions have improved capacities, and institutional and legal frameworks to respond to and ensure resilient recovery from earthquakes, weather extremes, and environmental emergencies <b>(CPD Output Indicator 3.1.3)</b> Number of women and men with increased resilience at the household and community level.
<b>SP Output:</b>	<b>(SP Outcome 1) Advance Poverty Eradication in all its forms and dimensions</b> <b>(SP Output 1.4.1)</b> Solutions scaled up for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains
<b>SDG Target:</b>	<b>(SDG Goal 13) Take urgent action to combat climate change and its impacts</b> (SDG Target 13.1) Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries <b>(SDG Goal 15) Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss</b> <b>(SDG Target 15.2)</b> By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally
<b>Project Starting Date (DD/MM/YYYY):</b>	Officially initiated date: 22 March 2017 (Pro-Doc starting date: March 2015)

<b>Original Completion Date (DD/MM/YYYY):</b>	30 April 2019	<b>Expected Completion Date (DD/MM/YYYY):</b>	30 March 2021
<b>Project Budget (USD):</b>	\$5,650,000	<b>Fund Received (USD):</b>	\$5,650,000
<b>GEF Project ID</b>	4700	<b>PIMS</b>	4878
<b>Award ID</b>	00075892	<b>Project ID</b>	00087558
<b>Country</b>	Bangladesh	<b>Region</b>	Asia Pacific
<b>Focal Area</b>	Climate Resilient Adaptation		

**3. TE PURPOSE**

The TE report will assess the achievement of project results (both at outcome and output level) against what was expected to be achieved, and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TE report promotes accountability and transparency and assesses the extent of project accomplishments. The TE is part of UNDP Bangladesh Country Office Evaluation Plan (2017-2021).

Detailed objectives of terminal evaluation are as follows:

- Assess to what extent ICBAAR project has contributed to address the needs and problems identified during programme design.
- Assess how effectively ICBAAR project has achieved its stated development objective and purpose;
- Measure how efficiently the ICBAAR outcomes and outputs have progressed in attaining the development objective and purpose of the project;
- Assess both negative and positive factors that have facilitated or hampered progress in achieving the project outcomes, including external factors/environment, weakness in design, management and resource allocation;
- Assess the extent to which the application of the rights-based approach and gender mainstreaming are integrated within planning and implementation of the ICBAAR project;
- Identify and document substantive lessons learned, good practices and also opportunities for scaling up the future ICBAAR project in Bangladesh;
- Provide forward looking programmatic recommendations for the ICBAAR project.

The evaluation will focus on six key evaluation criteria: relevance, efficiency, effectiveness, potential impact, sustainability, and coherence. The evaluation should provide credible, useful, evidence-based information which enables timely incorporation of its findings, recommendations and lessons into decision making processes of UNDP and key stakeholders as well as assess the potential of the next phase of the project. The evaluation will cover the time span from 22<sup>nd</sup> March 2017 (the beginning of the ICBAAR) to date.

The primary users of the evaluation results will be UNDP and GEF, but the evaluation results will equally be useful to relevant Government of Bangladesh ministries, development partners and donors.

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.

#### **4. TE APPROACH AND METHODOLOGY**

The TE report must provide evidence-based information that is credible, reliable and useful.

The TE team will review all relevant sources of information including documents prepared during the preparation phase (i.e. Project Identification Form (PIF), UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP), the Project Document, Annual Work Plans, project reports including annual Project Implementation Report (PIRs), progress reports, project budget revisions, lesson learned reports, study/survey reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based evaluation. The TE team will review the baseline and midterm GEF focal area Core Indicators/Tracking Tools submitted to the GEF at the CEO endorsement and midterm stages and the terminal Core Indicators/Tracking Tools that must be completed before the TE field mission begins.

The evaluation will adopt mix methods of qualitative and quantitative approach in data collection and analysis, including key informant interviews and focus group discussions. Collected data and information will be triangulated by multiple data sources and evidence.

The TE team is expected to follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), Implementing Partners, the UNDP Country Office(s), the Regional Technical Advisor(RTA), direct beneficiaries and other stakeholders.

Engagement of stakeholders is vital to a successful TE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to the Ministry of Environment, Forest and Climate Change, Forest Department, Department of Agricultural Extension, Department of Fisheries, Department of Live Stock, Bangladesh Water Development Board, Department of Disaster Management and relevant government stakeholders at both national and local level, Partner NGO-NACOM, CMC (Co-management committee), FRPG members and CPP (members task team/component leaders), project beneficiaries, National Project Director, Project Directors of partners, key experts and consultants in the subject area, Project Board, academia, local government and local leaders, etc.

Additionally, the TE team is expected to conduct field missions to two districts out of five, including Noakhali, Bhola, Barguna, Patuakhali and Pirojpur (Upazila- Hatiya, Charfassion, Monpura, Tazumuddin, Patharghata, Galachipa, Rangabali, and Bhandaria). These two districts will be identified in consultation with relevant stakeholders during the inception phase. Key Informant Interviews and Focus Group Discussions are expected to gather data and information from local stakeholders at the project sites, including project beneficiaries and local administrations.



Data collection should consider the COVID-19 situation in the country at the time of evaluation. In case if part of the evaluation is to be carried out virtually then consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely. Due to COVID-19 situation, an International consultant is expected to work remotely with the support of a national evaluator in the field. No stakeholders, consultants or UNDP staff should be put in harm's way and safety is a key priority in this regard.

The specific design and methodology for the TE should emerge from consultations between the TE team and the above-mentioned parties regarding what is appropriate and feasible for meeting the TE purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The TE team must use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the TE report.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation must be clearly outlined in the TE Inception Report and be fully discussed and agreed between UNDP, stakeholders and the TE team.

Evaluation Criteria Matrix (evaluation criteria with key questions, indicators, sources of data, and methodology) and key informant interview (KII) checklist need to be developed as part of the TE Inception Report. Refer to Annex D of this ToR for evaluation criteria matrix template.

The final report must describe the full TE approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the evaluation.

