# TERMS OF REFERENCE

# Mid-Term Evaluation of the Local Government Initiative on Climate Change (LoGIC)

| | |
|---|---|
| **Countries in which the programme is implemented** | Bangladesh |
| **Executing Agency** | Local Government Division (LGD) of the, Ministry of Local Government, Rural Development and Cooperatives, the Government of the People's Republic of Bangladesh – National Implementation Modality (NIM) |
| **Partner organisations** | • United Nations Capital Development Fund (UNCDF) <br> • United Nations Development Programme (UNDP) |
| **Timeframe** | 4 years (July 2017 – June 2021) |
| **Programme budget** | USD 20,000,000 |
| **Disbursed as of s 2020** | USD 12.68 million |

---

***Evaluation during a crisis: COVID-19***

*As COVID-19 spreads globally, it is a massive health, humanitarian, and development crisis. UNCDF Evaluation Unit remains operational and is adapting the way it works and manages evaluations. Our priority is the safety of our staff, consultants and stakeholders while trying to ensure that UNCDF continues to benefit from high quality evaluative evidence to support its strategic learning and accountability.*

*The text boxes "Evaluation during a crisis: COVID-19" throughout these TOR provide additional information, including on how the conduct of this evaluation will be affected by COVID-19.*

# 1. Programme description

## 1.1. Bangladesh country context

---

**Evaluation during a crisis: COVID-19**

- *As of 27 April 2021, Bangladesh had reported 748,628 confirmed cases of COVID-19 with 11,150 deaths[1].*
- *The Government of Bangladesh announced a countrywide lockdown to limit the spread of the COVID-19 pandemic effective April 14, 2021. A daily curfew is in effect from 6 p.m. to 6 a.m. Hospitals, pharmacies, and food stores remain open. Public transportation and banking services remain limited[2].*

---

Bangladesh has a population of 161.4 million people and a GDP per capita of approximately USD 1,698 at 2018 prices[3]. The country is one of the world's most affected to the impacts of climate change and disasters[4]. Bangladesh has been experiencing changes in rainfall pattern, increased temperature, high frequency of extreme weather events (flooding in the river basins, widespread droughts in the North, cyclones on the coast) which in turn exacerbate long-term effects such as salinity in water and crop land, extended water shortage, sea and river erosion, severe high tide and sea level rise.

These events exacerbate poverty and vulnerability of people on a regular basis. The Government of Bangladesh recognizes the severity of climate change and has been working to mainstream related concerns into the national development policy, planning and financing.

The development of climate change policy in Bangladesh has been influenced by the international context where the country has played a leading role in highlighting the position of the LDCs in the climate finance debate. At the national level, the climate change agenda operates in a competitive policy environment, where sectoral policies take a lead in shaping public expenditure[5] although there is scope to include climate change as an item of expenditure. This highlights an absence to date of a systematic approach to integrate climate change into planning and budgeting both at the national and local level.

The existing development schemes of local government institutions (LGIs) at the community level remain confined to infrastructure. As a result, vulnerable households face two-fold challenges in addressing climate risks at their level: firstly, they do not have direct access to resources and secondly, they cannot adequately influence the planning and budgeting of the local government.

## 1.2. The LoGIC programme

---

[1] Bangladesh_ WHO Coronavirus Disease (COVID-19) Dashboard _ WHO Coronavirus Disease (COVID-19) Dashboard. Available at https://covid19.who.int/region/searo/country/bd/

[2] COVID-19 Information _ U.S. Embassy in Bangladesh. Available at https://bd.usembassy.gov/covid-19-information/

[3] World Bank data for Bangladesh. Available at https://data.worldbank.org/country/bangladesh

[4] Global Climate Risk Index 2020 _ Germanwatch e.V. Available at https://germanwatch.org/en/17307

[5] Public Expenditure for Climate Change: Bangladesh Climate Public Expenditure and institutional review, General Economic Division, Planning Commission Government of the People's Republic of Bangladesh, 2012

The Local Government Initiative on Climate change (LoGIC) promotes local action on climate change adaptation at scale in Bangladesh. LoGIC aims to enhance the capacity of local government institutions, vulnerable communities, and civil society organisations to engage in effective and inclusive local level planning to finance climate change adaptation solutions in selected climate-vulnerable areas.

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

- To strengthen the capacity of local governments, households, and other local stakeholders, to develop local government plans that integrate climate change adaptation measures and disaster risk management (Output 1);

To establish financing mechanisms to fund local governments and communities for implementing climate change adaptation measures (Output 2);

- To produce information and evidence to feed further improvements in policies and practices for UPs and national systems in relation to climate change adaptation (Output 3).

LoGIC is a 4-year UNDP and UNCDF joint project, funded by the European Union (EU) and the Swedish International Development Cooperation Agency (SIDA), with a budget of USD 20.0 million. It is a Nationally Implemented Project (NIM) executed by the Local Government Division (LGD) of the Ministry of Local Government, Rural Development and Cooperatives (MoLGRD&C) of Bangladesh. The project is implemented in 72 vulnerable Union Parishads of 19 Upazilas from 7 Districts (Kurigram, Sunamganj, Khulna, Bagerhat, Barguna, Patuakhali, and Bhola)[6].

### 1.2.1. Output 1

Under Output 1, the programme provides **capacity building** to the central government and local governments, CSOs, local stakeholders, and community members (individuals and households) on climate change awareness and adaptation opportunities as well as on the specific mechanisms and activities proposed under LoGIC.

Building on this improved capacity and with guidance provided through the Project, local government partners undertake the participatory Community Risk Assessments (CRA), which will in turn inform the development of local Risk Reduction Action Plans (RRAP). These plans will then be integrated into the local development planning process and regularly screened against current and emerging environment, climate and disaster risk priorities, so as to improve the climate-inclusive Local Development Plans on an ongoing basis.

### 1.2.2. Output 2

Under Output 2, LoGIC aims at establishing two complementary **financing mechanisms** at the Union Parishad level: Performance-Based Climate Resilience Grants (PBCRGs, supported by UNCDF, in line with the LoCAL global standard) and a Community Resilience Fund (CRF, supported by UNDP) to implement the climate-inclusive Local Development Plans developed under Output 1.

---

[6] Geographical areas were selected based on their climate hazard exposure, poverty, vulnerability, remoteness, and UNDAF priority status. For a detailed overview of LoGIC's territorial coverage see Annex

- PBCRGs allocate additional resources to complement existing LGI budgets with the specific purpose of strengthening resilience to negative climate and disaster impacts on development investments (infrastructure and public services). They are aligned with the current system of fiscal transfers to Union Parishads;

- The CRF channels grants directly to households vulnerable to negative climate change and disaster impacts. It is a medium-term measure to meet livelihood and food security needs of vulnerable households that are currently not effectively reached, while efforts increase to strengthen systems for sustainable public service delivery. The CRF will predominantly support the extreme poor households to enhance their adaptive livelihood portfolios.

LoGIC also aims to strengthen the quality and accountability of (1) the activities funded through the two mechanisms, and (2) the performance of the grant mechanism itself. This will involve strengthening the broad range of technical and implementation partnerships with civil society, academic and private sector actors, and focusing specifically on participation of beneficiaries.

### 1.2.3. Output 3

Under Output 3, LoGIC focuses on collecting and consolidating evidence from the activities implemented, following an ad-hoc knowledge management and **learning** framework with a view to scale up good practices into relevant planning and strategic decision-making processes.

The programme also aims to identify appropriate **advocacy** opportunities that can be effectively targeted during the project lifetime, aimed at government and policymakers dealing with formulating or influencing policy on CCA, disaster risk reduction (DRR), community-based adaptation, climate financing and related issues. The development of an advocacy strategy is foreseen to identify specific evidence-based messages and opportunities to inform policy, planning and practice and to scale up the mechanisms.

*Table 1 LoGIC Programme Results and Resource Framework*

| Output | Activity |
|---|---|
| **1: Strengthened capacity of local governments, households and other local stakeholders to develop local plans that integrate CCA-DRR solutions**<br><br>• ***Responsible agency: UNDP***<br>• ***Committed: USD 1,938,871***<br>• ***Expenditure: USD 1,321,251[7]*** | Activity 1.1: Capacity enhancement plan developed and implemented |
| | Activity 1.2: Inclusive community-based adaptation plans developed |
| | Activity 1.3: Community resilience fund operationalised to finance community-based innovative solutions for households through the CSOs and local institutions |
| **2: Financing mechanism established to fund local governments and communities for implementing climate change adaptation measures**<br><br>• ***Responsible agency: UNCDF***<br>• ***Committed: USD 16,082,026***<br>• ***Expenditure: USD 10,738,908*** | Activity 2.1 Performance based climate resilient grants (PBCRG) system is developed and implemented through LGIs |
| | Activity 2.2 Performance of LGIs is assessed for compliance with mandatory requirements and superior performance |
| | Activity 2.3: Community Resilience Fund (CRF) operational |
| | Activity 2.4 CCA-DRR financing at local level enhanced by the active participation and scrutiny of communities and CSOs, local stakeholders and institutions |

---

[7] Expenditure in this table is as of June 2020

| | |
|---|---|
| **3: Experience and evidence inform and contribute to further improvements in policies and practices for UPs and national systems in relation to CCA** <br><br> • *Responsible agency: UNDP* <br> • *Committed: USD 1,249,855* <br> • *Expenditure: USD 619,630* | Activity 3.1 Designing and implementing systems to learn lessons at the local level and informing the policy dialogue at the national level. |
| | Activity 3.2 Collecting and sharing of experiences supporting and hindering the process on local climate financing. |
| | Activity 3.3 Informing and advocating for adoption of national policies that embrace the proposed methodology. |
| | Activity 3.4 Integrate local climate fiscal framework lessons into the national climate fiscal framework. |

### 1.3. Implementation status

An update on the implementation status of LoGIC, including any reprogramming due to COVID-19, is provided in Annex.

