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## Terms of Reference (TOR)

### Mid Term Evaluation of Capacity Development of Local Government (CDLG) Project of UNDP

<b>Tender Title:</b>	Mid Term Evaluation of CDLG Project 2021
<b>Project Location:</b>	Uva, North Central, Northern and Eastern Provinces
<b>Project -:</b>	Capacity Development of Local Governments (CDLG) Project
<b>Reports to:</b>	Monitoring, Evaluation and Knowledge Management Specialist
<b>Language required:</b>	Sinhala/Tamil and English
<b>Duration of the Assignment:</b>	3 months

#### A. Background and context

The Capacity Development for Local Government (CDLG) Project of UNDP is part of larger efforts, supported by development partners including the European Union and The World Bank, to strengthen the local governance system in Sri Lanka. The Government of Sri Lanka is in the process of implementing the Local Development Support Project (LDSP) in four provinces – North, North Central, Eastern, and Uva.

The LDSP builds on the experience of the North East Local Service Improvement Project (NELSIP) project, which was primarily implemented in the war-affected Northern and Eastern provinces. The NELSIP project focused on strengthening Local Authorities (LA's) to improve their service delivery, develop local infrastructure, as well as enhance bottom-up approaches to support public engagement in local decision-making processes, including participatory planning and feedback mechanisms for improved service delivery.

LDSP is funded through a loan agreement with the World Bank, and the contribution of EUR 22.5 million in grants from the European Union under the latter's broader EUR 40 million 'Strengthening Transformation, Reconciliation and Inclusive Democratic Engagement (STRIDE) Programme'. The STRIDE Programme also includes the Capacity Development of Local Governments - CDLG (this project, with EU funding of EUR 10 million), and the Support to Effective Dispute Resolution (SEDR, EU funding of EUR 7 million) project implemented by the British Council.

The main aim of the CDLG project is to strengthen the capacities of Local Government Authorities (LGAs) to be inclusive, responsive and accountable, and be able to plan and deliver better services. The project emphasizes **strengthening of vertical and horizontal linkages** between different levels of local and national government (i.e., from national to provincial council level to LA level), and



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between devolved and deconcentrated units, local CSOs and other actors supporting development and reconciliation efforts (i.e., between elected provincial councils and local governments, divisional and district secretariats, central government line ministries and CSOs). Strengthening horizontal and vertical linkages is essential for improving policy and programme coherence, integrated planning and service delivery, and to avoid duplication of effort and inefficiencies in the local governance systems.

Towards this end, the project aims to:

- Improve local planning and budgeting cycles and ensure that they are responsive to Gender and Marginalization issues.
- Strengthen the ability of LAs and Provincial Councils to provide improved, inclusive and responsive services that address multi-dimensional challenges.
- Strengthen the ability of Central and Provincial institutions to support LAs to deliver better.

## **B. Evaluation scope, purpose and Objectives**

### **Scope of work**

The mid-term evaluation will evaluate the progress thus far against the project strategy, and the contribution the project has made to the development results as stipulated in the project strategy, theory, and results framework. It will further help to incorporate these learnings into the completion of the second half of the project. UNDP's CDLG project plans to conduct its mid-term evaluation for the project period **01 December 2019 to 31 December 2021**, in consultation with national partners and donors to track and evaluate project progress against its strategy and implementation plan.

The scope of this mid-term evaluation will include a review of the original project assumptions against the changes in circumstances, which have occurred since drafting the review of the results matrix, M&E framework as well as an analysis of existing contributions and gaps in light of SDG 16. The findings of this mid-term evaluation will inform the project steering committee of any changes and course corrections in the process and theory of the project as necessary and any expected future challenges and mitigating measures, as well as lessons learned that can support the delivery of results and opportunities for scaling up the project's activities for the remaining duration of the existing project.

The findings and recommendations need to be evidence-based, supported by an open and participatory consultative process for adequate stakeholder engagement.

