

## Terms of Reference for Hiring Firm for Conducting Mid-term Evaluation of Efficient and Accountable Local Governance (EALG) Project

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The Terms of Reference (TOR) has been designed to conduct a mid-term evaluation of Efficient and Accountable Local Governance (EALG) project.

This evaluation aims to measure progress made by the project so far in comparison with baseline and targets defined in the results framework as well as to assess different aspects of the project based on the evaluation criteria; relevance, efficiencies, effectiveness, impact and sustainability based on the lessons learned and recommended follow-up actions.

Job : Mid-term Evaluation of EALG Project

Duration : 60 days over 3 months period

Location : Sampled UZPs and UPs

Start : 1 July 2020 (or early if possible)

### 1. Background and Rationale:

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Strengthening local governance has been a key focus of not only the Government of Bangladesh, but also different donor agencies. Considering the importance of the issue, UNDP has been working to strengthen the local governance system in Bangladesh for more than a decade. UNDP lead support projects to the LGIs have played an important role in reforming the Union Parishad (UP) and Upazila Parishad (UZP) tier of government. UNDP in collaboration with SDC and DANIDA through EALG project is planning to support UZP and UP to improve service delivery through improved governance. This five-year project (July 2017 to June 2022) has three major program components, including Strengthening Upazila Parishad (SUZP: Component-1); Strengthening Union Parishad (SUP: Component-2) and Policy for Effective Local Governance (PELG: Component-3) to strengthen overall decentralization/ devolution process.

#### Objectives:

**Strengthen the capacities of local governments and other stakeholders to foster participatory local development service delivery for the SDGs** (especially achieving the goals and targets of 1,1.3, 4,5,6,11-b,15 and 16.7) This project has the following three components;

1. Strengthening Upazila Parishad (SUZP)
2. Strengthening Union Parishad (SUP)
3. Policy for Effective Local Governance (PELG)

**1: Strengthening Upazila Parishad (SUZP)** Component puts emphasis on Strengthening Capacities of Upazila Parishad to Improve Service Delivery. It would enable strengthening governance framework of Upazila Parishad for inclusive, effective and accountable planning and improved service delivery. Moreover, it will work to improve the financial management of Upazila Parishad for improved funding absorption capacity and accountability, strengthened downward accountability of the UZP Committees through effective and inclusive public engagement mechanisms and practices, and strengthened ability of Women Upazila Parishad Members to fulfil their role and duties in council work.

**2: Strengthening Union Parishad (SUP)** Component focuses on enhancing Capacities of Union Parishad for Participatory Local Development. It would attempt to: i. strengthen the capacity of the Union Parishads to provide pro-poor, effective and accountable services; ii. Make the Union Parishads (UP) more climate resilient through prioritizing resilience measures in the UP development plan; and iii. Empower and institutionalize the space for the poor and marginalized citizens specially women to get engaged in the decision making process of UP.

**3: Policy for Effective Local Governance (PELG):** This component provides policy support to the Government of Bangladesh for establishing effective local government irrespective of tiers.

Different types of stakeholders have been engaged in the implementation of the EALG project.

**At the national level,** the role of LGD, the Ministry of Finance, and the Cabinet Division is crucial as these bodies could accelerate the progress of getting things done. LGD is the key ministry that takes the steering role in getting things done. Ministry of Finance is related to financial and cabinet is the sole authority whose instruction is obligatory for all ministries to abide by. In order to make sure that 17-line ministries and their departments cooperate in the overall functioning of the UZP, the role of cabinet is quite important.

**At the implementation level,** District and Upazila Administration including Deputy Commissioner, DD-LG, UNO, Upazila Parishads (UZP) Representatives and Union Parishads (UPs) Representatives, Steering Committee Members, Ward Committee Members, and Secretaries and Gram Police are actively engaged as key stakeholders. Moreover, community engagement is a central principle of the project as it has stressed importance on increasing the engagement of community in the governing process of the UP and UZP. So, community people are also one of the important stakeholders for project success.

## 2. Geographical Coverage:

The geographical coverage of the evaluation is 16 selected UZPs under 8 districts from 8 divisions, and 240 UPs (30 from each district) under the selected 8 districts.

No.	Division	Selected District	Selected UZPs for project	UPs for project
01.	Dhaka	Faridpur	2 weak performing UZPs	30 weak performing UPs from the district
02.	Chittagong	Chandpur	2 weak performing UZPs	30 weak performing UPs from the district
03.	Sylhet	Sunamganj	2 weak performing UZPs	30 weak performing UPs from the district
04.	Rajshahi	Rajshahi	2 weak performing UZPs	30 weak performing UPs from the district
05.	Khulna	Khulna	2 weak performing UZPs	30 weak performing UPs from the district
06.	Barisal	Patuakhali	2 weak performing UZPs	30 weak performing UPs from the district
07.	Rangpur	Rangpur	2 weak performing UZPs	30 weak performing UPs from the district

08.	Mymensingh	Netrokona	2 weak performing UZPs	30 weak performing UZPs from the district
<b>Total</b>			<b>16</b>	<b>240</b>

- Number of EALG non-supported Union Parishad (UPs) in the Districts: 407 UPs
- Number of EALG non-supported Upazila Parishad (UZPs) in the Districts: 54 UZPs

List of Districts, UZPs, UPs, and Mauzas identified for treatment groups and control groups will be provided in the pre-bidding meeting.