### 1.4. Governance

LoGIC is implemented following UNDP's National Implementation Modality (NIM) [8]. The key implementing actor is the Local Government Division (LGD) of the Bangladeshi Ministry of Local Government, Rural Development and Cooperatives (MoLGRD&C). The management arrangements are summarized below:

- The National Project Director (NPD), the Joint 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 a Project Coordinator employed by UNDP-UNCDF.
- The Project Steering Committee (PSC) is chaired by the Senior 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 with UNDP and UNCDF. UNDP's Resilience Cluster has the overall responsibility for quality assurance for UNDP related activities. UNCDF global LoCAL Facility 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

---

[8] In accordance with the National Execution Manual adopted in December 2004 by the Ministry of Finance's Economic Relations Division (ERD) and UNDP. See more at
http://www.undp.org/content/dam/bangladesh/docs/LegalFramework/Management%20manual%20for%20technical%20cooperation.pdf

deliver planned outputs as per the annual work plan, project documents and results on the basis of monthly, quarterly, and annual progress reports.

*Figure 1 LoGIC organigramme*
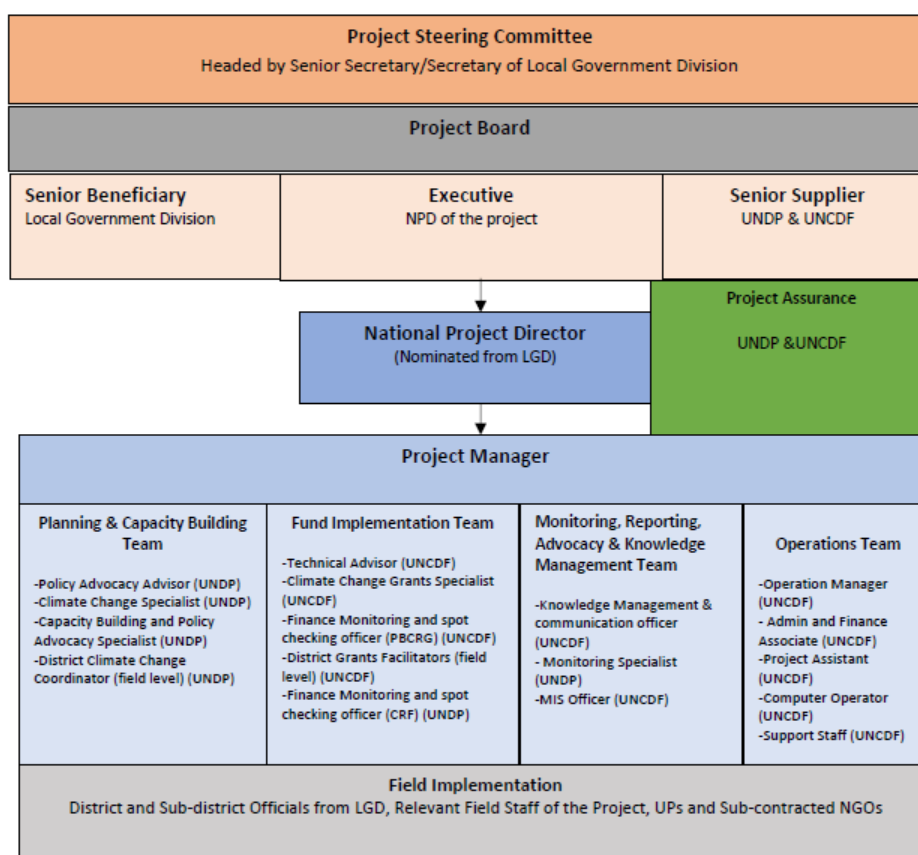


## 1.5. Monitoring framework

The LoGIC monitoring framework includes: a baseline survey[9]; an online database to track beneficiaries and activities in real time (ATM); a beneficiary feedback mechanism; program quality monitoring; a Management Information System (MIS) and the LoCAL "Assessing climate change adaptation framework" (ACCAF).

*Table 2 LoGIC monitoring data sources*

| Source | Description |
|---|---|
| **Baseline survey** | The baseline survey has been conducted to generate the benchmark scenarios in the intervention areas. It covers critical variables related to the socio-economic status of project beneficiaries. The specific objectives of the baseline survey were to:<br><br>• Collect comprehensive baseline information regarding different aspects of community and LGIs that provide a situation analysis of existing scenario from the project importance; |

---

[9] As part of the data collected by the programme, a baseline survey, together with annual progress reviews and an endline survey, were commissioned. As of July 2020, only the baseline survey was conducted.

| | |
|---|---|
| | • Generate a set of starting points of references for measuring progress, achievements and success of the project in terms of climate change resilience through local government's initiative; and<br>• Create a benchmark to assess the possible impacts at both community and local government level in comparison to control at the end of LoGIC. |
| **Online database to track beneficiaries in real time (Adaptation Tracking and Measuring, ATM)** | The adaptation tracking and measuring (ATM) is a comprehensive system to measure and monitor the climate change adaptation and resilience progress of household and community. In the ATM system, there are two components e.g. a framework and the automation of the framework. By the framework it is easy to evaluate how far and how well climate risks are managed at UP, Community, and household level. Project team has already developed the ATM framework the development of the software is under progress. |
| **Beneficiary Feedback Mechanism** | Good monitoring data can support program supervision and implementation in real time, reveal potential roadblocks early, and allow for sensible midcourse corrections. To make the monitoring system useful, a feedback mechanism was established for providing feedback at the central and district levels. Monitoring findings and progress report is presented in quarterly project progress review meetings. The project consults beneficiaries ex-ante in Community Risk Assessments, selecting CRF-supported livelihood options and PBCRG supported scheme identification. Since the Covid-19 risk induced lockdown a light touch beneficiary survey "Kemon Achen" is conducted regularly through telephonic interview to know the status of project beneficiaries. A social audit of CRF and PBCRG grants are in the plan as a fiduciary risk management tool. This will provide the beneficiaries opportunity to provide feedback. |
| **Programme Quality Monitoring** | Programme quality monitoring takes place both at the field level and at the central level. At the field level, LoGIC staff carries out qualitative monitoring, integrated by periodic field visits by project's leadership from the LGD and PMU staff. At the central level, progress review meetings, board meeting, steering committee meetings, staff coordination meetings and policy review meetings are held to discuss, coordinate and advise of project management with technical and quality assurance role of the UN agencies.<br><br>Process Monitoring deals with critical processes which are directly related to the project's objectives. There are some set standards agreed by management for all deliverables. This initiative targets results-oriented controlling of project interventions.<br><br>For example, progress monitoring looks at the number of training sessions held; while Process Monitoring focus on the method or process of training, how it has been done. The approach in program quality monitoring was developed to quantify qualitative performance of interventions. The methodology uses scales on which project staff score the quality of intervention/activities against standard operating procedures. This enables to compare the quality of implementation with the quality of service delivery afterwards, and use the data to make improvements. |
| **Management Information System** | Given that the LoGIC project has been implementing activities such as capacity development, awareness building and climate resilience grants for individual households, community and Union Parishads, the project has kept track of its operations e.g. programmatic and financial activities at different level on a regular basis. To ensure efficient and effective implementation of project, a robust, smart and comprehensive web-based Accounting and MIS software has been developed. |

| | |
|---|---|
| **Risk Reduction Action Plans (RRAP)** | LoGIC supported 71 Union Parishads (Target 72 UPs) to develop Risk Reduction Action Plans (RRAP) to integrate climate resilience investment plans and financing through community risk assessment, capacity building, and technical support. The RRAP developing process was participatory, involved the Upazila level govt. officials, community people and civil society organizations.<br><br>All the selected Community Resilience Fund (CRF) beneficiary households (17,000) developed HH-RRAP. The HH-RRAP was developed considering the climate change impact, vulnerability and local context. Every household of project beneficiary actively participated in the development of HH-RRAP with their own knowledge, skills and resources. |
| **Assessing climate change adaptation framework (ACCAF)** | Through the PBCRGs financing mechanism, LoGIC is effectively the avenue for deploying the LoCAL Mechanism in Bangladesh. The element of the LoCAL standard also included the "Framework for Climate Change Adaptation Monitoring and Evaluation" (ACCAF), a monitoring and evaluation (M&E) framework which focuses on the adaptation aspects of the LoCAL mechanism. The ACCAF is organized in line with the LoCAL PBCRG process and consists of nine building blocks (BBs) of an adaptation M&E system, documented in a manual. It is reported annually to the LoCAL Board of countries which includes Bangladesh. Trained in October 2019 with 4 other countries, Bangladesh has started rolling out the ACCAF in 2020 in the context of the 2019 reporting to the LoCAL Board. |

# 2. Evaluation objectives and methodology

**Evaluation during a crisis: COVID-19**

*Considering the COVID-19 pandemic and resultant restrictions, the proposed evaluation methodology may be subject to change. All work of the evaluation team during the field visit shall be done within the guidelines and protocols set by the local and national governments of Bangladesh.*

## 2.1. Purpose, scope and objectives of the evaluation

As a UNCDF-commissioned and managed evaluation, this evaluation is being conducted in accordance with UNCDF's Evaluation Plan 2018–2021[10] and UNDP's Evaluation Policy[11] (to which UNCDF is party). This sets out a number of guiding principles and key norms for evaluation in UNCDF following the standards of the United Nations Evaluation Group[12]. Amongst the norms that the Policy seeks to uphold, the most important are that the evaluation exercise be independent, credible, and able to provide information that is useful and relevant to support evidence-based programme management and broader strategic decision making.