### **Purpose and objectives**

The purpose of the mid-term evaluation is ***“to review what progress the project has made towards achieving its objectives and results as planned through the theory of change, in terms of the***



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***relevance, efficiency and effectiveness of strategies and interventions undertaken in light of development priorities and emerging issues, including the impact of COVID 19 at the national and sub-national levels.”***

Specifically, the mid-term evaluation will:

1. Assess the progress made in achieving expected results.
2. Assess the relevance, coherence, effectiveness and efficiency, of progress made towards impact, sustainability management and monitoring outlooks of the programme in supporting target Local Governments involved in improving inclusive planning and local budgeting.
3. Analyze how cross-cutting issues such as gender equality, women and youth and climate change principles have been integrated into the programme implementation.
4. Assess the contribution of the CDLG project towards the results of the overall Portfolio on SDG 16 – Peace, Justice and Strong Institutions.
5. Identify and discuss challenges and lessons learned especially with regards to technical and functional capacity building of individuals, institutional development, societal capacity building, monitoring and evaluation, risk analysis as well as planning, Grievance Redress Mechanisms (GRM) and reporting, including any improvements that might be necessary.
6. Assess CDLG’s contribution towards other STRIDE projects (LDSP and SEDR), and discuss synergies between CDLG, LDSP and SEDR and how those projects help the mandate of CDLG to improve the effective and efficient service delivery of LGs.
7. Recommend strategic, programmatic and management considerations for implementing the remainder of project activities with particular emphasis on
  - a. The Results framework
  - b. Work Plan

The Mid-term valuation is an independent appraisal of the performance of the project, and will contribute to accountability and learning. The primary users of the findings and recommendation of the Mid-term evaluation will be UNDP, EU (donor), Ministry of Provincial Councils and Local Government, Provincial Councils of North, North Central, Uva and East, and relevant Local Authorities of the provinces SLILG.

### **Review criteria and key questions**

The mid-term evaluation will comply with the UNDP evaluation guidelines.

The evaluation questions should be grouped according to the OECD-DAC evaluation criteria 1) Relevance, 2) Coherence 3) Effectiveness, 4) Efficiency, 5) Progress towards Impact, 6) Sustainability and National Ownership, 7) Management and Monitoring and 8) Gender Equality and Human Rights Based Approach. The sample sets of tentative questions under each criterion are given below that



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could be further refined and finalized during the inception phase by the consultant in consultation with UNDP.

1. Relevance: How relevant are the project activities to the expected outcomes?

- a. To what extent were the strategies adopted, and achievements under each of the three results, relevant to national and local contexts, needs and priorities?
- b. What strategic re-alignments are required under each of the thematic areas, in terms of work in progress /work yet to be undertaken, to equip the CDLG project to better meet the needs on the ground in the changed country context given the new normal COVID situation and the socio-economic-political changes? Recommendations should take into consideration links to initiatives by Government and other development partners.
- c. To what extent has analysis of cross cutting themes (climate change & environment, women's rights and gender equality, human rights, and anti-corruption) informed ongoing work under the project, and what changes are required to improve their mainstreaming across the pillars?

2. Coherence: How well does the project fit?

- a. To what extent do the other similar interventions of the government and other donors (particularly policies) support or undermine the project, and vice versa?
- b. What are the synergies and interlinkages between the project and interventions carried out by UNDP/ Government? How consistent are the interventions to relevant international norms and standards to which UNDP/ Government adheres?
- c. To what extent is the project being consistent with other actors' interventions in the same context? This includes complementarity, harmonization, and co-ordination with others.
- d. To what extent the project is adding value from other similar interventions and/or supports by the government and other donors while avoiding duplication of efforts?

3. Effectiveness: Is the project achieving its objectives?

- a. To what extent did the project reach out to the targeted beneficiaries and achieve planned results?
- b. How far have output level objectives been achieved? A rating scale is to be provided at output level to measure this.
- c. How effective has the partner-selection process been under CDLG to achieve planned results?



