

6. Annexes

6.1 Terminal Evaluation ToR



Terms of Reference (ToR) for Individual Consultant

PROJECT TITLE	Formulation and Advancement of the National Adaptation Plan (NAP) Process in Bangladesh
POST TITLE:	International Evaluator
POST LEVEL:	International Consultant (1 Position)
AGENCY/PROJECT NAME:	Department of Environment (DoE), NAP Project
COUNTRY OF ASSIGNMENT	Dhaka, Bangladesh
DURATION OF THE CONTRACT:	Total 22 working days from 25 March 2022 to 31 May 2022 over a period of two months on intermittent basis.

A. BACKGROUND:

The project document for the UNDP-supported GCF-financed project “Formulation and Advancement of the National Adaptation Plan Process in Bangladesh” was signed on 12 February 2018 by the United Nations Development Programme (UNDP) and the Government of Bangladesh. However, the project Inception Meeting kicked off in March 2020 and is currently in its last year of implementation.

The project has suffered additional delay due to COVID-19. Bangladesh recorded its first COVID-19 patient on 08 March 2020. Two weeks later, the Ministry of Health declared a public health emergency. In order to protect its population, the government declared the first "lockdown" throughout the nation from 23 March and prepared some necessary steps to spread awareness to keep this syndrome away from them, which continued until October 2020 by phases. However, the infection started to alarmingly rise once again since March 2021, the government again declared countrywide lockdown for 3 more months. Thus far, the country has recorded as of 15th November 2021, 1,572,735 confirmed cases of which 27,926 deaths. As of 8 November 2021, a total of 81,077,977 vaccine doses have been administered.

The project is being implemented by UNDP in partnership with the Ministry of Environment, Forest, and Climate Change (MoEFCC) of Bangladesh. The objective of this project is to formulate the Bangladesh National Adaptation Plan with a focus on long-term adaptation investment and enhancing national capacity for integration of CCA in planning, budgeting, and financial tracking processes. This GCF NAP readiness support project planned to achieve this objective through four inter-related outcomes:

- Outcome 1: Strengthened institutional coordination and climate change information and knowledge management for medium- to long-term planning
- Outcome 2: Adaptation options appraised and prioritized, and National Adaptation Plan formulated
- Outcome 3: Climate risk informed decision-making tools developed and piloted by planning and budget departments at national and sectoral levels
- Outcome 4: Nationally appropriate participatory adaptation investments tracking mechanism and financial plan for mid- and long-term CCA implementation set up

The Ministry of Environment and Forests, Ministry of Finance, Ministry of Planning and key personnel working on CCA relevant programming in water resources, agriculture and food security, coastal zones, and urban habitation (the “priority sectors”) are the beneficiaries of this project.

B. OBJECTIVE:

UNDP commissions programme evaluations to capture and demonstrate evaluative evidence of its contributions to development results at the country level as articulated in UNDP’s Country Programme Document (CPD). These are evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy. In line with the Evaluation Plan of UNDP Bangladesh, project evaluation is planned to be commissioned at during the last year of the project implementation.

The UNDP Office in Bangladesh is commissioning this independent evaluation on the NAP project to capture evaluative evidence of its relevance, effectiveness, efficiency, sustainability, and incorporation of gender and other cross-cutting issues to assess the achievement of projects results against what was expected to be achieved. The evaluation will ascertain how beneficiaries have benefited from the project interventions and what lessons could be learned that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The evaluation serves an important accountability function, providing national stakeholders and partners in Bangladesh with an impartial assessment of the results of NAP’s intervention.

C. SCOPE OF WORK:

The evaluation will assess project performance against expectations set out in the project results framework. The TE will assess results according to the criteria outlined in the UNDP Evaluation Guidelines²³.

The evaluation will consider the pertinent outcomes and outputs as stated in the project document focused towards advancing medium to long-term planning in climate sensitive sectors in relations to Country Programme Outcome #3: Inclusive Growth-UNDP will support the Government to meet its obligations under the Paris Agreement by strengthening policy and legislative capacities, building partnerships for climate action, particularly with the private sector, and mobilizing national and global finance. Mainstreaming environmental considerations into national policy and planning to ensure climate justice for women and marginalized groups will remain a priority.

As described in the background, the NAP programme has implemented 4 outcomes. An analysis of achievements across all 4 outcomes is expected:

NAP PROGRAMME OUTCOME 1	Strengthened institutional coordination and climate change information and knowledge management for medium- to long-term planning;
NAP PROGRAMME OUTCOME 2	Adaptation options appraised and prioritized, and National Adaptation Plan formulated;
NAP PROGRAMME OUTCOME 3	Climate risk informed decision-making tools developed and piloted by planning and budget departments at national and sectoral levels;
NAP PROGRAMME OUTCOME 4	Nationally appropriate participatory adaptation investments tracking mechanism and financial plan for mid- and long-term CCA implementation set up

The following reports and deliverables are required for the evaluation:

²³ UNDP Evaluation Guidelines: <http://web.undp.org/evaluation/guidance.shtml#handbook>

TE Inception report

Draft Evaluation Report

Presentation at the validation workshop with key stakeholders, (partners and beneficiaries)

Final Evaluation report

One week after contract signing, the evaluation team will produce an inception report clarifying the objectives, methodology and timing of the evaluation. The inception report must include an evaluation matrix presenting the evaluation questions, data sources, data collection, analysis tools and methods to be used. Annex 3 provides a simple matrix template. The inception report should detail the specific timing for evaluation activities and deliverables and propose specific site visits and stakeholders to be interviewed. Protocols for different stakeholders should be developed. The inception report will be discussed and agreed with the UNDP Country Office before the national evaluator proceed with site visits.

The draft evaluation report will be shared by the evaluation team to the UNDP Country Office, who will circulate the draft to stakeholders. The evaluation team will present the draft report in a validation workshop that the UNDP country office will organise. Feedback received from these sessions should be considered when preparing the final report. The evaluators will produce an 'audit trail' (Annex Z) indicating whether and how each comment received was addressed in revisions to the final report.

