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

Annex

Annexes:

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) • 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**
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> - *As of September 8, 2020, Bangladesh had reported 327,359 confirmed cases of COVID-19 with 4,516 deaths[50].*
> - *Since May 30, The Government of Bangladesh has made wearing masks and social distancing mandatory when outside the home.*
> - *The public transit system is returning to full capacity, but passengers must wear face masks and they must be seated (no standing room).*
> - *Government offices, private businesses, banks, factories and other services will remain open if all safety guidelines are followed.*
> - *The Government of Bangladesh has authorized the resumption of limited international commercial flights. Effective June 1, 2020, domestic commercial passenger flights have resumed on a limited scale[51].*

Bangladesh has a population of 161.4 million people and a GDP per capita of approximately USD 1,698 at 2018 prices[52]. The country is one of the world's most affected to the impacts of climate change and disasters[53]. 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[54] 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

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

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

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

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

[54] 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)[55].

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.

- 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

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[55] 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

(infrastructure and public services). They are aligned with the current system of fiscal transfers to Union Parishads [56];

- 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[57].

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 7 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 • *Responsible agency: UNDP* • *Committed: USD 1,938,871* • *Expenditure: USD 1,321,251[58]*	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 • *Responsible agency: UNCDF* • *Committed: USD 16,082,026* • *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
3: Experience and evidence inform and contribute to further	Activity 3.1 Designing and implementing systems to learn lessons at the local level and informing the policy dialogue at the national level.

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[56] See Annex on PBCRGs

[57] See Annex on CRF

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

improvements in policies and practices for UPs and national systems in relation to CCA • **Responsible agency: UNDP** • **Committed: USD 1,249,855** • **Expenditure: USD 619,630**	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

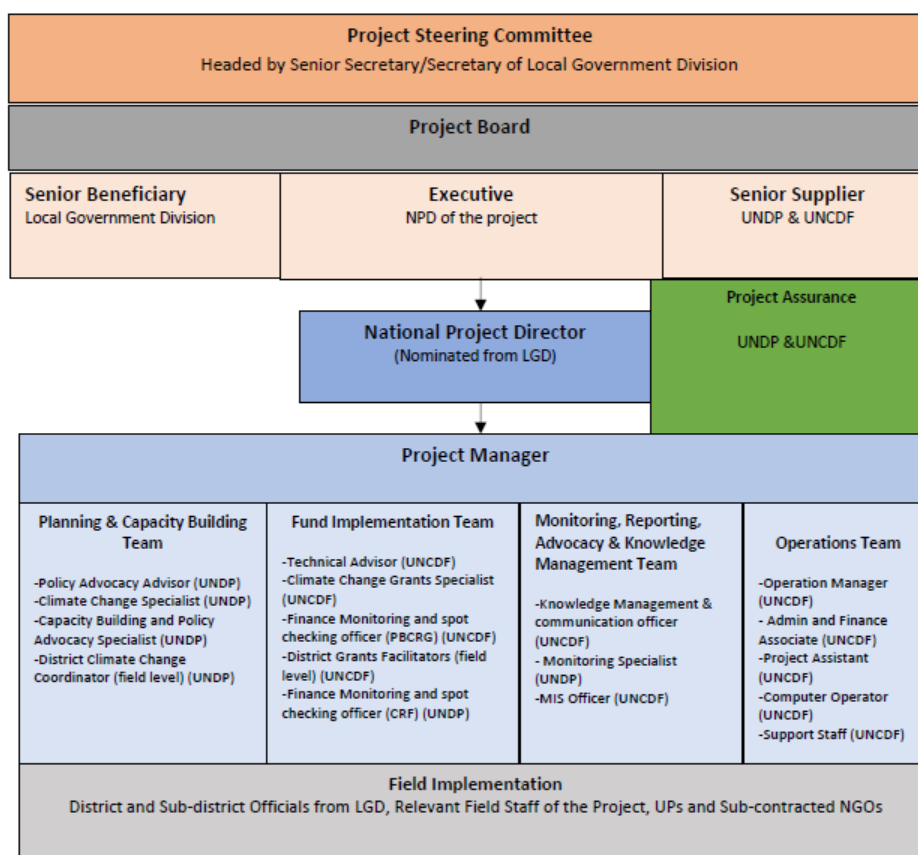An update on the implementation status of LoGIC, including any reprogramming due to COVID-19, is provided in Annex.

1.4. Governance

LoGIC is implemented following UNDP's National Implementation Modality (NIM) [59]. 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 deliver planned outputs as per the annual work plan, project documents and results on the basis of monthly, quarterly, and annual progress reports.

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[59] 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

Figure 9 LoGIC organigramme

1.5. Monitoring framework

The LoGIC monitoring framework includes: a baseline survey[60]; 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 8 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: • Collect comprehensive baseline information regarding different aspects of community and LGIs that provide a situation analysis of existing scenario from the project importance; • 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

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[60] 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.

	• 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.

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.

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.

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[61] and UNDP's Evaluation Policy[62] (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[63]. 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:

- 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;

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

- 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[64] 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.

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.

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

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 *The extent to which LoGIC's objectives and design respond to beneficiaries', global, country, and partner/institution needs, policies, and priorities,*	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? 1.2 How relevant is the support provided by LoGIC to the needs of the government of Bangladesh, partner organisations, local governments and communities? 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

and continue to do so if circumstances change.[65]	good quality information on the underlying causes of inequality and discrimination to inform the programme?[66]
2. Coherence *The compatibility of LoGIC with other interventions in a country, sector or institution.*[67]	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?¨ 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 *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? 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? 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? 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? 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 *The extent to which partner local governments and communities are starting*	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?

[65] '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.

[66] 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.

[67] 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.

to make use of LoGIC support to change their approaches to designing and implementing community-based climate change adaptation solutions.	4.2 To what extent is the programme contributing to establishing sustainable financing mechanisms to fund local governments and communities for implementing CCA measures? 4.3 To what extent is the programme contributing to mainstreaming community-based CCA into intergovernmental fiscal systems? 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 *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 governments in Bangladesh*	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? 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? 5.3. How is the programme contributing to influencing the national and international policy agenda on community-based CCA solutions through local governments? 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?
6. Sustainability *The extent to which the net benefits of LoGIC are likely to continue beyond the life of the intervention[68]*	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? 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

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[68] 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.

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**
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> *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.*
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> *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.[69] While the 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[70];

- 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.

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[69] 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

[70] 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.

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[71]. 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 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[72].

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[73].

