

**REVISED**  
**TERMS OF REFERENCE**  
**OF**  
**THE TECHNICAL EVALUATION REFERENCE GROUP OF THE**  
**ADAPTATION FUND (AF-TERG)<sup>1</sup>**

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<sup>1</sup> Adopted through Decision B.42/47 at the 42<sup>nd</sup> Meeting of the Adaptation Fund Board (16-19 April, 2024)

## Mandate

1. The Technical Evaluation Reference Group of the Adaptation Fund (AF-TERG) is an independent evaluation advisory group, accountable to the Board, established to ensure the independent implementation of the Fund's evaluation policy<sup>2</sup>. In line with the Evaluation Policy (2022), the AF-TERG's functions include the following:

(a) *Generation of evaluations – the AF-TERG will facilitate the generation of quality, useful evaluations via three responsibilities:*

- i. Management responsibility: Independently manage, commission, and/or conduct evaluations in the Board-approved work programme at the Fund and strategic levels. It will also report to the Board on lessons, findings, conclusions, and recommendations from relevant evaluation reports.*
- ii. Advisory responsibility: Develop draft guidance, templates, and other evaluation resources for Board approval to support and operationalize this EP and upholds a reliable, timely, and useful evaluation function that contributes to the Fund's mission and vision. It will also conduct evaluation capacity development to support evaluation and learning across the Fund.*
- iii. Oversight responsibility: Provide quality assurance over the evaluation function at the Fund, and track implementation of Board decisions related to evaluation recommendations. This includes advising the Board in its efforts to incorporate evaluation findings and recommendations into policies, strategies, and procedures.*

(b) *Evaluation utilization – the AF-TERG will support relevant knowledge management functions of the Fund to ensure that evaluative evidence is available and encouraged across the Fund. In addition to sharing insights from individual evaluations, the AF-TERG will synthesize and present to the Board any key lessons from strategic evaluations and targeted evaluation syntheses for the improvement of the Fund's performance and the CCA capacities of its partners. It will also report to the Board on incorporation of lessons and recommendations from strategic-level evaluations as they relate to the AF-TERG's functions.*

(c) *Evaluation capacity development – the AF-TERG is responsible for continuously updating the Fund's evaluation knowledge, capacity development, any utilization to position the Fund at the forefront of evaluation innovation and adaptation practice. Such positioning is to optimize the Fund's effectiveness via continuous improvement in learning and reinforce the Fund's reputation and relevance as a thought leader in global climate adaptation efforts. The AF-TERG will consult with the secretariat and IEs to develop Fund evaluation guidance that is relevant and user-friendly, and pursue local institution-building, decision-making, learning, and accountability. The AF-TERG is responsible for ensuring evaluation guidance options for IEs' continuous adaptive management learning via near RTE, through to long-term project and operational learning demands. It is responsible for nurturing networks and opportunities for South-South evaluation sharing of evaluation outcomes and evaluation techniques, and evaluation capacity exchange with other organizations with CCA interests. To realize its responsibilities under this policy and its terms of*

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<sup>2</sup> The policy was adopted in 2022 by the Board through decision B.38/47 and supersedes the 2012 AF evaluation framework. Available at: <https://www.adaptation-fund.org/wp-content/uploads/2022/07/New-Design-Evaluation-Policy.pdf>.

reference, the AF-TERG will develop and submit to the Board its revised workplans and budgets, including options to appropriately resource the AF-TERG secretariat.

## **Composition**

2. The AF-TERG shall be comprised of an independent group of experts in evaluation who are all functionally independent of the secretariat, Board, and Board committees. The members will serve in their personal capacities only and will not represent their employers, governments or Fund's entities.

3. There shall be at least five members including the Chair and at least one member with experience in working with civil society organizations.

4. Membership of the group will be drawn from a range of stakeholders, including practitioners, research institutions, academics, donor and recipient countries, and non-governmental organizations.

## **Working Modalities**

5. The AF-TERG will meet in person at least once a year, depending on its workload. The duration of each meeting will be two to three days depending on the agenda to be discussed. Meetings will be scheduled at a time convenient to a majority of the members. Additional meetings may be scheduled if the need arises, as requested by the AF-TERG Chair. To facilitate the exchange of views among AF-TERG members between in-person meetings, other means of communication will be maintained, including electronic discussion groups, conference calls or video conferencing.

6. The Chair of the AF-TERG shall also attend the bi-annual meetings of the Ethics and Finance Committee (EFC) of the Board as *ex officio* member.