### **Gender and Human Rights based Approach**

Gender analysis must also be incorporated in the terminal evaluation to measure how gender aspects have been incorporated in the project design/implementation and to what extent the project contributes to promotion of gender equality and empowerment in the project areas, which are geographically isolated in the country. Interviews must cover and focus on female beneficiaries to see the impact of the projects on their livelihood and socio-economic status. The consultant team is also expected to develop detailed methodology on gender analysis and incorporate it in the inception report.

In addition, the methodology used in the terminal evaluation, including data collection and analysis methods should be human rights and gender-sensitive to the greatest extent possible, with evaluation data and findings disaggregated by sex, ethnicity, age, etc. Detailed analysis on disaggregated data will be undertaken as part of terminal evaluation from which findings are consolidated to make recommendations and identify lessons learned for enhanced gender-responsive and rights-based approach of the project.

These evaluation approach and methodology should consider different types of groups in the ICBAAR project intervention, including women, minorities, vulnerable groups, and people in hard to reach areas.

The evaluators are requested to review *UNEG's Guidance in Integrating Human Rights and Gender Equality in Evaluation* during the inception phase<sup>1</sup>.

## 5. DETAILED SCOPE OF THE TE

The TE will assess project performance against expectations set out in the project's Logical Framework/Results Framework (see ToR Annex A). The evaluation will at a minimum cover the criteria of: **relevance, effectiveness (results/achievements towards objective and expected outcome), impact, efficiency, sustainability (financial, socio-economic, institutional framework & governance)**. Ratings must be provided on the following performance criteria. The completed table must be included in the evaluation executive summary. The timeframe of terminal evaluation covers the beginning of the project (including project design stage) to the time when terminal evaluation is initiated. The TE will assess results according to the criteria outlined in the Guidance for TEs of UNDP-supported GEF-financed Projects (['Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects'](#))

The Findings section of the TE report will cover the topics listed below. A full outline of the TE report's content is provided in Annex C of this ToR.

The asterisk “(\*)” indicates criteria for which a rating is required.

### Findings

- i. Project Design/Formulation
  - National priorities and country drivenness
  - Theory of Change
  - Gender equality and women's empowerment
  - Social and Environmental Standards (Safeguards)
  - Analysis of Results Framework: project logic and strategy, indicators
  - Assumptions and Risks
  - Lessons from other relevant projects (e.g. same focal area) incorporated into project design
  - Planned stakeholder participation
  - Linkages between project and other interventions within the sector
  - Management arrangements
  
- ii. Project Implementation
  - Adaptive management (changes to the project design and project outputs during implementation)
  - Actual stakeholder participation and partnership arrangements
  - Project Finance and Co-finance
  - Monitoring & Evaluation: design at entry (\*), implementation (\*), and overall assessment of M&E (\*)
  - Implementing Agency (UNDP) (\*) and Executing Agency (\*), overall project oversight/implementation and execution (\*)
  - Risk Management, including Social and Environmental Standards (Safeguards)

---

<sup>1</sup> Integrating Human Rights and Gender Equality in Evaluation - Towards UNEG Guidance: [http://www.uneval.org/papersandpubs/documentdetail.jsp?doc\\_id=980](http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=980)

iii. Project Results

- Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements
- Relevance (\*), Effectiveness (\*), Efficiency (\*) and overall project outcome (\*)
- Sustainability: financial (\*), socio-political (\*), institutional framework and governance (\*), environmental (\*), overall likelihood of sustainability (\*)
- Country ownership
- Gender equality and women’s empowerment
- Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
- GEF Additionality
- Catalytic Role / Replication Effect
- Progress to impact

**Project finance / co-finance**

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 need to be well analysed, 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 (mill. US\$)		Total (mill. US\$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Actual	Actual
Grants								
Loans/Concessions								
• In-kind support								
• Other								
Totals								

**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 the following results:

1. Increase resilience of local communities through diversification of livelihood and species in coastal greenbelts;

2. Strengthening community involvement in, and ownership of forestry-based adaptation and climate risk reduction activities;
3. Protect communal livelihood assets from extreme weather events

### **Main Findings, Conclusions, Recommendations and Lessons Learned**

The TE team will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.

The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses and results of the project, respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and the GEF, including issues in relation to gender equality and women’s empowerment.

Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.

The TE report should also include lessons that can be taken from the evaluation, including best practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GEF and UNDP interventions. When possible, the TE team should include examples of good practices in project design and implementation.

It is important for the conclusions, recommendations and lessons learned of the TE report to incorporate gender equality and empowerment of women.

The TE report will include an Evaluation Ratings Table, as shown below:

#### **Evaluation Ratings Table for (ICBAAR)**

Monitoring & Evaluation (M&E)	Rating <sup>2</sup>
M&E design at entry	
M&E Plan Implementation	
Overall Quality of M&E	

<sup>2</sup> Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight & Execution, Relevance are rated on a 6-point scale: 6=Highly Satisfactory (HS), 5=Satisfactory (S), 4=Moderately Satisfactory (MS), 3=Moderately Unsatisfactory (MU), 2=Unsatisfactory (U), 1=Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4=Likely (L), 3=Moderately Likely (ML), 2=Moderately Unlikely (MU), 1=Unlikely (U)

Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	
Quality of Implementing Partner Execution	
Overall quality of Implementation/Execution	
Assessment of Outcomes	Rating
Relevance	
Effectiveness	
Efficiency	
Overall Project Outcome Rating	
Sustainability	Rating
Financial resources	
Socio-political/economic	
Institutional framework and governance	
Environmental	
Overall Likelihood of Sustainability	

## 6. TIMEFRAME

The total duration of the TE will be 30 working days (for each consultant) over a period of *(8 weeks)* starting on *(15/11/2020)*. The tentative TE timeframe is as follows:

Timeframe	Activity
<i>05/11/2020</i>	Application closes
<i>12/11/2020</i>	Selection of TE team (individuals not as a team)
<i>15/11/2020</i>	Preparation period for TE team (handover of documentation)
<i>(15-19/11/2020) 5 days</i>	Document review and preparation of TE Inception Report
<i>(22-23/11/2020) 2 days</i>	Finalization and Validation of TE Inception Report; latest start of TE mission
<i>(01/12/2020-9/12/2020) 9 days</i>	TE mission: stakeholder meetings, interviews, field visits, etc.
<i>(10/12/2020)</i>	Mission wrap-up meeting & presentation of initial findings; earliest end of TE mission
<i>(28/12/2020) 10 days</i>	Preparation of draft TE report
<i>(28/12/2020)</i>	Circulation of draft TE report for comments
<i>(12/01/2020) 4 days</i>	Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
<i>(13/01/2020)</i>	Preparation and Issuance of Management Response
<i>TBD</i>	Concluding Stakeholder Workshop (optional)
<i>(15/01/2020)</i>	Expected date of full TE completion

## 7. TE DELIVERABLES

The evaluation team is expected to deliver the following:

#	Deliverable	Description	Timing	Responsibilities
1	TE Inception Report	TE team clarifies objectives, methodology and timing of the TE	No later than 2 weeks before the TE mission: (by 19/11/2020)	TE team submits Inception Report to Commissioning Unit and project management
2	Presentation	Initial Findings	End of TE mission: (10/12/2020)	TE team presents to Commissioning Unit and project management
3	Draft TE Report	Full draft report (using guidelines on report content in ToR Annex C) with annexes	Within 3 weeks of end of TE mission: (28/12/2020)	TE team submits to Commissioning Unit; reviewed by RTA, Project Coordinating Unit, GEF OFP
5	Final TE Report* + Annex + Audit Trail + Cleaned datasets (if any)	Revised final report and TE Audit trail in which the TE details how all received comments have (and have not) been addressed in the final TE report (See template in ToR Annex H)	Within 1 week of receiving comments on draft report: (by 12/01/2021)	TE team submits both documents to the Commissioning Unit

\*All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 (Page 5-11) of the UNDP Evaluation Guidelines.<sup>3</sup>

## 8. TE ARRANGEMENTS

The principal responsibility for managing the TE resides with the Commissioning Unit. The Commissioning Unit for this project's TE is UNDP Bangladesh Country Office (Resilience and Inclusive Growth cluster).

The Commissioning Unit will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the TE team. The M&E focal point of UNDP Bangladesh will also be responsible for quality assurance of evaluation. The Project Team will be responsible for liaising with the TE team to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

## 9. TE TEAM COMPOSITION

A team of two independent evaluators will conduct the TE – one international team leader (with experience and exposure to projects and evaluations in other regions) and one national team expert from Bangladesh. Recruitment will be done individually, not as a team. The consultants shall have prior experience in

<sup>3</sup> UNDP Evaluation Guidelines (Section 6): <http://web.undp.org/evaluation/guideline/section-6.shtml>

evaluating similar projects. Experience with GEF financed projects is an advantage. An international consultant will be designated as the team leader and will be responsible for overall evaluation process, including evaluation design and reporting. A national consultant will be designated as a team expert and responsible for conduction of evaluation, particularly data collection and consultation with the stakeholders in the country.

The evaluator(s) cannot have participated in the project preparation, formulation and/or implementation (including the writing of the project document), must not have conducted this project's Mid-Term Review and should not have a conflict of interest with the project's related activities.

Due to international travel restrictions resulting from the COVID-19 pandemic, an international consultant (team leader) is expected to conduct evaluation remotely, while a national consultant shall take the lead in on-site data collection, field visits including KIIs interviews and FGDs. Division of roles will be clearly defined before conduct of the TE and discussed and finalized during the inception phase in consultation with UNDP and relevant stakeholders.

As of 11 March 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic as the new coronavirus rapidly spread to all regions of the world. Travel to the country has been restricted. Due to international travel restrictions, an international consultant (team leader) is expected to conduct evaluation remotely, while a national consultant shall take the lead in on-site data collection, including KIIs and FGDs. Division of roles will be clearly defined before conduct of the TE and discussed and finalized during the inception phase in consultation with UNDP and relevant stakeholders.

The Team members must present the following qualifications. Any individual who has had prior involvement in design, implementation, or Mid-term Review (MTR) of ICBAAR project or those who have been directly or indirectly related to the ICBAAR project are not eligible for this consultancy due to conflict of interests.

#### A. INTERNATIONAL LEAD CONSULTANT

- At least Master's degree in a discipline relevant to Natural Resource Management/ Forestry/ environmental science & development studies or other closely related field (5%);
- Minimum 7 years of relevant professional experience of project evaluation, particularly GEF financed project evaluations, with proven knowledge of evaluation methodologies (25%);
- Previous experiences in project evaluation/project design/implementation in relevant thematic areas (i.e. forestry, climate change, livelihood, environmental conservation) (25%);
- Experience of working in *Asia especially South Asian countries* having technical knowledge in the targeted focal area(s) is an advantage (10%);
- Demonstrated understanding of issues related to gender and forestry & climate change; experience in gender sensitive evaluation and analysis (5%);
- Excellent communication skills in English;
- Demonstrate analytical skills;
- No involvement in design, implementation, or Mid-term Review (MTR) of ICBAAR project.

#### RESPONSIBILITIES

- Conduct document review and data gathering;

- Design and develop appropriate, detailed evaluation methodologies for TE;
- Lead the TE Team in planning, conducting, and reporting on the evaluation remotely with clear division of labour within the Team, ensuring timeliness of reports;
- Lead drafting and finalization of the Inception Report for the Terminal Evaluation;
- Use of best practice methodologies in conducting evaluation;
- Lead presentation of the draft evaluation findings and recommendations remotely;
- Organize the de-briefing to the UNDP Country Office in Bangladesh and Core Project Management Team remotely;
- Lead the drafting and finalization of the Terminal Evaluation Report

#### B. NATIONAL CONSULTANT

- At least Master's degree in a discipline relevant to Natural Resource Management/ Forestry/ environmental science & development studies or other closely related field (5%);
- Minimum 7 years of relevant professional experience of project evaluation, particularly GEF financed project evaluations, with proven knowledge of evaluation methodologies (25%);
- Previous experiences in project evaluation/project design/implementation in relevant thematic areas (i.e. forestry, climate change, livelihood, environmental conservation) (25%);
- Proven experiences in field level data collection with adequate knowledge of data collection tools, including KIIs and FGDs (10%);
- Demonstrated understanding of issues related to gender and forestry & climate change; experience in gender sensitive evaluation and analysis (5%);
- Excellent communication skills in English;
- Demonstrate analytical skills;
- No involvement in design, implementation, or Mid-term Review (MTR) of ICBAAR project.