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. <u>The Evaluation Team is expected to organize its own travel, visas, accommodation and</u>

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

[72] 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/-

[73] 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

<u>local transport.</u> 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[74]. 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.

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:

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[74] 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.

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 <u>no more than a maximum of 100 person days to complete</u> 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 <u>investment and TA case studies</u> 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. The report must also detail any adjusted evaluative approaches/methodologies that may be needed to implement the evaluation effectively due to COVID-19.	Q1 2021 Approx. 25-35 person days
Phase 2: Field visit and other data collection	-	Q2 2021 Approx. 35-40 person days (including both field visit and other data collection)
Phase 3: Reporting	• A **Draft Evaluation Report**[75] 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). • **Annexes** with summary of findings from each of the 'lines of evidence' used to support the evaluation findings[76] • An **Executive Summary** of maximum 5 pages summarizing the main findings and recommendations in English and French	Q2-Q3 2021 Approx. 30-35 person days

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[75] Including up to three rounds of revisions.

[76] 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.

	• **Case studies** following the template provided	
	• A **PPT slideshow** for HQ debriefing (20 minutes' presentation) summarizing the main findings and recommendations.	
	• **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 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: • 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 influence and the presence of likely alternative drivers of these changes • 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. • 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) • Quality of the data collection strategy to be applied in answering the evaluation questions, including details of the qualitative and	200

	quantitative tools that will be used in assessing existing secondary data and generating new primary data to answer the evaluation questions. • Appropriateness of the proposed data analysis strategy, including plans to transform the analysis and aggregation of data into evaluation findings • 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: • Project Directors and Team Leaders experienced in managing and conducting international development evaluation in relevant areas to UNCDF; • 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; • Knowledge and experience of experts of gender-responsive evaluation; • Knowledge and experience of evaluation methodology; • Junior evaluation experts (enumerators, survey designers etc)	

	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.

Annex 2: Evaluation Matrix

OECD-DAC criteria	Evaluation Question	Judgment criteria	Data sources / Evidence, Tools and Stakeholders
1. Relevance	1.1 How relevant and how well designed is LoGIC's approach to the policy priorities and sector strategies of the government of Bangladesh (NDC, Climate Change Policy, NAP, Country Investment Plans, Climate Fiscal Framework); the UN country Plans (UNDAF, CPD, etc.); similar initiatives by national or development partners?	• Assessment of the alignment of the program with the country's needs, existing policies, plans, and strategies - FYP, NAP, BCCSAP, Climate Fiscal Framework, institutional and policy context for climate adaptation and disaster resilience • Program alignment and likely contribution to relevant SDGs • Alignment with UNDP and UNCDF's strategic plan and Country Programme Document • Alignment with EU & Embassy of Sweden's Country Development Plan and objectives • Assessment of complementarities with existing schemes and projects	• National climate strategy documents, SDG plans, UNDP, EU, and Embassy of Sweden Country development plans, and fiscal transfer frameworks • ProDoc and other program-related design documents including Work Plans • LOGIC MIS documents/dashboard • Quarterly and annual reports • Board meeting documents, minutes of meetings, etc. **Stakeholders:** • KIIs with UNDP, EU, Embassy of Sweden, UNCDF, GoB counterparts • Program staff and UNCDF HQ, national and local staff • FGDs, PRAs with beneficiaries & KIIs with LGI officials
	1.2 How relevant is the support provided by LoGIC to the needs of the government of Bangladesh, partner organizations, local governments, and communities?	• How well does the program address the identified needs and gaps in the intervention areas at the district and local level? • Are the design and related support activities relevant to the needs of the communities and local government and is it increasing the resilience of communities and institutions? • Assessment of whether the overall relevance and/ or program environment has changed and if so, how well the program design or interventions have adapted to changes. • Are the underlying assumptions of the Program design and TOC valid today?	
	1.3 To what extent does the LoGIC design address climate stress issues at the Upazila level and to what extent do these differ at the intra-Upazila level based on any specific climate stress differentiation?	• To what extent are the LoGIC interventions climate-responsive as opposed to climate reactive (adaptation or DRR)? • How are the LoGIC climate interventions different from previous interventions at the local level?	
	1.4 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 the needs and interests of all stakeholder groups? Does it offer good quality information on the underlying causes of inequality	• Assess appropriateness and consideration of gender, equity, and human rights issues as reflected in the design and implementation. • Do the program's gender and inclusion strategies align with UNCDF's overall framework for gender and inclusion? • Are the program interventions catering to the needs and requirements of women and addressing issues related to inequity? • Have the program activities and implementation strategies mainstreamed gender?	

OECD-DAC criteria	Evaluation Question	Judgment criteria	Data sources / Evidence, Tools and Stakeholders
	and discrimination to inform the program?		
EQ 2: Coherence	2.1 How distinct/complementary is LoGIC's approach to other programs and initiatives implemented in Bangladesh by government and/or key development partners with similar objectives?	• What is the level of convergence of the program with GoB strategies and policies (e.g., BCCSAP, Delta Plan, NAPA, Climate Fiscal Framework (CFF), etc., and complementarities with existing schemes and projects in the country? • What is the level of coherence of the LoGIC program with other UNDP, UNCDF, EU, and Embassy of Sweden programs such as the CDMP program, BCCRF, Union Parishad Governance Project (UPGP) and the Upazila Governance Project (UZGP), LoCAL?	• National climate strategy documents, SDG plans, UNDP, EU, and Embassy of Sweden Country development plans, and fiscal transfer frameworks • ProDoc and other program-related design documents including Work Plans • LOGIC MIS documents/dashboard • Quarterly and annual reports • Board meeting documents, minutes of meetings, etc. **Stakeholders:** • KIIs with UNDP, EU, Embassy of Sweden, UNCDF, GoB counterparts • Program staff and UNCDF HQ, national and local staff • KIIs with LGI officials
	2.1 As presently designed, how coherent is the program design in view of program objectives and the collaboration of the two UN agencies in working together to implement the program?	• What is the evidence of complementarity and convergence between the three program components in delivering the LoGIC program objectives? • What are the collaborative mechanisms between UNDP and UNCDF, EU, Embassy of Sweden, and Government, and how effective is this?	
EQ 3: Efficiency	3.1 How well, and with what quality, has LoGIC delivered its expected results to date in terms of the results framework, budget allocations, and cost-efficiency of activities? Has LoGIC succeeded in mobilizing resources from counterpart agencies and/ or other actors?	• Assessment of progress against expected targets as reflected in the results framework • Assessment of the quality of LoGIC's strategies and modules on climate adaptation, training packages, Community Risk Assessment (CRA) guidelines, Operations Manual, etc. • Analysis of program budgets (VFM) across components and proportion spent on women • Unit cost of reaching beneficiaries/women beneficiaries (economy) • Cost of the implementation arrangements as a share of total allocation/budget – per unit (cost efficiency) • Assessment of the administrative efficiency - administrative costs to transfer ratios • Assessment of the quality of underlying processes and timeliness for activities (e.g., approval, fund mechanism set up, transfer of funds, etc.) • Assessment of optimal utilization of resources – personnel and	• ProDoc and other program-related documents (including budgets, ToC, MIS systems and framework, annual reports, work plans, PBCRG, CRF strategy, risk registers, etc. • Baseline, results framework, program financial statements, • Local Government Budgets and UPs planning and budget documents, Minutes of the planning meeting, Annual plan documents • Program Board, steering committee meetings

