

Terms of Reference for Mid-term Evaluation of Local Government Initiative on Climate Change (LoGIC)

The Term of Reference has been designed to conduct the Mid-term Evaluation for the UNDP-UNCDF joint project of Local Government Initiative on Climate Change (LoGIC). This MTE should provide the basis for learning and accountability for programme managers and stakeholders. It will have to provide convincing evidence to support its findings/ratings. Particular emphasis should be put on the project results attained thus far, the lessons learned from the projects and recommendations for the follow-up activities.

1. Background and Context

The Local Government Initiatives on Climate change (LoGIC) is a joint project of the United Nations Development Programme (UNDP) and the United Nations Capital Development Fund (UNCDF), supported by the European Union and SIDA. LoGIC will promote local action on climate change adaptation at scale. Bangladesh is ranked 5th among the 10 countries of the world most affected by climate change and disasters. It is experiencing a change in weather patterns and in the occurrence of extreme events like cyclones and floods and rising of sea levels. These events exacerbate poverty and vulnerability of people on a regular basis. The Government of Bangladesh recognises the severity of climate change and is working to mainstream related concerns into the national development policy, planning and financing.

However, in the absence of a specific climate change policy, this sector is served by a number of sectoral policies, which also shape the expenditure pattern in the national budget. While the local government institutions (LGIs) are mandated to implement many actions related to climate effects, these actions do not figure in the local plans as climate proofing initiatives. Moreover, the local planning process does not adequately engage communities and vulnerable people to reflect their needs and demands. The LOGIC project will enhance the capacity of local government institutions, vulnerable communities, and civil society organisations for effective and inclusive local level planning and financing climate change adaptation solutions in selected climate-vulnerable areas. LOGIC will establish two financing mechanisms at the Union level: a Performance-Based Climate Grant and a Community Resilience Fund.

By achieving its objectives and results, the project will contribute to the reduction of poverty and vulnerability in Bangladesh. Specifically, the intervention aims at achieving the following objectives:

- a. To strengthen the capacity of local governments, households, and other local stakeholders, to develop local plans that integrate climate change adaptation measures and disaster risk management.
- b. To establish a financing mechanism to fund local governments and communities for implementing climate change adaptation measures.
- c. To produce information and evidence to feed further improvements in policies and practices for UPs and national systems in relation to climate change adaptation.

The LOGIC is a Nationally Implemented Projects (NIM), in accordance with the National Implementation Manual, adopted in December 2004 by the Economic Relations Division (ERD), Ministry of Finance and UNDP. The LOGIC project has an independent structure as elaborated below:

The *National Project Director* (NPD), the Additional Secretary of LGD, leads the project. The NPD is assisted by a Deputy Secretary who is the project's Focal Person from the LGD and by the Project Coordinator employed by UNDP-UNCDF.

The *Project Steering Committee (PSC)* is chaired by the Secretary, LGD, and serves as a strategic guidance provider and oversight body for the project. The PSC is the key decision-making body for LOGIC. The PSC provides policy guidelines, reviews all aspects of the project progress against targeted results, including examination of lessons learned and service delivery and ensures coordination with other national initiatives and development projects. The PSC members include representatives from relevant ministries and departments of the Government of Bangladesh and respective development partners.

The *Project Implementation Committee (PIC)/Project Board (PB)*, chaired by the NPD, is responsible to oversee the implementation of project activities. The PB is responsible for preparing and endorsing the annual and quarterly work plans and progress reports. It supervises the overall project implementation and day-to-day management of the project.

The *Project Assurance (PA)* role is vested upon UNDP and UNCDF. UNDP Resilience Cluster has the overall responsibility for quality assurance for UNDP related activities. UNCDF global LoCAL project has the overall responsibility for quality assurance for UNCDF related activities through its country office staff. The two POs for both agencies are to ensure that the projects deliver planned outputs as per the annual work plan, project documents and results on the basis of monthly, quarterly, and annual progress reports.

The project is a 48 months intervention being implemented in 72 Unions in seven districts¹ identified from the most vulnerable locations of Bangladesh. Multiple stages of the selection process were utilised to target the geographical locations for the project which include the following:

- Exposure to climate hazard and risk i.e. salinity, sea-level rise, cyclone, and flood.
- The concentration of extreme poverty based on the poverty map of Bangladesh and household income and expenditure survey.
- UNDAF prioritized districts followed by the UN system for selecting its programming areas.
- Identified as a hard to reach area and
- A measure of local inequality used to target the most vulnerable households.

List of selected districts and sub-districts for the project

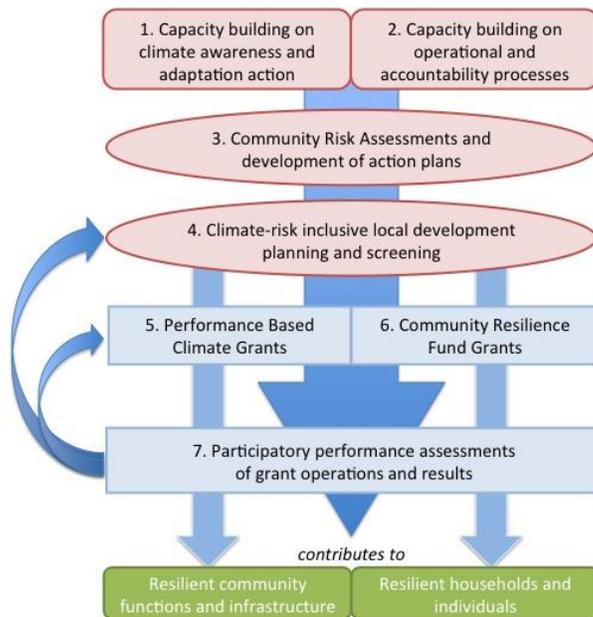
District	Upazila	Climate Hazard
Khulna	Koira, Dacop	Salinity, Cyclone, SLR
Bagerhat	Mongla, Sharonkhola, Morelganj	Salinity, Cyclone, SLR
Patuakhali	Rangabali, Dashmina	SLR, Cyclone, Salinity
Barguna	Pathorghata, Sadar and Taltoli	Sea-level rise, Cyclone, Salinity
Bhola	Sadar, Doulatkhan and Borhanddin	Cyclone, Tidal Flood
Kurigram	Char Rajibpur, Roumari, Chilmari	Riverine and Flash Flood
Sumanganj	Tahirpur, Dirai, Salla	Flash Flood