With this in mind, the evaluation has been designed with the following overall objectives:

---

[10] The Evaluation Plan (revised March 2020) is available at https://erc.undp.org/evaluation/plans/download/1468
[11] United Nations Development Programme – Evaluation. Available at http://web.undp.org/evaluation/policy.shtml
[12] Detail of Norms and Standards for Evaluation (2016). Available at http://www.unevaluation.org/document/detail/1914

- to allow UNCDF, UNDP, the Government of Bangladesh, the EU and SIDA to meet their accountability and learning objectives, and inform programming in country and globally;

- to support ongoing attempts by LoGIC and its funders and key partners to capture good practice and lessons to date;

- to guide and inform the remaining years of implementation by positive and constructive recommendations.

The mid-term evaluation is expected to assess both the results to date (direct and indirect, whether intended or not) from the first years of implementation as well as the likelihood of the programme meeting its end goals on the basis of current design, human resource structure, broad implementation strategy, etc. It is expected that the evaluation will provide useful and actionable recommendations to increase the likelihood of success by the end of the programme.

Critical to this evaluation will be an assessment of the relevance and effectiveness of LoGIC as an approach to improved and inclusive local level planning and a strengthened financing mechanism for community based CCA solutions through local governments, as well as the functioning of the two–agency partnership working with the government of Bangladesh to implement LoGIC.

The **specific objectives** of the evaluation are to:

- Assist UNCDF, UNDP and their partners understand the relevance, coherence, efficiency, effectiveness, likely impact, and sustainability of the programme at the mid-term point; including positive and negative, foreseen and unforeseen, changes and effects driven by project-supported interventions;

- More specifically, aAssess relevance and effectiveness of LoGIC as an approach, identify gaps to meet its objectives in the context of the national policy environment and expectations of the community, donors and government;

- Consider the likely impact and sustainability of LoGIC approach on the policy and institutional environments at the national levels and on the implementation structures at the local level;

- Examine the hypotheses/assumptions embedded in the theory of change of the LoGIC project and validate and/or refine the theory of change at this stage of implementation;

- Consider the appropriateness to date of LoGIC as an approach to support direct access by the country to international climate finance at the local level;

- Situate the programme in its broader institutional and policy environment with sustainability and impact in mind, and compared to similar programmes and other initiatives by other development partners, including other UNCDF and UNDP sister initiatives in the region/worldwide;

- Draw lessons learned and provide forward-looking operational and strategic recommendations that are realistic and practical in terms of programmatic approach and resource allocation to assist further improvement in the implementation of the programme over the remainder of its term and way forward for future intervention.

To assess the extent to which the application of the rights-based approach and gender-mainstreaming is proceeding well, the evaluation will examine in particular results at the output 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 emerging barriers and bottlenecks and come up with recommendations. This will also cover 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 also review alignment with the government national policies as well as its current capacity on policy review and monitoring.

## 2.2. **Recommendations**

To support the utility of the evaluation, and in no way restricting the scope of the conclusions that evaluators may come to, UNCDF and UNDP are specifically looking for lessons and recommendations along the following lines:

Overall recommendations sought:

- 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?

- What are the success factors, including approaches and mechanisms, to keep for the future phase and how can shortcomings be factored in to be prevented in the future?

Specific recommendations sought:

- How could the identified positive or negative external factors be mitigated or exploited further for the next programme phase?

- What lessons from the institutional and implementation arrangements could be retained for future interventions?

- What lessons from the programme management arrangements should be considered for the next programme phase?

- To what extent does the broader policy environment remain conducive to the replication of the lessons learnt from the programme?

- 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?

## 2.3. **Evaluation methodology**

The evaluation should be **transparent, inclusive, participatory and utilization-focused**. The overall methodology should be implemented following a theory of change approach, framed by the UN/OECD DAC evaluation criteria[13] drawing upon mixed methods (quantitative and qualitative) data to capture contributions to local fiscal space and local fixed capital formation as well as local economic expansion.

---

[13] Revised evaluation Criteria – OECD. Available at
https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm

In line with good practice in evaluating this type of complex system change-focused intervention, the evaluation methodology should be organized around three concrete pillars:

- the programme's theory of change;

- an evaluation matrix;

- a data collection toolkit.

In accomplishing the aforementioned tasks, the evaluation team should adopt a mixed method approach, with a focus on qualitative techniques like rapid assessment methods, key informant interviews, focus group discussions, collecting information for determining the overall effectiveness of the program. These should be supplemented, as appropriate, by quantitative methods. Evaluation bidders are more than welcome to propose innovative techniques to answering the evaluation questions.

The review process should be participatory, engaging Government senior officials, implementing and development partners, project staff, key stakeholders and a wide cross-section of staff and beneficiaries that can ensure the evaluators include elements of gender equity. It should consider the diversified components/interventions of the overall project.

### 2.3.1. Theory of change

The main framework for evaluations of programmes of this type working to support change across multiple dimensions is provided by the programme's Theory of Change, which helps frame the evaluation questions against the programme's expected end results and the impact pathways it should be following to achieve these end results, considering the influence of relevant contextual factors at the regional, national and local levels that may have influenced the programme results.

In doing so, the evaluation should use a contribution analysis approach (or similar evaluative approaches) as a frame for conducting the evaluation with a view to capturing the programme's contribution to broader local system change.

The evaluation approach should also take into consideration, as far as possible, UNCDF/UNDP's broader monitoring efforts and incorporate – where possible - financial and economic evaluation techniques into the evaluation design.

### 2.3.2. Evaluation Matrix

In proposing how to conduct the evaluation, the evaluators should use the below suggested evaluation matrix to operationalize the theory of change and its agreed framework of direct and indirect results into a set of measurable categories of evaluative analysis following the results chain of the intervention. The table below presents a set of preliminary questions that the evaluators should apply. A final, more detailed evaluation matrix should be developed during the inception phase on the basis of extensive document review and initial consultation with key programme stakeholders.

| Criteria | Sub-questions |
|----------|---------------|
|          |               |

| | |
|---|---|
| **1. Relevance**<br>*The extent to which LoGIC's objectives and design respond to beneficiaries', global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.[14]* | 1.1 How relevant and how well designed is LoGIC's approach to the priorities of the government of Bangladesh, its domestic strategies (NDC, climate policy, NAP), and the country UN Plans (UNDAF, CPD, etc), and compared to similar initiatives by national or development partners?<br><br>1.2 How relevant is the support provided by LoGIC to the needs of the government of Bangladesh, partner organisations, local governments and communities?<br><br>1.3 To what extent does the LoGIC design incorporate gender equality (GE) and human rights (HR) issues, as well as environmental sustainability? How coherent is it to needs and interests of all stakeholder groups? Does it offer good quality information on the underlying causes of inequality and discrimination to inform the programme?[15] |
| **2. Coherence**<br>*The compatibility of LoGIC with other interventions in a country, sector or institution.[16]* | 2.1 How distinct/complementary is LoGIC's approach to other programmes and initiatives implemented in Bangladesh by government and/or key development partners with similar objectives?¨<br><br>2.2 As presently designed, how coherent is the programme design in view of programme objectives and the collaboration of the two UN agencies in working together to implement the programme? |
| **3. Efficiency**<br>*The extent to which LoGIC is likely to deliver results in an economic and timely way.* | 3.1 How well, and with what quality, has LoGIC delivered its expected results to date as per result framework, including in terms of budget allocation and cost-efficiency of activities? To what extent have resource mobilization efforts worked?<br><br>3.2 How well is the governance system, including partnerships (development and national) working? How are the government counterparts engaged in the programme working with other LoCAL countries towards implementing the LoCAL standard and joint Board Decisions? |

---

[14] 'Respond to' means that the objectives and design of the intervention are sensitive to the economic, environmental, equity, social, political economy and capacity conditions in which it takes place.

[15] This includes, but is not limited to, the extent to which the programme is formulated according to international norms and agreements on HR & GE (e.g. The Convention on the Elimination of all Forms of Discrimination Against Women – CEDAW; the Universal Declaration of Human Rights – UDHR; Convention on the Rights of Persons with Disabilities – CRPD) as well as national policies and strategies to advance HR & GE.