OECD-DAC criteria	Evaluation Question	Judgment criteria	Data sources / Evidence, Tools and Stakeholders
		funds – across the various components	**Stakeholders:**
	3.2 How well is the program governance system, including partnerships (development and national) working? How are the government counterparts engaged in the program and how is LOGIC working with other LoCAL countries towards implementing the LoCAL standard and joint Board Decisions?	• Are the program governance structure and delivery mechanism appropriate to deliver the objectives? • How efficient and effective is the governance mechanism - National Project Director (NPD), Project Steering Committee (PSC) Project Implementation Committee (PIC)/Project Board (PB), Project Assurance) • Does the board/committees meet regularly? What key decisions have been made and what actions have been taken? How has this arrangement helped in program delivery? • What are the challenges in program implementation? What factors have helped in program delivery? • What is the level of engagement and collaboration with the LoCAL program, how is this working in practice and how has it helped to address any challenges or make improvements? • Assess the level of engagement and collaboration with national and local Government for financing and policy influence. Is the approach or strategy suitable and appropriate? • How well have program risks been managed?	KIIs with program staff, CSOs, UP and LGI staff, Board and Project Steering Committee members, EU & Embassy of Sweden colleagues, UNDP staff, project staff, LGI staff
	3.3 How appropriate is the program's monitoring system to track direct program results and its broader contribution to the overall objectives? How well does it capture the financial and development additionality of its results in the context of adaptive management, learning, and scaling up?	• Assess the robustness of the M&E systems to capture program results, and generate evidence to ensure accountability and improve program performance. • To what extent has data helped to inform mid-course corrections to program design, improve implementation and increase relevance to the local context? • How well the Adaptation Tracking & Measuring (ATM) is in place, is it being practiced? • What is the M&E system's capability in capturing data on women and softer issues such as capacity building, resilience, and policy influence and in measuring progress and outcomes? • Assess the form and quality of data collection at a granular level in terms of aggregation, standardization, and validation. • To what extent has the data-informed the adaptation – whether program decision making is based on evidence generated by the data / MIS system? • How well does the monitoring system capture the broader	

OECD-DAC criteria	Evaluation Question	Judgment criteria	Data sources / Evidence, Tools and Stakeholders
		contribution of the program?	
	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?	• Assessment of the quality of the underlying processes and timeliness of activities • Quick review of the quality of TOT materials and training to address knowledge gaps, attitudes, and behavior. • What is the utilization rate of PBCRG funds, and are the projects completed on time? • How effective is the performance audit? Do LGIs utilize the results of the audit for the general improvement of processes outside of LoGIC? • Review of the beneficiary selection process. Is there any evidence of elite capture, exclusion, or inclusion errors? Are beneficiaries also benefitting from other development program support? How is attribution from LoGIC measured in the case of overlap of beneficiary support? • Is beneficiary selection and/ or PBCRG project selection influenced by political or outside influence? • Is the climate vulnerability assessment an appropriate guide for UP and ward selection? • Assessment of the level of participation and voice of women and marginalized in the planning and decision-making process at the UP level • How well are PBCRG and CRF funds being used and benefitting women? Are the funds sufficient and optimum to make meaningful changes?	
	3.5 How have program managers adapted to the impact of COVID-19 in the design and management of the program, and with what likely results? Has there been a change in program delivery mechanisms as a fallout of COVID-19 and does the situation warrant any modifications in program targets and overall outcomes?	• How well has the program performed during COVID? • What are the changes being made in program strategy and design as an impact of COVID? Has there been any significant change in the external environment (limited BG resources or fiscal transfer from Government, increase in poverty) intervention or in results and monitoring mechanism due to COVID? • How have partners (UPs and Government and NGOs) adapted their program interventions? What are the challenges they face? • What are the likely long-term implications of COVID on the program and stakeholders?	

OECD-DAC criteria	Evaluation Question	Judgment criteria	Data sources / Evidence, Tools and Stakeholders
EQ 4: Effectiveness	4.1 To what extent is the program is 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?	• Has the capacity of the LGIs improved for planning and implementation of CCA and DRR? • How are the current plans different from the pre-program plans or with other non-program UPs/wards? Do the plans and budgets better reflect climate adaptation? • What changes have been brought in the planning processes? Participatory planning has long been the cornerstone of development programs, how is the LOGIC approach different? • How are climate considerations addressed in the planning process? • Are plans informed by an appreciation of local climate hazards, exposure, vulnerability, and risk? • Are the UP's/LGI's able to leverage additional resources from other government and donor-funded programs targeting the same groups on similar issues? • Has social audit improved transparency? What is the process for social audit, who participates, methodology – evidence of trust and acceptability and subsequent actions.	• ProDoc and other program-related documents (including budgets, TOC, MIS systems and framework, annual reports, work plans, PBCRG, CRF strategy, toolkits, risk registers, knowledge products, policy briefs, etc. • Baseline, results framework, program financial statements. • National Government climate plans, policies, budgets, past (pre-LoGIC) plans policies and budgets (if available) • LGI budgets, UP Planning and budget documents, Minutes of the Planning meeting, Annual Plan documents • Data sources on GCF funding to selected recipients (LGIs), proposals, etc. • Program Board, Steering Committee Meetings **Stakeholders** KIIs/IDIs with program staff, CSOs, GoB bureaucrats, Board and Project Steering Committee members, EU & Embassy of Sweden colleagues FGDs, PRAs with beneficiaries & KIIs with LGI officials
	4.2 To what extent is the program contributing to establishing sustainable financing mechanisms to fund local governments and communities for implementing CCA measures?	• Is there evidence of leverage of additional resources due to the program at the local level? (Has the program enabled LGIs to access additional climate adaptation funding from other sources such as from the national government, GCF, etc. • Is the PBCRG helping in cross leveraging of resources and mainstreaming climate adaptation across programs at the LGI level? • Has the capacity of the UPs and LGIs been strengthened to enable them to plan and use other program funds and line department budgets more effectively for DRR, climate adaptation, and mitigation?	
	4.3 To what extent is the program contributing to mainstreaming community-based CCA into intergovernmental fiscal systems?	• How effective is the program in influencing national climate adaptation plans, financing mechanisms, and fund flows? • Is there evidence that learnings from the program are being adopted by non-program UPs and in National government Policies or programs? • How is the program helping in mainstreaming CCA in programs of other line departments being implemented by LGIs or in the program intervention areas?	