The current locations are though inadequate in comparison to needs at the local level in Bangladesh to address climate change, but the project with current funding wants to focus on these areas for notable adaptive capacity at LGI and Household level. If the other development partners join at the later stage of

¹ Selected from the UNDAF priority districts and Hard to reach category based on the working definition agreed by the two agencies.

this project or can leverage new funds from domestic and international climate funds, the project will be gradually expanded to drought, riverbank erosion, waterlogging and flood vulnerable areas.

Approach: Figure 1 provides a visual representation of the main approaches (or thematic areas) that make up the integrated strategy to achieve output 1 (strengthened capacity to develop climate-sensitive LDPs) and output 2 (financing mechanisms to fund climate-sensitive LDPs). The red-shaded approaches 1-4 are organized under outcome 1, and the blue-shaded approaches 5-7 are organized under outcome 2. The approaches correspond directly to specific project outputs described under each outcome below. Combined, these project approaches will, over the longer term, contribute to improved absorptive and adaptive capacity to deal with climate shocks and stresses at the community and household level.



2. Evaluation purpose and timing:

The purpose of the Mid-Term Evaluation of the LOGIC is to:

- Assess the performance of the LOGIC project since its commencement in 2016 to date against the outcome and outputs based on indicators as set out in the Results Framework of Prodoc.
- Assess the performance of the LOGIC project against the Strategic Results Framework specified for climate change and disaster resilience.
- Examine hypothesis/assumptions embedded in Theory of Change of the LoGIC project
- Draw lessons learned and to make recommendations to assist further improvement in the implementation of the programme over the remainder of its term and way forward for future intervention

The primary audience for this evaluation is the Local Government Division, Development Partners, UNDP, UNCDF and all concerned stakeholders including Union Parishads. The evaluation will be carried out by independent consultants under the direct supervision of UNDP and UNCDF in close coordination with the Local Government Division.

The mid-term evaluation is scheduled to start in September until December with the proposed timing:

Phase	Duration	Proposed time
Desk review	One week	September, 2020
Inception and Mission in Dhaka	Two weeks	October, 2020
Field visits	Two weeks	October, 2020
Debriefing, draft report	Two weeks	November, 2020
Report finalization	Two weeks	December, 2020

3. Evaluation scope and objectives:

The detailed objectives of this Mid-Term Evaluation (MTE) are:

- To assess the relevance, effectiveness, efficiency, sustainability and likely impact of the projects drawn from its design and implementation in the context of Bangladesh
- To assess the stakeholders' and beneficiaries' level of satisfaction with the programme's results so far
- To examine hypothesis/assumptions embedded in Theory of Change of the LoGIC project
- To assess the extent to which the application of the rights-based approach and gender-mainstreaming are sought
- To make recommendations for adjustments in terms of programmatic approach and resource allocation in the remaining months of project implementation.
- To assess whether the projects have fully utilized the success and lessons learned from the previously implemented/piloted projects, as referred to in the project document.
- To draw the positive and negative, and foreseen and unforeseen, changes and effects driven by project-supported interventions.
- To draw lessons learned and good practices for replication and/or up-scaling and provide forward-looking recommendations for the next programming phase.

The MTE will examine in particular results at the outputs level with a focus on the overall implementation process and progress towards project targets at the time of the mid-term evaluation, covering the period from the project launch. This includes a review of allocated resources for the spent/planned outputs and an identification of implementation issues at the activity level to pin down any alarming barriers and bottlenecks and come up with recommendations. This will also cover the re-assurance of the results chain envisaged in the project document towards achieving the overall objectives. Taking into account the Output 3 of the project that aims at national policy reform on climate change resilience, the MTE will need to review alignment with the government national policies as well as its current capacity on policy review and monitoring.

While the geographic coverage of the project is spread in the selected seven districts, the MTE will cover all the districts for desk review and attempt to cover as many districts as possible if not all for field visits given the budgetary and time constraints of the MTE. The location of field visits will be consulted and agreed among the Evaluation Team and the Project Management Unit (PMU). The MTE will include all the relevant stakeholders for assessment but incorporate in particular a gender equity perspective.