The suggested table of contents of the evaluation report is found in the ANNEX.

3.Evaluation Questions

The evaluation seeks to answer the following questions, focused around the evaluation criteria of relevance, effectiveness, efficiency and sustainability:

Relevance:

- How well has the programme aligned with government and agency priorities?
- To what extent has NAP's selected method of delivery been appropriate to the development context?
- Has NAP programme been influential in influencing national policies on climate change adaptation?
- To what extent was the theory of change presented in the outcome model a relevant and appropriate vision on which to base the initiatives?
- To what extent was the project in line with the UNDP Strategic Plan, CPD, United Nations Sustainable Development Cooperation Framework
- (UNSDCF), SDGs, and GCF strategic programming

Effectiveness

- What evidence is there that the programme has contributed towards an improvement in national government capacity, including institutional strengthening?
- Has the NAP programme been effective in helping improve climate change adaptation planning in Bangladesh?
- To what extent have outcomes been achieved or has progress been made towards their achievement.
- What has been the contribution of partners and other organizations to the outcome, and how effective have the programme partnerships been in contributing to achieving the outcome?
 - What were the positive or negative, intended or unintended, changes brought about by NAP's work?
 - What contributing factors and impediments enhance or impede NAP performance?

- To what extent did the project contribute to gender equality, the empowerment of women, and/or a human-rights based approach?

Efficiency

- Are NAP's approaches, resources, models, conceptual framework relevant to achieve the planned outcomes?
- To what extent were quality outputs delivered on time?
- Has there been an economical use of financial and human resources and strategic allocation of resources (funds, human resources, time, expertise, etc.)?
- Did the monitoring and evaluation systems that NAP has in place help to ensure that activities and outputs were managed efficiently and effectively?
- Were alternative approaches considered in designing the programme?

Sustainability

- What is the likelihood that the NAP programme interventions are sustainable?
- What mechanisms have been set in place by NAP to support the government of Bangladesh to sustain improvements made through these interventions?
- To what extent has a sustainability strategy, including capacity development of key national stakeholders, been developed or implemented?
- To what extent have partners committed to providing continuing support?
- What indications are there that the outcomes will be sustained, e.g., through requisite capacities (systems, structures, staff, etc.)?
- What opportunities for financial sustainability exist?
- How has the project developed appropriate institutional capacity (systems, structures, staff, expertise, etc.) that will be self-sufficient after the project closure date?

Impact

- What has happened as a result of the programme or project?
- What real difference has the activity made to the beneficiaries?
- How many people(w/m) have been affected?
- Were there contributions to changes in policy/legal/regulatory frameworks, including observed changes in capacities (awareness, knowledge, skills, infrastructure, monitoring systems, etc.) and governance architecture, including access to and use of information (laws, administrative bodies, trust building and conflict resolution processes, information-sharing systems, etc.)?
- Were there contributions to changes in socio-economic status (income, health, well-being, etc.)?
- Discuss any unintended impacts of the project (both positive and negative) and assess their overall scope and implications.
- Identify barriers and risks that may prevent further progress towards long-term impact;
- Assess any real change in gender equality, e.g. access to and control of resources, decision-making power, division of labor, etc.

The evaluation must also include an assessment of the extent to which programme design, implementation and monitoring have taken the following cross cutting issues into consideration:

Human rights

- To what extent have poor, indigenous and tribal peoples, women and other disadvantaged and marginalized groups benefitted from NAP's interventions?

Gender Equality

- To what extent has gender been addressed in the design, implementation and monitoring of the NAP programme?
- To what extent has NAP programme promoted positive changes in gender equality? Were there any unintended effects?
- How did the programme promote gender equality, human rights and human development in the delivery of outputs?

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

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

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

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

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

4. Methodology

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

The evaluation will be carried out by an external team of independent evaluators and will follow a participatory and consultative approach ensuring close engagement with a wide array of stakeholders and beneficiaries, including national and local government officials and staff, donors, beneficiaries from the interventions, and community members.

Evidence obtained and used to assess the results of NAP's interventions must be triangulated from a variety of sources, including verifiable data on indicator achievement, existing reports, evaluations and technical papers, stakeholder interviews, focus groups, surveys and site visits. In the event where field mission is not possible due to COVID, then remote interviews may be conducted through telephone or online (teams, zoom etc). Under such situation, site visits will be carried out by the National Consultants. These formalities will be agreed upon during contract discussions and finalized in the inception meeting. The specific design and methodology for the evaluation should emerge from consultations between the evaluation team and the above-mentioned parties regarding what is appropriate and feasible for meeting the

evaluation purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The evaluation team must use gender-responsive methodologies and tools and ensure that gender equality and women’s empowerment, as well as other cross-cutting issues and SDGs are incorporated into the evaluation report.

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

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

The following steps in data collection are anticipated:

5.1 Desk Review

A desk review should be carried out of the key strategies and documents underpinning the project’s scope of work. This includes reviewing the project document, different reports, country programme document, as well as any monitoring and other documents, to be provided by the project and Commissioning Unit.

5.2 Field Data Collection

Following the desk review, the national evaluator will build on the documented evidence through an agreed set of field and interview methodologies, including:

- Interviews with key partners and stakeholders
- Field visits to project sites and partner institutions
- Survey questionnaires where appropriate
- Participatory observation, focus groups, and rapid appraisal techniques

6.Evaluation Ethics

The evaluation must be carried out in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’ and sign the Ethical Code of Conduct for UNDP Evaluations. In particular, evaluators must be free and clear of perceived conflicts of interest. To this end, interested consultants will not be considered if they were directly and substantively involved, as an employee or consultant, in the formulation of UNDP strategies and programming relating to the outcomes and programmes under review. The code of conduct and an agreement form to be signed by each consultant are included in Annex 4.