### 3. Evaluation Objectives and Scope:

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The overall objective of the mid-term evaluation is to assess progress of the EALG project so far compared to its baseline and targets defined in the results framework. Mid-term evaluation will also evaluate and document the project activities' relevance, efficiencies, effectiveness, impact and sustainability to understand and undertake necessary adjustments of the project for the remaining period so that the project can achieve its planned goal and objectives as committed.

The objectives of the EALG mid-term evaluation are as follows:

- To assess the performance of EALG since its commencement in 2018 to date against the outcome and outputs indicators as set out in the Results Framework
- To examine the assumptions embedded in the Theory of Change of EALG and assess the relevance, effectiveness, efficiency, sustainability and likely impact of the projects drawn from its design and implementation;
- To assess the level of satisfaction of beneficiaries and stakeholders with the programme's results so far;
- To assess the extent to which the application of the rights-based approach and gender-mainstreaming are sought;
- To draw the positive and negative, and foreseen and unforeseen, changes and effects driven by project-supported interventions;
- To draw lessons learned and good practices for replication and/or up-scaling and provide forward-looking recommendations for the next programming phase;

The mid-term evaluation will examine in particular results at the outcome/output level with 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 identification of implementation issues at the activity level to pin down any alarming barriers and bottlenecks and come up with recommendations. This will also cover the re-assurance of the results chain envisaged in the project document towards achieving the overall objectives.

### 4. Evaluation Approach and Questions:

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#### 4.1. Evaluation Questions

As part of the evaluation, the firm needs to address evaluation questions. The following evaluation questions are key but not limited to:

**a. Relevance**

- To what extent are EALG implementation approach/ methodology aligned with the current Bangladesh contexts, including both national contexts and local conditions of the project intervention areas? How relevant are EALG project design and implementation to the national strategies/policies on local governance?
- How relevant are the project to UN/ UNDP strategies in Bangladesh (i.e. CPD, UNDAF), UNDP Strategic Plan, and SDGs?
- To what extent has the project design taken the cross-cutting issues into account, such as gender, human rights-based approach (HRBA), and Leaving no one behind (LNOB)?
- To what extent has theory of change of EALG project been helpful to achieve the results? Is there any gap between the project reality and a pathway to achieve the results, hypothesis, assumptions, and risks identified when developing the theory of change?

**b. Efficiency**

- How efficiently has the project spent available budget so far as per Prodoc and annual work plan?
- Is budget allocation well considered to achieve the results to date in terms of cost efficiency?
- To what extent is financial management efficient and effective?
- Were the project's institutional and implementation arrangements appropriate, effective and efficient for the successful achievement of the project's objectives? How effectively has the project been managed?
- To what extent has M&E system supported effective project management and implementation?

**c. Effectiveness**

- To what extent has the project been on track so far towards achieving its planned goal and objectives as per approved results framework?
- To what extent has the project been able to build up institutional and individual capacity of UPs and UZPs?
- To what extent is the project contributing to change in quality of public services provided by UPs and UZPs?
- To what extent have the citizens been satisfied with services provided by the UPs and UZPs? To what extent are these change attributable to EALG project?
- What would be bottlenecks and changes if the project is not achieving the results as planned? (it should consider both external and internal factors)

**d. Impact**

- To what extent is the project contributing to institutional changes in the UPs and UZPs in the medium-long term?
- Is there any positive/ negative change in local government policies observed so far due to the project's interventions?
- What are the major changes so far in the lives/ livelihood of citizens due to improved service delivery of the UPs and UZPs? (this should include some case studies)

**e. Sustainability:**

- To what extent are institutional and individual capacities improved by EALG's supports sustainable?
- Has the project considered necessary institutional arrangement of the government stakeholders/partner organizations to be set up to make the project's impact sustainable over a longer term?

**f. Lesson Learned:**

- What are the lessons learned that the project has had so far?

- What are the past and/or upcoming challenges? What kind of mitigation measures have already been taken and/or will be taken?
- What are the recommendations for the evaluation for further efficiency and effectiveness of the project?

Funding analysis and analysis on programme management and M&E system need to be covered by evaluation extensively.

The selected consulting firm needs to collect and compile necessary recommendations from the stakeholders to be consulted on the above issues and furnish these recommendations in the mid-term evaluation report with appropriate details.

The primary audience for this evaluation is line department officials and public representatives of UZPs and UPs, Deputy Director Local Government (DDLGs), Local Government Division (LGD) officials, line department officials, civil society representatives, and development partners as well as UNDP Country Office, Democratic Governance cluster, and EALG project. The study will be carried out by independent firm/ institute under the direct supervision of UNDP in close coordination with LGD.

#### **4.2. Gender and Human Rights-based Approach:**

As part of the requirement, evaluation must include an assessment of the extent to which the design, implementation, and results of the project have incorporated 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<sup>1</sup>.