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- d. Propose any adjustments in the project necessary to enhance the effectiveness of partnerships forged and results achieved.
4. Efficiency: How well are resources being used?
    - a. The extent to which the project was efficiently managed, implemented and has delivered cost-efficient results?
    - b. Has the project used the most-effective methods to achieve the planned results? What changes are needed?
    - c. What examples are available of best practices in cost-efficiency, and what improvements are needed?
    - d. Have sufficient financial and human resources been allocated for the project to facilitate planned results? What changes are needed to enhance the efficiency of the project?
  5. Progress towards impact: How well is the project progressing towards achieving its desired impact?
    - a. To what extent are the output level achievements so far in-line with the outcome level results planned under the project? What changes, if any, need to be made to ensure this?
    - b. Were there any positive or negative impacts observed so far? To what extent have vulnerable groups (including female headed households and people with disabilities) been positively or negatively impacted by work undertaken under the project?
    - c. What strategic changes/re-alignments are required to achieve high-level results under the project moving forwards? What new partnerships need to be explored?
  6. Sustainability and National Ownership: How sustainable are project benefits and to what extent do they ensure government ownership?
    - a. What key national institutional capacities have been strengthened and what strong partnerships/networks have been established in the project to ensure continuity of results beyond the lifespan of the project?
    - b. What are the immediate/long term risks that may prevent the project from sustaining planned results?
    - c. What measures need to be taken (including establishing alternative strategic partnerships) in order to overcome the above-mentioned risks, and achieve improved long-term sustainability?



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7. Management and Monitoring: How well does the management and monitoring system of the project fit with its strategy?
- a. How effective are the Governance and management arrangements of the project? Is the steering committee providing the required oversight of implementation decision-making?
  - b. How effective are the project's results framework, monitoring and reporting plans and other monitoring mechanisms in regularly measuring change?
  - c. Are gender-responsive changes and sex-disaggregated indicators being measured in the project?
  - d. Propose any modifications to the management and management arrangements to ensure achievement of higher quality results.
8. Gender Equality (GE) and Human Rights Based Approach (HRBA): How well does the project address and/or contribute to GE and HRBA in its design, implementation and the progress towards the results. (Evaluators are requested to review UNEG's Ethical Guidelines for Evaluations and the Norms and Standards in integrating GE and HRBA)
- a. To what extent the design, implementation, and results of the project have incorporated gender equality perspectives and rights-based approach?
  - b. What are the risks and/or challenges and/or limitations faced during the implementation in incorporating the Project's GE strategy and HRBA?
  - c. What measures need to be ensured/ taken to overcome the addressed challenges and/or risks?

### C. **Methodology:**

The mid-term evaluation shall be independent and conducted in-line with the principles outlined in the United Nations Evaluation Groups (UNEG) "**Ethical Guidelines for Evaluations**". It should also be guided by the purpose, scope and objectives stipulated above. The mid-term evaluation should employ a combination of both qualitative and quantitative methodologies and instruments as well as a participatory approach whereby interviews with key stakeholders will provide and verify the key elements of the findings. Information and data will be triangulated to the extent possible, and when verification is not possible, the single source to be mentioned. Analysis leading to the evaluative judgments shall always be clearly spelled out. The limitation of the methodological framework shall also be mentioned in the review reports.

The methodology used in this mid-term evaluation, including data collection and analysis methods shall be human rights and gender sensitive to the greatest extent possible, with evaluation data and



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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 to enhance gender responsive and rights-based approach of the project.

The evaluation will use a range of methods and tools tailored to the national context and to the specific evaluation questions above. The methodology could preferably include some or all of the following:

- Desk review of relevant reference documents (project documents, monitoring and mission reports, publications, tools, training and workshop reports, reviews, strategic plans, outreach and communication material).
- A review/ analysis of the diagnostic study, conducted with the support of The Asia Foundation during the inception phase of the project, which informed the CDLG strategic/ logical Framework to establish/ verify the baselines and targets for the project's key indicators, to be conducted to observe the progress and/or changes.
- A participatory review comprising an interactive two-day workshop where all relevant stakeholders will be invited (through digital means such as zoom).
- Key Informants Interviews (KII) and possibly focus group discussions (FGD) with key stakeholders including (but not limited to) representatives from beneficiaries, Government, Donors, UN Agencies and CBOs. The KIIs and FGDs should include possibly different types of groups, women, youth, PWDs, minorities and people in hard-to-reach areas.
- Field visits to observe and analyze the support provided in order to improve the institutional capacity of relevant institutions, and to validate the data/ information derived from the desk reviews, sample survey and KIIs. The field visits plan will be developed in consultation with the CDLG project management of UNDP.