#### RESPONSIBILITIES

- Conduct document review and data gathering;
- Contribute to the development of the evaluation plan and methodology;
- Lead data collection in the field, including KIIs and FGDs;
- Conduct field studies and analysis under the guidance of the international consultant due to the COVID-19 crisis;
- Conducting other elements of the evaluation determined jointly with the international consultant and UNDP;
- Contribute to presentation of the review findings and recommendations at the wrap-up meeting;
- Contribute to the drafting and finalization of the TE report

### 10. EVALUATOR ETHICS

The TE team will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The evaluator must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal



and other relevant codes governing collection of data and reporting on data. The evaluator must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses without the express authorization of UNDP and partners.

## 11. PAYMENT SCHEDULE

- 20% payment upon satisfactory delivery of the final TE Inception Report and approval by the Commissioning Unit;
- 40% payment upon satisfactory delivery of the draft TE report to the Commissioning Unit
- 40% payment upon satisfactory delivery of the final TE report and approval by the Commissioning Unit and RTA (via signatures on the TE Report Clearance Form) and delivery of completed TE Audit Trail

Criteria for issuing the final payment of 40%<sup>4</sup>:

- The final TE report includes all requirements outlined in the TE TOR and is in accordance with the TE guidance.
- The final TE report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut & pasted from other TE reports).
- The Audit Trail includes responses to and justification for each comment listed.

## 12. APPLICATION PROCESS<sup>5</sup>

Interested individual consultants must submit the following documents/information to demonstrate their qualifications. Please group them into one (1) single PDF document as the application only allows to upload maximum one document:

Recommended Presentation of Proposal:

- a) **Letter of Confirmation of Interest and Availability** using the [template](#)<sup>6</sup> provided by UNDP;
- b) **CV and a Personal History Form** ([P11 form](#)<sup>7</sup>);

---

<sup>4</sup> The Commissioning Unit is obligated to issue payments to the TE team as soon as the terms under the ToR are fulfilled. If there is an ongoing discussion regarding the quality and completeness of the final deliverables that cannot be resolved between the Commissioning Unit and the TE team, the Regional M&E Advisor and Vertical Fund Directorate will be consulted. If needed, the Commissioning Unit's senior management, Procurement Services Unit and Legal Support Office will be notified as well so that a decision can be made about whether or not to withhold payment of any amounts that may be due to the evaluator(s), suspend or terminate the contract and/or remove the individual contractor from any applicable rosters. See the UNDP Individual Contract Policy for further details:

[https://popp.undp.org/\\_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP\\_POPP\\_DOCUMENT\\_LIBRARY/Public/PSU\\_Individual%20Contract\\_Individual%20Contract%20Policy.docx&action=default](https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Individual%20Contract_Individual%20Contract%20Policy.docx&action=default)

<sup>5</sup> Engagement of evaluators should be done in line with guidelines for hiring consultants in the POPP <https://popp.undp.org/SitePages/POPPRoot.aspx>

<sup>6</sup> <https://intranet.undp.org/unit/bom/psu/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx>

<sup>7</sup> [http://www.undp.org/content/dam/undp/library/corporate/Careers/P11\\_Personal\\_history\\_form.doc](http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc)

- c) Brief description of approach to work/technical proposal of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)
- d) **Financial Proposal** that indicates the all-inclusive fixed total contract price and all other travel related costs (such as flight ticket, per diem, etc), supported by a breakdown of costs, as per template attached to the [Letter of Confirmation of Interest template](#). If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

**Criteria for Evaluation of Proposal:** Only those applications which are responsive and compliant will be evaluated. Offers will be evaluated according to the Combined Scoring method – where the educational background and experience on similar assignments will be weighted at 70% and the price proposal will weigh as 30% of the total scoring. The applicant receiving the Highest Combined Score that has also accepted UNDP’s General Terms and Conditions will be awarded the contract.

**Technical Criteria for Evaluation for internationals (Maximum 70 points):**

- Criteria-01: At least Master’s degree in a discipline relevant to Natural Resource Management/ Forestry/ Environmental Science & Development Studies or other closely related field - **Max Point 5;**
- Criteria-02: Minimum 7 years of relevant professional experience of project evaluation, particularly GEF financed project evaluations, with proven knowledge of evaluation methodologies - **Max Point 25;**
- Criteria-03: Previous experiences with project evaluation/project design/implementation in relevant thematic areas (i.e. forestry, climate change, livelihood, environmental conservation) - **Max Point 25;**
- Criteria-04: Experience of working in Asia especially South Asian countries having technical knowledge in the targeted focal area(s) is an advantage - **Max Point 10;**
- Criteria-05: Demonstrated understanding of issues related to gender and forestry & climate change; experience in gender sensitive evaluation and analysis - **Max Point 5.**

**Technical Criteria for Evaluation for national candidates (Maximum 70 points):**

- Criteria-01: At least Master’s degree in a discipline relevant to Natural Resource Management/ Forestry/ Environmental Science & Development Studies or other closely related field - **Max Point 5;**
- Criteria-02: Minimum 7 years of relevant professional experience of project evaluation, particularly GEF financed project evaluations, with proven knowledge of evaluation methodologies - **Max Point 25;**
- Criteria-03: Previous experiences in project evaluation/project design/implementation in relevant thematic areas (i.e. forestry, climate change, livelihood, environmental conservation) - **Max Point 25;**
- Criteria-04: Proven experiences in field level data collection with adequate knowledge of data collection tools, including KIIs and FGDs - **Max Point 10;**
- Criteria-05: Demonstrated understanding of issues related to gender and forestry & climate change; experience in gender sensitive evaluation and analysis - **Max Point 5.**

### **Financial Evaluation (Total 30 marks)**

All technical qualified proposals will be scored out 30 based on the formula provided below.