In addition, the methodology used in the mid-term evaluation, including data collection and analysis methods should be human rights and gender-sensitive to the greatest extent possible, with evaluation data and findings disaggregated by sex, ethnicity, age, etc. Detailed analysis on disaggregated data will be undertaken as part of the mid-term evaluation from which findings are consolidated to make recommendations and identify lessons learned for enhanced gender-responsive and rights-based approach of the project.

These evaluation approach and methodology should consider different types of groups in the EALG project intervention areas – women, youth, extreme poor, vulnerable groups, minorities, and people in hard-to-reach areas.

### **5. Evaluation Methodology and Approach:**

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#### **5.1. Proposed Methodology**

The firm will adopt both quantitative and qualitative methodologies, including citizens' perception surveys, household/institutional surveys, key informant interviews, and focus group discussions. While both quantitative and qualitative data are important, a primary focus is quantitative data, which enable detailed analysis with statistical software. Qualitative data supplement quantitative data. Even some of the collected qualitative data particularly for satisfaction survey need to be

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<sup>1</sup> [http://www.uneval.org/papersandpubs/documentdetail.jsp?doc\\_id=980](http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=980)

quantified or coding as possible for quantitative analysis. The bidders have been requested to elaborate how to quantify the qualitative data particularly for citizens' perception survey in the proposal.

Survey questionnaires need to cover all indicators in the results framework detailed out in '9. Key results aspects of EALG project evaluation' of this ToR. The questionnaires should also keep at least the same level of data coverage as baseline survey to ensure robust comparison between baseline data and mid-line data. However, the selected firm is strongly expected to improve data collection tools, including survey questionnaires and data analysis methodologies. Baseline survey questionnaires are attached to the EALG baseline report which will be circulated in the pre-bidding meeting.

Given this, the bidders are requested to propose robust data collection methodologies/tools and data analysis methodologies in the proposal. It should be detailed out to a large extent.

The current situation of Covid-19 crisis in the country needs to be considered when proposing data collection tools. The bidders are expected to propose alternative means of data collection as viable options. Particularly, if the COVID-19 crisis situation continues at the time of data collection, FGDs might be difficult due to concerns about exposure to risk against social distancing. In case if the situation does not allow, there is an option to incorporate in-depth qualitative-based questions to the household survey questionnaires instead of conducting FGDs. The detailed methods will be decided in consultation with UNDP during the inception phase.

All of the following data collection methods need to be covered. In particular, citizens' perception survey using coding is a very important data collection methods for this evaluation. The firm can also add any other appropriate data collection method.

- i. Household survey;
- ii. Citizens' perception surveys with focus on quantitative approach (could be part of household surveys but separate questions);
- iii. Institutional surveys (to capture the progress of capacity and performance of UZP and UP and its functionaries);
- iv. Key Informant Interviews (KIIs), and
- v. Focus Group Discussions (FGDs)
- vi. Case studies/ Success stories

The bidders are requested to elaborate the appropriate method and procedure in the proposal to select 2,550 treatment households and 1,250 control households to mitigate sampling bias. The bidders are also requested to propose the appropriate number of FGDs to be conducted per UP and geographical coverage in the proposal. Please see '6.1. Scope of Work – ii. Detailed sampling frame of evaluation' of this ToR for details.

Use of Electronic-based data collection tools (i.e. web-based household questionnaires/data collection apps) is highly encouraged, in case if the firm has already had the tablets and any other necessary equipment which can be used for this evaluation.

The data collection process should be participatory engaging government high officials, implementing and donor partners, project concerns, key stakeholders and a wide cross-section of staff and beneficiaries incorporating gender equity approach.

The firm is expected to conduct robust quantitative analysis using the Statistical software. Other qualitative data collected through KIIs and FGDs will also be analysed extensively to provide a picture of project's impacts. Data and evidence will be triangulated to address evaluation questions.

The selected firm is requested to identify 3 to 5 case studies to look into qualitative changes in beneficiaries and key stakeholders made by the project. Details will be discussed during the inception phase and data collection phase. Case studies need to be elaborated in the evaluation report together with infographic and photo.

In the proposal, the bidders are requested to elaborate 1) overall evaluation study strategies, 2) detailed work plan, 3) sampling strategies (household sampling and coverage of FGDs), 4) data collection methodologies & protocols, 5) data quality control methods, 6) data analysis methodologies, and 7) gender analysis plan. It should be detailed out to a large extent.

All of the methodologies above described in the proposal will be assessed rigorously, which will heavily affect scoring of the proposal.

During the entire evaluation process, the firm shall comply with the UNEG Ethical Guidelines for Evaluation and respect confidentiality of information providers. The evaluation activities shall be based on UNDP evaluation principles, norms and standards that are outlined in the UNDP Evaluation Guidelines (2019).

## **5.2. Available Data Source:**

For the purpose of the study, the evaluation team is expected to collect relevant information from the Project Document, Annual Work Plans, Financial reports, Event database, M&E plan, periodic progress reports, donor reports, policy documents, EALG produced IEC/BCC materials, facts sheets, case studies, meeting minutes, study reports, baseline report and any other relevant documents.