D. EXPECTED DELIVERABLES AND OUTPUTS:

The evaluation is expected to take 22 working days for international consultant over a period of six weeks starting from 25 March 2022. The final draft evaluation report is due the 31 May 2022. The following table provides an indicative breakout for outputs and deliverables:

Deliverables/Outputs	Estimated Duration (days)	Target Due Dates (indicative)	Review and Approvals Required	% of Payment
<ul style="list-style-type: none"> ▪ Inception report and evaluation matrix Outputs: <ul style="list-style-type: none"> i. Review materials and develop work plan ii. Participate in an Inception Meeting with UNDP 	4	One week after signing the contract	Programme Specialist	20%

Deliverables/Outputs	Estimated Duration (days)	Target Due Dates (indicative)	Review and Approvals Required	% of Payment
Bangladesh country office iii. Draft inception report				
<ul style="list-style-type: none"> ▪ Draft evaluation report Stakeholder workshop presentation Outputs: <ul style="list-style-type: none"> i. Review Documents and stakeholder consultations ii. Interview stakeholders iii. Conduct field visits iv. Analyze data v. Develop draft evaluation and lessons report to Country Office 	13	Within third weeks after signing the contract	Programme Specialist	40%
<ul style="list-style-type: none"> ▪ Final evaluation report Outputs: <ul style="list-style-type: none"> i. Present draft Evaluation Report and lessons at Validation Workshop ii. Finalize and submit evaluation and lessons learned report incorporating additions and comments provided by stakeholders 	5	Within eighth week after signing the contract	Programme Specialist	40%
Total	22			100%

(E) TIMEFRAME

The consultancy work for a total of 22 days over a period of 2 months.

(F) SUPERVISION AND PERFORMANCE INDICATORS

The International Evaluation Consultant will closely work with Programme Specialist (Nature, Climate & Energy) of UNDP, NPD and Deputy Project Director of NAP. His/her performance evaluation will be conducted by the supervisor. The Consultant will ensure a result-based system is in place to tap key results that contribute towards the achievement of project outputs and outcomes.

(G) IMPLEMENTATION ARRANGEMENTS

The UNDP CO will select the evaluation team through standard UNDP procurement processes and will be responsible for the management of the evaluators. The Head of Unit/Deputy Resident Representative Programme (DRR/P) will designate a focal point for the evaluation that will work with the M&E Specialist and Programme Manager to assist in facilitating the process (e.g., providing relevant documentation, arranging visits/interviews with key informants, etc.). The CO Management will take responsibility for the approval of the final evaluation report. The M&E Specialist or designate will arrange introductory meetings within

the CO and the DRR/P or her designate will establish initial contacts with partners and project staff. The consultants will take responsibility for setting up meetings and conducting the evaluation, subject to advanced approval of the methodology submitted in the inception report. The CO management will develop a management response to the evaluation within two weeks of report finalization.

The Task Manager of the Project will convene an Advisory Panel comprising of technical experts to enhance the quality of the evaluation. This Panel will review the inception report and the draft evaluation report to provide detail comments related to the quality of methodology, evidence collected, analysis and reporting. The Panel will also advise on the conformity of evaluation processes to the UNEG standards. The evaluation team is required to address all comments of the Panel completely and comprehensively. The Evaluation Team Leader will provide a detail rationale to the advisory panel for any comment that remain unaddressed.

The evaluation will use a system of ratings standardising assessments proposed by the evaluators in the inception report. The evaluation acknowledges that rating cannot be a standalone assessment, and it will not be feasible to entirely quantify judgements. Performance rating will be carried out for the four evaluation criteria: relevance, effectiveness, efficiency and sustainability.

While the Country Office will provide some logistical support during the evaluation, for instance assisting in setting interviews with senior government officials, it will be the responsibility of the evaluators to logistically and financially arrange their travel to and from relevant project sites and to arrange most interviews. Planned travels and associated costs will be included in the Inception Report and agreed with the Country Office.

(H) INPUTS

The Consultant will use his/her own personal laptop. The project office will provide the office space for the consultant.

(I) TRAVEL AND DSA:

No DSA will be paid at the duty station. If unforeseen travel or mission outside the duty station required by the Terms of Reference is requested by UNDP, and upon prior agreement/approval, such travel shall be UNDP's expenses and the individual contractor shall receive a per-diem as per United Nations daily subsistence allowance rate.

(J) EVALUATION TEAM COMPOSITION AND REQUIRED COMPETENCIES:

The evaluation will be undertaken by a team of 1 external evaluators, a Team Lead (international consultant) and an National Evaluator (national consultant). The national consultant (Evaluator) will support the entire evaluation process and ensure to produce the final product. The national consultant will work under the guidance of International consultant. In addition to his/her direct reporting line to the international consultant, the National Consultant will rely on the project staff, partners and stakeholders to prepare the ground for effective and efficient implementation of the evaluation.

The evaluators cannot have participated in the project preparation, formulation and/or implementation (including the writing of the project document) and should not have a conflict of interest with the project's related activities.

(K) REQUIRED QUALIFICATIONS AND EXPERIENCE

a) ACADEMIC QUALIFICATIONS:

- i. Master's degree in natural resource management/ environmental management/ business/ public administration, natural & climate science and other related disciplines; ;

b) EXPERIENCE:

- i. Minimum 7 years of relevant professional experience;
- ii. Knowledge of UNDP and GCF M&E policies and guidelines;

- iii. Minimum of 1 other GCF readiness project evaluation experience;
- iv. Strong working knowledge of the UN and more specifically the work of UNDP in support of government;
- v. Sound knowledge of results-based management systems, and M&E methodologies; including experience in applying SMART (S-Specific; M-Measurable; A-Achievable; R-Relevant; T-Time bound) indicators;
- vi. Demonstrated understanding of issues related to gender and CCA;

c) COMPETENCIES:

- Strong interpersonal skills, communication and strategic negotiation skills, ability to work in a team;
- Excellent English drafting, presentation and facilitation skills;
- Excellent oral and written English and Bangla communication skills, and exceptional technical writing and presentation capabilities;
- Plans, prioritizes, and delivers tasks on time;
- Ability to meet deadlines and work under pressure;
- Ability to work independently and participate in team-based environment;
- Innovativeness and effectiveness capability under varying work assignments, conditions and time pressures;
- Demonstrates integrity by modelling the UN's values and ethical standards

(L) FINANCIAL PROPOSALS

The financial proposal shall specify a total lump sum amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e., whether payments fall in installments or upon completion of the entire contract). Payments are based upon output, i.e., upon delivery of the services specified in the TOR. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount (including travel, per diems, and number of anticipated working days).