The service provider should describe expected data analysis, instruments and methods to be used for the Mid-term evaluation in the inception report.

### **Proposed sample size and KIIs**

The sample size coverage of this evaluation should not below 70% of each component of the intervention strategy, according to the evaluation principles.

The Key Informants should include the key officials of the provincial councils, local government authorities, local government councilors, key persons of partnering institutions/ organizations, including CSOs and key civil society actors, benefitted by LGAs (To ensure the satisfaction of the demand side)



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#### D. Key deliverables

Key deliverables	Details of expected deliverables	Indicative Timeframe
<b>1. Inception Report</b>	The Inception Report should include a Rapid Evaluability Assessment (REA), and should be carried out following preliminary discussions with UNDP as well as relevant desk review of documentation available. The report should also include final methodological choices in the context of the COVID-19 crisis, evaluation schedule, and data collection plan and draft tools (questionnaires/surveys/interview questions etc.).	<b>10 days</b> from the date of signing the contract
<b>2. Presentation of Preliminary Findings</b>	Following data collection and analysis, a presentation of preliminary findings is to be conducted for feedback and approval from UNDP and other relevant stakeholders.	<b>30 days</b> from the date of the approval of Inception Report (approval of the inception report will be provided within 5 days from the date of submission of the inception report)
<b>3. Draft Evaluation Report and Evaluation Brief</b>	A draft report, including strategic recommendations for the project is to be submitted for review and feedback. A draft Two-Page brief summarizing evaluation findings and recommendations should also be submitted.	<b>20 days</b> from the date of the completion of Preliminary Findings Presentation.
<b>4. Final Evaluation Report</b>	The final Report incorporating all feedback received from UNDP is to be submitted. The Report is considered final upon confirmation of approval from the Evaluation Manager.	<b>10 days</b> from the date of the recommendations/feedbacks provided by UNDP on the draft report. ( UNDP will revert with feedback within 10 days)
<b>5. Presentation of Findings</b>	A presentation of final findings is to be conducted as a knowledge dissemination/learning event to UNDP and relevant stakeholders.	<b>15<sup>th</sup> May 2022</b>





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## **E. Management and Implementation Arrangements.**

The Mid-term evaluation will be facilitated by UNDP. The focal point for leading this evaluation from UNDP will be the Monitoring, Evaluation and Knowledge Management Specialist of Inclusive Governance Team as designated representative of the Resident/Deputy Resident Representative. A stakeholder groups –Evaluation Reference (ERG) is established and engaged systematically at key milestones of the evaluation process to facilitate the conduct of a transparent and participatory evaluation. ERG comprises EU as Donor Agency, UNDP and other relevant experts.

Key donors and partners shall be invited to the presentation of preliminary findings, and their feedback shall be incorporated into the final inception report. The inception and final reports will be finally approved by the Evaluation manager upon the endorsement of ERG.

Responsibilities of service provider:

- Achievement of outputs/deliverables as per the scope of work.
- Timely reporting on the initiative, per the formats provided by CDLG team
- The service provider will be expected to make their own arrangements for accommodation and transportation, which includes return travel from Colombo to selected field locations.
- The service provider should provide equipment, documentation and other inputs, as required for carrying out the deliverables.

## **F. Duration of Assignment**

The contract will be supervised and financed by UNDP. The tentative duration of assignment is expected to be from 14<sup>th</sup> February 2022 to 15<sup>th</sup> May 2022 ( approx. 60 working days) Considering the ongoing COVID-19 crisis, the contract duration and requirements may change based on the measures imposed by the government, which may further impact data collection by restricting access to provincial/ district beneficiaries and stakeholders. The service provider must demonstrate flexibility given such shifting conditions.