For primary data collection, the following sources should include (but not limited to):

- At the national level: National Project Director (EALG), Deputy National Project Directors (EALG), Staff of Project Management Unit (PMU), Donors, other relevant government as stated in the stakeholder list in Background section.
- At the field level: District and Upazila Administration including Deputy Commissioner (DC), Deputy Director (DD-LG), UNO, Upazila Parishads (UZP) Representatives of Upazila Parishads and Union Parishads (UPs), Steering Committee Members, Ward Committee Members, and Secretaries, Gram Police, community members, and project beneficiaries.

## **6. Scope of Work and Timeline:**

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### **6.1. Scope of Work:**

The scope of the work for this assignment is outlined below:

i. **Detailed methodologies notes of the evaluation:** The firm will develop detailed methodologies including 1) overall evaluation study strategies, 2) detailed work plan, 3) sampling strategies, 4) data collection methodologies & protocols, 5) data quality control methods, 6) data analysis methodologies, and 7) gender assessment plan. Methodologies will be finalized in consultation with UNDP.

ii. **Detailed sampling frame of evaluation:**

**a) Household Survey & Citizens' Perception Survey**

Sample size, including treatment groups and control groups has been identified by baseline study as follows. Matching method was employed for identification of treatment groups and control groups. Detailed list of sampled district, UZ, UP, Mauzas and households will be shared in the pre-bidding meeting.

Level of Units	Treatment Groups	Control Groups	Total
District	8	8	16
UZ	16	16	32
UP	240	120	360
Household	2,550	1,250	3,800

The selected firm needs to collect data in the same districts, Upazilas, Union Parishads, and Mauzas which have been identified by the firm. For households, the firm needs to keep the same sample size as in the table above, but the firm has been requested to use the appropriate method to select 3,800 households for eliminating possible bias. Random sampling would be an ideal method, but the bidders are requested to elaborate the appropriate method and procedure in the proposal to select 2,550 treatment households and 1,250 control households to mitigate sampling bias. The sample selection techniques should be qualified enough to select women also as respondents of the evaluation.

**b) Focus Group Discussions**

The firm is also expected to conduct enough number of FGDs in both treatment UPs and control UPs. The bidders are requested to propose the number of FGDs to be conducted per UP and geographical coverage in the proposal.

iii. **Development of data collection tools:** The firm needs to design a set of tools to collect data from different stakeholders and households. This should include 1) citizen perception survey questionnaires, 2) household survey questionnaire, 3) Key Informant Interview (KII) checklist, 4) Focus Group Discussion (FGD) checklist, 5) case study guideline as well as 6) survey protocols and 7) data quality assurance mechanism. Survey questionnaires should keep at least the same level of data coverage as baseline survey to ensure robust comparison between baseline data and mid-line data in reference to the baseline survey report and its survey questionnaires. Except these requirements, the firm has a freedom to propose data collection tools as appropriate for the evaluation in consultation with UNDP.

iv. **Filed test of data collection tools:** To avoid non-sampling error, the firm will conduct field test of data collection tools and methodologies and will adjust them based on learning/feedback of field testing.

v. **Field data collection:** The firm will hire required number of researchers/surveyors/data entry personnel with sufficient experiences in data collection. They will collect data from



households, local governance institutions, and any other relevant organization with appropriate data collection methods/tools. In order to ensure the best quality data collection, experienced field coordinators and enumerators collecting the data in the field will carry out data quality control using different methods. Use of Electronic-based data collection tools (i.e. web-based household questionnaires/data collection apps) is highly encouraged, in case if the firm has already had the tablets and any other necessary equipment which can be used for this evaluation. Data collection tools will be developed both in Bangla and English.

- vi. **Data Entry/Data Quality Control/Data Management:** The firm will design and implement a system for data entry and data management. The firm needs to ensure the quality of data with a robust quality assurance mechanism in the whole data entry/management process.
- vii. **Data Analysis:** The firm will analyze and interpret data through relevant statistical softwares and triangulate both qualitative and quantitative data. Gender analysis on the data collected will also be conducted.
- viii. **Report:** The firm will provide a draft report and share its findings with UNDP and other relevant stakeholders through the presentation. The feedback received will be incorporated in the report. The final report should include programmatic recommendations on what needs to be considered for the remaining project period of EALG. The reporting language is English. The evaluation report shall follow the structure outlined in Annex 3/ Evaluation Report Template and Quality Standards (Page 49-53) of Section 4/ Evaluation Implementation of UNDP Evaluation Guideline<sup>2</sup>. All evaluation reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO’s quality assessment of decentralized evaluations can be found in Section 6 (Page 5-11) of the UNDP Evaluation Guidelines<sup>3</sup>.