[16] The extent to which other interventions (particularly policies) support or undermine the intervention and vice versa. This includes internal coherence which should address the synergies the interlinkages between the intervention and other interventions carried out by the same institution/government, as well as the consistency of the intervention with the relevant international norms and standards to which that institution/government adheres. External coherence considers the consistency of the intervention with other actors' interventions in the same context, including complementarity, harmonization and coordination with others, and the extent to which the intervention is adding value while avoiding duplication of effort.

| | |
|---|---|
| | 3.3 How appropriate is the programme's monitoring system to track direct programme results and its broader contribution to the overall objectives? How well does it capture the financial and development additionality of its results with adaptive management, learning and scaling up in mind?<br><br>3.4 How well are resources (financial, time, people) allocated to integrate Human Rights (HR) & Gender Equality (GE) in the implementation of LoGIC, and to what extent are HR & GE a priority in the overall intervention budget? To what extent are such resources being used efficiently?<br><br>3.6 How have programme managers adapted to the impact of COVID-19 in the design and management of the programme, and with what likely results? |
| **4. Effectiveness**<br>*The extent to which partner local governments and communities are starting to make use of LoGIC support to change their approaches to designing and implementing community-based climate change adaptation solutions.* | 4.1 To what extent is the programme beginning to contribute to changes in the capacity of local governments to plan, budget and manage investments for CCA and DRR at the local level, and of communities' CCA solutions?<br><br>4.2 To what extent is the programme contributing to establishing sustainable financing mechanisms to fund local governments and communities for implementing CCA measures?<br><br>4.3 To what extent is the programme contributing to mainstreaming community-based CCA into intergovernmental fiscal systems?<br><br>4.4 To what extent is LoGIC on track towards progress on HR & GE? To what degree are the results achieved equitably distributed among the targeted stakeholder groups? |
| **5. Likely Impact**<br>*Extent to which LoGICs's work with partner organisations and broader stakeholders is on track to influencing broader policy and financing systems in favour of improved and inclusive local level planning and strengthened financing mechanism for community-based climate change adaptation solutions through local* | 5.1. To what extent are LoGIC results on track to contributing to better planning and financing for community-based CCA beyond the LoGIC programme?<br><br>5.2. To what extent is the programme on track to supporting, or likely to support macro, meso and micro-level impacts for resilient community functions and infrastructure and resilient households and individuals?<br><br>5.3. How is the programme contributing to influencing the national and international policy agenda on community-based CCA solutions through local governments?<br><br>5.4 To what extent are LoGIC results likely to change attitudes and behaviours towards HR & GE within various stakeholder groups, and to reduce the underlying causes of inequality and discrimination? |

| | |
|---|---|
| *governments in Bangladesh* | |
| **6. Sustainability**<br>*The extent to which the net benefits of LoGIC are likely to continue beyond the life of the intervention[17]* | 6.1 To what extent are changes in the capacity of local governments to develop and finance effective and inclusive local level plans integrating CCA and DRR likely to continue over time? To what extent are partners likely to institutionalize and scale-up the financing mechanisms of LoGIC, such as CRF and PBCRGs?<br><br>6.2 How sustainable is the knowledge and capacity building that has been transferred at the macro, meso and micro levels over time? Have the necessary institutional mechanisms been set up to foster local ownership and to ensure long-term effects of project interventions? |

### 2.3.3. Data collection toolkit

Finally, on the basis of the questions included above and the information present elsewhere in this RFP and on the LoGIC website, interested bidders are requested to propose a data collection toolkit (that includes gender disaggregation and triangulation tools) explaining how they will make best use of existing secondary data as well as generate additional primary data during the field visit which together will be able to answer the questions listed above.

> **Evaluation during a crisis: COVID-19**
>
> *The proposal should outline any adjusted evaluative approaches/ methodologies that may be needed to implement the evaluation effectively, including extended desk reviews, primary use of national consultants and virtual stakeholder meetings and interviews. This will be further detailed in the inception report.*
>
> *If all or part of the evaluation is to be carried out virtually then remote interviews may be undertaken through telephone or online (skype, zoom etc.). Consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely.*
>
> *International consultants can work remotely with national evaluator support in the field if it is safe for them to operate and travel. No stakeholders, consultants or UNCDF staff should be put in harm's way and safety is the key priority.*

The 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 drawing on established techniques to quantify qualitative data to improve the validity and usefulness of the evaluation findings.[18] While the

---

[17] Note that this should include as far as possible an examination of the financial, economic, social, environmental and institutional capacities of the systems needed to sustain net benefits over time, including analyses of resilience, risks and potential trade offs.

[18] See, for example, the methods section on the betterevaluation.org website or guidance available within the international development evaluation community on selecting the most appropriate evaluation method to answer different type of evaluation question: e.g. https://www.bond.org.uk/resources/evaluation-methods-tool

primary focus is innovative qualitative approach, the firm is also expected to collect the quantitative data which are not covered by secondary data source. The constraints of COVID – 19 permitting, the following lines of evidence are expected to be considered:

- Focus group discussions (FGDs) with programme participants, covering at least the four main areas of intervention and including the district of Kurigram (a flood prone area), Sunamganj (an extreme rain area), Khulna or Bagerhat for the South West Coastal Area; Barguna or Patuakhali or Bhola for the Central Costal Area[19];

- Key informant interviews (KIIs) with key project personnel and stakeholders: the European Union, SIDA, LGD, local government organizations, relevant government ministries, selected community participants, civil society members, and policy influencers;

- Direct observation of activities through site visits with a focus on technical practices, quality of activities, confirmation of recorded outputs, and assessment of the impact of activities;

- Extensive desk review of LoGIC studies, reports, project records, documents, and more.

The data collection toolkit should be applied in a transparent manner throughout the course of the evaluation with key data used to back up answers to the evaluation questions and the conclusions and recommendations that the team will make.

Interested bidders are also requested to include in their proposal a *proposed approach* to 'diving more deeply' into programme relevance and performance to date by way of 4 case studies to be divided between investments supported and broader TA to partners (e.g. local governments, partner Ministries). The choice of case studies will be decided during the inception phase and should be chosen to support the broader evaluation approach and sampling strategy.

## 2.4. Human rights and gender equality

The promotion and protection of Human Rights (HR) & Gender Equality (GE) are central principles to the mandate of the UN, and all UN agencies must work to fundamentally enhance and contribute to their realization by addressing underlying causes of human rights violations, including discrimination against women and girls, and utilizing processes that are in line with and support these principles. Those UN interventions that do not consider these principles risk reinforcing patterns of discrimination and exclusion or leaving them unchanged. It is therefore important that evaluations commissioned by UNCDF take these aspects into account.

More specifically, the evaluation should 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 phase[20]. 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. Evaluators should

---

[19] The final selection will be conducted together with the Evaluation Unit based on the proposal of the bidder during the Inception Phase. However, it is expected that at least 38 Focus Group Discussions and 42 Key Informant Interviews will be conducted.

[20] http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=980

also review the most recent publications by the United Nations on the seven drivers of women's economic empowerment in the context of the SDG focus on leaving on one behind[21].

# 3. Management roles and responsibilities

To ensure independence and fulfilment of UN evaluation standards, the Evaluation Unit of UNCDF in New York – supported by M&E colleagues in UNDP Bangladesh - is responsible for the design and management of this evaluation and will hire an independent firm (Evaluation Team) to conduct the evaluation.

**UNCDF Evaluation Unit:** In line with the organisational setup for evaluation at UNCDF, the Evaluation Unit in New York – reporting directly to the Executive Secretary of UNCDF as per UNEG norms on organisational independence of evaluation entities - is responsible for the design and management of this evaluation and for the overall quality of the evaluation report[22].

**Evaluation Team:** An independent firm will be hired by the Evaluation Unit to conduct the evaluation. The Evaluation Team should work closely working with the LoGIC programme team (see below). The team will be responsible for arranging all meetings and field visits, with support from the LoGIC programme team and the Evaluation Unit. The Evaluation Team is expected to organize its own travel, visas, accommodation and local transport. The Evaluation Unit will provide substantive support, including joining the Evaluation Team in the field visit and supporting the implementation of remote/virtual data collection.

The Evaluation Team is also responsible for respecting the ethical foundations for evaluation within the United Nations, including the safeguarding the rights and confidentiality of information providers, for example, and taking measures to ensure compliance with legal codes governing areas such as provisions to collect and report data[23]. More information will be provided at the start of the inception phase.

**LoGIC Programme team:** The programme staff will provide administrative and logistical support. This will include: timely access to an extensive range of documentation for the desk review; an updated stakeholder list with contact details, including emails, telephone numbers and preferred method of access (if possible); and assistance in scheduling meetings in Bangladesh. The programme staff will also be available for initial briefing and final debriefing in Bangladesh and shall make itself available to answer questions and provide documents. The programme staff may provide office space in Bangladesh for the evaluation team to work upon request.

---

[21] In addition to the UN Evaluation Group guidance on embedding gender equality and women's empowerment into UN evaluations: http://www.unevaluation.org/document/download/2107, please see for information the latest report by the UN Secretary General's High Level Panel on Women's Economic Empowerment: Leave No One Behind – Take Action for Transformational Change on Women's Economic Empowerment http://hlp-wee.unwomen.org/-

[22] The final evaluation report will be assessed externally by UNDP's Independent Evaluation Office (IEO) once the evaluation has been completed. The quality assessment grid, against which the report is assessed, is available at http://web.undp.org/evaluation/guideline/documents/PDF/section-6.pdf

[23] The Evaluation Team will be bound by the UNEG Norms and Standards in Evaluation in the UN System, the UNEG Code of Conduct for Evaluation in the UN System, the UNEG Ethical Guidelines for Evaluation, and the UNEG Guidance for Integrating Human Rights and Gender Equality in Evaluation.