## **G. Institutional profile**

**The service provider should ideally have:**

- A minimum of 5 years previous experience in undertaking similar evaluations (Mid/Final etc)
- Demonstrated methodological and technical knowledge and skills of all stages of project cycle and prior experience in applying them in various project/programme developments
- Proven experience conducting research, evaluation and complex data gathering as well as experience in working with populations in the different provinces of the country



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- Demonstrated functional knowledge on the activities of LGAs at all 3 tiers (Pradeshiya Sabhas, Urban Councils and Municipal Councils) as well as Provincial Councils and Previous experience in supporting local governments to identify issues and developing project proposals
- Previous experience in organizing multi-stakeholder workshops, preferably aiming at getting information and insights, taking into consideration the nature of social, economic, environmental and political relationships at the various levels from local to national.
- Be a legal entity with a valid business registration.
- It would be an advantage if the entity has already worked with the UN system before in similar nature.
- Should demonstrate the ability to submit work within the stipulated time period.
- Strong English reporting capacity is essential for this assignment. Field supervisors deployed should be conversant in the local languages used in the project locations.

In addition, the following requirements are desirable:

1. Strong networks on the ground with government and civil society partners.
2. Substantive experience working on governance, especially in the field of Local Governments, either in Sri Lanka or other countries, will be an added advantage.

### Qualification and Experience

Team	Academic Qualification	Experience
Team Leader and Local Government Expert	Master's degree in Social sciences, Political Science, Public Administration, Governance and/or Development Studies or Law.	- A minimum of 10 years' experience in the area of local governments and/or public/governance sector.  - Minimum 5 years of progressive experience in conducting evaluation, research, assessments, reviews and evaluation of similar nature.
Evaluation Expert	Master's degree in Social sciences, Public Administration and Management or Development Studies.	- A minimum of 7 years of experience in Evaluation of development Projects, with a focus on accountability, transparency, participatory approaches, capacity building and service delivery.



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		- At least 3 evaluations completed vis-à-vis Local and National Governance and/or public governance projects.
<p><i>Experts (minimum of 2 Numbers to be determined by the firm that would include the following thematic areas too)</i></p> <ol style="list-style-type: none"> <li>1. Gender and Human Rights</li> <li>2. Climate Sensitivity</li> </ol>	<p>Masters or equivalent Degree in a relevant field, along with knowledge of local government, public administration or other relevant areas.</p>	<ul style="list-style-type: none"> <li>- At least 5 years' experience carrying out similar assignments.</li> <li>- At least 3 years of working experience with local government, civil society, and development partners.</li> </ul>
<p>Field Supervisors (<i>minimum of 6 Numbers to be determined by the firm</i>)</p>	<p>Bachelor's Degree in Social Sciences, Political Science, Public Administration, Governance Studies, Development Studies and Sociology.</p>	<ul style="list-style-type: none"> <li>- Minimum 5 years of progressive experience in conducting/coordinating research, assessments, reviews and evaluation of similar nature.</li> <li>- At least 3 assignments related to data collection and management of survey/research and evaluation. (List of completed research to be enclosed.)</li> </ul>

**Required corporate competencies of service provider:**

- Comprehensive knowledge on the UN's norms and standards; and human rights-based approach.
- Demonstrates integrity by modeling the UN's values and ethical standards.



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- Displays cultural, gender, religious, race, nationality and age sensitivity and adaptability.
- Fulfills all obligations to gender sensitivity and zero tolerance for sexual harassment.
- Demonstrate competency in local and official languages of Sri Lanka.

## H. Evaluation ethics.

The evaluation service provider should have both personal and professional integrity and abide by the UNEG Ethical Guidelines for evaluation and the UNEG Code of Conduct for Evaluation in the UN system to ensure that the rights of individuals involved in the evaluation are respected. The service provider must act with cultural sensitivity and pay attention to protocols, codes and recommendations that may be relevant to their interactions with women. As part of the Inception Report, the the service provider will develop a specific protocol for the conduct of the evaluation and data collection in line with respect to the do no harm principle, diversity and gender equality. All data collected through the evaluation will be the property of UNDP and must be provided to the organization, if requested, in a Word format. The service provider must explicitly declare their independence from any organizations that have been involved with UNDP in implementing any aspect of the SDG 16 portfolio and its projects, especially the Capacity Development of Local Governments and STRIDE.