## 6.2. Evaluation Timeline:

Phase	Duration	Proposed time
<b>Inception work:</b> - Review necessary documents - Inception report and detailed methodologies notes, including 1) overall evaluation study strategies, 2) detailed work plan, 3) sampling strategies (household sampling and coverage of FGDs), 4) data collection methodologies & protocols, 5) data quality control methods, 6) data analysis methodologies, and 7) gender assessment plan. - Submit draft inception report to UNDP	5 days	Within one week of signing contract

<sup>2</sup> Evaluation Report Template and Quality Standards of UNDP Evaluation Guidelines (2019), Section 4: Evaluation Implementation, available at <http://web.undp.org/evaluation/guideline/>

<sup>3</sup> Quality Assessment Questions of UNDP Evaluation Guidelines (2019), Section 6: Quality Assessment, available at <http://web.undp.org/evaluation/guideline/>

<ul style="list-style-type: none"> <li>- Organize an inception meeting with UNDP and LGD to finalize evaluation framework and methodologies</li> <li>- Submit final inception report and obtain approval from UNDP including detailed methodologies</li> </ul>		
<p><b>Data collection tools development:</b></p> <ul style="list-style-type: none"> <li>- Develop data collection tools and protocols (i.e. survey questionnaires, checklist, survey protocols, data quality assurance mechanism)</li> <li>- Presentation of data collection tools to UNDP/ EALG management</li> <li>- Field test data collection tools</li> <li>- Finalization of data collection tools incorporating feedback of field testing</li> </ul>	5 days	Within two weeks of signing contract
<p><b>Field data collection/ Data management:</b></p> <ul style="list-style-type: none"> <li>- Provide training to onboard enumerators on data collection tools and methods</li> <li>- Collect data from the agreed sources using agreed tools and methods</li> <li>- Data entry into the software</li> <li>- Data quality assurance</li> <li>- Data processing</li> </ul>	30 days	Within six weeks of signing contract
<p><b>Reporting:</b></p> <ul style="list-style-type: none"> <li>- Conduct data analysis</li> <li>- Draft evaluation report</li> <li>- Organize a sharing meeting for UNDP and relevant stakeholders</li> <li>- Incorporate feedback and comments from UNDP and stakeholders</li> <li>- Submit final report to UNDP together with other deliverables</li> </ul>	20 days	Within nine weeks of signing contract

## 7. Deliverables:

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Based on the scope of the work outlined above, the following are the deliverables from the firm/ institute:

- a. Inception report and detailed methodologies notes, including 1) overall evaluation study strategies, 2) detailed work plan, 3) sampling strategies, 4) data collection methodologies & protocols, 5) data quality control methods, 6) data analysis methodologies, and 7) gender assessment plan.
- b. A set of data collection tools, including survey questionnaire, checklist, and survey protocols in English and Bangla.
- c. Softcopy of all collected data including cleaned datasets.
- d. Evaluation report in English (5 hard copies and softcopies in MS word and PDF format)

## 8. Implementation arrangements

The firm will independently conduct the evaluation but shall take necessary assistance from LGD and UNDP. The firm shall report to the Head of the Democratic Governance cluster at UNDP Bangladesh. The firm will also seek technical guidance from Policy Specialist at the Democratic Governance cluster and M&E focal point at UNDP Bangladesh Country Office. EALG Project Coordinator and relevant staff will assist in day-to-day operation of evaluation when required.

## 9. Key results aspects of EALG project evaluation:

### Results Framework:

The selected firm need to use the following **Results Framework** to measures results progress and deviations so far.

Please also note that the firm is responsible for collecting as much gender-disaggregated data as possible for gender analysis.

<p><b>Project Outcome:</b> Local Government Institutions are able to more effectively carry out their mandates including delivery of public services, in a more accountable, transparent, and inclusive manner</p> <p>The project will contribute to UNDAF Outcome 1, 2 and 3 and CPD outcome 2</p> <p><b>CPD Outcome 2:</b> Develop and implement improved social policies and programmes that focus on good governance, reduction of structural inequalities and advancement of vulnerable individuals and groups.</p> <p><b>CPD Output 1.2:</b> National and local government have the capacity to implement urban and rural poverty policies and programmes</p> <p><b>CPD Output 2.3:</b> The Government has the capacity to develop policies and carry out sectoral and geographical interventions in districts where inequality of progress is evident</p>	
<p><b>Outcome indicators:</b></p> <ul style="list-style-type: none"><li>• Percentage of citizens (disaggregated by men/women, poor/non-poor) satisfied with the services of Upazila Parishads</li><li>• Number of UZP that received and monitored local plans and budgets by at least three transferred departments (transparency of local bureaucracy)</li><li>• % of Upazila Parishads who adopt public engagement strategies in their planning and service monitoring</li><li>• % of women councilors in selected Upazila Parishads who report they can participate effectively in debates and are able to influence council decision making</li><li>• % of Upazila Parishads who have improved expenditure against the budget (credibility of budget)</li></ul>	
<p><b>Components 1:</b></p>	<p><b>Strengthening Upazila Parishad (SUZP)</b> Upazila Parishads plan and deliver services in a more effective, inclusive and accountable way through a strengthened governance framework.</p>