OECD-DAC criteria	Evaluation Question	Judgment criteria	Data sources / Evidence, Tools and Stakeholders
	To what extent is LoGIC on track to achieve on HR & GE? To what degree are the results achieved equitably distributed among the targeted stakeholder groups?	• Is the program intervention catering to the most vulnerable UPs, wards, and communities? • Are PBCRG-funded projects and implementation processes gender-sensitive? • How many or what percentage of women-headed households have received the CRF assistance? Are the livelihood options sufficiently gender-sensitive? • To what degree are participation and voice being reflected in local planning and project implementation? • To what extent have UP and LGI staff become more gender-aware and gender sensitized? • To what extent has the program helped to encourage gender mainstreaming and inclusiveness in the execution of other line department projects and plans?	
EQ 5: Likely Impacts	5.1 To what extent are LoGIC results on track to contributing to better planning and financing for community-based CCA beyond the program life-cycle?	• How far has the program contributed to reduced climate vulnerability of extremely poor households in terms of diversified livelihoods, improved consumption, reduced food insecurity, reduced stress, etc.? • Number of vulnerable households reached through climate risk assessments, mitigation plans, capacity building training, CRF funds support, etc. and its impact at the household level • How has the program helped to strengthen climate-resilient infrastructure and service delivery in project areas? • What has been the impact of the PBCRG funds on improving the climate resilience of public goods and services • Has there been an increase in the additional funding and utilization of BGs and PBCRGs?	• ProDoc and other program-related documents (including budgets, TOC, MIS systems and framework, annual reports, work plans, PBCRG, CRF strategy, toolkits, risk registers, knowledge products, policy briefs, etc. • Baseline, results framework, program financial statements. • National Government climate plans, policies, budgets. • LGI budgets, UP Planning and budget documents, Minutes of the planning meetings, Annual Plan documents. • Program Board, Steering Committee Meetings **Stakeholders** KIIs with program staff, CSOs, GoB bureaucrats, local elected staff, UP and LGI staff, Board and Project Steering
	5.2 To what extent is the program 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?	• Has there been any change in relevant policies or governance due to advocacy? • Has there been an improvement in own-source revenue generation capacity at the local government level and any reduction in funding dependence from central/federal governments? • What has been the impact of the program on financial inclusion, market development, and entrepreneurship development? • What are the social and economic changes that have happened due to the program?	

OECD-DAC criteria	Evaluation Question	Judgment criteria	Data sources / Evidence, Tools and Stakeholders
		• What has been the impact of the program on financial practices standards of program UP's and others?	Committee members, EU & Embassy of Sweden colleagues, UNDP staff, project staff, FGDs, PRAs with beneficiaries
	5.3 How is the program contributing to influencing the national and international policy agenda on community-based CCA solutions through local governments?	• How is the program creating pathways for leveraging or accessing other climate change funding? • Have any program findings and learnings been adopted in national plans and policies? • Has the project contributed to the Climate Fiscal Framework of the Ministry of Finance for formulating the local climate fiscal framework? • Has the program's knowledge and advocacy component produced sufficient evidence to include climate into the current policies on fiscal transfer to LGIs?	
	5.4 To what extent are LoGIC results likely to change attitudes and behaviors toward HR & GE within various stakeholder groups, and to reduce the underlying causes of inequality and discrimination?	• To what extent has the program led to more inclusive interventions benefiting women and marginalized communities? • Has the program led to more equity in the project intervention areas? • Has the program led to influencing the UPs and LGIs to mainstream gender and equity across all program interventions and investments?	
EQ 6: Sustainability	6.1 To what extent are the 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?	• What is the level of ownership and commitment to further funding and support from government and external agencies for local-level climate adaptation and mitigation? • Is the program helping to increase institutional capacity across various levels and actors on mainstreaming climate action at the local level? • Has there been any change in understanding, ability, and practices among policymakers and local officials to mainstream climate adaptation across program intervention? • Do relevant actors and stakeholders self-report an increased ability to sustain changes without LoGIC support • Have the necessary institutional mechanisms been established to foster local ownership and to ensure the long-term effects of project interventions?	• Desk Review of the ProDoc and other program-related documents **Stakeholders** • KIIs with PBCRG/CRF grantees and beneficiaries of other pillars – capacity, data • KIIs with policy and regulatory stakeholders • FGDs, PRAs with beneficiaries

Annex 3: Progress Against the Results Framework of the Project

Intervention LoGIC	Objectively Verifiable Indicators (OVI)	Baseline (January 2018)	Target (By 2021)	Achievements until 2021
Specific Objective: Improved and inclusive local level planning and a strengthened financing mechanism for community-based climate change adaptation solutions through local governments.	% of target UPs that incorporated climate change adaptation into their development plans.	13.9%	100%	100% of UPs have incorporated climate change adaptation into their annual and five-years development plans through developing Risk Reduction Action Plan (RRAP).
	% of target UP plans that have addressed the adaptation needs and priorities of vulnerable girls and women	6.9%	50%	100% of UPs have prioritized adaptation needs and priorities of vulnerable women and girls
	% of UPs that established and are implementing the Climate Resilience Financing system	0%	80%	99% of the UP established and implemented the PBCRG with their own financing and accounting system and supported CRF interventions with their administrative system
	% of target UPs that are allocating other resources to implementing CCA linked schemes	0%	70%	71% of target UPs that mobilized additional resources from different sources for climate resilience schemes
Result 1: Strengthened capacity of local governments, households and other local stakeholders to develop local plans that integrate CCA-DRR solutions.	% of women, poor and marginalized people that participate in the formulation of climate risk integrated LDPs	1.3%	52%	99% of the 17,000 CRF beneficiaries (98% women, 1% representative of marginal groups, 2% Persons with Disability-PWD representatives, 1% indigenous people, and 29% marginal groups) participated in the household level risk reduction action plan (RRAP) updating process.
	% of target UPs that integrate CCA solutions into LDPs to support the most vulnerable households.	31.9%	100%	100% of the targeted 72 UPs integrated climate change adaptation (CCA) solutions into the local development plans (LDP).
Result 2: Established a financing mechanism to fund local governments and communities for implementing climate change adaptation measures.	% of target vulnerable households who benefit from CCA finance	10% National	60%	74% of CRF beneficiary households gained economic benefit from the implementation of their Climate Adaptive Livelihood Options (CALO)
	% of target UPs that secure funding to support CCA-linked schemes based on their performance	0	100%	100% of 72 UPs have secured PBCRG funding to support CCA-linked schemes based on their performance.
	% of open budget sessions in target UPs that discussed CCA linked expenditure	7%	100%	100% of Open Budget sessions in 72 UPs that discussed CCA linked expenditure

