

Terms of Reference for Hiring Firm for Conducting Final Evaluation of Efficient and Accountable Local Governance (EALG) Project

Job : Final Evaluation of EALG Project

Duration : 80 days over 4 months period

Location : Sampled UZPs and UPs

Start : 1 July 2022

1. Background and Rationale:

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 supported 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 Embassy of Switzerland, and Embassy of Denmark through EALG project has been supporting UZP and UP to improve their service delivery through improved governance. This five-year project (January 2018 to December 2022) has three major program components: Component-1: Inclusive and Accountable Upazila Parishad (IAUZP); Component-2: Sustainable and Democratic Union Parishad (SDUP), and Component-3: Policy for Effective Local Governance (PELG) to strengthen overall decentralization/ devolution process of local governments.

Objectives of the Project:

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). As mentioned earlier, the project has the following three components.

1. Inclusive and Accountable Upazila Parishad (IAUZP)
2. Sustainable and Democratic Union Parishad (SDUP)
3. Policy for Effective Local Governance (PELG)

1: Inclusive and Accountable Upazila Parishad (IAUZP) component puts emphasis on Strengthening Capacities of Upazila Parishad to Improve Service Delivery. It enables strengthening governance framework of Upazila Parishad for inclusive, effective, and accountable planning and improved service delivery. Moreover, it also works to improve the financial management process of Upazila Parishad for improved funding absorption capacity and accountability; strengthen downward accountability of the UZP Committees through effective and inclusive public engagement mechanisms and practices; and strengthen ability of Women Upazila Parishad Members to fulfil their role and duties in council work.

2: Sustainable and Democratic Union Parishad (SDUP) component focuses on enhancing Capacities of Union Parishad for Participatory Local Development. It attempts 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 towards achieving project objectives. LGD is the key ministry that takes the steering role in implementing project activities on the ground in promoting local governance.

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 of the UPs are actively engaged as key stakeholders. Moreover, community engagement is a central principle of the project as it has emphasized on increasing the community engagement in the decision making process of the UP and UZP especially in preparation of plan and budget for local development. So, community people are also one of the important stakeholders for project success.

PROJECT INFORMATION		
Project title	Efficient and Accountable Local Governance (EALG)	
Atlas ID	00106748	
Corporate outcome and output	<p>Outcome: 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>Output: 1.2. National and local governments have the capacity to implement urban and rural poverty policies and programmes.</p> <p>Output: 2.3 The government has the capacity to develop policies and carry out sectoral and geographical interventions in districts where inequality of progress is evident.</p>	
Country	Bangladesh	
Region	Asia Pacific	
Date project document signed	11 July 2017	
Project dates	Start	Planned end
	July 2017	June 2022

Project budget	USD 7.77 Million
Project expenditure at the time of evaluation	USD 6.38 Million
Funding source	Embassy of Switzerland, Embassy of Denmark, and UNDP
Implementing party	Local Government Division (LGD)

2. Evaluation Purpose, Scope and Objective:

Purpose:

The final evaluation will examine the results at the outcome and output level with focus on the overall implementation process and progress towards project targets at the time of the final evaluation, covering the period from the project launch. In brief, the Evaluation will focus on the programme's progress, achievement, challenges, lesson learnt and sustainability.

Objectives:

The overall objective of the final evaluation is to assess the results of the EALG project compared to its baseline and targets defined in the results framework. The evaluation will also evaluate and document the project relevance, efficiencies, effectiveness, impact, coherence and sustainability and to what extent the project has achieved its planned goal and objectives.

The specific objectives of the evaluation are as follows:

- To assess the performance of EALG project along with its relevance, effectiveness, efficiency, sustainability, impact, and coherence drawn from its design and implementation.
- To assess the level of satisfaction of various category of beneficiaries and stakeholders with the service provided by the UP and UZP to the citizen.
- To assess the extent to which the application of the rights-based approach and gender-mainstreaming are sought.
- To draw lessons learned and good practices for replication and/or up-scaling and provide forward-looking recommendations for the next programming phase or for the new local governance project.