**UNDP Bangladesh M&E staff:** As an evaluation of a joint UNCDF-UNDP programme, UNCDF's Evaluation Unit will work in close collaboration with UNDP Bangladesh's M&E Officer who has responsibility for commissioning decentralized evaluations of projects in UNDP's Bangladesh's portfolio. Country Office staff supports the design and implementation of the evaluation and will provide guidance to the Evaluation Team as necessary.

**Joint Steering Committee:** Following UNDP Evaluation Guidelines, a Joint Steering Committee overseeing the evaluation process will be formed as necessary to include representatives from UNDP, UNCDF, the national counterparts (LGD), and potentially development partners. It will be the Steering Committee's role to accompany the evaluation throughout, providing inputs at key stages with a view to building ownership of the evaluation findings. The Committee's responsibilities will include reviewing and commenting on the inception report as well as on the draft report, being available for interviews with the evaluation team, as well as performing advisory role throughout the evaluation process.

# 4. Audience and timing

The primary audience for this evaluation includes the Bangladesh Ministry of Local Government, Rural Development and Cooperatives, UNDP, UNCDF, development partners, and all concerned stakeholders including Union Parishads.

> **Evaluation during a crisis: COVID-19**
>
> *Considering the COVID-19 pandemic and resultant restrictions, the proposed evaluation schedule may be subject to change. All work of the evaluation team during the field visit shall be done within the guidelines and protocols set by the local and national government of Bangladesh.*

The evaluation will have three distinct phases:

**Phase 1 - Inception**

- Kick-off meeting between the evaluation team and the Evaluation Unit to ensure clear understanding of the evaluation methodology, approach and main deliverables as per TOR;
- Adjustments to any evaluative approaches/methodologies that may be needed to implement the evaluation effectively in response to the COVID-19 restrictions in Bangladesh, including safety guidance, extended desk reviews, primary use of national consultants and virtual stakeholder meetings and interviews;
- Kick-off meetings with Advisory Panel, the LoGIC programme staff, as well as the senior management of UNDP and UNCDF, to familiarize the Evaluation Team with the programme objectives, results to date and expectations for this evaluation;
- Provision of all relevant documents;
- Stakeholder mapping and selection;
- Finalization of the evaluation methodology and tools, including the sampling strategy, the data collection strategy, and the detailed evaluation matrix

- Finalization of data collection tools (questionnaire, checklist, guidelines). The Evaluation team 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.
- Finalization of the schedule for field visit;
- Interviews by the team with national stakeholders such as key ministries and donors; initial consultations in Dhaka with Programme team, UNDP and UNCDF CO office teams, MLGRD&C, development partners (European Commission, SIDA).

**Phase 2 - Field visit**

- Considering the COVID-19 pandemic and resultant restrictions, the schedule and length of field visit may be subject to change and will follow guidelines and protocols set by the local and national government of Bangladesh. No stakeholders, consultants or UNCDF staff should be put in harm's way and safety is the key priority.
- Primary data collection, including site visits, focus groups discussions, and key informant interviews
- Security briefing with UNDP/UNCDF country office
- Debriefing sessions with the key in-country stakeholders will be organized to present emerging trends/ preliminary findings and to build ownership of the findings with programme counterparts
- The Team Leader may be asked to debrief the Advisory Panel and Evaluation Unit at the end of the field visit. This with a view to provide a sense of the evaluation team's preliminary findings ahead of the draft reporting phase.
- The evaluators are also expected to conduct interviews with key informants from HQ.

**Phase 3 – Reporting**

- Analysis and synthesis, including a technical debrief with LoGIC staff on initial findings and final questions
- Drafting of the evaluation report
- HQ debrief of the final evaluation report to UNCDF and UNDP senior management

In total, it is expected that the evaluation will take no more than a maximum of 100 person days to complete across the 3 phases of the evaluation. This should include time to complete: i) a thorough review of all relevant programme documentation during the inception phase and preparation of the methodological approach to be followed; ii) COVID permitting, a visit to key programme sites including interviews with key country-based stakeholders , and iii) a thorough write up of the evaluation report, to include analysis and transparent aggregation of the different 'lines of evidence' collected during the preceding evaluation phases into investment and TA case studies and then a final evaluation report with relevant annexes.

The methodology – including the final sampling strategy - should be further developed by the evaluation team during the inception phase under the supervision of the Evaluation Unit. The below proposed timeframe and expected deliverables will be discussed with the evaluation team and refined during the inception phase. The final schedule of deliverables should be presented in the inception report.

The Evaluation Unit reserves the right to request revisions to the evaluation deliverables until they meet the quality standards set by the UNCDF's Evaluation Unit for evaluation reports (please see Annex for more details).

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

| Phase | Deliverable | Tentative timeframe |
|---|---|---|
| **Phase 1: Inception** | An **inception report** presenting a full description of programme implementation to date as well as the final evaluation matrix, methodology, **data collection toolkit** and detailed work plan with timeline following a template to be provided by the Evaluation Unit.<br>The report must also detail any adjusted evaluative approaches/methodologies that may be needed to implement the evaluation effectively due to COVID-19. | Q3 2021<br><br>Approx.<br>25-35 person days |
| **Phase 2: Field visit and other data collection** | - | Q3-Q4 2021<br><br>Approx.<br>35-40 person days (including both field visit and other data collection) |
| **Phase 3: Reporting** | • A **Draft Evaluation Report**[24] organized by evaluation sub-question, presenting evaluation findings and recommendations for the LoGIC programme, aggregated and synthesized on the basis of the results of the different data collection and analysis tools (35-45 pages).<br>• **Annexes** with summary of findings from each of the 'lines of evidence' used to support the evaluation findings[25]<br>• An **Executive Summary** of maximum 5 pages summarizing the main findings and recommendations in English and French<br>• **Case studies** following the template provided<br>• A **PPT slideshow** for HQ debriefing (20 minutes' presentation) summarizing the main findings and recommendations.<br>• **A Final Evaluation Report** that incorporates comments received from all partners and a matrix of recommendations to be used for the Management Response and action, with | Q4 2021<br><br>Approx.<br>30-35 person days |

---

[24] Including up to three rounds of revisions.

[25] All completed tools and datasets making up the different lines of evidence should be made available to the Evaluation Unit upon request (including field notes, transcribed highlights from interviews and focus group discussions, details from quantitative analysis). Bidders are requested to make sure that the Evaluation Team is ready to provide this information upon request.

| | recommendations for the next phase of the programme. | |
| | • If all or part of the evaluation was carried out virtually as a result of COVID-19, the report should reflect such limitations. | |

# 5. Composition of Evaluation Team

The evaluation team should present **a combination of evaluation and thematic expertise/experience** with a focus on climate change adaptation (CCA) and public finance management planned, managed and overseen by local governments among vulnerable communities in developing countries.

It is requested that the proposed evaluation team be made up of the following roles:

- 1 Team Leader with at least 10 years of relevant evaluation and thematic expertise/experience
- 1-2 Team member(s) with at least 7 years of relevant evaluation and thematic expertise/experience
- National expert(s) / field investigator(s) either from Bangladesh or who possess(es) background knowledge/expertise in Bangladesh and who is (are) able to conduct surveys, FGDs and interviews in remote areas of the country in Bengali.

The evaluation team should strive for gender balance in its composition and should demonstrate experience in implementing evaluations remotely.

## 5.1. **Evaluation expertise/experience**

Overall, the team should demonstrate:

- Proven experience (at least 10 years for the team leader) with designing and conducting international development evaluations that apply relevant mixed-methods evaluation approaches to a variety of different modalities in international development cooperation, involving inter-governmental organisations and their government and private sector counterparts and meet relevant international standards

- Familiarity with theory-based approaches to programme evaluation, using both quantitative and qualitative analysis of existing secondary data and primary data sources and methods such as contribution analysis, process tracing and most significant change;

- Knowledge and experience of working with or for the UN system is highly preferred.

- Proven experience in quantitative and qualitative data collection and analysis;

- Experience in conducting and supporting Key Informant Interviews, surveys and Focus Group Discussions;

- Experience in implementing evaluations remotely, including familiarity with virtual and remote data collection techniques;

- Demonstrated experience in integrating human rights and gender equality in evaluation, including proven ability to collect, present, analyse and aggregate data in conformity with relevant United Nations Evaluation Group gender norms;

- Evidence of formal evaluation and research training, including familiarity with OECD or UN norms and standards for development evaluation.

### 5.2. **Thematic expertise/experience**

Overall, the team should demonstrate:

- Technical knowledge of and engagement with sub-national government and with the practice of local economic development. Examples include intergovernmental fiscal transfer systems, local govermment revenue systems, public financial management (PFM), infrastructure finance and investment at the sub-national level and the principles of local economic developments such as clustering, externalities, linkages and public promotion of economic activity with specific social impacts

- Experience in the fields of climate change adaptation (CCA) with a specific emphasis on local climate governance, adaptation and development planning, climate finance, and climate change mainstreaming

- Experience with working with vulnerable communities and households

- Experience in capacity development, institutional strengthening, and policy and regulatory work involving decentralization in developing countries

- Experience with performance-based grants and similar tools like budget support, ideally for climate change adaptation

- Experience in participatory budgeting for environment, climate change, natural resources

- Experience with decentralized cooperation involving non-state actors such as civil society organizations and private sector bodies

- Experience with measuring performance of public financial management systems at the local level, including investments focused on increasing climate resilience at the local level

# 6. Selection process and proposal requirements

This is one of the first evaluations to be procured using UNCDF's new Long-term Agreement (LTA) with qualified evaluation firms. Interested bidders should submit a proposal that meets the requirements below.