M) EVALUATION

Individual Consultant will be evaluated based on the following methodologies:

Cumulative analysis

When using this weighted scoring method, the award of the contract should be made to the individual Consultant whose offer has been evaluated and determined as:

- a) responsive/compliant/acceptable, and
- b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

* Technical Criteria weight; 70%

* Financial Criteria weight; 30%

Only candidates obtaining a minimum of 49% point in technical criteria would be considered for the Financial Evaluation.

Criteria	Weight	Max. Point
<i>Technical</i>	70%	70
Master's degree in natural resource management/ environmental management/ business/ public administration, natural & climate science and other related disciplines.	10%	10
<i>Minimum 7 years of relevant professional experience in monitoring, reporting and evaluation including results-based management systems.</i>	25%	25
<i>At least one year experience in GCF project evaluation experience proven related experience in gender and CCA</i>	25%	25
<i>Proven working experience with UN/Donors/GoB/GCF/ etc.</i>	10%	10
<i>Financial</i>	30%	30

Financial Evaluation: (Total obtainable score – 30)

All technically qualified proposals will be scored out 30 based on the formula provided below. The maximum points (30) will be assigned to the lowest financial proposal. All other proposals receive points according to the following formula:

$$p = y (\mu/z)$$

Where:

p = points for the financial proposal being evaluated

y = maximum number of points for the financial proposal

μ = price of the lowest priced proposal

z = price of the proposal being evaluated

(N) Recommended Presentation of Offer

Interested individuals must submit the following documents/information to demonstrate their qualifications.

- a) Duly accomplished **Letter of Confirmation of Interest and Availability** using the template provided by UNDP;
- b) **Personal CV or P11**, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references.

<http://www.bd.undp.org/content/bangladesh/en/home/operations/jobs/>

- c) **Brief description** of why the individual considers him/herself as the most suitable for the assignment and a methodology on how they will approach and complete the assignment.
- d) **Financial Proposal:** Financial Proposal has to be submitted through a standard interest and availability template which can be downloaded from the link below:

<http://www.bd.undp.org/content/dam/bangladesh/docs/Jobs/Interest%20and%20Submission%20of%20Financial%20Proposal-Template%20for%20Confirmation.docx>

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

Reviewed and cleared: _____
Team Leader, IGSD

Approved : _____
Deputy Resident Representative/Programme

6.2 Terminal Evaluation Work Plan

Schedule & Calendar of Work		
Activity (s)	Description	Deadline
Phase (1)		15 May 2022
Inception Inception report and evaluation matrix (4) Days	Initial document review, development of methodology and develop a work plan. Participate in an Inception Meeting with UNDP lead unit, inception report.	
Presentation, data collection	Desk review, surveys, interviews, and the presentation including briefing & debriefing. Draft inception report.	
Phase (2)		7 June 2022
Draft evaluation report Stakeholder workshop presentation (13 Days)	Interview stakeholders Data collection, meetings and other forms of evaluation information gathering within communities.	
Synthesis	Data entry, analysis, and interpretation lead to the development of the provisional report. Present draft Evaluation Report and lessons.	
Phase 3		20 July 2022
Final Evaluation Report (5) Days	Draft/provisional report is validated with project stakeholders commenting. Finalize and submit evaluation and lessons learned report incorporating additions and comments provided by stakeholders. Final reporting & dissemination.	
Total (22) Days		

6.3 Interview Checklists

Below is a draft list of questions that was further tailored based on initial interviews and depending on the different categories of participants engaged in the discussion.

1. Why did you take part in this activity?
2. What did you get from this activity?
3. Did it change something in your way of working, and living? If so, what?
4. Were there components of this activity useless to your job? Which ones?
5. Were there specific difficulties in the implementation of this activity? What could be improved?
6. Do you also face difficulties in the implementation of what you have learnt/discussed during this activity? Why? How could this be overcome?
7. Do you see other effects of this activity, on your organization and its performance/results?
8. Do you see categories of populations excluded from the potential benefits of the project? Which ones and why?
9. Would you have other recommendations to strengthen the work at the county level?

6.4 Terminal Evaluation Matrix

Evaluation Questions	Indicators	Sources	Methodology
Overall Project assessment, lessons learned and recommendations			
What do you perceive as the project's most significant achievements thus far?	Project achievements	Interviews Project documentation	Interviews Review of project documentation
Please comment on any lessons learned thus far through this project	Lessons learned	Project reports Interviews	Review of project documentation Interviews
What issues, if any, are impeding project progress and how might these be addressed?	Obstacles to progress	Interviews Project reports	Interviews Review of project documentation
Do you have any recommendations to strengthen project execution and delivery?	Recommendations	Interviews Project reports	Interviews Review of project documentation
Do you have any recommendations to maximize project impact and sustainability?	Recommendations	Interviews Project reports	Interviews Review of project documentation
Project Strategy: To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results?			
Is the project log frame and theory of change still relevant and appropriately designed given the project experience to date?	Technical design studies confirm the feasibility	project documents, project staff, project partners, and data collected	document analysis, data analysis, interviews,
Are the project assumptions still valid and have any been missed?	Changes occurred in underlying conditions that affect design assumptions	project documents, project staff, project partners, data collected	document analysis, data analysis, interviews,
Were risks well-identified and mitigation measures well designed to adequately address the risks?	Verification of relevance of risks and effectiveness of mitigation measures	Project documentation; interviews with the Project team and relevant stakeholders	Documents review; consultation with Project team and relevant stakeholders