Scope:

The Final Evaluation will follow the revised OECD DAC's Criteria outlined in the Evaluation Framework - Relevance, Effectiveness, Coherence, Efficiency, Impact and Sustainability. Human Rights, Gender equality, disability will be added as cross-cutting criteria. The firm will develop a set of Evaluation Questions covering each of these criteria and submit an evaluation matrix (sample in Annex 2) as part of the Inception Report and shall include it as an Annex to the final report.

The geographical coverage of the evaluation is 18 selected UZPs under 9 districts from 8 divisions, and 251 UPs under the selected 9 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.	Chattogram	Chandpur	2 weak performing UZPs	30 weak performing UPs from the district
03.	Chattogram	Cox's Bazar	2 weak performing UZPs	11 weak performing UPs from the district
04.	Sylhet	Sunamganj	2 weak performing UZPs	30 weak performing UPs from the district
05.	Rajshahi	Rajshahi	2 weak performing UZPs	30 weak performing UPs from the district
06.	Khulna	Khulna	2 weak performing UZPs	30 weak performing UPs from the district
07.	Barisal	Patuakhali	2 weak performing UZPs	30 weak performing UPs from the district
08.	Rangpur	Rangpur	2 weak performing UZPs	30 weak performing UPs from the district
09.	Mymensingh	Netrokona	2 weak performing UZPs	30 weak performing UPs from the district
Total			18	251

- Number of EALG non-supported Union Parishad (UPs) in the Districts: **467** UPs
- Number of EALG non-supported Upazila Parishad (UZPs) in the Districts: **61** UZPs

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

Timing:

The Final Evaluation is proposed to be conducted between 1 July to October 2022 and a report should be made available by October 2022. The evaluation will cover the project implementation of the project from July 2017 to September 2022.

Utilisation:

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, Embassy of Switzerland, Embassy of Denmark, EALG project staff and NGOs who are currently working in partnership with EALG. The evaluation will be carried out by independent firm/ institute under the direct supervision of UNDP in close coordination with LGD.

UNDP will consider all useful findings, conclusions and recommendations from the evaluation, to prepare a systematic management response for each recommendation, and implement follow-up actions as per UNDP Evaluation Resource Center guidance/policies.

3. Evaluation Criteria and Key Guiding Questions:

The evaluation questions define the information that must be generated as a result of the evaluation process. As part of the evaluation, the firm needs to address evaluation questions. The answers will provide the key basis to the intended users of the evaluation in making informed decisions, taking actions or disseminating knowledge. Evaluation questions include but are not limited to:

a. Relevance

- To what extent are EALG implementation approach/ methodology relevant/ suitable to improve local governance and public service delivery considering the local context? 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., UNDP Country Programme Document (CPD), United Nations Sustainable Development Cooperation Framework (UNSDCF)), 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 the results target, assumptions, and risks were relevant with the project goal and implementation approaches?

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 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 and results 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)
- To what extent the project was able to build the capacities of UPs in Climate resilient Planning and how? And what were the challenges coordinating with Department of Environment?

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. Coherence:

- To what extent the project has contributed to the systemic changes of the UP and UZP operation with governance.
- To what extent the project has been able to engage the wider stakeholders for partnership and synergy building.

g. Gender and LNOB:

- To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?
- Was the project able to accelerate the program towards human development and SDGs by advancing the LNOB, specifically disabilities and ethnic communities through its programmatic approaches and operationalization?
- What proportionate of the expenditure on development investment of UPs and UZPs were targeted to address gender equality and empowerment of women?

h. Lesson Learned and Way Forward:

- What interventions worked and/or what didn't work well?
- What were the main lessons learnt (good practices, success stories, and transferable examples) from the project that could be documented? What are the past and/or upcoming challenges? What kind of mitigation measures have already been taken and/or will be taken?
- Capturing some stories of success and failures taking some climate vulnerable UPs from the project.
- What are the recommendations for the evaluation for further efficiency and effectiveness of the project?
- Measuring the achievements of the project, to what extent could the project's interventions be scaled up or replicated in other areas? If so, what should be the focus and priorities of next generation local governance programming?