<b>Outputs</b>	<b>Indicators</b>
UZP Committees strengthened their horizontal coordination and oversight capacity with line departments and upward accountability with the District Development and Coordination Committee for inclusive, effective and accountable planning and service delivery	Terms of References (ToRs) for UZP committees approved and introduced into UZP regulatory framework (Number of UZP Committee)
	Tools for UZP service delivery oversight of at least 3 transferred departments piloted and disseminated (Number of tools)
	Circular for UZP core staff issued and core staff introduced in all selected UZPs. (Number of staff)
	Circular with provision for allowances for participation in UZP committee work issued and practiced in all selected UZPs (Percentage of Upazila in project areas)
	% Upazila undertook initiatives on SDGs localization
	# of Upazila for which UZP and local functionaries of at least three transferred departments coordinate their activities at the District Development and Coordination Committee (at least twice a year).
	% of UZP functionaries developed planning and budgeting and managed schemes in participatory manner
2. Upazila Parishad financial management, funding absorption capacity and financial accountability have improved	% of UZPs published plan book/ annual report
	Public Financial Management (PFM) manual prepared, piloted (Number)
	Number of UZP that publish their budget timely
3. UZP Committees strengthened their downward accountability through inclusive public engagement mechanisms and practices.	Number of poor youth and women received training and inputs on IGA at Cox's Bazar
	UZP Act amended with mandatory UZP committee provision for inclusion of citizens, CSO and local media and practiced in all selected UZPs (Number of UZPs and amendment)
	Open Budget and participatory Planning mechanisms in UP Act piloted, adapted and replicated in UZP Act. (percentage in project area)
	All pilot UZPs have active Facebook and Twitter accounts (Percentage in project area)
4. Women Upazila Parishad members strengthened their ability to fulfil their roles and duties in the council work	% percentage of citizens in the selected UZPs are aware of UZP activities and key priorities in the annual budget
	Percentage of women vice-chair and councilor trained and active in the Women Development Forums and percentage of men councilors sensitized
	% of UZP schemes implemented under the leadership of women vice-chairs/women representatives
	Number of youth and women received training and inputs on entrepreneurship at Cox's Bazar.
<b>Outcome indicators:</b>	
% of the poor, vulnerable and socially excluded citizens of all the UPs under the targeted 8 districts have access to decision making process.	
% of the UPs under 8 districts have institutionalized transparent and accountable service delivery	
% of UPs implemented activities related to Climate Change Adaptation (CCA) and Disaster Risk Management (DRM) as stipulated in their development plans	
<b>Components 2:</b>	<b>Strengthening Union Parishad (SUP)</b>

1. Capacity of targeted UPs is significantly strengthened to provide democratic, transparent, accountable, responsive and pro-poor services	% UPs formed Standing Committees (SCs) and made them functional
	% UPs held Open Budget Session
	% UPs ensured participation of poor and marginalized citizens at Ward Shava (Ward level meeting) and Open Budget Session
2. UPs are increasingly climate resilient by identifying and prioritizing resilience measures in the UP development plan and their implementation	% of UPs developed local climate resilience plan during the project period
	% of UPs mainstreamed local resilience plan into their 5 year development plan
	% of CCA (Climate Change Adaptation) and DRM schemes implemented by UPs in partnership with CBOs, including youth and marginalized groups
3. Poor and marginalized citizens, including women, are empowered to make decisions on local development and political participation	% of development schemes at UP level implemented for and by women
	% of budget allocation by UPs earmarked for women responsive development initiatives
	% UPs involved and/or worked together with CSOs in organizing social audit
4. Policy dialogue at national and local level engaging civil society and other stakeholders initiated to promote democratic and accountable service delivery at the local level	Number of policy studies conducted by the government during the project period
	Number of inter-ministerial meeting/dialogue held on issues including fiscal flow to UP, UP taxation and assignment of health and education services to UP
	Number of policy dialogues with MPs (members of standing committees) on issues including fiscal flow to UP, UP taxation and assignment of health and education services to UP
<b>Outcome indicators:</b>	
A clarification of functional assignments between LGI tiers is established Circulars for an integrated planning system for the UP/UZP/ZP are issued. Circulars are issued in order to overcome challenges of female's participation in the activities of local governance	
<b>Components 3:</b>	<b>Policy for Effective Local Governance (PELG)</b> Policy dialogue addresses functional assignments and division of responsibilities among tiers of LGIs including the coordination with line ministry officers and public engagement strategies.
1: Functional assignments of UP, UZP and Zila Paishad are clarified for at least three transferred subjects	Detailed options for division of responsibilities among LGI tiers are available and discussed by GoB.
	Ways and mechanisms of integration and supplementation of UZP plans and plans of transferred departments are identified for more effective service provision.
	An integrated planning system of UP, UZP and ZP is developed. (District)
	Review of the existing tax collection system of the UP is completed and a new model tax system is developed.
2. Public engagement strategies of UP/UZP/ZP have become	Dialogues with political parties and policy makers are held to implement the commitment of at least 30% women in political party governance structures

strengthened through overcoming institutional and structural challenges	Dialogues with the government policy makers are held in order to convince them to initiate legal reforms for improved female participation in the activities of local governance (# dialogue)
	Number of public engagement strategies adopted by LGIs in project areas that ensure the participation of women, ethnic and religious minorities and media in LGIs (% Upazila and UPs)
	Percentage of people from different ethnic group attended in Open budget/Ward Shava
3. UP/UZP committees and inter-ministerial coordination committee is strengthened for better performance of LG bodies.	Clarification of the roles and responsibilities of UP and UZP committees including the coordination with line ministry officers
	Dialogues with the government policy makers are regularly held in the framework of the inter-ministerial coordination committee in order to address priority challenges for effective local service provision