**Evaluation during a crisis: COVID-19**

*Given the potential restrictions for travel to and/or within Bangladesh due to COVID-19, the proposal should highlight a methodology and a workplan that take into account the different possible scenarios for the conduct of the evaluation, including the use of virtual and remote interview methods, extended desk reviews, data analysis, surveys and evaluation questionnaires.*

Consistent with the principles of fairness, transparency and best value for money prescribed by the United Nations public procurement rules, UNCDF shall "call-off" the services of the LTA holders based on a process of secondary competition. Under the secondary competition, UNCDF will solicit proposals from the LTA holders, and the firm that presents the proposal that achieves the highest combined score will be awarded the call-off in the form of a Purchase Order (PO). The TOR for the call-off shall be attached to the PO.

During the secondary competition, UNCDF will send the TORs to LTA holders and provide a fixed period (two weeks maximum) to submit a technical and financial proposal. The technical proposal should include a proposed methodology for the evaluation - not more than 10 pages - as well as the names, CVs and roles of the evaluation experts proposed to conduct the evaluation. The LTA holder shall endeavor to draw from the pre-approved experts under the LTA, and that such experts shall comprise all or a majority of teams that will engage under any call-off.

UNCDF shall perform a comparative analysis and evaluate the proposals received using the 70:30 method, with 70% of scores going to the technical proposal and 30% to the financial offer. The LTA holder who achieves the highest combined score shall receive the call-off PO and perform the assignment. The comparative analysis of the technical proposal will focus on the appropriateness of the proposed methodology and team to the evaluation terms of reference. Methodological innovation will be considered an asset.

The technical proposal shall consist of:

- A focused proposed methodology, approach and implementation plan (maximum 10 pages);
- Presentation of the proposed evaluation team, drawn from the pre-approved list of experts in the LTA. For team members sourced outside of the pre-approved list, a complete CV and justification for not sourcing from the pre-approved list shall be provided;
- As part of the technical assessment, an interview will be conducted for all proposed team members.

| *1. Proposed Methodology, Approach and Implementation Plan* | **Points obtainable** |
|---|---|
| *1.1*    Appropriateness of evaluation design to the programme being assessed. This includes but is not limited to: <br> • Appropriateness of the overall methodological approach to the evaluation and variety of evaluation methods and techniques/lines of evidence being proposed to answer the evaluation questions, bearing in mind the complex nature of the policy and market systems that UNCDF is seeking to | 200 |

| | | |
|---|---|---|
| | influence and the presence of likely alternative drivers of these changes<br>• For the LoGIC programme, the design should include a relevant approach to assessing the functioning of improved fiscal transfer systems from the international to national and local levels; changes in the performance of local authorities in overseeing investment design, procurement and management with climate adaptation in mind; as well as the performance of any contracts that local governments take up with private sector entities to deliver services at the local level.<br>• Quality and appropriateness of the proposed evaluation matrix including proposed judgement criteria/performance indicators and how the lines of evidence will be deployed to answer the evaluation questions at different levels of the theory of change (at the level of programme execution; at the level of key organisational partners – including MSMEs - that the programme is working with; at the system level; and, if requested in the Terms of Reference, at the programme beneficiary level)<br>• Quality of the data collection strategy to be applied in answering the evaluation questions, including details of the qualitative and quantitative tools that will be used in assessing existing secondary data and generating new primary data to answer the evaluation questions.<br>• Appropriateness of the proposed data analysis strategy, including plans to transform the analysis and aggregation of data into evaluation findings<br>• Appropriateness of the proposed approach to case study analysis that can compare and contrast the results of the different programme instruments being deployed in support of the variety of partners across the portfolio. | |
| 1.2 | • Extent to which the proposal highlights how the evaluation will apply a gender responsive lens at different stages of the evaluation cycle (inception, data collection, draft and final reports) with a view to generating findings that take into account the perspective of women, rural, and un(der)banked population segments, as well as make use of UNCDF's Gender Economic Empowerment Framework | 75 |
| 1.3 | • A detailed evaluation work plan for conducting the evaluation, showing the overall time commitment for the evaluation, as well as specific activities and time allocated to each individual team member. | 75 |
| | *Total Section 1* | **350** |

| 2. Management Structure and Key Personnel | Points obtainable |
|---|---|
| 2.1    Responsiveness of the proposed evaluation team to the team composition set out in the Terms of Reference. | 350 |

| | |
|---|---|
| In the event that the LTA holder wants to propose the engagement of experts that are not in the pre-approved list of experts in the LTA, the LTA holder shall : (a) submit a complete CV that UNCDF will review; and (b) paying attention to the specific expert profiles being sought in the evaluation ToR, provide a justification as to why an expert outside of the pre-approved list is being proposed. Both documents shall be reviewed by UNCDF and shall be considered in the determination of rating of the Technical Proposal. | |
| The assessment of not pre-approved experts will be based on scoring grid set-out in the LTA on a pass or fail basis, as well as the responsiveness to the team composition set out in the Terms of Reference (see above). For reference, the scoring grid set-out in the Terms of Reference to the RfP sets out a series of expected attributes for each of the following categories of expert:<br>• Project Directors and Team Leaders experienced in managing and conducting international development evaluation in relevant areas to UNCDF;<br>• Technical experts with deep knowledge and expertise of UNCDF's Areas of Work (either Local Development Finance OR Inclusive Finance experts AND MSME Investment Finance experts) in the countries in which we work as well as relevant evaluation experience;<br>• Knowledge and experience of experts of gender-responsive evaluation;<br>• Knowledge and experience of evaluation methodology;<br>• Junior evaluation experts (enumerators, survey designers etc)<br><br>In case where the non pre-approved proposed experts do not meet the requirements as set-out both in the LTA scoring grid and call-off terms of reference, UNCDF reserves the right to request submission of CVs that meet the both those sets of criteria | |
| | *Total Section 2* **350** |

Only firms totaling > 490 points out of 700 points during the first step of the technical evaluation will be invited to the interview.

| *3. Interview* | | **Points obtainable** |
|---|---|---|
| *3.1* | Clarity of presentation on the proposed methodology and evidence of clear division of labour within the team | 150 |
| *3.2* | Quality of responses to the questions | 150 |
| | *Total Section 3* | **300** |

# 7. Impartiality requirements

We take the opportunity here to remind potential bidders that in line with UN norms and standards for evaluation, the ability of the evaluation team to conduct an independent and impartial evaluation of the intervention being assessed is a pre-requisite. With this in mind, interested firms should ensure

specifically that members of the evaluation team that are proposed have not had any previous experience of working with or supporting the programme being evaluated or have any plans to do so for the duration of the programme being implemented.

## 8. Price and schedule of payments

**Evaluation during a crisis: COVID-19**

*In line with the UNDP's financial regulations, when determined by the UNCDF Evaluation Unit and/or the evaluation team that a deliverable or service cannot be satisfactorily completed due to the impact of COVID-19 and limitations to the evaluation, that deliverable or service will not be paid.*

*Due to the current COVID-19 situation and its implications, a partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete to circumstances beyond his/her control.*

The technical proposal cannot include any information on costs. The financial proposal should provide a detailed costing for the scope of work and deliverables described for each of the above-mentioned evaluations. The Financial Proposal shall list all major cost components associated with the services and the detailed breakdown of such costs, including fees, travel costs, per diem, etc. All outputs and activities described in the offer must be priced separately on a one-to-one correspondence.

Any output and activities described in the offer but not priced in the Financial Proposal shall be assumed to be included in the prices of other activities or items, as well as in the final total price.

In terms of level of effort, interested firms are invited to propose a methodology that includes at least 14 days for the country visit.

Schedule of payments:

- 25% of contract: upon submission of inception report;
- 35% of contract: upon submission of draft evaluation report;
- 40% of contract: upon approval of final evaluation report.