4. Evaluation questions:

The evaluation should cover the following aspects:

a) Overall Results Achievement at the mid-term stage:

Has the programme made satisfactory progress in terms of achievement of overall results (as per RRF/logframe) of “Improved and inclusive local level planning and a strengthened financing mechanism for community-based climate change adaptation solutions through local governments”?

b) Results achievement at the output and outcome level:

- Has the programme made satisfactory progress in terms of achievement of programme outputs (as per RRF/logframe indicators and annual work plan targets) and related delivery of inputs and activities?
- How effectively and efficiently have results been achieved, and to what level of quality? (analyzed by output)

c) Factors affecting successful implementation and results achievement:

- Were programme implementation and results achieved according to plan, or were there any obstacles/bottlenecks/issues on the UNDP/UNCDF/Government/programme partner side that limited the successful implementation and achieved results of the programme?
- What are the success factors to keep for the future phase and how can shortcomings be factored in to be prevented in the future?

d) External Factors:

- Has the policy environment had consequences for programme performance?
- To what extent does the broader policy environment remain conducive to the replication of the lessons learnt from the pilot programme?
- Are there any other factors external to the programme, that have affected successful implementation and achieved results, and prospects for policy impact and replication?
- How could the identified positive or negative external factors be mitigated or exploited further for the next programme phase?

e) Programme design (relevance and quality):

- Was the programme logic, design and strategy optimal to achieve the desired programme objectives/outputs, given the national/local context and the needs to be addressed?
- Relevance of hypothesis/assumptions in Theory of Change
- Clarity and consistency of the design and results framework
- Adequacy of resources allocated and management arrangements;
- Adequacy and usefulness of the baseline;
- Were relevant gender issues adequately addressed in programme design?
- Is the programme rooted in and effectively integrated with national strategies (e.g. Five-year plan) and UN planning and results frameworks (UNDAF, CPD, etc.) at the country level?
- Have the programme’s objectives remained valid and relevant? Has any progress in achieving these objectives added significant value?
- What lessons from the programme design could be retained for the next programme phase?
- To what extent is the programme design in line with best practices in terms of ‘leaving no one behind’?

f) Efficiency:

- The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way

g) Institutional and implementation arrangements:

- Were the programme's institutional and implementation arrangements appropriate, effective and efficient for the successful achievement of the programme's objectives?
- Where there any institutional obstacles hindering the implementation/operations of the programme?
- What lessons from the institutional and implementation arrangements could be retained for future interventions?

i) Programme management:

- Were the management arrangements for the programme adequate and appropriate?
- How effectively has the programme been managed at all levels?
- Is programme management results-based and innovative?
- Has financial management been sound?
- Have the programme's management systems, including M&E, reporting and financial systems functioned as effective management tools and facilitated effective implementation of the programme?
- Have the programme's logical framework, performance indicators, baseline data, and monitoring systems provided a sufficient and efficient basis for monitoring and evaluating programme performance? Has the M&E system supported effective programme management, corporate decision-making, and learning?
- What lessons from the programme management arrangements should be considered for the next programme phase?

j) Gender and Human Rights:

- Were the design, implementation, and results of the project have incorporated a gender equality perspective and human rights-based approach?
- Was the project M&E system e.g. the methodology used, data collection and analysis methods human rights and gender-sensitive?

k) Future phase of joint programming:

- What are findings and lessons from the mid-term evaluation of the current programme that should influence any decision on a future intervention for UNDP and UNCDF and its partners?
- Analyze and comment on any emerging vision, strategy and measures proposed for the planned next phase of programming or, if appropriate, disengaging or continuing UNDP and UNCDF's climate change programming in the country.
- What are the remaining challenges and gaps in the area of climate change in the country? How are various actors positioned to address these? Is there a conducive environment for further progress on climate resilience?
- Do the envisaged overall objectives and results of the next phase of programme seem adequate and relevant considering the LOGIC findings?
- Have key factors (external, programme or partnership related) changed, with respect to those existing at the time of the LOGIC design, in a way that needs to be taken into consideration for the next phase?

l) Sustainability of the programme results:

- How sustainable is the knowledge and capacity building that has been transferred at the local level?
- Has the institutional mechanism been set up to foster local ownership and to ensure long-term effects of project interventions?

5. Methodology:

The standard evaluation approach will be used for this mid-term evaluation. In accomplishing the aforementioned tasks, the evaluation team will mainly adopt qualitative methodologies like rapid assessment methods, key informant interviews, focus group discussions, collecting information for determining the overall effectiveness of the program. These will also be supplemented by the quantitative methods as well as any other method to quantify qualitative data. The review process should be participatory engaging Government high officials, implementing and donor partners, project concerns, key stakeholders and a wide cross-section of staff and beneficiaries incorporating gender equity. It should consider the diversified components/interventions of the overall project. The methods used for the evaluation may include the followings:

- Focus group discussions with contestants and respondents - to determine benefits of the project, unanticipated consequences and possible areas of modification or redesign and innovative approach;
- Meeting or interview with key project personnel and stakeholders- European Union, SIDA, LGD, local government organizations, relevant government ministries, selected community participants, partner NGOs;
- Key informant interview with potential key stakeholders, civil society members, and policy influencers;
- Direct observations of activities through site visits-assess technical practices, quality of activities, confirm recorded outputs, assess the impact of activities;
- Review of different study reports (baseline, impact baseline study, case study, etc.) to measure the changes of target groups for achieving the results;
- Review of the project records- to establish outputs and financial accountability;
- Review of the programme and organizational documents-to assess institutional strengthening of various stakeholders and organizations;

A bidder is requested to detail out data collection/analysis methodologies in the proposal, which will be scored in the selection process. In particular, a higher score will be given to an innovative and solid qualitative approach or any other appropriate method to quantify qualitative data to make evaluation rigorous.

The table below indicates project interventions areas as well as number of FGDs and KIIs expected to be conducted during data collection process.