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 evaluation report with appropriate details.

4. Evaluation Methodology and Approach:

4.1. 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 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 Annex-1. The questionnaires should also keep at least the same level of data coverage as baseline survey covered to ensure robust comparison between baseline data, mid-line data and final evaluation 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 7) gender analysis plan and 8) evaluation matrix. It should be detailed 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.

3.1. 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 phase¹.

In addition, the methodology used in the 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 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.

4.2. 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.

¹ http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=980

5. 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 districts, UZs, UPs, Mauzas and households will be shared in the pre-bidding meeting.

Level of Units	Treatment Groups	Control Groups	Total
District	9	8	17
UZ	18	16	34
UP	251	120	371
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 (FDG) 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 and mid-term evaluation to ensure robust comparison between baseline data, mid-line data and final evaluation data in reference to the baseline survey report, mid-term evaluation 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 government 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 software 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 in new project design for UP and UZP. The report should be prepared in English.

The evaluation report will contain the same sections as the final report and shall follow the structure outlined in Annex 3/ Evaluation Report Template and Quality Standards (Page 56-60) of Section 4/ Evaluation Implementation and Use of UNDP Evaluation Guidelines (2021)². The draft report will be reviewed by the CCP, UNDP, and GAC. The draft report will ensure that each evaluation question is answered with in-depth analysis of information and back up the arguments with credible quantitative and/or qualitative evidence.

The evaluation report will be quality assessed by UNDP Bangladesh Country Office and UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 (Page 9-13) of the UNDP Evaluation Guidelines³. The evaluators consider it carefully while drafting the evaluation report.

Data and evidence will be triangulated with multiple sources to address evaluation questions. The final methodological approach including interview schedule and data to be used in the evaluation should be clearly outlined in the inception report and fully discussed and agreed upon between UNDP, stakeholders, and the consultants.

² Evaluation Report Template and Quality Standards of UNDP Evaluation Guidelines (2021), Section 4: Evaluation Implementation and Use, available at <http://web.undp.org/evaluation/guideline/index.shtml>

³ Quality Assessment Questions of UNDP Evaluation Guidelines (2021), Section 6: Quality Assessment, available at <http://web.undp.org/evaluation/guideline/index.shtml>

6. Evaluation Products (Deliverables):

Based on the scope of the work outlined above, the following items 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 7) gender assessment plan and 8) evaluation matrix.
- 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)

Evaluation Timeline:

Phase	Duration	Proposed time
Inception work: <ul style="list-style-type: none"> - 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 7) gender assessment plan and 8) evaluation matrix. - Submit draft inception report to UNDP - Organize an inception meeting with UNDP and LGD to finalize evaluation framework and methodologies - Submit final inception report and obtain approval from UNDP including detailed methodologies 	10 days	Within two weeks of signing contract
Data collection tools development: <ul style="list-style-type: none"> - Develop data collection tools and protocols (i.e. survey questionnaires, checklist, survey protocols, data quality assurance mechanism) - Presentation of data collection tools to UNDP/ EALG management - Field test data collection tools - Finalization of data collection tools incorporating feedback of field testing 	10 days	Within four weeks of signing contract
Field data collection/ Data :	40 days	Within twelve weeks of signing contract

<ul style="list-style-type: none"> - Provide training to onboard enumerators on data collection tools and methods - Collect data from the agreed sources using agreed tools and methods - Data entry into the software - Data quality assurance - Data processing 		
Reporting: <ul style="list-style-type: none"> - Conduct data analysis - Draft evaluation report - Organize a sharing meeting for UNDP and relevant stakeholders - Incorporate feedback and comments from UNDP and stakeholders - Submit final report to UNDP together with other deliverables 	20 days	Within sixteen weeks of signing contract