# Annexes

## Annex 1: LoGIC Implementation status (as of Q2 2020)

***Output 1: Strengthened capacity of local governments, households and other local stakeholders to develop local plans that integrate CCA-DRR solutions. – Commitment: USD 1,938,871 – <span style="color:red">Disbursement: USD 1,217,449</span>***

*LoGIC set out to increase the capacity of vulnerable communities and Union Parishads for planning and financing climate change adaptation solutions in project areas, by first laying down the foundations of the intervention at the local government and community level.*

*At the local government level, LoGIC started by developing a Capacity Development Strategy, Modules on Climate Adaptive area specific Livelihood Options, designing training packages, revising Community Risk Assessment (CRA) guidelines and preparing the Community Resilience Fund (CRF) Operations Manual including household selection criteria. This was followed by an **Annual Planning Meeting**, to develop the 2020 Annual Work Plan. This included team building and the development of a common understanding on priority work of the project.*

*LoGIC and its partners also organized multiple Inception Workshops at the level of the Union Parishad and District, to orient participants on LoGIC goal, objectives, activities, achievements and future plan, as well as on how to engage stakeholders effectively. At the community level, Household Risk Reduction Plans (HH-RRAP) of Community Resilience Fund (CRF) beneficiaries were developed (from 147 Wards of 71 Unions, or a total of 17,000 CRF beneficiaries). The HH-RRAP were developed taking into consideration climate change impact, vulnerability and local context. Every household of project beneficiary actively participated in their development and opened an individual bank account in the Dutch-Bangla Bank.*

*Total 17,000 CRF beneficiaries were selected based on climate vulnerability, Digital Elevation Model (DEM), Poverty rate, housing status and employment and received a total amount of USD 4.64 million to start their climate adaptive livelihoods. The selected beneficiaries were provided training on climate adaptive livelihood options and were organised into groups (1066). The beneficiaries are implementing 22 types of climate adaptive livelihood options in group approach. Each group has developed a business plan and received training on how to conduct enterprise-based cost-benefit analysis and assess profitability. Each group has planned for one or two climate adaptive livelihood options and received training on their selected options. To promote financial inclusion LoGIC assisted the selected 17000 most vulnerable beneficiaries to open individual bank account through agent banking for providing extended banking supports to beneficiaries at the community level. Furthermore, orientation and Facilitation skills Development was held for 142 Community Mobilization Facilitators (CMF), and training on accounting and MIS software, as well as Adaptation Tracking Measuring (ATM) software were held for UP Secretary and Community Mobilization Facilitators.*

*Finally, staff Training on CRF and PBCRG Manuals was also organized with the objective of developing a clear understanding of the objectives and purpose including methodology on CRF and PBCRF Grant Mechanisms and build knowledge on reporting and monitoring system of the project.*

***Output 2: Financing mechanism established to fund local governments and communities for implementing climate change adaptation measures. – Commitment: USD 16,082,026 – <span style="color:red">Disbursements: USD 10,399,894</span>***

*LoGIC has aimed to enhance access of Union Parishads and vulnerable households to climate funds for climate resilient infrastructures and adaptive livelihoods by providing PBCRGs and the CRF. The project developed a PBCRG Operations manual, including a Grants monitoring mechanism in the project monitoring and evaluation framework and developed a Plan for Capacity development of CSO, local institutions and vulnerable households. LoGIC hired an audit firm to conduct a performance assessment of 72 Union Parishads.*

*At the community level, 17,000 vulnerable households were selected as CRF recipients from 147 Wards of 71 Unions.  A CRF Manual was developed, Grants disbursement and relevant compliance issues monitoring were included. At the local government level, LoGIC supported 71 Union Parishads to develop a Risk Reduction Action Plan (RRAP) to integrate climate resilience investment plans and financing through community risk assessment, capacity building, and technical support. RRAP is a document which will be used for next five years.*

*A total of USD 3.22 million of PBCRG fund has been disbursed to 72 UPs for implementing the climate change adaptation (CCA) schemes to create climate resilient public goods benefitting approximately 300000 beneficiaries. The schemes were selected from the Community Risk Assessment (CRA) report followed by RRAP at Union Parishad level. The schemes were then screened through compliance with the UNDP's Social & Environmental screening and reviewed by the Project Management Unit (PMU) and endorsed by National Project Director (NPD). The schemes were selected considering the local climate change context, hazard and livelihoods of the vulnerable poor.71 UPs were provided training on climate change adaptation, financial management including audit & accounts. Project inception workshops were organized at District and Union level to orient the participants on activities, achievement and future plan of LoGIC.*

***Output 3: Experience and evidence inform and contribute to further improvements in policies and practices for UPs and national systems in relation to CCA – Commitment: USD 1,249,855 – <span style="color:red">Disbursement: USD 559,864</span>***

*To establish evidence-based advocacy for a mechanism for 'financing local resilience', LoGIC initiated a meeting with Hon'ble Minister of MoLGRD and Secretary of LGD to discuss the LoGIC project,progress. In addition, a three day long joint field mission to Patuakhali with delegates from EU, Sida, GoB, UNDP and UNCDF was conducted with the objective to present progress of the project at the Community and Household level.*

LoGIC project has contributed to protection of local people in the project areas (7 Districts) from COVID-19 risks through awareness raising and behavioral changes of local people, distribution of equipment, situational analysis, and development of guidelines on community meetings.

LoGIC project conducted a light touch survey "Kemon Achen (How are you?)" to understand the consequences of the ongoing force of Covid-19 and its influence on immediate economic, social, cultural and power dimensions of people.

## Annex 2: LoGIC Results Framework

**UNDAF Outcome 5.1.** By 2016, populations vulnerable to climate change and natural disaster have become more resilient to adapt with the risk.

**Joint Project Outcome**

Improved and inclusive local level planning and a strengthened financing mechanism for community based climate change adaptation solutions through local governments.

| 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 |
| | |

| JP Outputs<br>(Give corresponding indicators and baselines) | Indicative activities for each Output |
|---|---|
| **Output 1:** **(UNDP)**<br><br>**Strengthened capacity of local governments, households and other local stakeholders to develop local plans that integrate climate change adaptation measures and disaster risk management**<br>Indicators:<br><br>• % of women, poor and marginalized people that participate in the formulation of climate risk integrated LDPs<br><br>• % of target UPs that integrate CCA solutions into LDPs to support the most vulnerable households. | *Sub-output and related activities:*<br><br>**1.1 Capacity enhancement plan developed and implemented**<br><br>**1.1.1** Developing and implementing programme for vulnerable households to transfer skills, knowledge and technology for resilience building.<br><br>**1.1.2** Developing and implementing a capacity enhancement (risk informed planning and budgeting) strategy LGIs (including all standing committees).<br><br>**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).<br><br>**1.2 Inclusive community based adaptation plans developed**<br><br>**1.2.1** Conducting Participatory Risk Assessment (CRA)<br><br>**1.2.2** Sharing and prioritising actions from CRA at Ward Shava (sub-union level planning exercise required by Law).<br><br>**1.2.3** Develop Local Development Plans of LGIs incorporating climate and disaster risks. |

| | |
|---|---|
| **Output 2: (UNCDF)**<br><br>**Established financing mechanism to fund local governments and communities for implementing climate change adaptation measures**<br><br><br>Indicators:<br><br><br>• % of target vulnerable households who benefit from CCA finance<br><br><br>• % of target UPs that secure funding to support CCA linked schemes based on their performance<br><br><br>• % of Open Budget sessions in target UPs that discussed CCA linked expenditure | *Sub-output and related activities:*<br><br>**2.1 Performance based climate resilient grants (PBCRG) system is developed and implemented through LGIs**<br><br>**2.1.1.** Determination of formula based grants allocation to UPs, weighted by climate change vulnerability performance and other parameters.<br><br>**Action: Development of a catalogue of climate adaptation and resilience related performance measures**<br><br>**2.1.2** Development of a monitoring mechanism to track CCA-DRR funds flow at national and local levels, according to specific performance indicators.<br><br>**2.2 Performance of LGIs is assessed for compliance with mandatory requirements and superior performance**<br><br>**2.2.1** Support to the annual performance assessment of LGIs for compliance with mandatory requirements and superior performance<br><br>**2. 2.2** Transfer of Performance Based Climate Resilience Grants (PBCRGs) to qualified UPs<br><br>**2.3 Community resilience fund operationalised to finance community based innovative solutions for households through the CSOs and local institutions**<br><br>2.3.1 Develop Community Resilience Fund for LGIs and CSOs and local institutions to support vulnerable households.<br><br>2.3.2 Disbursement, result and compliance monitoring of resilience grants for adaptive livelihoods of vulnerable households.<br><br>**2.4 CCA-DRR financing at local level enhanced by the active participation and scrutiny of communities and CSOs andlocal institutions**<br><br>**2.4.1** Engagement of CSOs andlocal institutions in the oversight of LDPs on community based planning, grant utilization, and schemes' implementation to assure quality, accountability and community ownership<br><br>**2.4.2** Delivery of grants monitoring report by CSOs andlocal institutions.<br><br>**2.4.3.** Inclusion of monitoring, reporting and verification (MRV) into PMU. |
| **Output 3:         (UNDP)**<br><br>**Experience and evidence inform and contribute to further improvements in policies and practices for UPs and national systems in relation to climate change adaptation.** | *Sub-output and related activities:*<br><br><br>**3.1 Policy analysis of two/three major relevant policies.**<br><br>**3.1.1** Review current policy provisions and develop a strong policy case for financing local level adaptation and disaster risk reduction. |

| | |
|---|---|
| Indicators: <br><br> • The extent to which National Adaptation Plan (NAP) and 7th Five Year Plan (7FYP) integrate financing for local adaptation <br><br> • The extent to which local climate fiscal framework is integrated into the national Climate Fiscal Framework | **3.1.2** Publish a synthesis policy notes for senior policy makers and parliament. <br><br> **3.2 Policy briefs and knowledge products based on field evidence and lessons.** <br><br> **3.2.1** Develop and publish issue based policy briefs. <br><br> **3.2.2** Develop and publish knowledge products based on field evidence and lessons. <br><br> **3.3 Facilitate policy discussion at various levels.** <br><br> **3.3.1** Local level policy discussions <br><br> 3.3.2 District level policy discussions <br><br> 3.3.3 National level policy discussions. <br><br> **3.4** Integrate local climate fiscal framework lessons into national climate fiscal framework. <br><br> 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 <br><br> 3.4.2 Policy discussion with Finance Division for inclusion of LCFF into CFF. |