The maximum points (30) will be assigned to the lowest financial proposal. All other proposals received points according to the following formula:

$$p = y (\mu /$$

Where:

- $p$  = points for the financial proposal being evaluated;
- $y$  = maximum number of points for the financial proposal;
- $\mu$  = price of the lowest priced proposal;
- $z$  = price of the proposal being evaluated.

**Please combine all your documents into one (1) single PDF document as the system only allows to upload maximum one document.**

**UNDP is committed to achieving workforce diversity in terms of gender, nationality and culture. Individuals from minority groups, indigenous groups and persons with disabilities are equally encouraged to apply. All applications will be treated with the strictest confidence.**

**UNDP does not tolerate sexual exploitation and abuse, any kind of harassment, including sexual harassment, and discrimination. All selected candidates will, therefore, undergo rigorous reference and background checks.**

### **13. TOR ANNEXES**

- ToR Annex A: Project Logical/Results Framework
- ToR Annex B: Project Information Package to be reviewed by TE team
- ToR Annex C: Content of the TE report
- ToR Annex D: Evaluation Criteria Matrix template
- ToR Annex E: UNEG Code of Conduct for Evaluators
- ToR Annex F: TE Rating Scales
- ToR Annex G: TE Report Clearance Form
- ToR Annex H: TE Audit Trail

## ADDITIONAL REQUIREMENTS FOR THE RECOMMENDED CONTRACTOR

### Statement of Medical Fitness for Work

Individual Consultants/Contractors whose assignments require travel and who are over 62 years of age are required, at their own costs, to undergo a full medical examination including x-rays and obtaining medical clearance from UN –approved doctor, prior to taking up their assignment.

Where there is no UN office nor a UN Medical Doctor present in the location of the Individual Contractor prior to commencing the travel, either for repatriation or duty travel, the Individual Contractor may choose his/her own preferred physician to obtain the required medical clearance.

### Inoculations/Vaccinations

Individual Contractors are required to have vaccinations/inoculations when travelling to certain countries, as designated by the UN Medical Director. The cost of required vaccinations/inoculations, when foreseeable, must be included in the financial proposal. Any unforeseeable vaccination/inoculation cost will be reimbursed by UNDP.

## TRAVEL

**\*Country travel is only required for a national consultant. An international consultant shall remotely conduct evaluation and is not required to travel to Bangladesh due to international travel restrictions.**

Date	Place	No. of days	
01/12/20 to 09/12/20	Any two districts of project sites- Barguna, Bhola, Noakhali, Patuakhali, Pirojpur	9 days	8 overnights

Field mission to (location), including following project sites(list):

1. UNDP Bangladesh Country office, Dhaka, Project Management Unit (PMU), Dhaka and project national partners.
2. Field visit at ICBAAR sites at any two of the following – Charfassion, Monpura and Tazumuddin (Bhola district), Hatiya (Noakhali District), Golachipa and Rangabali (Patuakhali District) and Patharghata (Barguna District).

## SECURITY CLEARANCE

The Consultant will be requested to undertake the Basic Security in the Field (BSIF) training and Advanced Security in the Field (ASIF). These requirements apply for all Consultants, attracted individually or through the Employer.

## UNDP CONTRIBUTION

The security charges are applicable.

UNDP will provide the Consultant with following:

- Project-documents  
([https://info.undp.org/docs/pdc/Documents/BGD/Prodoc\\_Exp%20the%20protected%20Area%20SystemAqEcoystem-85970\\_BGD10.pdf](https://info.undp.org/docs/pdc/Documents/BGD/Prodoc_Exp%20the%20protected%20Area%20SystemAqEcoystem-85970_BGD10.pdf));
- Organize meetings with Project partners;
- Working place;
- Interpreter if needed.

## Annex A: ICBAAR Results Framework

<p><b>ICBAAR is intended to contribute to achieving the following UNDAF Outcome (2012-2016):</b></p> <p>Outcome 5.1: By 2016, populations vulnerable to climate change and natural disaster have become more resilient to adapt with the risk.</p> <p>Outcome 5.2: By 2016, vulnerable populations benefit from natural resource management and environmental governance and low emission green development</p>
<p><b>UNDAF Outputs:</b></p> <p>Output 5.1.2: Community and local institutions have greater capacity on disaster risk reduction and climate change adaptation</p> <p>Output: 5.1.3: Communities, local and national governments have greater capacity to respond in emergencies</p> <p>Output 5.14: Communities, local and national authorities have better access to knowledge on climate change impact for better decision making</p> <p>Output 5.2.1: Communities and local and national governments are better able to conserve biodiversity and manage natural resources in a pro-poor and sustainable manner.</p>
<p><b>Primary applicable Key Environment and Sustainable Development Key Result Area: 3. Promote climate change adaptation</b></p>
<p><b>Applicable Strategic Objective from LDCF Results-Based Management Framework:</b></p> <p><b>CCA-1: Reduce vulnerability to the adverse impacts of climate change, including variability, at local, national, regional and global level</b></p>
<p><b>Applicable GEF Expected Outcomes:</b></p> <p>Outcome 1.1: Mainstreamed adaptation in broader development frameworks at country level and in targeted vulnerable areas</p> <p>Outcome 1.3: Diversified and strengthened livelihoods and sources of income for vulnerable people in targeted areas</p>
<p><b>Applicable GEF Outcome/Output Indicators (AMAT):</b></p> <p><b>1.1.1.3. Regulatory reform and fiscal incentive structures introduced that incorporate climate change risk management</b></p> <p><b>1.3.1.1. % of targeted households that have adopted resilient livelihoods under existing and projected climate change</b></p>

	Indicator	Baseline	End of Project Targets	Source of verification	Risks and Assumptions
<p><b>Project Objective</b></p> <p><b>Reduce vulnerability of communities to the adverse impacts of climate change through participative design, community-based management and</b></p>	<p>Differential survival rate of new coastal mangrove plantations with and without associated integrated livelihood diversification support</p>	<p>There is no linking of coastal afforestation /reforestation with livelihood support</p>	<p>The survival rate of mangrove forests linked to livelihood support in CRPAR project afforestation sites is at least 15% higher than in afforestation sites without linked livelihood support</p>	<p>Periodic monitoring PIR report94</p> <p>MTR95 TE96</p>	<p>Risks</p> <p>Survival rate of new coastal plantations in CRPAR project sites is negatively impacted by non-anthropogenic factors or other new threats not addressed in the project</p> <p>Economic shocks and/or, environmental disasters further</p>