District	Upazila	Union	FGD	KII	Remarks
Kurigram	Char Rajibpur	Char Rajibpur, Kodaikati, Mohanganj	6 FGD (2 FGD x 3 UP of 3 Upazila)	7 KII (1 DDLG, 3 UNO, 3 UP Chair)	Flood prone area
	Roumari	Roumari, Bandabeer, Dantbhanga, Saulmari			
	Chilmari	Ashtamir Char, Raniganj, Thanahat			
Sunamganj	Tahirpur	Dakshin Sreepur, Dakshin Baradal, Uttar Sreepur, Balijhuri	6 FGD (2 FGD x 3 UP of 3 Upazila)	7 KII (1 DDLG, 3 UNO, 3 UP Chair)	Haor (extreme rain) area
	Dirai	Bhati Para, Charnar Char, Derai Sarmangal, Rafinagar			
	Salla	Atgaon, Bahara, Habibpur, Sulla			

Khulna	Koira	Dakshin Bedkashi, Koyra, Maheshwaripur, Uttar Bedkashi, Maharajpur	10 FGD (2 FGD x 5 UP of 5 Upazila)	11 KII (1 DDLG, 5 UNO, 5 UP Chair)	South west coastal area
	Dacop	Banisanta, Pankhali, Kamarkhola, Sutarkhali, Tildanga			
Bagerhat	Mongla	Chandpi, Sundarban, Suniltala, Mithakhali			
	Sharonkhola	Dhansagar, Khontakata, Royenda, SouthKhali			
	Morelganj	Baraikhali, Jiudhara, Morrelganj, Nishan Baria			
Barguna	Pathorghata	Kakchira, Kathaltoli, Nachna Para, Raihanpur			
	Sadar	Badarkhali, Burirchar, Dholua, Naltona			
	Taltoli	Barabagi, Nishanbaria, Sonakata, Pancha Karalia			
Patuakhali	Rangabali	Rangabali, Bara Baisdia, Chhota Baisdia, Char Montaz			
	Dashmina	Char Borhan, Ranagopaldi			
Bhola	Sadar	Dhania, Kachia, Rajapur, Dakkhin Dighaldi			
	Doulatkhan	Uttar Joynagar, Char Khalifa, Saidpur, Dakkhin Joynagar			
	Borhanuddin	Bara Manika, Deula			
7 District	19 Upazila	72 Unions	38 FGD	42 KII	

6. Gender and Human Rights:

The evaluation must include an assessment of the extent to which the design, implementation, and results of the project have incorporated a gender equality perspective and rights-based approach. The evaluators are requested to review *UNEG's Guidance in Integrating Human Rights and Gender Equality in Evaluation* during the inception phase².

In addition, the methodology used, 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 MTR, from which findings are consolidated to make recommendations and identify lessons learned for enhanced gender-responsive and rights-based approach of the project.

² http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=980

7. Evaluation Work Plan and sequence:

The distribution of the number of days per team member and evaluation phase is as follows:

Phase	Team Leader	International Team Member	National Team Members	Investigator
Inception Phase (dates)	10 days	10 days	10 days	0
In-country Phase	20 days	20 days	30 days	30 days
Post-mission Phase	20 days	20 days	20 days	0
Total number of days	50	50	60	30

The sequence of evaluation steps are as follows:

1. Desk Review/ Pre-mission briefing

- Pre-mission briefing to ensure understanding of evaluation methodology and familiarize the Evaluation team with the programme.
- Review of secondary data such as background literature and project documentation lead by the Evaluation Team Leader in consultation with his/her team. It will involve necessary clarifications by UNDP and UNCDF personnel, LOGIC Project Coordinator and other national and international staff, Assistant Resident Representative of UNDP and Regional Technical Advisor of UNCDF, UNDP CO senior management and UNCDF LoCAL staff.
- This phase will culminate in the preparation of a brief **Inception Report** to be forwarded to UNDP and UNCDF for comments. The Inception report should incorporate the information from the desk review, present the reconstructed intervention logic, spell out the evaluation questions and a plan for how these will be tackled by the team including draft interview questions.
- This phase will help the team to prepare for the team hypothesis meeting that is held when the team assembles in Dhaka and for the Inception Workshop with stakeholders.

2. Kick-Off meeting

- Kick-Off meeting to share the evaluation team approach and questions and receive feedback with the senior management of UNDP and UNCDF.
- Inception workshop for key stakeholders set up to interact with the Evaluation Team.
- Interviews by the team with national stakeholders such as key ministries and donors; initial consultations in Dhaka with Project team, UNDP and UNCDF CO office teams, MLGRD&C, development partners (European Commission, SIDA).

3. Data collection Phase:

Bidders should demonstrate how they will ensure data quality, verification and credibility. Bidders will also need to explain how they will manage data protection and confidentiality issues. Specifically need to:

- Finalize data collection tools (questionnaire, checklist, guidelines) for the study. The study team (National) will be responsible for pre-test and finalization of tools and techniques for the survey. The data collection tools will be in Bengali and English language.

- Organize training for the enumerators followed by field practice. The training will include methodology, tools and technique of the survey, to ensure that enumerators have in-depth understanding of the study.
- Ensure data collection from the respondents as per sample design, using prescribed tools and techniques.
- Prepare and finalize data analysis and tabulation plan and generate output tables accordingly.

4. Debriefing / Post-mission phase

- Draft evaluation report
- Debrief UNDP and UNCDF CO teams and project team and LGD.
- Debriefing of the UNDP Resident Representative, Deputy Resident Representative, and UNCDF Regional Technical Advisor.
- Debriefing of the MLGRD&C and other relevant Ministerial staff.
- Facilitate national debriefing workshop with key stakeholders to present and discuss findings & recommendations – this workshop will generally review an Aide Memoire which presents the key findings, recommendations (conveyed in PowerPoint) and collect feedback from stakeholders.
- Debriefing of global UNDP and UNCDF senior management at HQ via teleconference generally conducted with the evaluation team leader and with participation from the country level.
- Incorporate feedback as well as observations from stakeholders during the MTE.