| Result 3: Experience and evidence inform and contribute to further improvements in policies and practices for UPs and national systems in relation to CCA | The extent to which National Adaptation Plan (NAP) and 7th Five Year Plan (7FYP) integrate financing for local adaptation | No | Yes (Scale 1 to 4) Scale: Excellent-4, Good-3, Moderate-2, Need to improve-1 | NAP preparation in under progress by MoEFCC and NDA to GCF for Bangladesh. Progress not measured |
| | The extent to which local climate fiscal framework is integrated into the national Climate Fiscal Framework | No | Yes (Scale 1 to 4) Scale: Excellent-4, Good-3, Moderate-2, Need to improve-1 | Local Climate Financing Framework (LCFF) is developed based on LoGIC experience. LoGIC shared the LCFF to the LGD to ensure that a policy provision for LCFF in the revised Climate Financing Framework (CFF) Progress not measured |

Annex 4: Summary of the Main Results from the Different Evaluation Instruments

Methods	Evidence Type
Desk review	Included program documents, policy documents and quantitative data from the MIS, reports to understand the program approach and interventions, delivery and progress made thus far
KIIs	In-depth, first-hand know-how on contextual issues (policy environment, institutional frameworks, capacities, processes, systems), feedback on LoGIC processes and activities and broader policy influence
FGDs	Experiences of participation thus far, actual, or potential benefits, as well as unforeseen effects and other contributory factors. The areas of discussion under this were (i) the design and activities of the program; (ii) the extent of the benefits of the program; (iii) the relevance of the program to community needs, aspirations, and means; and iv) identify any unintended consequences of the program. Information on the success of the implementation of climate-adaptive livelihood options (CALO) identified under the program; how these are meeting the current needs of the beneficiaries, feedback, and bottlenecks to benefit from these
PRA	Understanding the journey of changes in the beneficiaries' lives before and after becoming a part of the program on key areas such as an increase in resilience to climate shocks, participation, and voice in local planning, improvement in income and livelihood levels and diversification, food security, availability of drinking water, etc.
Case Studies	Learnings to show what has worked well, achievements, what has not worked, and why on various aspects such as transformations at the community level, capacity changes at the LGIs, incorporation of climate change adaptation considerations in the decision-making process, access, tracking, reporting, and accountability mechanism and policy influence
Online Survey	Likert-Scale Self-assessment UPs and their assessment of the capacity-building initiatives and support provided by LoGIC. (Very few responses gathered despite reminders)

Annex 5: List of People Interviewed

National Level Government Stakeholders

S. No.	Name	Designation
1.	Helaluddin Ahmad	Senior Secretary, LGD
2.	Iqbal Abdullah Harun	Additional Secretary, Ministry of Environment, Forests and Climate Change

District Level Government Stakeholders

S. No.	Name	Designation
1.	Md. Iqbal Hossain	DDLG, DC Office, Khulna
2.	Ms. Jilufa Sultana	DDLG, DC Office, Kurigram
3.	Md. Mehedy Hassan	ADLG, DC Office, Barguna

Upazila Nirbahi Officers (UNO)

S. No.	Name	Designation
1.	Animesh Biswas	UNO, Koyra, Khulna
2.	Kamalesh Majumder	UNO, Mongla, Bagerhat
3.	Md. Janangeer Alom	UNO, Morelganj, Bagerhat
4.	Khatune Jannat	UNO, Sarankhola, Bagerhat
5.	Mohammad Mizanur Rahman	UNO, Bhola Sadar, Bhola
6.	Mohammad Tarek Howlader	UNO, Daulotkhan, Bhola
7.	Md. Saifur Rahman	UNO, Borhanuddin, Bhola
8.	Samia Sharmin	UNO, Barguna Sadar, Barguna
9.	Hossain Mohammad Al-Muzahid	UNO, Pathorghata, Barguna
10.	Md. Kawsar Hossain	UNO, Taltoli, Barguna
11.	Md. Al Amin	UNO, Dashmina, Patuakhali
12.	Md. Mashfakur Rahman	UNO, Rangabali, Patuakhali
13.	Md. Mahbubur Rahman	UNO, Chilmari, Kurigram
14.	Md. Nabirul Islam	UNO, Rajibpur, Kurigram
15.	Md. Al Imran	UNO, Rowmari, Kurigram
16.	Md. Al- Muktadir Hossain	UNO, Shalla, Sunamganj
17.	Mahmudur Rahman Mamun	UNO, Derai, Sunamganj
18.	Md. Rayhan Kabir	UNO, Tahirpur, Sunamganj

Union Parishad Chairmen

S. No.	Name	Designation
1.	Md. Ekram Ezaradar	UP Chairman, Sundarban UP, Bagerhat
2.	Jahangir Badsha	UP Chairman, Nishanbaria UP, Bagerhat
3.	Md. Mozammel Hossain	UP Chairman, Southkhali UP, Bagerhat
4.	Humayun Kabir	UP Chairman, Burirchor UP, Barguna
5.	Md. Farid Mia	UP Chairman, Nachnapara UP, Barguna
6.	Md. Dulal Farazi	UP Chairman, Nishanbaria, Barguna
7.	Md. Iftarul Hasan Swapon	UP Chairman, Dokkhin Digholdi UP, Bhola
8.	Jasim Uddin Haidar	UP Chairman, Baro Manika UP, Bhola
9.	Mohammad Ali	UP Chairman, Char Khalifa UP, Bhola
	Md. Hasan	UP Secretary, Char Khalifa UP, Bhola
10.	Ponchanon Kumar Mondol	UP Chairman, Kamarkhola UP, Khulna
11.	GM Shamsur Rahman	UP Chairman, South Bedkashi UP, Khulna
12.	Md. Anowar Hossen	UP Chairman, Mohangonj UP, Kurigram
13.	Md. Abdur Razzak	UP Chairman, Thanahat UP, Kurigram