	indicated in the PRODOC, through later Project reporting		
Are the project indicators and targets realistic?	Stakeholder views of the project design	project documents, project staff, project partners, data collected	document analysis, data analysis, interviews,
Is the project promoting stakeholder engagement?	Stakeholder response to expected community voluntary contributions	project documents, project staff, project partners, and data collected	document analysis, data analysis, interviews,
Is the project in line with national development priorities (SDGs, National Climate Change Policy, CC plans and strategies, etc.)?	measures are proven in CC adaptation	project documents, project staff, project partners, data collected	document analysis, data analysis, interviews,
Are broader development and gender/social inclusion aspects addressed in the project design?	The extent of targeting of vulnerable beneficiaries	project documents, project staff, project partners, data collected	document analysis, data analysis, interviews,
Are the Project outputs and activities relevant and feasible for achieving the Project objective and outcomes?	Project outputs and activities logically lead to achieving Project objectives and outcomes	Project documentation; interviews with local stakeholders	Documents review; consultation with relevant stakeholders
Project Design			
Are there any aspects of the project design that should have been modified to maximize project impact or to better reflect the project reality?	Design changes required	Interviews Project documentation	Interviews Review of project documentation
Were the project's objectives and components clear, practicable and feasible within its time frame?	Content of logframe	Logframe Interviews	Review of logframe interviews
Were the capacities and resources of the executing institution and counterparts properly considered when the project was designed?	Capacity and resources of EA and counterparts at project entry	Interviews ProDoc	Interviews Review of ProDoc

Were the management arrangements and roles and responsibilities properly identified before project approval?	Detail and clarity of management arrangements	ProDoc	Review of ProDoc
Were partnership arrangements negotiated before project approval?	Agreements with partners on project implementation at project entry	Interviews ProDoc	Interviews Review of ProDoc
To what extent did stakeholders participate in the project formulation process?	Level of stakeholder participation in project design	Interviews ProDoc	Interviews Review of ProDoc
Were lessons from other relevant projects properly incorporated into the project design?	Project design reflects previous lessons learned	Interviews	Interviews
Efficiency: Was the project implemented efficiently, in line with international and national norms and standards?			
To what extent have the results been delivered with the least costly resources possible?	Total amount spent compared to budget Amount spent per output and outcome compared to budget The total amount of co-financing secured	Project's report (particularly summaries of project expenses) Interviews	Review of project documentation Interviews
How efficient are partnership arrangements for the project?	The number of partnerships established.	Progress reports.	Review of project documentation Interviews
What lessons can be drawn regarding efficiency for other similar projects in the future?		Project financial reports and progress reports	Review of project documentation Interviews
Effectiveness: to what extent have the expected outcomes and objectives of the project been achieved			
To what extent were each of the project outcomes and project objectives achieved thus far?	Has each of the project outcomes and project	APRs, progress reports, consultancy reports	Interviews

	objectives been achieved thus far? Logframe indicators at the objective and outcome levels	Interviews	Review of project documentation
How is risk and risk mitigation being managed?	Risks are identified and a clear set of mitigation measures were identified and taken	Risks log	Review of project documentation
What lessons can be drawn regarding effectiveness for other similar projects in the future?	Lessons learned generated and shared	Lessons learned from the report. Progress Reports	Review of project documentation Interviews
Progress Towards Results:			
To what extent have the expected outcomes and objectives of the project been achieved thus far?			
What quantitative and qualitative achievements have occurred in terms of output/outcome targets?	Changes from baseline conditions; water depth/sediment monitoring data	project documents, monitoring reports, training reports, meeting minutes, project staff, project partners, data collected	document analysis, data analysis, interviews
How is progress rated relative to baseline status?	Lake lowering design and construction progress	project documents, monitoring reports, training reports, meeting minutes, project staff, project partners, data collected	document analysis, data analysis, interviews
What are the circumstances and issues affecting project achievements and components not on target?	Training participants and assessment data	project documents, monitoring reports, training reports, meeting minutes, project staff, project partners, data collected	document analysis, data analysis, interviews

Is there an enabling environment for project implementation at national and local levels?	Participant satisfaction with quantity and quality of outputs to date	project documents, monitoring reports, training reports, meeting minutes, project staff, project partners, data collected	document analysis, data analysis, interviews
What actions are needed, if any, to ensure, accelerate or expand project achievements?	Responses to delays in the project schedule	project documents, monitoring reports, training reports, meeting minutes, project staff, project partners, data collected	document analysis, data analysis, interviews
How well is the project contributing to national policy and practice on CC adaptation?	Evidence of policy uptake of project methods and results	National policies, data collected, project staff, project partners	document analysis, data analysis, interviews
Project Implementation and Adaptive Management: Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far? To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the project's implementation?			
Are the management structure, the distribution of responsibilities, and the coordination mechanisms operating effectively?	Perceived clarity of roles and responsibilities in project implementation	Project staff, project partners, monitoring reports, training reports, and data collected	document analysis, data analysis, interviews,
How effective are the working relationships and communications between the implementing partners?	Status of MoUs between implementing partners	Project staff, project partners, monitoring reports,	document analysis, interviews
Are follow-up actions, and/or adaptive management, taken in response to M&E activities (e.g., in response to steering committee meetings)?	Responses to M&E activities	Project reports Interviews	Interviews Review of project documentation

Is the Implementing Partner providing sufficient management direction and how could it be improved?	Pro-active actions of management bodies (adaptive management)	Project staff, project partners, monitoring reports,	document analysis, interviews
Is UNDP providing effective support and quality assurance and how could it be improved?	Pro-active actions of management bodies (adaptive management)	Project staff, project partners, monitoring reports,	document analysis, interviews
Were any needs for adaptive management changes identified and implemented?	Adaptive management changes made and positively impacted project implementation	Project documentation; Project team, UNDP and key national, regional, and global partners	Documents review; consultation with relevant stakeholders
Is the Project Board/Project Steering Committee providing effective oversight and guidance and how could it be improved?	Number of meetings and decisions taken by project committees	Project staff, project partners, monitoring reports,	document analysis, interviews
If changes in planned project outputs, activities or implementation methodology were made, were these adequately justified and approved by the project steering committee?	Explanations provided for changes during project implementation	Steering committee minutes Project reports	Review of steering committee minutes and project documentation
Are the project stakeholders and beneficiaries substantially engaged in implementation?	Participant satisfaction with decision making and communication processes	Project staff, project partners, monitoring reports, training reports	document analysis, interviews
Have the project and individual activities been implemented in line with the defined timeframe and budget, and accordance with the Annual Work Plans and Budgets?	Annual Work Plans and Budgets (AWBs) are based on the results framework and total budget and work plan; Activities are implemented within the timeframe and budgets indicated in the AWP	Project documentation; Project team, UNDP CO and key national partners, regional and global teams.	Documents review; consultation with relevant stakeholders