## I. Schedule of Payments

Key deliverables	Details of expected deliverables	Percentage of total contract
<b>1. Inception Report</b>	The Inception Report should include a Rapid Evaluability Assessment (REA), and should be carried out following preliminary discussions with UNDP as well as relevant desk review of documentation available. The scope covered, final methodological choices in the context of the COVID-19 crisis, evaluation schedule, and data collection plan and draft tools (questionnaires/surveys/interview questions etc.) should be included in the Report.	25%



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<b>2. Presentation of Preliminary Findings</b>	Following data collection and analysis, a presentation of preliminary findings is to be conducted for feedback and approval from UNDP and other relevant stakeholders.	25%
<b>3. Draft Evaluation Report and Evaluation Brief</b>	A draft Report, including the strategic recommendations for the project is to be submitted for review and feedback. A draft Two-Page brief summarizing evaluation findings and recommendations should also be submitted.	20%
<b>4. Final Evaluation Report</b>	The final Report incorporating all feedback received from UNDP is to be submitted. The Report is considered final upon confirmation of approval from the Evaluation Manager.	20%
<b>5. Presentation of Findings</b>	A presentation of final findings is to be conducted as a knowledge dissemination/learning event to UNDP and relevant stakeholders.	10%

#### J. Evaluation Criteria

In evaluating the proposals, UNDP will use the Combined Scoring Method which is 70%-30% distribution for technical and financial proposals, respectively. The minimum passing score of technical proposal is 490 points that is equivalent to 70% as well.

The Technical Proposal will be assessed based on the 3 major criteria as shown in the table below.

<b>Summary of Technical Proposal</b>	<b>Total Points</b>
Section 1. Firm's qualification, capacity and experience	300
Section 2. Proposed methodology, approach and project implementation plan	200
Section 3. Firm's project management structure and expertise/experience of key personnel	200
<b>Total</b>	<b>700</b>



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**Section 1:** Competency/expertise of the consultancy firm:

No.	Criteria	Points
1.1	A minimum of 5 years previous experience in undertaking similar evaluations; (minimum 60 points for 5 years' experience, additional points for each additional year, maximum of 100 points)	100
1.2	Demonstrated methodological and technical knowledge and skills of all stages of project cycle and prior experience in applying them in various project/programme developments	50
	proven experience conducting research, evaluation and complex data gathering as well as experience in working with populations in the different provinces of the country	50
1.3	Recommendations from at least top 3 previous clients and partners for similar work undertaken in past.	50
1.4	Experience working closely with local-level actors and working on subnational level interventions in Sri Lanka	50

**Section 2:** Proposed methodology/approach and work plan:

No.	Criteria	Points
2.1	Description of the Offeror's approach and methodology to meeting or exceeding the requirements of the Terms of Reference	50
2.2	Details on the manner data gathering, assessments of current situation and capacity gaps, and resource allocations are planned	50
2.3	Tasks defined for the scope of work and aligned to the terms of reference (TOR)	50
2.4	Realistic work plan	50



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### **Section 3: Firm's Project Management Structure and Expertise/Experience of Key Personnel**

<b>No.</b>	<b>Criteria</b>	<b>Points</b>
3.1	Composition and structure of the team proposed and competencies against ToR requirement. Are the proposed the team of four (3) key personnel qualified and experienced individuals acceptable to the client as stated in institutional profile?	40
3.2	<b>Team Leader</b> Master's degree in Social sciences, Political Science, Public Administration, Governance and/or Development Studies or Law.	20
	A minimum of 10 years' experience in the area of local governments and/or public/ governance sector.	20
	Minimum 5 years of progressive experience in conducting evaluation, research, assessments, reviews and evaluation of similar nature.	20
3.3	<b>Evaluation Expert</b> Master's degree in Social sciences, Public Administration and Management or Development Studies.	20
	A minimum of 7 years of experience in Evaluation of development Projects, with a focus on accountability, transparency, participatory approaches, capacity building and service delivery.	20
	At least 3 evaluations completed vis-à-vis Local and National Governance and/or public governance projects.	20
3.4	<b>Experts - Gender/Environment and Climate</b> Masters or equivalent Degree in a relevant field, along with knowledge of local government, public administration or other relevant areas.	10
	- At least 5 years' experience carrying out similar assignments.	10
	- At least 3 years of working experience with local government, civil society, and development partners.	05