14.	Abdul Kader	UP Chairman, Bandaber UP, Kurigram
15.	Nojir Ahmed Sarkar	UP Chairman, Dashmina UP, Patuakhali
16.	Abu Hashnat	UP Chairman, Bara Baishdia UP, Patuakhali
17.	Jakir Hossen	UP Secretary, Bhatipara UP, Sunamganj.
18.	Md. Zaman Chowdhury	UP Chairman, Sulla UP, Sunamganj

Other Line Department Officials

S. No.	Name	Designation
1.	Dr. Arabinda Das	Upazila Livestock Officer, Patharghata Upazila, Barguna

Program Stakeholders from UNDP and UNCDF

S. No.	Name	Designation
1.	Sophie De Coninck	Global Manager, Local Climate Adaptive Living Facility
2.	Suresh Balakrishnan	Regional Technical Advisor, UNCDF
3.	Sudipto Mukherjee	Resident Representative, UNDP, Dhaka
4.	A K M Mamunur Rashid	Climate Change Specialist, UNDP, Dhaka
5.	Jesmul Hasan	Program Specialist (Country Focal Person), UNCDF, Dhaka
6.	Shaila Farzana	Former National Project Director (NPD), LoGIC, LGD, GoB
7.	Md. Shamsul Islam	Deputy Project Director (DPD), LoGIC, LGD, GoB
8.	Selina Shelley Khan	Project Coordinator, LoGIC
9.	Abdulla Zahiruddin Ahmed	Technical Expert (Climate Change), LoGIC
10.	Shariful Islam	Capacity Building Officer, LoGIC
11.	Tahrim Zinath Chaudhury Ariba	Former-Knowledge Management & Communications Officer, LoGIC
12.	Ranjit Chakrawarty	Consultant, UNDP, Local Climate Fiscal Framework
13.	Asadul Hoque	District Climate Finance Coordinator, Khulna
14.	Shaikh Faisal Shah Ripon	District Climate Change Coordinator, Khulna
15.	Ferdoush Ara Urme	District Climate Finance Coordinator, Patuakhali
16.	Mosammat Shahnin Moshrefa	District Climate Change Coordinator, Patuakhali
17.	Md. Nurul Islam Sarker	District Climate Finance Coordinator, Sunamganj
18.	Md. Mamunur Rashid Khan	District Climate Change Coordinator, Sunamganj

Helvetas Staff

S. No.	Name	Designation
1.	Shiekh Md. Ziaul Huque	Program Manager -LoGIC-Helvetas Partnership Project

Donors

S. No.	Name	Designation
1.	Dario Trombetta	Programme Manager, European Union, Dhaka
2.	Md. Mahbubur Rahman	Senior Program Manager, Embassy of Sweden, Dhaka

Annex 6: Bibliography of Main Documents Consulted

S. No.	Name of the document
1.	LoGIC Project Document (ProDoc) Original
2.	LoGIC Revised Project Document (ProDoc)
3.	LoGIC Interim Narrative Progress Report 2017
4.	LoGIC Annual Progress Reports 2018, 2019, 2020
5.	LoGIC Draft Annual Review 2021
6.	LoGIC Quarterly Project Reports 2021 (January-March, April-June; June to September)
7.	LoGIC Presentation Mid-Term Evaluation Meeting
8.	LoGIC Baseline Report
9.	LoGIC Mid-Term Evaluation Report v2 (December 2020)
10.	Study on the Absorption Capacity of LoGIC (commissioned by the EU)
11.	LoGIC M&E Plan v7
12.	LoGIC Logframe Version after QSG2
13.	LoGIC Gender Framework
14.	LoGIC Inclusion of Socially Excluded Groups
15.	LoGIC Youth Engagement Strategy
16.	Logic Strategic Result Framework (31 March 2018 BGD)
17.	Policy Dialogue Proceedings
18.	Kemon Achen Survey
19.	Adaptation Tracking and Measurement (ATM) Survey
20.	Full set of LoGIC Knowledge Management Documents including Case Studies, Social Media Report, Covid Information Education and Communication
21.	LoGIC Back to Office Reports
22.	Hazard Maps
23.	LoGIC Risk Log_June 2021
24.	Past and Future Climate Analysis
25.	Final Report on Projection of Climate and Developing a Dashboard for Vulnerability and Risk Calculation and Spatial Data Management
26.	PBCRG Operations Manual Bangla June 2019 Final
27.	Union Parishad Audit Reports
28.	LoGIC project financial information for the evaluators (Excel Sheet)
29.	PBCRG Scheme Profile for various years
30.	CRF Beneficiary selection guidelines
31.	CRF Operational Manual
32.	Grievance Redress Mechanism_LoGIC_CRF
33.	UNCDF Strategic Framework 2018-2021
34.	Bangladesh Climate Fiscal framework
35.	National Adaptation Program of Action (NAPA)
36.	Bangladesh Climate Change Strategy Action Plan
37.	Bangladesh Climate Fiscal Framework 2020
38.	Mujib Climate Prosperity Plan

Annex 7: Case Studies

Case Study 1: Livelihood Diversification through Pig Rearing

Bagerhat is situated in the southwest coastal belt of Bangladesh and is impacted by significant heatwaves in summer, increased desertification, lack of rainfall, and severe salinity intrusion in the soil. This has adversely impacted agriculture which is among the most important economic activities causing socio-economic distress. Farmers now cultivate only one type of crop in the year instead of the earlier practice of two to three crop cycles. For the rest of the year, the land remains infertile and dry leaving families with minimum or no incomes.

Sobita Haldar is a 35-year-old beneficiary of the CRF grant of LoGIC. A resident of the Morolganj Upazila's 12 number Jiudhara Union in Bagerhat, Sobita's family includes her husband who is a wage laborer, one son and two daughters. Sobita's husband was managing the family expenses through his daily wage earnings and the family was just eking out a living. But, as Sobita says, *"times are hard, and our poverty is increasing because it is increasingly difficult for my husband to find work."*

Sobita Haldar's pig shed

The Local Government Initiative on Climate Change, (LoGIC) project, led by the Local Government Division of the Ministry of Local Government, Rural Development and Cooperatives (MoLRD&C), is a 4-year initiative of the Government of Bangladesh, UNDP, UNCDF, the European Union and the Swedish International Development Cooperation Agency (Embassy of Sweden). LoGIC is in Phase II of UNCDF's global Local Climate Adaptive Living Facility (LoCAL).