## 10. Minimum Qualifications of the Evaluation Firms:

The minimum qualifications of the firm are as follows-

- Profile (which should not exceed fifteen (15) pages including any printed brochure relevant to the services being procured) – describing the nature of business, field of expertise, licenses, certifications, accreditations.
- Business Licenses – Registration Papers, Tax Payment Certification, etc.
- Latest Audited Financial Statement – income statement and balance sheet to indicate its financial stability, liquidity, credit standing, and market reputation, etc.
- At least seven years’ experience in conducting research on social and governance issues
- Have experience of conducting at least 5 national level development project evaluation mainly based on sample survey
- Have experience of LGIs with at least 2 research studies.
- Previous experience of working with a UN agency/International NGO/bilateral donor/Government

## 11. Minimum Qualifications of the Human Resources

### 1. Team Leader and Local Government Expert:

Minimum eligibility criteria of Team Leader/Lead Researcher are in the following-

#### I. Academic Qualifications:

Minimum masters in Social sciences, Political Science, Public Administration, Governance and/or Development studies

#### II. Professional Qualifications:

1. Minimum 10 years’ experience in working with the local government institutions with at least 2 projects.
2. Minimum 5 years of progressive experience in conducting evaluation, research, assessments, reviews and evaluation of similar nature.
3. Proven experience to develop evaluation survey strategies, including data collection methodologies

4. At least 3 assignments focusing on governance-related evaluation/research as team lead. (List of completed research or links of publications to be enclosed)

## **2. Data Scientist:**

### **Minimum eligibility criteria of Data Scientist-**

#### I. Academic Qualifications:

Minimum masters in Statistics, Economics, Computer Science or any other discipline of Social Sciences;

#### II. Professional Qualifications:

1. At least 8 years' experience in data collection/ data management/ data analysis in evaluation/ research/ development projects implemented by national/ international NGOs/ UN bodies/ Government;
2. Proven experience to develop evaluation survey strategies, including data collection methodologies and data analysis method.
3. Extensive knowledge & skills of data management and data analysis on SPSS, STATA and MS-ACCESS/other MIS software development.
4. Extensive experience in data quality assurance for large-scale data collection in the field.
5. Proven experience in quantitative data analysis using SPSS and STATA.
6. Have experience to work with Government Officials and Local Government representatives.

## **3. Field Coordinator/ Field Supervisor (Numbers to be determined by the firm):**

### **Minimum eligibility criteria for Field Coordinator-**

#### I. Academic Qualifications:

Minimum Masters in Social Sciences. Degree in Political Science, Public Administration, Governance Studies, Development Studies and Sociology

#### II. Professional Qualifications:

1. Minimum 5 years of progressive experience in conducting/coordinating research, assessments, reviews and evaluation of similar nature.
2. At least 3 assignments related to data collection and management of survey/research and evaluation. (List of completed research to be enclosed.)
3. Proven experience to lead large-scale data collection in the field

## **4. Data Enumerators (Number to be determine by the firm):**

### **Minimum eligibility criteria of Data Enumerators:**

#### I. Academic Qualifications:

Batcheler in social sciences. Degree in Political Science, Public Administration, Governance and/or Development Studies

#### II. Professional Qualifications:

1. Minimum two years of progressive experience in conducting research, assessments, reviews and evaluation of similar nature.
2. At least two assignments focusing governance related research.
3. Experience in field data collection.

The team should be formed keeping adequate representation female.

## 12. Competencies:

All the key personnel must possess the below competencies.

### Corporate Competencies:

- Demonstrates integrity by modeling the UN's values and ethical standards (human rights, peace,
- understanding between peoples and nations, tolerance, integrity, respect, and impartiality;
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

### Functional Competencies:

- Demonstrates openness to change, flexibility, and ability to manage complexities;
- Proven strong written, analytical and communication skills.

## 13. Scope of Price Proposal and Schedule of Payments

Remuneration of the successful contractor will be fixed and bids should be submitted on this basis. No adjustment will be given for the period and determined by the specified outputs as per this ToR. The price should take into account all HR costs and professional fees, travel costs, subsistence and ancillary expenses. The financial proposal shall specify the total lump sum amount and must be all-inclusive (professional fees, travel costs, living allowances, medical allowances, communications costs etc.)

UNDP shall effect payments, by bank transfer to the consultancy firm's bank account, upon acceptance by EALG/UNDP of the deliverables specified in the ToR. Payments will be based on milestone deliverables upon submission of invoice and upon certification of the work completed.