<b>diversification of afforestation and reforestation programmes</b>	% of community members (gender disaggregated) who feel 'ownership' of coastal mangrove forest resources measured through change in score obtained through simplified adaptation of Knowledge, Attitude & Practices (KAP) survey method	'Ownership' will be defined in the process of adapting KAP methodology for monitoring this indicator. A gender-disaggregated baseline will be established during the inception phase of the project	30% improvement in the sense of ownership towards coastal mangrove resources	Administration of KAP survey  MTR TE	aggravate local poverty and vulnerability making it much more difficult or impossible to alter existing incentive structure that currently leads to coastal forest degradation and loss or to increase local ownership of coastal mangrove plantations  Assumptions  Livelihood support in target project sites combined with benefits from forests will be sufficient to alter underlying incentive structure that currently results in degradation and loss of coastal mangrove plantation
	Indicator	Baseline	End of Project Targets	Source of verification	Risks and Assumptions
<b>Outcome 1 Vulnerability of communities in new afforestation and reforestation sites reduced through diversified livelihood options and more effective greenbelts</b>	% of targeted households that have adopted resilient livelihoods under existing and projected climate change [AMAT 1.3.1.1]	Currently, livelihood strategies are not meaningfully integrated into coastal afforestation / reforestation programs, reducing the resilience of both livelihoods and coastal forest resources	At least 70% of 10,500 target households living adjacent to CRPAR coastal afforestation / reforestation sites have adopted resilient livelihoods introduced in the project	PIR Report MTR  TE	Risks  Slow local uptake of new knowledge and skills results in slow rate of adoption of resilient livelihoods  Assumptions  Local elite capture of livelihood diversification support and other

					<p>related social conflicts are effectively addressed</p> <p>Livelihood diversification strategies introduced by the project generate enough benefit for local communities to be prepared to take on greater responsibility for the stewardship of coastal mangrove plantations</p>
<p><b><u>Outputs Supporting Outcome 1</u></b></p> <p>1.1. Community-based adaptation and livelihood diversification measures are integrated with baseline afforestation and reforestation activities in 4 districts</p> <p>1.2. Diversified trial plantations of up to 10 mangrove and non-mangrove varieties established in 4 districts to increase the adaptive capacity of greenbelt structures on accreted lands</p>					
<p><b>Outcome 2</b></p> <p>Strengthened community involvement in, and ownership of, forestry-based adaptation and climate risk reduction programmes</p>	<p>Regulatory reform and fiscal incentive structures introduced that incorporate climate change risk management [AMAT 1.1.1.3]</p>	<p>Currently there is no regulatory mechanism in place to provide sufficient incentives, through the security of future stream of benefits, to protect coastal forest resources</p>	<p>A formal government policy on benefit sharing agreement pertaining to coastal forest resources is in place</p>	<p>Existence of the policy</p>	<p><u>Risks</u></p> <p>Delays to formally adopt a policy for benefit-sharing result in limited time for demonstrating impacts</p> <p><u>Assumptions</u></p> <p>Tangible economic benefits are generated from coastal</p>
	Indicator	Baseline	End of Project Targets	Source of verification	<u>Risks and Assumptions</u>



	Number of Forest Resources Protection Group (FRPG) members (gender-disaggregated) who gain access to coastal forest resources underpinned by a formal benefit-sharing agreement	Currently, benefit-sharing agreement pertaining to coastal forest resources does not exist and hence any benefits extracted from coastal forests are not legally permitted	By the end of the project, at least 2,500 FRPG members (or 50% of all FRPG members) will have obtained access to coastal forest benefits	Official record pertaining to the access of forest resources  PIR Report MTR TE	<u>forests as a result of forest diversification and co-management, which are a sufficient incentive to improve local stewardship of coastal forests</u>  <u>Sufficient capacity for co-management and benefit-sharing is developed by the project resulting in local communities including women being able to engage effectively in Forest Resource Management Groups and, through their representatives, in Co- Management Committees</u>
<p><b><u>Outputs Supporting Outcome 2</u></b></p> <p>2.1. Existing systems of participatory natural resource management applied to strengthen the climate resilience of coastal afforestation/reforestation programmes</p> <p>2.2. A forest product benefit sharing agreement between coastal communities and national government is developed and adopted</p> <p>2.3 Awareness and capacity of local communities and government staff to promote coastal greenbelt co-management and benefit sharing improved</p>					
<p><b>Outcome 3</b></p> <p>Communal livelihood assets in afforestation and reforestation sites are protected from extreme climate events through effective early warning and preparedness planning</p>	The number of CPP volunteers trained for climate risks, disaster preparedness, and the benefits of coastal forests for climate risk mitigation	There are currently some 10,000 CPP volunteers in the 7 target project upazilas (50,000 in total in 27 coastal upazilas covered by CDMP). However, the existing CPP training methodology does not contain any elements pertaining to climate risks or benefits of coastal	By the end of the project, at least 6,000 volunteers (representing 60% of the existing CPP network in the project target sites) are trained on additional elements on climate change and disaster preparedness	QOR <sup>98</sup> PIR MTR TE	<p><u>Risks</u></p> <p>Extreme climate events are worse than projected in terms of frequency and/or intensity and CPP network becomes too overstretched.</p> <p><u>Assumptions</u></p> <p>Extreme climate events occur at similar frequency and levels of intensity as in recent past and in line with</p>