Were the project M&E and reporting plans implemented satisfactorily and did they support the project's implementation?	Quarterly and Annual Reports submitted timely and provide adequate information on progress, bottlenecks, and proposed mitigation measures; M&E Plan implemented and used to improve the project's implementation	Project documentation; Project team, UNDP CO and key national partners, regional and global teams	Documents review; consultation with relevant stakeholders
What constraints have been encountered and how have they been addressed? If not, what needs to be put in place to address them?	Self-assessment by implementing partners	Project documents, project staff, project partners, monitoring reports	document analysis, interviews
Does the project have the appropriate financial controls, including reporting and planning, for budgeting and for the timely flow of funds?	The efficiency of disbursements and financial management Annual expenditures about annual budgets	Project staff, project partners, financial reports	document analysis, interviews
What is the status of expected and actual co-financing?	Tracking of co-financing contributions (table)	Financial reports	Document analysis
How effective are the monitoring and oversight functions and what users of the monitoring data?	Use of project indicators in progress reports	Project documents, monitoring reports, project staff, project partners, and data collected	Document analysis, interviews, and data collected
Are the monitoring and reporting based on the project's indicators?	Perceptions of effectiveness of the M&E systems	Project documents, monitoring reports, project staff, project partners	Document analysis, interviews

Were monitoring reports submitted promptly?	Reporting quality and completeness	Project documents, monitoring reports, project staff, project partners	Document analysis, interviews
Are sufficient resources being allocated to M&E and are they used effectively and efficiently?	Resources committed to M&E and data availability	Project documents, monitoring reports, project staff, project partners, and data collected	Document analysis, data analysis, interviews
Have implementation issues been fully reported and discussed with the Board?		Project documents, monitoring reports, project staff, project partners, Project Board meeting minutes	Document analysis, interviews
Does the project have a communication strategy and adequate public outreach	Communication strategy documented Outreach activities completed and media products disseminated	Communication and KM products, media products, project staff, and project partners	Document analysis, interviews
Have the critical risks affecting achievements and potential sustainability been sufficiently addressed?	Risks identified in the Pro Doc/ ATLAS Risk Management Module Risks noted in technical reports and Audit	Project documents, ATLAS risk assessment, project staff, project partners	Document analysis, interviews
Have the critical risks affecting achievements and potential sustainability been sufficiently addressed?	Risks identified in the Pro Doc/ ATLAS Risk Management Module Risks noted in technical reports and Audit	Project documents, monitoring reports, project staff, project partners	Document analysis, interviews
Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?			

To what extent is the project contributing to capacity development to sustain results?	Sustainability strategies in the project design	Project documents, project staff, project partners	Document analysis, interviews; training and capacity development reports
What policy or institutional measures are required to sustain the outputs of the project?	Changes in policy or regulation to sustain project results	Project documents, national strategies/policies, project staff, project partners	Document analysis, interviews; training and capacity development reports
Are there adverse social, environmental, or other effects that need consideration?	Socio-economic or political factors observed	Project documents, national strategies/policies, project staff, project partners	Document analysis, interviews; training and capacity development reports
Mainstreaming			
Is it possible to identify and define the positive or negative effects of the project on local populations?	Employment generated because of the project Impact of the project on income levels, food security, etc.	Project reports, Interviews	Review of Project's reports Interviews
Do the project objectives conform to agreed priorities in the UNDP country programme documents, UNSDG, etc.?	The consistency of the Project with CPD, CPAP, and UNSDG	Pro.Doc., CPD, CPAP	Review of Pro.Doc., and UNDAF.
Have gender issues been considered in project implementation? If so, how and to what extent?	Level and nature of participation of women in project implementation	Project reports, interviews	Review of Project's reports, interviews
Project Finance			
Is there enough clarity in the reported co-financing and leveraged resources to substantiate in-kind and cash co-financing from all listed sources?	Table specifying co-financing and leveraged resources secured and sources thereof	Project reports Interviews	Review of project documentation Interviews

Have the reasons for differences in the level of expected and actual co-financing been made clear and are the reasons compelling?	Explanation of the difference between expected and actual co-financing	Project reports with co-financing figures	Review of project documentation Interviews
Is the extent of materialization of co-financing influencing project outcomes and/or sustainability?	Total co-financing secured. Level of achievement of project outcomes Perceived project sustainability.	Project reports Interviews	Review of project documentation Interviews
Stakeholders			
Is the project involving the relevant stakeholders through information sharing and consultation and by seeking their active participation in project implementation, and M&E?	Level of participation of stakeholders in project implementation	Project reports Interviews	Review of project documentation Interviews
Gender equality and women's empowerment			
How is the project contributing to gender equality and women's empowerment?	Level of the progress of gender action plan and gender indicators in the results framework	Project documents Project staff Project stakeholders	Desk review, interviews, virtual meetings
In what ways are the project's gender results advancing or contributing to the project's climate change outcomes?	Existence of logical linkages between gender results and project outcomes and impacts	Project documents Project staff Project stakeholders	Desk review, interviews, virtual meetings
Replication and Scalability			
What are project lessons learned, failures/lost opportunities to date? What might have been done better or differently?	Lessons learned	Project reports Interviews	Review of project documentation Interviews
How effective were the exit strategies and approaches to phase out assistance provided by the project including contributing factors and constraints	Lessons learned generated and shared	Report. Progress Reports	Review of project documentation Interviews