7. The Chair of the AF-TERG shall report to the Board and/or the EFC as frequently as deemed appropriate and will present results of evaluations and other work conducted by the AF-TERG. Recommendations from the AF-TERG – including an annual budget – are expected to be considered by the EFC, as per the EFC's terms of reference, which would in turn forward them to the Board, together with any recommended decisions. The Board, drawing from inputs from its committees or the Accreditation Panel, may, as appropriate, request the AF-TERG to include in its work programme specific evaluation tasks relevant to its work.

8. A small AF-TERG secretariat led by a full-time dedicated staff position (Coordinator/Senior Evaluation Officer)<sup>3</sup> would provide support to the AF-TERG, in particular with regard to the arrangements for the implementation of the evaluation work programme. The Coordinator/Senior Evaluation Officer will operationally report to the Chair of the AF-TERG and administratively report to the Manager of the AFB secretariat. The workload of the AF-TERG secretariat will vary depending on the work programme. The AF-TERG Secretariat may use the support of consultants as per its workplan and budget approved by the Board. Need for additional staff in the AF-TERG Secretariat should be discussed and approved by the Board.

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<sup>3</sup> Decision B.39/57 in relation to AFB/EFC.30/.9

9. The Board, through the EFC, will oversee the performance of the AF-TERG, in a manner that does not infringe on the independence of the AF-TERG in terms of content and conclusions of evaluations. The Board may also commission independent evaluations on the AF-TERG, in order to capture lessons learned and amend the arrangement as needed.

10. The expected workload of AF-TERG members and its Chair would depend on the requirements of the work programme and will be determined on an annual basis as part of the annual budget and workplan of the AF-TERG and its Secretariat.

11. Additional experts may be brought in as necessary to implement the work programme.

#### **Recruitment and Appointment of AF-TERG Chair and Members**

12. The recruitment of AF-TERG Chair and members shall be managed by the EFC with support from the secretariat through an open, transparent and criteria-based process. Criteria for selection will include:

- credibility and independence
- expertise and experience in evaluation
- country experience
- knowledge of topics in adaptation to climate change impacts
- commitment and availability to participate on a part-time basis
- absence of conflict of interest
- geographic representation and
- gender balance.

13. The AF-TERG Chair and members will be appointed by the AF-TERG Recruitment Working Group established by EFC following a competitive recruitment process administratively supported by the AFB secretariat. The AF-TERG Chair will be a member of the Working Group for the appointment of the other members. Members of the AF-TERG and the AF-TERG Chair shall serve for a period of three years and shall be eligible to serve not more than two consecutive terms or six years. The membership of the AF-TERG shall be managed so that approximately one-third of its membership shall retire by rotation every two years.

#### **AF-TERG Work Plan and Budget**

14. The AF-TERG will commission and oversee independent evaluations and relevant tasks on behalf of the Board and its Committees according to the evaluation policy. The AF-TERG will prepare multi-year work programmes and budget in accordance with the evaluation policy requirements. Where relevant, the content of these multi-year work programmes should be linked to strategies of the Fund, such as medium-term strategies. Proposed multi-year work programmes will be presented to the EFC for consideration and for recommendation for approval by the Board. The AF-TERG will then design, commission and oversee these independent evaluations, with support from its secretariat. As part of its advisory responsibility, however, the AF-TERG may develop guidance notes, recommendation papers or any relevant document for consideration by the Board.

15. The AF-TERG, through its Chair, will report annually to the EFC and/or Board on the implementation of its annual work plan.
16. The annual budget and workplan of the AF-TERG and its secretariat will be prepared together with the AFB secretariat and will be submitted for approval by the Board as part of the administrative budget of the Fund.
17. Activities within the work programme are diverse and include the following:
  - (a) Review of AF Monitoring & Evaluation (M&E) related frameworks, policies and guidelines;
  - (b) Quality review of project-level mid-term and final evaluation reports;
  - (c) Performance evaluations, including ex-post evaluations;
  - (d) Country studies;
  - (e) Thematic evaluations; and
  - (f) Overall corporate- or portfolio-level evaluations.

## **Compensation**

18. The Chair and members of the AF-TERG who are external experts shall be paid fees for their services and travel expenses in accordance with the World Bank rules.