8. Evaluation Products (Deliverables)

Deliverables: The mission will be responsible for submitting the following deliverables:

- Inception Report (10-20 pages)
 - It should detail out evaluation methodologies based on ToR.
- The Draft report (30-40 pages excluding Annex)
- The final report: (max 35-40 pages excluding annexes) and Executive Summary (max 2-3 pages). It should also contain a matrix of recommendations to be used for the Management Response and action, and recommendations for the next phase of the programme.
- A brief synopsis of evaluation and key findings and recommendations (1000 words for corporate communications use)
- Data collection tools (i.e. questionnaires and survey framework)
- Datasets (if any)

MAIN DELIVERABLES	SUBMISSION DATE
Inception report	30 September, 2020
Draft Evaluation Report.	30 November, 2020
Power Point Presentation for debriefing	30 November, 2020
Final Evaluation Report, Executive Summary with main recommendations listed in order of priority.	15 December, 2020

9. Implementation arrangements

The UNDP-UNCDF Evaluation units will oversee the overall management of the Mid-term Evaluation with technical guidance from the Resilience Cluster of the UNDP Bangladesh and the UNCDF country office. The Evaluation Team led by the international team leader will be closely working with the Project

Management Unit of LOGIC and seek guidance from UNDP M&E Officer. They will be responsible for arranging all types of meetings and field visits. The UNDP-UNCDF evaluation units will be working as an oversight body and will be responsible for ensuring the quality of the evaluation in line with the UNEG Evaluation principles.

10. Evaluation team composition and required competencies

The Evaluation Team will be conducted by a team of an international team leader, an international team member, 2 national experts and 4 field investigators. They will be selected according to the following profiles and along with UNEG gender and human rights guidelines³.

1. EVALUATION TEAM LEADER (*International on local governance and fiscal decentralization*)

A senior consultant with strong international experience in the field of decentralization and local government such as fiscal decentralization, decentralized infrastructure, and service delivery; local government capacity building for decentralized public expenditure management and operationalisation of decentralized systems of planning and budgeting; policy, legal and regulatory reform related to decentralization; rural development; and decentralised cooperation involving non-state actors such as civil society organisation and private sector bodies.

He/she has extensive experience in undertaking evaluations. The team leader will allocate roles and responsibilities within the team, including meeting schedules and drafting duties and be responsible for the timely delivery.

Duration: 50 working days

Responsibilities:

- Documentation review
- Inception Report
- Leading the evaluation team in planning, execution, and reporting (hypothesis workshop, Inception workshop, kick-off and feedback meeting, national and global debriefings).
- Deciding and managing the division of labour within the evaluation team
- Use of best practice evaluation methodologies in conducting the evaluation
- Conducting the debriefing for the UNDP Country Office in Bangladesh and the UNCDF HQ
- Leading the national debriefing for programme stakeholders in Bangladesh
- Leading the drafting and finalization/quality control of the evaluation report
- Preparing the Management Response template in terms of Findings and Recommendations

Corporate Competencies:

- Demonstrates integrity and fairness by modeling UN values and ethical standards;
- Displays cultural and gender sensitivity and adaptability;
- Treats all people fairly and without favoritism; and
- Shows strong corporate commitment.

Functional Competencies

Development and Operational Effectiveness:

- Ability to lead strategic planning and facilitate crucial decision making at the highest levels of government;

³ http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=980

- Ability to lead the formulation, implementation, monitoring and evaluation of strategic policies and sound development program;
- Ability to generate creative, practical approaches to overcome challenging situations;
- Strong technical and practical leadership and knowledge in issues related to aid management, coordination, and effectiveness;
- Familiarity with the UN system and role of key stakeholders in the area of national development plans, local-level planning, aid management, coordination, and effectiveness;
- Ability to work well in multi-disciplinary and multi-cultural teams.

Knowledge Management and Learning:

- Promotes knowledge management and a learning environment through leadership and personal example;
- Ability to promote UNDP as a learning/knowledge sharing organization Experience in capacity development and facilitating positive transformational change.

Management and Leadership:

- Ability to build strong relationships with clients, to focus on impact and to respond positively to constructive feedback;
- Personal attributes to consistently approaching work with energy and a positive constructive attitude;
- Excellent oral and written communication skills, including the ability to write in a clear and concise manner;
- Excellent presentation skills;
- Excellent computer skills, and applications for report and project planning;
- Excellent organizational skills and proven ability to deliver programs/projects within assigned deadlines;
- Openness to change and ability to manage complexities;
- Excellent interpersonal skills and objectivity.

Qualifications:

- Master's degree or higher on governance specializing in public administration, public policy, decentralization, local governance and other relevant fields;
- At least 10 years of professional experience in fiscal decentralization and local development, especially in developing countries;
- Sound knowledge and experience in the evaluation of development programmes/projects;
- Thorough understanding of key elements of results-based programme management;
- Strong capacity for data collection and analysis, as well as report writing;
- Demonstrated evaluation of team management skills
- Experience or knowledge of decentralization in Bangladesh and/or regional experience in the area of decentralization would be considered as an advantage;
- Sound knowledge and understanding of gender sensitivity and social inclusion;
- A good level of experience in the strategic positioning of decentralization and local development programmes in relationship to donors/development partners and local authorities;
- Ability to assess the effectiveness and sustainability of programme structure and implementation modalities to inform UNDP and UNCDF;
- Strong task management and team-leading competencies;
- Fluency in English, in speaking and writing. Knowledge of Bengali would be an asset.