What factors of the project achievements are contingent on specific local context or enabling environment factors?	Project document. Funding proposal	Report. Progress Reports	Review of project documentation Interviews
Are the actions and results from project interventions likely to be sustained, ideally through ownership by the local partners and stakeholders?	Level of ownership	Project reports Project technical deliverables	Review of project documentation Interviews
What are the key factors that will require attention to improve prospects of sustainability, scalability, or replication of project outcomes/ outputs/results?	Sustainability strategy. Government investments. Ongoing efforts to build on the project to ensure scalability and/or replicability.	Project reports Project technical deliverables	Review of project documentation Interviews

6.5 List of Documents Reviewed

No.	Document Title
1.	NAP ProDoc
2.	Project Briefs
3.	Project Inception Report
4.	National Adaptation Plan (NAP) Bangladesh (drafts)
5.	NAP Working Papers
6.	Bi-annual Project Reports (5 reports)
7.	Draft Final Report on Knowledge Management Plan for CCA
8.	Report on Updated Capacity Building Action Plan for CCA
9.	Technical Advisory Board Meeting Minutes
10.	Project Steering Committee Meeting Minutes
11.	Project Executive Board Meeting Minutes
12.	Draft Report on Review of Nationwide Climate Change Vulnerability and Risk and Stocktaking of Adaptation Efforts and Lesson Learns for Formulation and Advancement of National Adaptation Planning Process in Bangladesh
13.	CCIKM progress reports
14.	Sub-district, district, division and national level consulting meeting and workshop reports
15.	NAP training manuals
16.	Locally led adaptation planning: communicating ground realities to Bangladesh's NAP process
17.	National Adaptation Programme of Action, Bangladesh
18.	Bangladesh Climate Change Strategy and Action Plan
19.	The Nationally Determined Contribution of Bangladesh
20.	Seventh Five-Year Plan of Bangladesh
21.	The Bangladesh Delta Plan 2100
22.	Mujib Climate Prosperity Plan 2030
23.	Guidelines for National Adaptation Plans, UNFCCC
24.	UNDP Country Programme Document for Bangladesh, 2022-26
25.	SDG Bangladesh Progress Report 2020
26.	USAID Bangladesh Climate Change Fact Sheet
27.	Designing Climate Change Adaptation Initiatives, UN SDG
28.	New guidelines to help states adapt to climate change (2021), UNEP

6.6 Terminal Evaluation Agenda

Date and Time (BD Time) of Interview/Meeting	Person/group Interviewed/Met
09 May 2022, 12:00 pm	Inception meeting with PMU
17 May 2022, 2.00 pm	Mr. AKM Azad Rahman, Programme Specialist, UNDP Bangladesh
17 May 2022, 2.00 pm	Dr. Md. Mijanur Rahman, Project Manager, NAP, UNDP Bangladesh
17 May 2022, 2.00 pm	Ms. Mahsin Hamuda, M&E Officer, NAP, UNDP Bangladesh
17 May 2022, 2.00 pm	Mr. Abu Suman, Knowledge Management Consult., NAP, UNDP Bangladesh
17 May 2022, 2.00 pm	Mr. Meer Ahsan Habib, Communication Consultant, NAP, UNDP Bangladesh
17 May 2022, 2.00 pm	Mr. Md. Shakil Khan, National Consultant (Learning and Documentation), UNDP
18 May 2022, 6.00 pm	Dr. Surajit Saha Roy, Chief Information Officer, AIS Ministry of Agriculture
23 May 2022, 5.00 pm	Dr. Md. Golam Mahboob, PSO, Bangladesh Agricultural Research Council
25 May 2022, 3.00 pm	Mr. Mirza Shawkat Ali, Director (CC & International Convention), DoE & DPD, NAP
25 May 2022, 3.00 pm	Mr. Md. Mahmud Hossain, Deputy Director (CC), DoE
29 May, 2022, 4.30 pm	Mr. Md. Bodrud-Doza, Operation and Business Development Manager, ICCCAD
29 May 2022, 7.00 pm	Prof. Dr. SM Rafiquzzaman, Faculty of Fisheries, BSMRAU
29 May 2022, 9.00 pm	Dr. Md. Saifur Rahman, Deputy Secretary, MoEFCC
30 May 2022, 7:30 pm	Dr. Farida Perveen, GIS & RS Specialist & DD, DAE, Ministry of Agriculture
31 May 2022, 12.00 pm	Dr. Md. Zaglul Hossain, Deputy Chief Conservator of Forests, Department of Forest
31 May, 2022, 4:30 pm	Mr. Malik Fida A Khan, Sectoral Spec. (Coastal), ED, CEGIS
31 May, 2022, 4:30 pm	Mr. Ahmmed Zulfiqar Rahaman, Hydrologist and Climate Change Expert, CEGIS
31 May, 2022, 4:30 pm	Mr. Bhuiya Md. Tamim Al Hossain, Junior Specialist CEGIS

01 June 2022, 3:00 pm	Dr. Dwijen Mallick, Bangladesh Centre for Advanced Studies
01 June 2022, 4.00 pm	Prof. Dr. Ainun Nishat, Team Leader, CEGIS Consortium
02 June 2022, 3:00 pm	Ms. Imen Meliane, International Consultant (Peer Reviewer), UNDP
05 June 2022, 3.00 pm	Mr. S M Mahbub Alam, Deputy Secretary, UN Branch-5, ERD, Finance Ministry & DPD, NAP
7 June 2022, 1.00 pm	Mr. Md. Mizanul Hoque Chowdhury, NPD, NAP Project & Additional Secretary (CC Wing), MoEFCC
07 June 2022, 2.00 pm	Prof. Dr. Ahsanul Kabir, Project Coordinator (National), CCIKM
07 June 2022, 2.00 pm	Dr. Aaron Firoz, TH Kolon, Germany & Coordinator, CCIKM component