## Annex 3: LoGIC intervention areas and minimum FGD/KII requirements

*The number of FGDs and KIIs mentioned in the table below is a minimum requirement. It may increase depending on proposed sample size and coverage of data collection. It is strongly recommended that sufficient sample size should be kept to ensure representativeness of data collected from the field. The bidder is expected to propose a comprehensive strategy on this, including number of FGDs and KIIs to be conducted which will be finalized during the inception phase.*

| District | Upazila | Union | Number of Beneficiaries | FGD (at minimum) | KII (at minimum) | Remarks |
|---|---|---|---|---|---|---|
| Kurigram | Char Rajibpur | Char Rajibpur | 200 | 6 FGDs (2 FGDs x 3 UPs of 3 Upazilas) | 7 KIIs (1 DDLG, 3 UNOs, 3 UP Chairs) | Flood prone area |
| | | Kodailkati | 200 | | | |
| | | Mohanganj | 131 | | | |
| | Roumari | Roumari | 259 | | | |
| | | Bandabeer | 398 | | | |
| | | Dantbhanga | 230 | | | |
| | | Saulmari | 210 | | | |
| | Chilmari | Ashtamir Char | 288 | | | |
| | | Raniganj | 200 | | | |
| | | Thanahat | 200 | | | |
| Sunamganj | Tahirpur | Dakshin Sreepur | 208 | 6 FGDs (2 FGDs x 3 UPs of 3 Upazilas) | 7 KIIs (1 DDLG, 3 UNOs, 3 UP Chairs) | Haor (extreme rain) area |
| | | Dakshin Baradal | 278 | | | |
| | | Uttar Sreepur | 387 | | | |
| | | Balijhuri | 208 | | | |
| | Dirai | Bhati Para | 236 | | | |
| | | Charnar Char | 208 | | | |
| | | Derai Sarmangal | 208 | | | |
| | | Rafinagar | 204 | | | |
| | Salla | Atgaon | 210 | | | |
| | | Bahara | 210 | | | |
| | | Habibpur | 208 | | | |
| | | Sulla | 210 | | | |
| Khulna | Koira | Dakshin Bedkashi | 436 | 10 FGDs (2 FGDs x 5 UPs of 5 Upazilas) | 11 KIIs (1 DDLG, 5 UNOs, 5 UP Chairs) | South west coastal area |
| | | Koyra | 282 | | | |
| | | Maheshwaripur | 253 | | | |
| | | Uttar Bedkashi | 365 | | | |
| | | Maharajpur | 493 | | | |
| | Dacop | Banisanta | 246 | | | |
| | | Pankhali | 261 | | | |
| | | Kamarkhola | 290 | | | |
| | | Sutarkhali | 400 | | | |
| | | Tildanga | 116 | | | |
| Bagerhat | Mongla | Chandpi | 323 | | | |
| | | Sundarban | 240 | | | |
| | | Suniltala | 190 | | | |
| | | Mithakhali | 292 | | | |
| | Sharonkhola | Dhansagar | 270 | | | |
| | | Khontakata | 242 | | | |

| | | Royenda | 290 | | | |
|---|---|---|---|---|---|---|
| | | SouthKhali | 367 | | | |
| | Morelganj | Baraikhali | 290 | | | |
| | | Jiudhara | 141 | | | |
| | | Morrelganj | 138 | | | |
| | | Nishan Baria | 295 | | | |
| Barguna | Pathorghata | Kakchira | 145 | 16 FGDs (2 FGDs x 8 UPs of 8 Upazilas) | 17 KIIs (1 DDLG, 8 UNOs, 8 UP Chairs) | Central coastal area |
| | | Kathaltoli | 355 | | | |
| | | Nachna Para | 360 | | | |
| | | Raihanpur | 225 | | | |
| | Sadar | Badarkhali | 88 | | | |
| | | Burirchar | 225 | | | |
| | | Dholua | 202 | | | |
| | | Naltona | 64 | | | |
| | Taltoli | Barabagi | 215 | | | |
| | | Nishanbaria | 210 | | | |
| | | Sonakata | 210 | | | |
| | | Pancha Karalia | 47 | | | |
| Patuakhali | Rangabali | Rangabali | 399 | | | |
| | | Chhota Baisdia | 227 | | | |
| | | Char Montaz | 278 | | | |
| | | Moudubi | 302 | | | |
| | Dashmina | Char Borhan | 86 | | | |
| | | Ranagopaldi | 210 | | | |
| Bhola | Sadar | Dhania | 235 | | | |
| | | Kachia | 130 | | | |
| | | Rajapur | 303 | | | |
| | | Dakkhin Dighaldi | 223 | | | |
| | Doulatkhan | Uttar Joynagar | 198 | | | |
| | | Char Khalifa | 220 | | | |
| | | Saidpur | 89 | | | |
| | | Dakkhin Joynagar | 39 | | | |
| | Borhanuddin | Bara Manika | 404 | | | |
| **7 District** | **19 Upazila** | **72 Unions** | **17,000** | **38 FGDs** | **42 KIIs** | |

# Annex: UNCDF Evaluation Quality Standard

Following UNDP's Evaluation Policy, to which UNCDF is party, all external evaluations commissioned by UNCDF's Evaluation Unit are subject to external quality control by UNDP's Independent Evaluation Office. Bidders are requested to respect the elements of this quality assessment tool in coming up with their proposed approach for the evaluation.

| |
| --- |
| **TOR and Design (Weight 15%)** |
| 1. Do the Terms of Reference clearly outline the focus for the evaluation in a logical and realistic manner? |
| 2. Do the Terms of Reference detail timescales and budgets for the evaluation? |
| 3. Does the TOR clearly outline the evaluation's planned approach? |
| 4. Is the proposed outline of the evaluation approach and methodology clearly detailed in the ToR? |
| 5. Does the ToR request the evaluator to include gender and vulnerable group issues within the evaluation? |
| **Report and Methodology (Weight 30%)** |
| **STRUCTURE** |
| 1. Is the evaluation report well-balanced and structured? |
| 2. Does the Evaluation report clearly address the objectives of the evaluation as outlined in the ToR? |
| **METHODOLOGY** |
| 3. Is the evaluation's methodological approach clearly outlined? |
| 4. Is the nature and extent of the project/ programmes stakeholders or partnerships and their role and involvement in the project/ programme explained adequately? |
| 5. Does the Evaluation clearly assess the projects/ programmes level of RELEVANCE? |
| 6. Does the Evaluation clearly assess the projects/ programmes level of EFFECTIVENESS? |
| 7. Does the Evaluation clearly assess the projects/ programmes level of EFFICIENCY? |
| 8. Does the Evaluation clearly assess the projects/ programmes level of SUSTAINABILITY? |
| **DATA COLLECTION** |
| 9. Are data collection methods and analysis clearly outlined? |
| 10. Is the data collection approach and analysis adequate for scope of the evaluation? |
| 11. Are any changes to the evaluation approach or limitations in implementation during the evaluation mission clearly outlined and explained? |

| REPORT CONTENT |
|---|
| 12. Does the evaluation draw linkages to the UNDP country programme strategy and/ or UNDAF? |
| 13. Does the Evaluation draw linkages to related National government strategies and plans in the sector/ area of support? |
| 14. Does the evaluation detail programme/ project funding and provide funding data? |
| 15. Does the evaluation include an assessment of the projects M&E design, implementation and overall quality? |
| 16. Are all indicators in the logical framework assessed individually, with final achievements noted? |
| **Crosscutting (Weight 15%)** |
| 1. Are human rights, disabilities, minorities and vulnerable group issues addressed where relevant? |
| 2. Does the report discuss poverty/ environment nexus or sustainable livelihoods issues, as relevant? |
| 3 . Does the report discuss disaster risk reduction and climate change mitigation and adaptation issues where relevant? |
| 4. Does the report discuss crisis prevention and recovery issues, as where relevant? |
| 5. Are the principles and policy of gender equality and the empowerment of women (GEEW) integrated in the evaluation scope and indicators, as relevant? |
| 6. Does the Evaluation's Criteria and Evaluation Questions specifically address how GEEW has been integrated into the design, planning, implementation of the intervention and the results achieved, as relevant? |
| 7. Are gender-responsive Evaluation methodology, Methods and tools, and Data Analysis Techniques selected? |
| 8. Do the evaluation findings, conclusions and recommendation take gender equality and the empowerment of women (GEEW) aspects into consideration? |
| 9. Does the evaluation draw linkages to the SDGs and relevant targets and indicators for the area being evaluated? |
| |
| **Evaluation Findings, Conclusions and Recommendations (Weight 40%)** |
| **FINDINGS AND CONCLUSIONS** |
| 1. Does the evaluation report contain a concise and logically articulated set of findings? |
| 2. Does the evaluation report contain a concise and logically articulated set of conclusions? |
| 3. Does the evaluation report contain a concise and logically articulated set of Lessons learned? |
| 4. Do the findings and conclusions relate? |
| 5. Are the findings and conclusions supported with data and interview sources? |
| 6. Do the conclusions build on the findings of the evaluation? |
| 7. Are risks discussed within the evaluation report? |
| **RECOMMENDATIONS** |
| |

| |
|---|
| 8. Are the recommendations clear, concise, realistic and actionable? |
|  9. Are recommendations linked to Country Office outcomes and strategies and actionable by the CO? |