2. TEAM MEMBER (*International on Qualitative Evaluation Expert*)

A consultant with relevant background and experience in the field of qualitative research within the context of climate change; local resource mobilization; fiscal decentralization, local government capacity building on financial management.

Duration: 50 working days

Responsibilities:

- Develop a detailed evaluation methodology, including a survey framework and data collection tools
- Innovate a qualitative approach of evaluation
- Oversee data collection process, including data quality assurance
- Provide technical guidance to field investigators
- Evaluate fiscal transfer operations conducted thus far
- Assess the performance assessment lessons learnt from the project's target areas to the national level, based on the lessons learned from the piloting project
- Review the achievements in SDG/service delivery using grants money, with a specific focus on the financial management of LGIs
- Assist the team leader as necessary

Qualifications:

- Master degree or higher in statistics, anthropology, development studies, and other relevant fields;
- At least 8 years of professional experience with the design of qualitative methodologies including studies that involve qualitative/quantitative integration; particularly in the areas of governance and climate resilience, preferably in the Asian developing countries;
- Sound knowledge and experience in evaluating development programmes/projects particularly decentralization and local governance programmes;
- Experience in assessing capacity building and knowledge management skills which are expected would be an asset;
- Strong ability for data collection and analysis, as well as report writing;
- Sound knowledge and understanding of gender sensitivity and social inclusion;
- Fluency in English, in speaking and writing. Knowledge of Bengali would be an asset.

Corporate Competencies:

- Demonstrates integrity and fairness by modeling UN values and ethical standards;
- Displays cultural and gender sensitivity and adaptability;
- Treats all people fairly and without favoritism; and
- Shows strong corporate commitment.

Functional Competencies

Development and Operational Effectiveness:

- Ability to lead qualitative research and facilitate crucial decision making at the highest levels of government;
- Ability to lead the formulation, implementation, monitoring and evaluation of strategic policies and sound development program;
- Ability to generate creative, practical approaches to overcome challenging situations;

- Strong technical and practical leadership and knowledge in issues related to aid management, coordination, and effectiveness;
- Familiarity with the UN system and role of key stakeholders in the area of national development plans, local-level planning, aid management, coordination, and effectiveness;
- Ability to work well in multi-disciplinary and multi-cultural teams.

Knowledge Management and Learning:

- Promotes knowledge management and a learning environment through leadership and personal example;
- Ability to promote UNDP-UNCDF as a learning/knowledge sharing organization;
- Experience in capacity development and facilitating positive transformational change.

Management and Leadership:

- Ability to build strong relationships with clients, to focus on impact and to respond positively to constructive feedback;
- Personal attributes to consistently approaching work with energy and a positive constructive attitude;
- Excellent oral and written communication skills, including the ability to write in a clear and concise manner;
- Excellent presentation skills;
- Excellent computer skills, and applications for report and project planning;
- Excellent organizational skills and proven ability to deliver programs/projects within assigned deadlines;
- Openness to change and ability to manage complexities;
- Excellent interpersonal skills and objectivity.

3. NATIONAL EXPERT 1 – Capacity Development and women empowerment

Specialised on Capacity Development to assess programme performance with respect to improve the capacity of elected UP and UZP officials in running their portfolio, in enhancing people’s participation in planning and implementation, women empowerment, etc.

Duration: 60 working days

Responsibilities:

- Take responsibility for relevant questions and sub-questions falling under their areas of expertise
- Provide overall assistance the team in terms of data collection and data analysis;
- Assist with the focused group discussions at all levels;
- Assist with the conduct of interviews at all levels
- Attend the briefing and debriefings with UNDP CO and government agencies both at central and local levels;
- Provide translation and other assistance to the team;
- Be responsible for report writing covering their areas of competence.

Qualifications:

- Master’s degree or higher in public administration, law, development studies, and other relevant fields such as gender;
- At least 5 years of professional experience in the field of local development, planning, capacity building in Bangladesh;
- Have experience in assessing the outcomes of development projects preferred.
- Strong ability for data collection and analysis, as well as report writing;
- Understanding of the political structure and sub-national government systems;

- Sound knowledge and understanding of gender sensitivity and social inclusion;
- Strong interpersonal and communication skills;
- Fluency in English and Bangla, in speaking and writing.

Corporate Competencies:

- Demonstrates integrity and fairness by modeling UN values and ethical standards;
- Displays cultural and gender sensitivity and adaptability;
- Treats all people fairly and without favoritism; and
- Shows strong corporate commitment.

Functional Competencies

Development and Operational Effectiveness:

- Ability to lead strategic planning and facilitate crucial decision making at the highest levels of government;
- Ability to lead the formulation, implementation, monitoring and evaluation of strategic policies and sound development program;
- Ability to generate creative, practical approaches to overcome challenging situations;
- Strong technical and practical leadership and knowledge in issues related to aid management, coordination, and effectiveness;
- Familiarity with the UN system and role of key stakeholders in the area of national development plans, local-level planning, aid management, coordination, and effectiveness;
- Ability to work well in multi-disciplinary and multi-cultural teams.

Knowledge Management and Learning:

- Promotes knowledge management and a learning environment through leadership and personal example;
- Ability to promote UNDP as a learning/knowledge sharing organization Experience in capacity development and facilitating positive transformational change.