	<p>The number and types of communal livelihood assets safeguarded from the potential impacts of extreme and localized climate events</p>	<p>mangrove forests on mitigating such risks</p> <p>Only around 50% of existing length of coastal embankment (or 1250 km of a total of 2,500 km) currently has adequate drainage provision.</p> <p>There are currently only 300 killas compared to nearly 3,500 cyclone shelters most of which do not have killas nearby or provision for housing livestock within the shelter.</p> <p>Baselines on the number of freshwater supply infrastructure will be updated during the project inception phase and established for specific target districts and upazilas</p>	<p>By the end of the project, the following investments are complete:</p> <ul style="list-style-type: none"> <li>• At least 25 km of embankment is equipped with sufficient drainage channel</li> <li>• At least 10 killas are constructed providing additional safe havens for livestock</li> <li>• At least 150 sets of freshwater supply infrastructure is safeguarded from floods</li> </ul>	<p>QOR<sup>99</sup> PIR MTR TE</p>	<p>short-term climate projections.</p> <p>Additional communication equipment, gear and training increase capacity of CPP volunteers sufficiently to deliver effective early warning response for extreme climate events in target coastal afforestation /reforestation sites</p> <p>Sufficient land and access to land can be obtained near existing cyclone shelters without killas in target upazilas</p> <p>Design and construction of killas, climate-proofing of freshwater supply and infrastructure provision of drainage in areas of localized flooding within the embankment are technically sound.</p>
--	--	--	--	--	--

**Outputs Supporting Outcome 3**

3.1. Strengthened CPP network capacity for effective early warning communications for extreme climate events in coastal afforestation sites

<sup>99</sup> Quarterly Operational Report

	<b>Indicator</b>	<b>Baseline</b>	<b>End of Project Targets</b>	<b>Source of verification</b>	<b>Risks and Assumptions</b>
	3.2. Communal livelihood assets in new afforestation and reforestation sites are protected from extreme climate events through dedicated disaster preparedness and risk reduction measures (such as freshwater supply infrastructure, safe havens for livestock and improved drainage)				

## TOR ANNEX B: PROJECT INFORMATION PACKAGE TO BE REVIEWED BY TE TEAM

#	Item (electronic versions preferred if available)
1	Project Identification Form (PIF)
2	UNDP Initiation Plan
3	Final UNDP-GEF Project Document with all annexes
4	CEO Endorsement Request
5	UNDP Social and Environmental Screening Procedure (SESP) and associated management plans (if any)
6	Inception Workshop Report
7	Mid-Term Review report and management response to MTR recommendations
8	All Project Implementation Reports (PIRs)
9	Progress reports (quarterly, semi-annual or annual, with associated workplans and financial reports)
10	Oversight mission reports
11	Minutes of Project Board Meetings and of other meetings (i.e. Project Appraisal Committee meetings)
12	GEF Tracking Tools (from CEO Endorsement, midterm and terminal stages)
13	GEF/LDCF/SCCF Core Indicators (from PIF, CEO Endorsement, midterm and terminal stages); for GEF-6 and GEF-7 projects only
14	Financial data, including actual expenditures by project outcome, including management costs, and including documentation of any significant budget revisions
15	Co-financing data with expected and actual contributions broken down by type of co-financing, source, and whether the contribution is considered as investment mobilized or recurring expenditures
16	Audit reports
17	Electronic copies of project outputs (booklets, manuals, technical reports, articles, etc.)
18	Sample of project communications materials
19	Summary list of formal meetings, workshops, etc. held, with date, location, topic, and number of participants
20	Any relevant socio-economic monitoring data, such as average incomes / employment levels of stakeholders in the target area, change in revenue related to project activities
21	List of contracts and procurement items over ~US\$5,000 (i.e. organizations or companies contracted for project outputs, etc., except in cases of confidential information)
22	List of related projects/initiatives contributing to project objectives approved/started after GEF project approval (i.e. any leveraged or "catalytic" results)

23	Data on relevant project website activity – e.g. number of unique visitors per month, number of page views, etc. over relevant time period, if available
24	UNDP Country Programme Document (CPD)
25	List/map of project sites, highlighting suggested visits
26	List and contact details for project staff, key project stakeholders, including Project Board members, RTA, Project Team members, and other partners to be consulted
27	Project deliverables that provide documentary evidence of achievement towards project outcomes
	<i>Additional documents, as required</i>

REPORTS		
S/L	TITLE OF THE REPORT	CONTRIBUTORS
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

TRAINING MODULE		
S/L	TITLE OF THE MODULE	CONTRIBUTORS
11.		
12.		
13.		
14.		
15.		

PROCEEDINGS / WORKSHOPS		
S/L	TITLE OF THE PROCEEDINGS	CONTRIBUTORS
16.		
17.		
18.		
19.		
20.		
21.		

MEETING MINUTES		
S/L	TITLE OF THE MINUTES	CONTRIBUTORS

22.		
23.		
24.		
25.		
26.		
27.		

<b>PROGRESS REPORT</b>		
<b>S/L</b>	<b>TITLE OF THE REPORT</b>	<b>CONTRIBUTORS</b>
28.		
29.		
30.		
31.		

## ToR Annex C: Content of the TE report

- i. Title page
  - Title of UNDP-supported GEF-financed project
  - UNDP PIMS ID and GEF ID
  - TE timeframe and date of final TE report
  - Region and countries included in the project
  - GEF Focal Area/Strategic Program
  - Executing Agency, Implementing partner and other project partners
  - TE Team members
- ii. Acknowledgements
- iii. Table of Contents
- iv. Acronyms and Abbreviations
1. Executive Summary (3-4 pages)
  - Project Information Table
  - Project Description (brief)
  - Evaluation Ratings Table
  - Concise summary of findings, conclusions and lessons learned
  - Recommendations summary table
2. Introduction (2-3 pages)
  - Purpose and objective of the TE
  - Scope
  - Methodology
  - Data Collection & Analysis
  - Ethics
  - Limitations to the evaluation
  - Structure of the TE report
3. Project Description (3-5 pages)
  - Project start and duration, including milestones
  - Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope
  - Problems that the project sought to address, threats and barriers targeted
  - Immediate and development objectives of the project
  - Expected results
  - Main stakeholders: summary list
  - Theory of Change
4. Findings  
(in addition to a descriptive assessment, all criteria marked with (\*) must be given a rating<sup>8</sup>)
  - 4.1 Project Design/Formulation
    - Analysis of Results Framework: project logic and strategy, indicators
    - Assumptions and Risks
    - Lessons from other relevant projects (e.g. same focal area) incorporated into project design

---

<sup>8</sup> See ToR Annex F for rating scales.