LoGIC uses two grant mechanisms – a Performance-Based Climate Resilience Grant (PBCRF) at the community level and, a Community Resilience Fund (CRF) which is a grant given to selected women beneficiaries for livelihoods. Working through the government systems, LoGIC is demonstrating fiscal transfer mechanisms from the national to the local governments to fund additionalities for climate change adaptation.

The Community Mobilization Facilitators (CMF) of LoGIC initiated the beneficiary selection process for the CRF grant and Sobita qualified by passing the stringent procedures. In 2018, Sobita joined the community group created by LoGIC in the Dheutala village and began growing vegetables, fish farming, duck, and hen rearing. She received training on growing vegetables and began cultivating a vegetable patch in her home and after meeting her family's needs, sold some of the vegetables to augment the family income and savings. Subsequently, Sobita used some of her savings and CRF funds from LoGIC to buy some ducks and hens and today, she has 14 ducks. The family income increased further with the sale of eggs and sale of ducklings.

Subsequently, in discussion with her husband and following his advice, Sobita used a part of the CRF funds to purchase two pigs and construct a shed to house them. Thereafter, Sobita's family fortunes underwent a complete turnaround. Today, she has 8 adult pigs and 10 piglets and people from the neighboring villages come to her to purchase piglets. Encouraged by her success, some others in her village have begun pig rearing. Sobita has repaired and expanded her pig shed and constructed a kitchen for her home through her income from pig rearing. Today Sobita's husband is no longer a daily wage laborer and he looks after their pigs.

Commenting on her empowerment and economic improvements, Sobita says, *"If LoGIC had not supported me financially and through training, I would not even have dreamed of pig rearing. By god's grace, our household income has improved because of pig rearing. My children are going to school, and I can afford household expenses comfortably. I wish to expand my pig rearing enterprise in the future and, if LoGIC supports me, I am confident of success."*

It is to be noted that in 2021 on International Women's Day, Sobita received a smartphone as an award from the District Administration for her entrepreneurial successes.

LoGIC has enabled women like Sobita to improve their economic conditions through financial aid, training, and hand-holding support.

Case Study 2: How LoGIC is Making Communities Stronger

Dacope Upazila in Khulna, a coastal district in Bangladesh nears the Sunderban delta region and is adjacent to the coastal mangrove belt. The area is prone to multiple climate hazards – several severe cyclones every year, especially from March to May and October to November; floods and heavy rain. Since 2000, the district has experienced more than twelve severe cyclones causing huge losses of life, livestock, and livelihoods. Also, the Upazila faces increasing salinity negatively affecting agriculture cultivation and fishing while also leading to drinking water scarcity. The regular climate shocks and disasters have led to increased migration and chronic poverty. Given its climate vulnerability and losses, Dacope continues to receive disaster relief support from the government and local NGOs working in the area. In all these years, there have been no concerted efforts by the Local Government to support the people on climate change adaptation to cope with the vagaries of nature.

LoGIC has ushered a welcome change and brought a ray of hope and confidence in residents of Jaynagar village in Kamarkhola Union of Dacope Upazila. LoGIC is not a traditional disaster relief program but a climate change adaptation-focused project which is helping the local communities to better cope and adapt to climate disasters by attempting to minimize their losses through better climate-resilient infrastructure and livelihoods. LoGIC has built capacities and provided financial support through two grant mechanisms – a Performance-Based Climate Resilience Grant (PBCRG) and a Community Resilience Fund (CRF) for creating climate-resilient infrastructure and climate adaptive livelihood options for the most vulnerable section of the population. Around 3000 women from the remotest and climate-vulnerable villages of Khulna including Joynagar village, received training and grant of around USD 350 each. This grant acts as seed capital to start their climate-adaptive livelihood options.

The training and the financial assistance have been a huge boon to these climate-vulnerable women and have given them the confidence to form their groups and start enterprises. Through LoGIC, these women have their own bank accounts. They also have the opportunity to go and sell their products in the market and have generated additional income from their initial seed capital or grant. Some community members opined that new climate adaptative livelihood options like sheep rearing, poultry farming, and crab fattening are more climate adaptive and will reduce their seasonal unemployability and climate vulnerability. These trainings and income generation activities have helped them break social norms and reduce dependence on their husbands' incomes. Program monitoring data reflects that it has slightly improved their household food security situation.

Residents say, *"the life skills and knowledge to tackle the regular disasters that LoGIC has shared are lifelong."* LoGIC has created awareness on how to prepare for impending cyclones and react to cyclone warnings. The villagers now know that once the warning signal is sounded, they need to move their livestock and other essential personal items to safe locations as a result, their losses today are less than earlier.

LoGIC's support has especially been useful in looking after their livestock. Villagers are now more aware of the need for timely vaccinations of their cattle, they no longer ignore illnesses among their cattle. Today, the death rates of cattle on account of easily preventable reasons have reduced, which has helped the economic well-being of residents. Villagers state that *"Prior to LoGIC, the vets did not attend to our cattle even when we visited. Today we are confident to call vets and their response too has improved. We are also cultivating improved grass varieties as cattle feed compared to earlier when we allowed the cattle to eat whatever grass was available in the fields. This caused a high incidence of illness in cattle and our practice of not visiting the vet led to deaths."*

Local fishermen had stopped using the local ponds because they overflowed with ingress from streams killing the fish. LoGIC has educated these fishermen and demonstrated the use of nets and barriers at the ingress points such that fishing activities can continue unabated. This practice is now common in the village, and fish production has gone up – families can meet their requirements and do not need to purchase fish from the market to meet their needs.

Group farming as propagated and facilitated by LoGIC has positively impacted family incomes. Beneficiaries shared that people who are not members of any group seek advice on seeds, cropping methods, etc. The rising family incomes of beneficiaries has meant that more children are in school. Marginalized women are extremely happy that they now have

bank accounts, and their increasing economic self-reliance has meant that they are being consulted in family decisions and have greater freedom to step out of their homes.

The PBCRG schemes have helped the local institutions to plan better and create climate-resilient infrastructure. Some of the resilient climate infrastructures like culverts/ drainage, water reservoirs, and tube wells have also supported communities' livelihoods and reduced drinking water problems during floods and increased salinity. The training, local engineer presence, and fiscal transfer have also helped UPs undertake resilient climate design and infrastructure. The success of the program lies in demonstrating fiscal transfer mechanisms from the national to the local governments to fund additionalities for climate change adaptation. This village has benefited from the rainwater harvesting tanks that the PBCRG funds of LoGIC have financed. Drinking water is now easily available, and women no longer spend long hours fetching water. The improved drinking water quality contributes to reduced infections from drinking pond water.