Management and Leadership:

- Ability to build strong relationships with clients, to focus on impact and to respond positively to constructive feedback;
- Personal attributes to consistently approaching work with energy and a positive constructive attitude;
- Excellent oral and written communication skills, including the ability to write in a clear and concise manner;
- Excellent presentation skills;
- Excellent computer skills, and applications for report and project planning;
- Excellent organizational skills and proven ability to deliver programs/projects within assigned deadlines;
- Openness to change and ability to manage complexities;
- Excellent interpersonal skills and objectivity.

NATIONAL EXPERT 2 – Climate Change

Specialized in design, management, and supervision of service delivery projects (including infrastructure) ideally from a public sector perspective to assess the quality of implementation, and the replicability of the systems introduced, to manage the micro-projects (schemes) supported by the project.

Duration: 60 working days

Responsibilities:

- Take responsibility for relevant questions and sub-questions falling under their areas of expertise
- Provide overall assistance the team in terms of data collection and data analysis;
- Assist with the focused group discussions at all levels;
- Assist with the conduct of interviews at all levels
- Attend the briefing and debriefings with UNDP CO and government agencies both at central and local levels;
- Provide translation and other assistance to the team;
- Be responsible for report writing covering their areas of competence.

Qualifications:

- Master's degree or higher in public administration, development studies, engineering, and other relevant fields;
- At least 5 years of professional experience in the field of local development, planning, capacity building;
- Have experience in assessing the outcomes of the development projects;
- Strong ability for data collection and analysis, as well as report writing;
- Understanding of the political structure and sub-national government systems;
- Sound knowledge and understanding of gender sensitivity and social inclusion;
- Strong interpersonal and communication skills;
- Fluency in English and Bangla, in speaking and writing.

4. Field Investigator (4) (National)

Duration: 30 working days

Duties and responsibilities

- Develop a detailed work plan for the selected area
- Collect data as per the instruction of team leader
- Assist to revise data collection tools and instruments
- Analyze all data gathered from the selected areas
- Develop the report for the selected reason the basis of the field data and Chapter outline provided by the team leader

Corporate competencies:

- Demonstrates commitment to UNDP's mission, vision, and values;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Highest standards of integrity, discretion, and loyalty.

Functional competencies:

Communication:

- Communicates effectively with staff at all levels of the organization and is comfortable in handling external relations at all levels;
- Outstanding writing and oral communication skills.

Professionalism:

- Capable of meeting deadlines, managing tasks simultaneously;

- Able to complete tasks accurately and thoroughly, with great attention to detail;
- Exercises the highest level of responsibility and is able to handle confidential and politically sensitive issues in a responsible and mature manner.

Teamwork:

- Works well in a team to service all of PG and BDP as a whole;
- Projects a positive image and is ready to take on a wide range of tasks to create an enabling environment for local development programme;
- Focuses on result for the client and responds positively to feedback.

Technical Skills:

- Able to conduct thorough qualitative and quantitative research, able to synthesize and summarize extensive research material into succinct briefings, able to draft communications and outreach materials for the PG;
- Excellent computer, writing, and oral skills.

Knowledge Management and Learning:

- Willingly shares knowledge and experience and makes contributions to UNDP practice areas (e.g., documented knowledge, the community of practice building initiatives);
- Actively develops deep understanding and experience in one or more.

Education and technical expertise

- Bachelor's degree;
- Ability to work under the critical situation with regard to the political environment.

Experiences

- Extensive experiences in data collection/management/analysis;
- Professional experiences in the relevant fields research and analysis;
- Preferably a few year experience in the field of democratic governance

11. Evaluation ethics

- The evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation' (<http://www.uneval.org/search/index.jsp?q=ethical+guidelines.>) See Annex.
- The evaluation team has to safeguard the rights and confidentiality of information providers, for example, measures to ensure compliance with legal codes governing areas such as provisions to collect and report data.

12. Evaluation of Proposals

A cumulative analysis weighted-scoring method will be applied to evaluate the firm. Award of the contract will be made to the tenderer whose offer has been evaluated and determined as

- a. Responsive/ compliant/ acceptable with reference to this ToR, and;
- b. Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation, with the ratio set at 70:30 respectively (this is to reflect the high-level skills mix required).
- c. Only firms obtaining a minimum of 70% of maximum obtainable score (49 points) in the technical analysis would be considered for financial appraisal, and ultimately therefore, for contracting.

Criteria	Score	Weightage
Technical	70	70%
Experiences of the Firm: Experience in designing and managing evaluations using mixed methods and in the areas of climate resilience specific emphasis on local climate governance, adaptation in Bangladesh.	10	10%
Methodology and work plan Quality and relevance of proposed evaluation methodology & approach	30	30%
Expertise of the Study Team: <div style="text-align: right; padding-right: 20px;"> Team leader Qualitative Evaluation Expert Capacity Development Expert Climate Change Expert </div>	10 10 5 5	30%
Financial	30	30%
Total=	100	100%