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3.5	<b>Field Supervisors</b>	
	Bachelor's Degree in Social Sciences, Political Science, Public Administration, Governance Studies, Development Studies and Sociology.	10
	Minimum 5 years of progressive experience in conducting/coordinating research, assessments, reviews and evaluation of similar nature.	05

### K. Recommended Presentation of Proposal

1. A detailed and realistic proposal, including company profile, relevant experience of similar assignments undertaken, list of previous clients, brief methodology and work plan, along with rationale as to why it would be the best way to carry out the scope of work.
2. Detailed CVs of all team members, highlighting relevant qualifications, experience, etc. The service provider should demonstrate the subject expertise as well as interdisciplinary/cross-sectoral composition of the team, to undertake the scope of work and deliverables.
3. Samples of prior similar work undertaken is required.

### L. Financial Proposal

The calculation of fees should indicate the Total Cost for an "all-inclusive" cost in Sri Lanka Rupees (LKR) for the breakdowns. The cost should be all inclusive covering all outputs indicated in TOR. The following table is proposed:

Description	Unit Type	No of Units	Unit Rate (LKR)	Amount (LKR)	Remarks
1. Personnel Services					
a. Expertise Team Leader					
b. Expertise Team Member					
Add members if required					
1. Workshops					
2. Stakeholder meetings					
3. Out of pocket expenses					

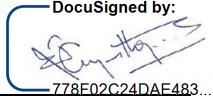
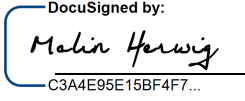




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a. Travel costs					
b. Communications					
c. Others (please specify)					
4. Other related cost (please specify)					
<b>Total Cost</b>					

- a) Any and all incidental out of pocket expenses (OPE) must be included in the overall “all-inclusive” fees submitted to the UNDP;
- b) The fees proposed must be a total “fixed price” quotation indicating the overall total amount in Sri Lanka Rupees;
- c) The total fees as quoted by your firm to UNDP for the purpose shall be firm and final;
- d) Payment shall be made in the installments described in Section 5 (Key Deliverables) above.
- e) No amount other than the proposed total “all-inclusive prices” fees shall be paid by UNDP for the provision of the consultancy;
- f) The costs of preparing a proposal and of negotiating a contract are not reimbursable by UNDP.
- g) The end-product and all outputs pertaining to this assignment remains the exclusive property of UN joint team.
- h) The contract will include all costs to be incurred and UN will not be liable to pay any charges extraneous to the contract value
- i) UN is exempt from VAT and NBT

<p><u>Prepared by:</u></p> <p>Signature: </p> <p>Name and Designation: <b>Jothirajah Karunenthira</b> Monitoring, Evaluation and Knowledge Management Specialist, IGT.</p> <p>Date of Signing: 12-Jan-2022</p>	<p><u>Approved by:</u></p> <p>Signature: </p> <p>Name and Designation: <b>Malin Herwig</b> Deputy Resident Representative.</p> <p>Date of Signing: _____</p>
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Following documents will be shared with the selected service provider:

1. Proposed structure/ outline of Inception Report (annex 1)
2. Response to Mid-term Evaluation comments matrix (annex 2)
3. List of key documents to be reviewed (Not limited to) ( annex 3)
4. Ethical Guidelines for Evaluation-pledge (annex 5)

Annex 4: List of key stakeholder and partners (Not limited to)

**Donor:**

- European Union Delegation to Sri Lanka and Maldives

**Government:**

- State Ministry of Local Governments and Provincial Councils
- Provincial Councils of North, Northcentral, East and Uva provinces.
- All Local Government Authorities falling under 4 provinces.
- Sri Lanka Institute of Local Governments (SLILG)

**Organizations:**

- The World Bank
- The British Council
- The Asia Foundation
- Federation of Sri Lanka Local Government Authorities

**Civil Society Organizations:**

- Women in Need (WIN)
- OfERR Ceylon
- Women Development Centre