- Planned stakeholder participation
  - Linkages between project and other interventions within the sector
- 4.1 Project Implementation
- Adaptive management (changes to the project design and project outputs during implementation)
  - Actual stakeholder participation and partnership arrangements
  - Project Finance and Co-finance
  - Monitoring & Evaluation: design at entry (\*), implementation (\*), and overall assessment of M&E (\*)
  - UNDP implementation/oversight (\*) and Implementing Partner execution (\*), overall project implementation/execution (\*), coordination, and operational issues
  - Risk Management, including Social and Environmental Standards (Safeguards)
- 4.2 Project Results and Impacts
- Progress towards objective and expected outcomes (\*)
  - Relevance (\*)
  - Effectiveness (\*)
  - Efficiency (\*)
  - Overall Outcome (\*)
  - Sustainability: financial (\*), socio-economic (\*), institutional framework and governance (\*), environmental (\*), and overall likelihood (\*)
  - Country ownership
  - Gender equality and women's empowerment
  - Cross-cutting Issues
  - GEF Additionality
  - Catalytic/Replication Effect
  - Progress to Impact
5. Main Findings, Conclusions, Recommendations & Lessons
- Main Findings
  - Conclusions
  - Recommendations
  - Lessons Learned
6. Annexes
- TE ToR (excluding ToR annexes)
  - TE Mission itinerary, including summary of field visits
  - List of persons interviewed
  - List of documents reviewed
  - Evaluation Question Matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)
  - Questionnaire used and summary of results
  - Co-financing tables (if not include in body of report)
  - TE Rating scales
  - Signed Evaluation Consultant Agreement form
  - Signed UNEG Code of Conduct form
  - Signed TE Report Clearance form



- *Annexed in a separate file:* TE Audit Trail
- *Annexed in a separate file:* relevant terminal GEF/LDCF/SCCF Core Indicators or Tracking Tools, as applicable

## ToR Annex D: Evaluation Criteria Matrix template

<b>Evaluative Criteria Questions</b>	<b>Indicators</b>	<b>Sources</b>	<b>Methodology</b>
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 level?			
<i>(include evaluative questions)</i>	<i>(i.e. relationships established, level of coherence between project design and implementation approach, specific activities conducted, quality of risk mitigation strategies, etc.)</i>	<i>(i.e. project documentation, national policies or strategies, websites, project staff, project partners, data collected throughout the TE mission, etc.)</i>	<i>(i.e. document analysis, data analysis, interviews with project staff, interviews with stakeholders, etc.)</i>
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?			
Efficiency: Was the project implemented efficiently, in line with international and national norms and standards?			
Sustainability: To what extent are there financial, institutional, socio-political, and/or environmental risks to sustaining long-term project results?			
Gender equality and women's empowerment: How did the project contribute to gender equality and women's empowerment?			
Impact: Are there indications that the project has contributed to, or enabled progress toward reduced environmental stress and/or improved ecological status?			
<i>(Expand the table to include questions for all criteria being assessed: Monitoring &amp; Evaluation, UNDP oversight/implementation, Implementing Partner Execution, cross-cutting issues, etc.)</i>			



## ToR Annex E: UNEG Code of Conduct for Evaluators

Independence entails the ability to evaluate without undue influence or pressure by any party (including the hiring unit) and providing evaluators with free access to information on the evaluation subject. Independence provides legitimacy to and ensures an objective perspective on evaluations. An independent evaluation reduces the potential for conflicts of interest which might arise with self-reported ratings by those involved in the management of the project being evaluated. Independence is one of ten general principles for evaluations (together with internationally agreed principles, goals and targets: utility, credibility, impartiality, ethics, transparency, human rights and gender equality, national evaluation capacities, and professionalism).

### Evaluators/Consultants:

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.
8. Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.
9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated and did not carry out the project's Mid-Term Review.

### Evaluation Consultant Agreement Form

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

Name of Evaluator: \_\_\_\_\_

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: \_\_\_\_\_

## ToR Annex F: TE Rating Scales

Ratings for Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight, Execution, Relevance	Sustainability ratings:
<p>6 = Highly Satisfactory (HS): exceeds expectations and/or no shortcomings</p> <p>5 = Satisfactory (S): meets expectations and/or no or minor shortcomings</p> <p>4 = Moderately Satisfactory (MS): more or less meets expectations and/or some shortcomings</p> <p>3 = Moderately Unsatisfactory (MU): somewhat below expectations and/or significant shortcomings</p> <p>2 = Unsatisfactory (U): substantially below expectations and/or major shortcomings</p> <p>1 = Highly Unsatisfactory (HU): severe shortcomings</p> <p>Unable to Assess (U/A): available information does not allow an assessment</p>	<p>4 = Likely (L): negligible risks to sustainability</p> <p>3 = Moderately Likely (ML): moderate risks to sustainability</p> <p>2 = Moderately Unlikely (MU): significant risks to sustainability</p> <p>1 = Unlikely (U): severe risks to sustainability</p> <p>Unable to Assess (U/A): Unable to assess the expected incidence and magnitude of risks to sustainability</p>

## ToR Annex G: TE Report Clearance Form

**Terminal Evaluation Report for** *(Project Title & UNDP PIMS ID)* **Reviewed and Cleared By:**

**Commissioning Unit (M&E Focal Point)**

Name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Regional Technical Advisor (Nature, Climate and Energy)**

Name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## ToR Annex H: TE Audit Trail

*The following is a template for the TE Team to show how the received comments on the draft TE report have (or have not) been incorporated into the final TE report. This Audit Trail should be listed as an annex in the final TE report but not attached to the report file.*

**To the comments received on (date) from the Terminal Evaluation of (project name) (UNDP Project PIMS #)**

The following comments were provided to the draft TE report; they are referenced by institution/organization (do not include the commentator's name) and track change comment number ("#" column):

<b>Institution/ Organization</b>	<b>#</b>	<b>Para No./ comment location</b>	<b>Comment/Feedback on the draft TE report</b>	<b>TE team response and actions taken</b>