6.7 List of Persons Interviewed

Sl.	Name	Title, Affiliation
1	Mr. Md. Mizanul Hoque Chowdhury	NPD, NAP Project & Additional Secretary (CC Wing), MoEFCC
2	Dr. Md. Saifur Rahman	Deputy Secretary, MoEFCC
3	Mr. S M Mahbub Alam	Deputy Secretary, UN Branch-5, ERD, Finance Ministry & DPD, NAP
4	Mr. Mirza Shawkat Ali	Director (CC & International Convention), DoE & DPD, NAP
5	Mr. Md. Mahmud Hossain	Deputy Director (CC), DoE
6	Dr. Md. ZaglulHossain	Deputy Chief Conservator of Forests, Department of Forest
7	Dr. Surajit Saha Roy	Chief Information Officer, AIS Ministry of Agriculture
8	Prof. Dr. AinunNishat	Team Leader, CEGIS Consortium
9	Mr. Malik Fida A Khan	Sectoral Spec. (Coastal) & ED, CEGIS
10	Mr. Ahmmed Zulfiqar Rahaman	Hydrologist and Climate Change Expert, CEGIS
11	Mr. Bhuiya Md. Tamim Al Hossain	Junior Specialist CEGIS
12	Mr. Md. Bodrud-Doza	Operation and Business Development Manager, ICCCAD
13	Dr Dwijen Mallick	BCAS
14	Prof. Dr. Ahsanul Kabir	Project Coordinator (National), CCIKM
15	Mr. Aaron Firoz	TH Kolon, Germany & Coordinator, CCIKM component
16	Mr. AKM Azad Rahman	Programme Specialist, UNDP Bangladesh
17	Dr. MdMijanurRahman	Project Manager, NAP, UNDP Bangladesh
18	Ms. MahsinHamuda	M&E Officer, NAP, UNDP Bangladesh
19	Mr. Abu Suman	Knowledge Management Consult., NAP, UNDP Bangladesh
20	Mr. Meer AhsanHabib	Communication Consultant, NAP, UNDP Bangladesh
21	Ms. ImenMeliane	International Consultant (Peer Reviewer), UNDP
22	Mr. Md. Shakil Khan	National Consultant (Learning and Documentation), UNDP

23	Dr. Farida Perveen	GIS & RS Specialist & DD DAE, Ministry of Agriculture
24	Dr. Md. GolamMahboob	PSO, Bangladesh Agricultural Research Council
25	Prof. Dr. SM Rafiquzzaman	Faculty of Fisheries, BSMRAU

6.8 Terminal Evaluation Rating Scales

Ratings for Progress Towards Results: (one rating for each outcome and the objective)		
6	Highly Satisfactory (HS)	The objective/outcome is expected to achieve or exceed all its end-of-project targets, without major shortcomings. The progress towards the objective/outcome can be presented as “good practice”.
5	Satisfactory (S)	The objective/outcome is expected to achieve most of its end-of-project targets, with only minor shortcomings.
4	Moderately Satisfactory (MS)	The objective/outcome is expected to achieve most of its end-of-project targets but with significant shortcomings.
3	Moderately Unsatisfactory (HU)	The objective/outcome is expected to achieve its end-of-project targets with major shortcomings.
2	Unsatisfactory (U)	The objective/outcome is expected not to achieve most of its end-of-project targets.
1	Highly Unsatisfactory (HU)	The objective/ outcome has failed to achieve its midterm targets and is not expected to achieve any of its end-of-project targets.

Ratings for Project Implementation & Adaptive Management: (one overall rating)		
6	Highly Satisfactory (HS)	Implementation of all seven components – management arrangements, work planning, finance and co-finance, project-level M&E systems, stakeholder engagement, reporting, and communications – is leading to efficient and effective project implementation and adaptive management. The project can be presented as “good practice”.
5	Satisfactory (S)	Implementation of most of the seven components is leading to efficient and effective project implementation and adaptive management except for only a few that are subject to remedial action.
4	Moderately Satisfactory (MS)	Implementation of some of the components is leading to efficient and effective project implementation and adaptive management, with some components requiring remedial action.
3	Moderately Unsatisfactory (MU)	Implementation of some of the seven components is not leading to efficient and effective project implementation and adaptive, with most components requiring remedial action.
2	Unsatisfactory (U)	Implementation of most of the seven components is not leading to efficient and effective project implementation and adaptive management.
1	Highly Unsatisfactory (HU)	Implementation of none of the seven components is leading to efficient and effective project implementation and adaptive management.

Ratings for Sustainability: (one overall rating)		
4	Likely (L)	Negligible risks to sustainability, with key outcomes on track to be achieved by the project’s closure and expected to continue into the foreseeable future
3	Moderately Likely (ML)	Moderate risks, but expectations that at least some outcomes will be sustained due to the progress towards results on outcomes at the Midterm Review
2	Moderately Unlikely (MU)	A significant risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on
1	Unlikely (U)	Severe risks that project outcomes, as well as key outputs, will not be sustained

6.9 Signed UNEG Code of Conduct form

Evaluators/Consultants:

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

Terminal Evaluation Consultant Agreement Form

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

Name of Consultant:

Name of Consultancy Organization (where relevant): INDIVIDUAL CONSULTANT

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



Signed at (Jordan) in July 2022
(Bangladesh) in July 2022

Signature:



6.10 Signed Terminal Evaluation Final Report Clearance Form

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

Evaluation Report Reviewed and Cleared by UNDP Country Office	
Name: <u>A Z M Saleh</u>	DocuSigned by: _____
Signature: <u></u>	Date: <u>29-sep-2022</u>
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UNDP NCE RTA	
Name: <u>Burcu Dagurkuden</u>	DocuSigned by: _____
Signature: <u></u>	Date: <u>20-Sep-2022</u>
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6.11 Annexed in a separate file: Audit Trail from received comments on draft IE report.

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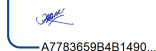
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Monitoring & Evaluation Analyst

UNDP Headquarters

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UNDP Headquarters

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