The beneficiaries are unanimous about the intangible gains of the LoGIC community processes. They say that *"the community meetings and the 'feeling of group' have made us braver and more confident to demand entitlements from the government. For example, there was once an incident when the watermelon crop buyer did not want to come to our village. We called the UNO's office and complained, and action was taken by the office".*

LoGIC has contributed to strengthening the community spirit, and villagers, irrespective of whether they are direct beneficiaries, now have a slightly better understanding of climate change coping mechanisms and have a platform or an opportunity to discuss and express their voice and opinion on climate issues that impact their village. However, the gains are unfortunately only limited to the intervention villages. The learnings were not shared with other UPs even within the Khulna district. If LoGIC is scaled-up it will benefit millions of climate-vulnerable people. However, for this, policies need to change; capacities and ownership need to be built and mechanisms to access climate finance from the national government, international donor communities, and private sector need to be developed.

Case Study 3: Strengthening of Local Government Institutions in Bangladesh

Md. Abdur Razzak, is the Chairman of the Thanahat Union Parishad of the Kurigram district, a northern district in Bangladesh located in the Teesta, Dharla, and Brahmaputra River basin that faces severe flooding every year. Abdur Razzak grew up in this village and over the years has seen how flooding and river erosion adversely impact the lives and livelihoods of local communities. Besides chronic poverty and hunger, frequent natural disasters, especially floods and riverbank erosion exacerbate the uncertainties in their life. Flooding destroys their standing crops, disrupts communication, creates homelessness, spreads waterborne diseases, creates unemployment problems, and leads to migration, Abdur highlights during the interview. During the dry season, they encounter a scarcity of water for drinking and cultivation purposes. He also shares, *"Women are more affected due to climate change and expose them to greater risks – health, safety, and income security. Traditionally in rural Bangladesh, women as seen as dependents on their husband's family rather than an active and equal partner with voice and empowerment because of regressive social norms and lack of livelihood and income opportunities. Climatic shocks amplify these vulnerabilities."*

Most of the families in the Thanahat UP depend on subsistence farming or work as daily wage labor or rickshaw pullers for their livelihoods. Communities have low levels of income, literacy, and limited knowledge and understanding of climate change. They practice some indigenous knowledge to play against flooding. They raise their house, save money and store food for upcoming flood events but do not have much knowledge, skills, and assets to mitigate or cope with climate change. LOGIC was implemented to build the capacity of the local government institutions to bring changes in the lives of these people through piloting a standard mechanism of financial transfer model for local climate adaptation reflecting the voice and need of the local people.

Though Bangladesh has a decentralized model of governance with the UPs responsible for the provisioning of basic services and social transfer to the people in the region, Abdur and his fellow elected members of UP have limited understanding, resources, and capacity for climate adaptation and mitigations. Their main interventions on flooding and climate change issues over the years have been on emergency response and providing disaster relief measures to the communities with the support of NGOs and other government departments. Climate change adaptation was never being considered or as part of their thinking or mandate. Line departments and sectoral agencies albeit with little linkages and participation of local people are chiefly responsible for implementing climate change adaptation and mitigation measures.

Abdur feels that LOGIC has brought some positive changes in his and his colleague's understanding of climate change. He mentioned, *"Before LOGIC nobody ever discussed climate issues and climate change in the local planning meeting, now we discuss it regularly…. though earlier we had local knowledge and understanding we now see climate change things with a different perspective."* He feels that the hazard maps and the awareness sessions have helped him and the community members to think about the future and get a sense of what might lie ahead – something that he realized is scarier. The sensitization sessions have helped him understand that if there is very heavy rainfall in Nepal or China, their locality would also face heavy rainfall and consequent flooding in the next 10 days and that they need to prepare. Therefore, he feels that he and the community have time to plan in advance.

He observed that he never thought about climate-adaptive infrastructure and climate adaptive livelihood options before and that these can be executed through the UPs. He has seen NGOs working on climate-adaptive livelihoods in the Kurigram district but he never thought that an LGI could also spearhead the same. LoGIC has changed his thinking and perspective. He suggested that every year their roads or embankments used to get washed away and felt the need to have a more resilient infrastructure but never realized how they can build more climate-resilient infrastructure. Through LoGIC's engineer and inputs from the LoGIC team, he has started to develop climate-resilient infrastructure which has made an impact on the communities.

Abdur was all praises for the communities livelihood work-leasing of land, sheep rearing, etc.- that were being supported by the LOGIC team has helped the communities, especially women to improve their incomes. However, he was unhappy because he felt that they did not have much role and say in the process of beneficiary selection or some of the construction work. This appears to be a big challenge with respect to ownership and sustainability. Though he was very proud of the work on irrigation, raised tube wells, and solar pumps under PBCRG schemes, he complained that it has created a demand for more tube wells and support for culverts in other wards for which he does not have the budget or resources to support. He shared that this is creating pressure on him to justify to people in other wards, even though he did not have much say in the selection of wards and beneficiaries, which was led by the LoGIC team. He mentioned that his UP complies with most of the guidelines and processes that the LOGIC program expects - which is mostly done by the executive assistant with the support of the LoGIC staff.

He believes that this project will help to build the skill and capacity of more women and will help them to better cope with the monsoon and cyclonic storm uncertainties. He admitted that LoGIC has helped in improving the UP's services and bringing in transparency and monitoring. However, he felt that more capacity building and monetary resources are needed for improving their services. He felt his hands are tied since he does not have the resources - staff and finance to do it, even for conducting meetings. He said that with LOGIC there has more participation of women in meetings, however, the evaluation team's FGDs do not reflect that.

LoGIC is a transformative program that brought some changes in the life and livelihoods of the communities - especially women - who now spend less time fetching water, can earn income, are more confident, and have more respect at home. The transformation at the local institution level is at the green shoot level but seems to be more imposed and carried out by the LoGIC team with limited ownership of the local institutions. For mainstreaming LoGIC and scaling, it will require policy directives, more time, and technical support to build ownership among UP elected members with incentives and rewards.

Annex 8: Signed Agreement Forms of the UNEG Code of Conduct for Evaluations in the UN system

The signed Code of Conduct forms of the Evaluation Team Members can be viewed in this secure folder using the password: Logicbdmte2021