## **Relations with the AFB Secretariat**

19. The AF-TERG will operate in an arrangement that guarantees **the independence** of the evaluations overseen by the AF-TERG. The primary focal point for the AF-TERG in the AFB Secretariat is the Manager.
20. All communications of a strategic nature from the AF-TERG Chair and its members shall be addressed and channelled to the EFC and/or the Board through the Manager of the secretariat. The AF-TERG will inform the Manager of AF-TERG conclusions and/or activities that require his/her attention or strategic engagement.
21. The Manager will:
  - (a) Oversee the practical aspects of hiring of AF-TERG members and the management of their contracts within the World Bank administrative system;
  - (b) Appoint the dedicated secretariat team staff (the AF-TERG secretariat) who will support the AF-TERG, communicate their names and roles to the AF-TERG and supervise the administrative aspects of their work;

- (c) Participate in AF-TERG meetings as member *ex officio* and ensure timely responses from the secretariat to enquiries of the AF-TERG and efficient cooperation by the secretariat with the AF-TERG;
- (d) Ensure relevant communications from the AF-TERG are received by the secretariat and conveyed to the Board, and addressed by the Board or the secretariat as appropriate;
- (e) Oversee the preparation of the official reports of AF-TERG meetings, the preparation of Board documents presenting the AF-TERG work programme and budget, as well as the publication or submission to the Board of deliverables of the AF-TERG work programme;
- (f) Oversee the compliance of procurement for evaluations with applicable administrative rules and guidelines, including contracting external organizations.

22. The Manager will NOT:

- (a) Oversee the technical aspects of hiring of AF-TERG members and their technical work;
- (b) Engage in direct supervisory roles of AF-TERG members;
- (c) Oversee the technical aspects of the preparation of the official reports of AF-TERG meetings, or the preparation of Board documents presenting the AF-TERG work programme and budget;
- (d) Engage in the substance matter aspects of procurement for evaluations.

### **AF-TERG Member Profile**

23. The AF-TERG will be comprised of an independent group of experts in evaluation who will serve in their personal capacities only and will not represent their employers, governments or Fund's entities.

24. Membership of the group will be drawn from a range of stakeholders, including practitioners, research institutions, academics, donor and recipient countries, and non-governmental organizations, taking into account geographical and gender balance and diversity of technical sector experience.

#### *Expertise and experience –*

25. The AF-TERG member profile as a group will include diversity in areas of relevant expertise, evaluative skills and thematic knowledge including the following:

- (a) At least 15 years of professional experience in evaluation work at progressively increasing levels, related to monitoring / evaluation / research and management;
- (b) At least 8 years of professional experience in development at field level and working in

developing countries;

- (c) Evaluation experience: extensive knowledge of, and experience in applying, qualitative and quantitative evaluation methods; a strong record in designing and leading overall evaluations; technical competence in the area of evaluation (theory and practice), and a strong methodological background;
- (d) Climate finance experience, especially extensive knowledge of, and experience in applying climate change adaptation concepts;
- (e) Strong knowledge in project management with strong emphasis on monitoring and evaluation;
- (f) Strong experience in policy and programmatic evaluation, in particular policies and programmes implemented in developing countries context.
- (g) Extended experience in designing, implementing and evaluating adaptation projects, programs and policies in developing countries, covering key adaptation thematic areas;
- (h) Experience in least developed countries, working with those most vulnerable to climate change impacts;
- (i) Extended knowledge of the Adaptation Fund and of UNFCCC, Paris Agreement, Kyoto Protocol and climate change and other environmental international regimes and policies;
- (j) Extended knowledge on operational aspects of institutions (policies, governance, and accounting);
- (k) Strong communication and outreach skills;
- (l) Strong skills and experience in gender-related matters.

#### *Languages –*

26. Language capacity in English and extent of international work (all AF regions). Fluency in at least one of the other six official languages of the United Nations (Arabic, Chinese, English, French, Russian and Spanish) would be an asset.

27. In addition to the expertise and skills mentioned above, the following will be expected when selecting the AF-TERG Chair:

- (a) Demonstration of high levels of autonomy and integrity;
- (b) He/she is widely recognized across the evaluation community as a source of knowledge;
- (c) Ability to communicate on complex and highly specialised issues at senior management

and executive meetings;

- (d) A track record in strategic and global thinking;
- (e) Excellent relationship and communication management skills;
- (f) Experience in setting up and executing a budget;
- (g) Sensitivity to gender, political, and respect for cultural aspects.

*Independent evaluation capacity –*

- (a) Application of ethical guidance.
- (b) Absence of conflict of interest: the team/evaluator must not have been involved in the design and/or implementation, supervision and coordination of and /or have benefited from the Fund/ project/ programme under evaluation. Evaluators are independent from the development intervention, including its policy, operations and management functions, as well as intended beneficiaries.

*Key personal competencies –*

28. The AF-TERG member profile for individual members includes the following competencies and responsibilities:

- (a) A knowledge and personal commitment to the Adaptation Fund principles, core values and its activities;
- (b) A facilitative and consultative approach including ability to work independently as well as in a multi-cultural environment;
- (c) Good communication skills;
- (d) High ethical standards; and
- (e) Flexibility and time availability.

**Revision of the TOR**

29. The Board will revise these terms of reference as necessary.