13. Annexes:

- Project Document along with Results framework

Annex-1: Results Framework

<p>UNDAF Outcome 5.1. By 2016, populations vulnerable to climate change and natural disaster have become more resilient to adapt with the risk.</p>													
<p>Joint Project Outcome Improved and inclusive local level planning and a strengthened financing mechanism for community based climate change adaptation solutions through local governments.</p>													
<table border="1"> <thead> <tr> <th>Indicators</th> <th>Baseline</th> </tr> </thead> <tbody> <tr> <td>• % of target UPs that have incorporated climate change adaptation into their development plans.</td> <td>0%</td> </tr> <tr> <td>• % of target UP plans that have addressed the adaptation needs and priorities of vulnerable women and girls.</td> <td>0%</td> </tr> <tr> <td>• % of UP that have established and are implementing the Climate Resilience Financing system</td> <td>0%</td> </tr> <tr> <td>• % of target UPs that are allocating other resources to implementing CCA linked schemes.</td> <td>Current expenditure TBD by Baseline Survey</td> </tr> <tr> <td></td> <td></td> </tr> </tbody> </table>		Indicators	Baseline	• % of target UPs that have incorporated climate change adaptation into their development plans.	0%	• % of target UP plans that have addressed the adaptation needs and priorities of vulnerable women and girls.	0%	• % of UP that have established and are implementing the Climate Resilience Financing system	0%	• % of target UPs that are allocating other resources to implementing CCA linked schemes.	Current expenditure TBD by Baseline Survey		
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<p style="text-align: center;">JP Outputs (Give corresponding indicators and baselines)</p>	<p style="text-align: center;">Indicative activities for each Output</p>												
<p>Output 1: Strengthened capacity of local governments, households and other local stakeholders to develop local plans that integrate climate change adaptation measures and disaster risk management Indicators:</p> <ul style="list-style-type: none"> • % of women, poor and marginalized people that participate in the formulation of climate risk integrated LDPs <p>% of target UPs that integrate CCA solutions into LDPs to support the most vulnerable households.</p>	<p><i>Sub-output and related activities:</i></p> <p>1.1 Capacity enhancement plan developed and implemented 1.1.1 Developing and implementing programme for vulnerable households to transfer skills, knowledge and technology for resilience building. 1.1.2 Developing and implementing a capacity enhancement (risk informed planning and budgeting) strategy LGIs (including all standing committees). 1.1.3 Build capacity of the CSOs, local institutions and stakeholders to design and implement accountability mechanism including social audit (based on the learnings and existing tools from UPGP & UZGP project). 1.2 Inclusive community based adaptation plans developed 1.2.1 Conducting Participatory Risk Assessment (CRA) 1.2.2 Sharing and prioritising actions from CRA at Ward Shava (sub-union level planning exercise required by Law). 1.2.3 Develop Local Development Plans of LGIs incorporating climate and disaster risks.</p>												
<p>Output 2: Established financing mechanism to fund local governments and communities for implementing climate change adaptation measures</p>	<p><i>Sub-output and related activities:</i></p> <p>2.1 Performance based climate resilient grants (PBCRG) system is developed and implemented through LGIs</p>												

<p>Indicators:</p> <ul style="list-style-type: none"> • % of target vulnerable households who benefit from CCA finance • % of target UPs that secure funding to support CCA linked schemes based on their performance • % of Open Budget sessions in target UPs that discussed CCA linked expenditure 	<p>2.1.1. Determination of formula based grants allocation to UPs, weighted by climate change vulnerability performance and other parameters. Action: Development of a catalogue of climate adaptation and resilience related performance measures</p> <p>2.1.2 Development of a monitoring mechanism to track CCA-DRR funds flow at national and local levels, according to specific performance indicators.</p> <p>2.2 Performance of LGIs is assessed for compliance with mandatory requirements and superior performance</p> <p>2.2.1 Support to the annual performance assessment of LGIs for compliance with mandatory requirements and superior performance</p> <p>2. 2.2 Transfer of Performance Based Climate Resilience Grants (PBCRGs) to qualified UPs</p> <p>2.3 Community resilience fund operationalised to finance community based innovative solutions for households through the CSOs and local institutions</p> <p>2.3.1 Develop Community Resilience Fund for LGIs and CSOs and local institutions to support vulnerable households.</p> <p>2.3.2 Disbursement, result and compliance monitoring of resilience grants for adaptive livelihoods of vulnerable households.</p> <p>2.4 CCA-DRR financing at local level enhanced by the active participation and scrutiny of communities and CSOs and local institutions</p> <p>2.4.1 Engagement of CSOs and local institutions in the oversight of LDPs on community based planning, grant utilization, and schemes’ implementation to assure quality, accountability and community ownership</p> <p>2.4.2 Delivery of grants monitoring report by CSOs and local institutions.</p> <p>2.4.3. Inclusion of monitoring, reporting and verification (MRV) into PMU.</p>
<p>Output 3: Experience and evidence inform and contribute to further improvements in policies and practices for UPs and national systems in relation to climate change adaptation.</p> <p>Indicators:</p>	<p><i>Sub-output and related activities:</i></p> <p>3.1 Policy analysis of two/three major relevant policies.</p> <p>3.1.1 Review current policy provisions and develop a strong policy case for financing local level adaptation and disaster risk reduction.</p> <p>3.1.2 Publish a synthesis policy notes for senior policy makers and parliament.</p>

<ul style="list-style-type: none"> • The extent to which National Adaptation Plan (NAP) and 7th Five Year Plan (7FYP) integrate financing for local adaptation • The extent to which local climate fiscal framework is integrated into the national Climate Fiscal Framework 	<p>3.2 Policy briefs and knowledge products based on field evidence and lessons.</p> <p>3.2.1 Develop and publish issue based policy briefs.</p> <p>3.2.2 Develop and publish knowledge products based on field evidence and lessons.</p> <p>3.3 Facilitate policy discussion at various levels.</p> <p>3.3.1 Local level policy discussions</p> <p>3.3.2 District level policy discussions</p> <p>3.3.3 National level policy discussions.</p> <p>3.4 Integrate local climate fiscal framework lessons into national climate fiscal framework.</p> <p>3.4.1 Establish partnership amongst Finance Division, Planning Commission, Local Government Division, Ministry of Environment and Forest, and Ministry of Disaster Management and Relief</p> <p>3.4.2 Policy discussion with Finance Division for inclusion of LCFF into CFF.</p>
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