Deliverables	% of the total contract value
Inception report and detailed methodologies notes, including 1) overall evaluation study strategies, 2) detailed work plan, 3) sampling strategies (household sampling and coverage of FGDs), 4) data collection methodologies & protocols, 5) data quality control methods, 6) data analysis methodologies, and 7) gender assessment plan.	30%
Draft Evaluation Report	40%
- Final Evaluation Report (Hard and soft copies) - A set of data collection tools (questionnaires, checklists, guidelines, protocols) in English and Bangla - Softcopies of datasets.	30%

## 14. Recommended Presentation of proposal

Interested firm must submit the following detailed proposal made up of documentation to demonstrate the qualifications of the prospective firm, to enable appraisal of competing bids. This should include technical and financial proposals, details of which are listed below.



### *Technical Proposal*

1. Firm information – Name of Firm and details of registration, address and bank account; business registration certificate and corporate documents (Articles of Association or other founding authority); description of present activities and most recent annual report (including audited financial statements), if applicable;
2. Relevant Experience – Description of experience in projects of a comparable nature, with specific description of technical specialization of the Firm in undertaking large scale data collection, and list of current and past assignments of the Firm;
3. Process - The Technical Proposal needs to contain a detail description of the process the contractor intends to follow to complete the tasks including a detailed work plan and time schedule for completion/delivery of the final product which, after selection of the contractor, will be agreed upon by the Project in consultation with the relevant stakeholders.
4. Human Resources - The Technical Proposal needs to contain a list and detailed information on the proposed Human Resources which will be utilized for the task including their respective qualifications and relevant experience/exposure and required expertise/skills to complete the tasks i.e. survey analysis, field management, etc.
5. Tools and Methodologies – Outlining how your firm’s specific approach to qualitative research, including participatory methods, are relevant to the questions under study and meet the highest research standards. This should also include a detailed approach to qualitative data analysis.
6. Sampling strategy – The firm must give a detailed overview of what sampling strategy it will use to select a sample for this study.
7. Quality assurance – The firm must outline how it will ensure quality at all stages of the project but with a particular emphasis on sampling; data collection; data analysis; and reporting. This will be subject to review by Project management team during project implementation.
8. Risk management – The firm must identify key risks and outline how it will mitigate against them. Particular attention should be paid to how political disruption will be handled, especially *Hartals* and blockades.

Two references must be provided by the contractor from firm’s previous work has been undertaken. These should be from the past two years and should relate to projects on which proposed team members worked.

### *Financial Proposal (including fee, travel cost, DSA, and other relevant expenses)*

- (i) The Financial Proposal shall specify a total delivery amount (in USD or BDT) including consultancy fees and all associated costs, i.e. travel cost, subsistence per diems, consultation workshop costs and overheard recharges.
- (ii) In order to assist UNDP in the comparison of financial proposals, the financial proposals will include a breakdown of this amount disclosing the key assumption employed in costing the working.

The cost of preparing a proposal and of negotiating a contract, including any related travel, is not reimbursable as a direct cost of the assignment.

### **15. Evaluation Criteria:**

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

- a) Responsive/ compliant/ acceptable with reference to this ToR, and;
- b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation, with the ratio set at 70: 30 respectively (this is to reflect the high-level skills mix required).

Only firms obtaining a minimum of 70% of maximum achievable score (49 points) in the technical analysis would be considered for financial appraisal, and ultimately therefore, for contracting.

<b>Technical Proposal Evaluation</b>		<b>70</b>
<b>Expertise of firms</b>		
1.1	Experience in undertaking evaluation in governance areas	10
1.2	Previous experience of completing evaluation for a UN agency or bilateral donor	5
<b>Proposed Methodology and Work Plan</b>		
2.1	Quality and relevance of proposed study methodology & approach and quality of proposal	30
<b>Skills and experiences of key personnel</b>		
<b>Team Leader (Local Governance Expert):</b>		
3.1	Relevance and level of education	5
3.2	Experience in evaluation	5
3.3	Experience in working with LGIs	5
<b>Data Scientist</b>		
3.4	Relevance and level of education	5
3.5	Experience undertaking evaluation	5
<b>Financial</b>		<b>30</b>
<b>Total</b>		<b>100</b>

**16. Selection Process:** The firm will be selected on the basis of the relevant expertise and financial offer received.

**17. Reporting:** The firm will consult and provide regular updates to the Head of Democratic Governance cluster as well as UNDP, Policy Specialist, Democratic Governance cluster, UNDP, M&E Analyst, UNDP, and Project Coordinator, EALG.

**18. Budget Format (Please insert row as applicable):**

SL. #	Particulars	Unit	Rate	Total	Remarks
<b>1. Human Resources Cost</b>					
1.1	Team Leader				
1.2	Data Scientist				
1.3	Field Coordinator				
1.4	Data Enumerator				
1.5	Other _____				
<b>2. Travel, food and accommodation</b>					

2.1	Team Leader				
2.2	Data Scientist				
2.3	Field Coordinator				
2.4	Data Enumerator				
2.5	Other _____				
3. Communication					
3.1	Communication				
4. Others					
4.1	Specify _____				
4.2	Specify _____				
	Total				