7. Evaluation Ethics

This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'⁴. The firm must safeguard the rights and confidentiality of information providers, interviewees, and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners. Signed 'Pledge of Ethical Conduct in Evaluation of the United Nations System' needs to be attached in the Annex of the final evaluation report. A template can be downloaded from the link below on the footnote⁵. The evaluation team may refer to UNDP's Dispute and wrongdoing resolution process and contact details⁶ (Annex 3 (page 55) of Section 4: Evaluation Implementation and Use of UNDP Evaluation Guidelines (2021)).

8. Implementation arrangements

The firm will independently conduct the evaluation but shall take necessary assistance from LGD and UNDP. The Deputy Resident Representative (DRR) and Assistant Resident Representative (ARR), UNDP Bangladesh, will be responsible for managing the evaluation throughout the entire process. Under the supervision of the DRR and ARR (Democratic Governance Cluster), the concerned Programme Manager and M&E Focal Point of UNDP Bangladesh will provide the necessary oversight and quality assurance throughout the evaluation process and deliverables. The EALG team led by the Project Coordinator and the Monitoring and Evaluation Specialist will provide the necessary support to manage the evaluation process on a daily basis. The firm will also seek technical guidance from M&E Focal Point at UNDP Bangladesh Country Office. The evaluation report needs to be cleared by the M&E Focal Point at UNDP Bangladesh Country Office and approved by the Deputy Resident Representative, UNDP Bangladesh, and RBM/ M&E focal point, UNDP Bangkok Regional Hub.

⁴ UNEG, 'Ethical Guidelines for Evaluation', June 2020. Available at <http://www.uneval.org/document/detail/2866>

⁵ 'Pledge of Ethical Conduct in Evaluation of the United Nations System'. Available at <http://uneval.org/document/detail/2866>

⁶ UNDP Evaluation dispute resolution process, UNDP Evaluation Guidelines (2021), Section 4: Evaluation Implementation and Use. Available at <http://web.undp.org/evaluation/guideline/index.shtml>

9. Evaluation Team Composition and Required Competencies:

9.1 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

9.2 Minimum Qualifications of the Human Resources: 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)

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.

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

Data Enumerators (Numbers 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.

9.3 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.

10. Application Submission Process and Criteria for Selection

10.1 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, 7) gender assessment plan and 8) evaluation matrix.	20%
Draft Evaluation Report	50%
<ul style="list-style-type: none"> - 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%

10.2 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.

10.3 Evaluation Criteria

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 maxim achievable score (49 points) in the technical analysis would be considered for financial appraisal, and ultimately therefore, for contracting.

Technical Proposal Evaluation		70
Expertise of firms		
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
Proposed Methodology and Work Plan		
2.1	Quality and relevance of proposed study methodology & approach and quality of proposal	30
Skills and experiences of key personnel		

Team Leader (Local Governance Expert):		
3.1	Relevance and level of education	5
3.2	Experience in evaluation	5
3.3	Experience in working with LGIs	5
Data Scientist		
3.4	Relevance and level of education	5
3.5	Experience undertaking evaluation	5
Financial		30
Total		100

10.4 Selection Process

The firm will be selected on the basis of the relevant expertise and financial offer received.

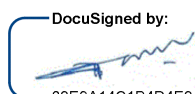
10.5 Reporting

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

10.6 Budget Format (Please insert row as applicable):

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

11. Approval:

DocuSigned by:


Name: Prasenjit Chakma

Designation: Deputy Resident Representative a.i., UNDP Bangladesh

Date: 04-May-2022

Annex 1: The RRF of the EALG Project

<p>Project Outcome: 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>CPD Outcome: 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>Indicative Output 1.2: National and local government have the capacity to implement urban and rural poverty policies and programmes</p> <p>Indicative Output 2.3: 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>Outcome indicators:</p> <ul style="list-style-type: none"> • Percentage of citizens (disaggregated by men/women, poor/non-poor) satisfied with the services of Upazila Parishads • Number of UZP that received and monitored local plans and budgets by at least three transferred departments (transparency of local bureaucracy) • % of Upazila Parishads who adopt public engagement strategies in their planning and service monitoring • % of women councilors in selected Upazila Parishads who report they can participate effectively in debates and are able to influence council decision making • % of Upazila Parishads who have improved expenditure against the budget (credibility of budget) 										
Project title and Atlas Project Number: Efficient and Accountable Local Governance (EALG)										
Components 1:	<p>INCLUSIVE AND ACCOUNTABLE UPAZILA PARISHADS (IAUZP)</p> <p>Upazila Parishads plan and deliver services in a more effective, inclusive and accountable way through a strengthened governance framework.</p>									
Outputs	Indicators	Data source	Baseline		Targets					Data collection methods and risks
			value	Year	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	
1. 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)	UZP Act 2011	0	2017	2	6	10	14	17	Project MIS Mid-term evaluation (MTE) Final evaluation (FE)
	Tools for UZP service delivery oversight of at least 3 transferred departments piloted and disseminated (Number of tools)	UZP Act 2011	0	2017	0	1	2	3	4	MTE FE
	Circular for UZP core staff issued and core staff introduced in all selected UZPs. (Number of staff)	UZP Act 2011		2017		1	2	2	3	MTE FE
	Circular with provision for allowances for participation in UZP committee work issued and practised in all selected UZPs (Percentage of Upazila in project areas)	UZP Act 2011	0	2017		10%	20%	30%	40%	MTE FE
	% of Upazila undertook initiatives on SDGs localization	LGD Website	0	2017		20%	30%	40%	50%	MTE FE
	% of Upazila for which UZP and local functionaries of at least three transferred departments coordinate their activities at the District	LGD Website	0	2017		20%	30%	40%	50%	MTE FE

	Development and Coordination Committee (at least twice a year).									
	% of UZP functionaries developed planning and budgeting and managed schemes in participatory manner	LGD Website	0	2018		20%	30%	40%	50%	MTE FE
	% of UZPs published plan book/ annual report	LGD Website	0	2018		30%	40%	50%	60%	MTE FE
2. Upazila Parishad financial management, funding absorption capacity and financial accountability have improved	Public Financial Management (PFM) manual prepared, piloted (Number)	LG	0	2017		01				MTE FE
	Timeliness and regularity of accounts reconciliation by Upazila					50%	60%	70%	85%	MTE FE
	% of UZP that publish their budget timely	LGD Website	0	2017		20%	30%	40%	50%	MTE FE
	Number of poor youth and women received training and inputs on IGA at Cox's Bazar	No data	0	2018		48	170	170	100	Training report MTE FE
3. UZP Committees strengthened their downward accountability through inclusive public engagement mechanisms and practices.	UZP Act amended with mandatory UZP committee provision for inclusion of citizens, CSO and local media and practised in all selected UZPs (Number of UZPs and amendment)	Act	0	2017				1		Act
	Open budget and participatory Planning mechanisms in UP Act piloted, adapted and replicated in UZP Act. (percentage in project area)	Act	0	2017	50%	75%	100%	100%	100%	MTE FE
	All pilot UZPs have active Facebook and Twitter accounts (Percentage in project area)	Website	0	2017	20%	50%	75%	90%	100%	MTE FE
	% of citizens in the selected UZPs are aware of UZP activities and key priorities in the annual budget	CPS	10.83	2015	15%	20%	25%	30%	35%	Citizens Perceptions Survey (CPS)
4. Women Upazila Parishad members strengthened their ability to fulfil their roles and duties in the council work	Percentage of women vice-chair and councilor trained and active in the Women Development Forums and percentage of men councilors sensitized	LGD Website	0	2017		40%	60%	90%	95%	Training Manual Training
	% of UZP schemes implemented under the leadership of women vice-chairs/women councillors	No data		2017		20%	25%	30%	40%	MTE/FE
	Number of youth and women received training and inputs on entrepreneurship at Cox's Bazar.	No data		2018		10	10	15	15	MTE/FE
Intended outcome (UNDAF): Same as above										
Outcome indicators: 25% of the poor, vulnerable and socially excluded citizens in 50% of the targeted UPs under the targeted 8 districts have access to decision making process. Baseline: 11.3%, 2019: 10%, 2020: 15% and 2021: 25%										

50% of service receiptents satisfied with services provided by selected UPs under the targeted 8 districts (citizenship certificate, birth registration, safety-net allowances etc.) Baseline: 39.8%, 2019: 20%, 2020: 30% and 2021: 50%										
Components 2:	Sustainable and Democratic Union Parishad (SDUP)									
Outputs	Indicators	Data source	Baseline		Targets					Data collection methods and risks
			value	Year	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	
1. Capacity of targeted UPs is significantly strengthened to provide democratic, transparent, accountable, responsive and pro-poor services	% of targeted UPs have operational Standing Committees (on the basis of ToR).	CPS	70% (Current areas)	2015	-	20%	25%	35%	60%	CPS MTE, FE
	% of targeted UPs with increased participation of women and marginalized citizen in Ward Shava and Open Budget Sessions	Not available	NA	NA	-	20%	30%	40%	65%	MTE, FE
2. UPs are increasingly climate resilient by identifying and prioritizing resilience measures in the UP-development plan and their implementation	% of climate vulnerable UPs with climate resilient measures integrated into their five-year development plan.	NA	NA	NA	-	10%	20%	30%	50%	MTE FE
3. Poor and marginalized citizens, including women, are empowered to make decisions on local development and political participation	% of women and marginalized citizens taking part in Ward Shava / Election				-	5%	10%	15%	25%	MTE FE
	% of budget allocation for participation of marginalized citizens and women in development initiatives				-	5%	5%	10%	20%	MTE FE
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 measures (memos/ circulars/ guidelines) issued by LGD on the issues including fiscal flow to UP, UP taxation and assignment of health and education services to UP	NA	NA	NA	-	-	1	2	4	Memos/ circulars/ guidelines)
Intended outcome (UNDAF): same as above										
Outcome indicators: 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.										
Components 3:	Policy For Effective Local Governance (PELG) Policy dialogue addresses functional assignments and division of responsibilities among tiers of LGIs including the coordination with line ministry officers and public engagement strategies.									
Outputs	Indicators	Data source	Baseline		Targets					Data collection methods and risks
			value	Year	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	
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.					1				Secondary
	Ways and mechanisms of integration and supplementation of UZP plans and plans of transferred departments are identified for more effective service provision.					1				Secondary
	An integrated planning system of UP, UZP and ZP is developed. (District)		0	2017		1	2	3	5	Secondary
	Review of the existing tax collection system of the UP is completed and a new model tax system is developed.							1		Secondary
2. Public engagement strategies of UP/UZP/ZP have become strengthened through overcoming institutional and structural challenges	Dialogues with political parties and policy makers are held to implement the commitment of at least 30% women in political party governance structures	Study	NA		1	2		3	3	Minutes
	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)	Meeting minutes	NA		1	2	3	4	5	Minutes
	% 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)	Strategy	NA			20%	40%	60%	80%	MTE/FE
	Percentage of people from different ethnic group attended in Open budget/Ward Shava		NA			10%	15%	20%	30%	MTE/FE/CPS

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	Circulars	0	2017			1			Circulars issued
	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	Meeting minutes	NA		1	2	3	4	5	Minutes

Annex 2: Evaluation Matrix

Relevant Evaluation Criteria	Key Questions	Specific Sub-questions	Data Sources	Data Collection Methods/ Tools	Indicators/ Success Standards	Methods for Data Analysis
<i>Ex) Relevance</i>						