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### Terms of Reference

**Consultancy Title:** Final Project Evaluation Consultant

**Project Name:** Provincial Governance Strengthening Programme (PGSP)

**Duty Station:** Honiara with travel to provinces

**Duration of the Contract:**

- Contract period: September –October 2014
- Number of working days: 25 days (in country)
- Commencement and end dates of assignment: 15<sup>th</sup> September 2014 – 24<sup>th</sup> October 2014

**Objectives:**

As indicated in the project document<sup>1</sup>, there is a need to conduct a Final Evaluation with the following objectives:

- To assist the Government of the Solomon Islands, development partners engaged in this project Australia (through the Regional Assistance Mission to the Solomon Islands (RAMSI)), the European Union (EU), the UN Capital Development Fund (UNCDF), and the United Nations Development Programme (UNDP) to analyse the relevance, efficiency, effectiveness, likely impact and sustainability of the results achieved by the PGSP in the Solomon Islands.
- To validate programme results in terms of achievement and/or weaknesses towards the outcomes and outputs at country level.
- To generate knowledge and identify lessons learned, challenges faced and weaknesses from the implementation of the project's activities and the outcomes achieved that will be useful for the future phases of the programme (that is already being formulated based on the findings of the mid-term evaluation) and similar projects in the future for the same sector. Based on the findings and conclusions from the assessment of the project's achievements, the review will identify lessons learned.
- To assess the performance and effectiveness of the procedures for local level planning, programming, budgeting, and implementation extended by the PGSP to provincial governments.
- To evaluate the effectiveness of the PCDF as a pilot fiscal transfer system and as an incentive to improve performance of the provincial governments in revenue and expenditure management;
- To evaluate the effectiveness of the programme in having influence on government policies.
- To examine project management and institutional arrangements to determine if they had contributed significantly to the attainment of expected PGSP results and the implementation of agreed project activities in phase I of the programme.
- To assess the potential for sustainability of the results.

**Background**

As indicated in the project document of the Provincial Governance Strengthening Programme (PGSP) a final evaluation will be undertaken before the end of programme. The purpose of the final evaluation is to facilitate a process, which will document project outputs, consider progress towards expected project results and take into consideration contributing to the outcomes of the programme between 2008 and 2014 . Eventually, the process should also mobilize the various stakeholders to take action based on this documentation.

The mid-term evaluation conducted in year four of the programme had documented lessons learnt and the critical role played by the project in building capacities in public expenditure management systems and good governance. The results of the mid-term evaluation had been used to inform the formulation of the second phase of the programme which has just been completed.

The final evaluation shall, however, document the results achieved over the life of the programme and the critical lessons learnt. To assess the project's performance and achievements vis-à-vis the project's overall objectives and to conduct output assessment on the various provincial level beneficiaries. Each of the detailed key questions and issues will be analyzed in a participatory, collaborative and systems-based approach using appropriate key review criteria. This assessment will also include an analysis of the capacity of the management structures of the implementing agency (ies) and target Provinces to implement the project activities as well as the

monitoring and evaluation system.

The primary audience for this evaluation is the implementing partner, implementation parties and other stakeholders of the project. The Joint Oversight Committee (JOC) meeting will be held to discuss the final evaluation findings and agree on the best way forward. Two (2) individual consultants are required to conduct PGSP final evaluation under direct supervision of UNDP Evaluation Unit. It will also benefit broader programme partners and stakeholders understand better the challenges and lessons being learned.

PGSP is an institutional strengthening program aiming to develop the capacity of the Ministry of Provincial Government and Institutional Strengthening (MPGIS) and the nine Provincial Governments (PGs) to fulfil their mandates in service delivery. PGSP is implemented by the Ministry of Provincial Government and Institutional Strengthening (MPGIS), with UNCDF and UNDP providing support for the implementation of the program as participating UN agencies. UNDP has been delegated the role and responsibility as the Administrative Agent of the Joint Program.

The total joint program budget is 18.9 million USD. It is financed by the Government of Australia through the Regional Assistance Mission to the Solomon Islands (RAMSI), the European Union (EU), the United Nations Capital Development Fund (UNCDF), and the United Nations Development Programme (UNDP) who contribute 14.6 million USD. The Solomon Island Government (SIG) has committed 3.5 USD million USD with the Provincial Governments<sup>2</sup> contributing between 10 to 15% minimum as counterpart.

The first phase of PGSP focuses on basic capacity for public expenditure management (PEM) and will develop in all nine Provinces a level of capacity characterized by the ability to program, produce and execute credible budgets, through appropriate participatory and transparent procedures. To provide incentives for the adoption of improved governance and administration practices, PGSP has set up "Provincial Capacity Development Fund" (PCDF) as a provincial budget support facility for discretionary development spending.

The program builds the capacity of the central administration (particularly the Ministry of Provincial Government and Institutional Strengthening) to effectively support and supervises the performance of the Provincial Governments. PGSP other critical partner ministries are the Ministry of Development and Aid Coordination (MDPAC), Ministry of Public Service (MPS) and Prime Minister's Office.

The overarching goal of the PGSP is poverty reduction and achievement of the Millennium Development Goals (MDGs) in the Solomon Islands. The intermediate outcome for the program is improved provincial governance for development, more specifically, an expanded, more effective and more efficient role of Provincial Governments in the promotion and management of local development and in service delivery. Key project activities are organized against four (4) major Components as indicated below:

**Summary of progress made so far as per outputs:**

**Output 1: The responsibilities of Provincial Governments are clarified and expanded.**

- Progress made so far: three years of research into the functional responsibilities of provincial governments with the view of seeking clarification of their roles in provincial service delivery was conducted and concluded in 2013.
- International conference on fiscal decentralisation was organised in November 2009 followed by consultation with line ministries and provincial governments.
- The final report on the "public sector organisation around public service delivery in provinces" was in December 2013 approved by the Ministry, the PFGCC and the Joint Oversight Committee of PGSP. This approval enables the ministry to prepare a Cabinet Paper for Cabinet endorsement for proper discussions to commence with the four line ministries of Education, Health & Medical Service, Agriculture and the Environment, Climate Change and Meteorology.

**Output 2: The resources of the Provincial Governments are commensurate to their responsibilities;**

- Progress made so far: The PCDF has been implemented and the seed money provided by the donor communities and the National Government which was supposed to be USD7m has increased by 243% with government up scaling its contribution from initial USD3.5m to USD12m by 2014. This amount excludes provinces own contribution.
- About 654 solid infrastructure projects were completed and most of them handed over to the line ministries and communities concerned by 2013/14 fiscal year.
- Provincial governments are embracing the performance based grants and the minimum conditions attached to grant

allocation. All provinces went through the assessment criteria annually for the past six years with MC compliance improving on annual basis.

- Local revenue collections in the provinces have been improving. Provinces are now contributing to their own budgets. About 86% of Isabel budget for 2013/14 was financed by its owned revenue; about 62% of the budget of Western Province in 2013/14 was financed by its own local resources whilst in Guadalcanal Province, 56% of their budget for the same period was financed by their own local revenues. A bit of improvement compared to 2008 when all provinces depended 100% on the fixed service grants from the national Government.
- Research into local revenues with the objective of designing a revenue mobilisation strategy that will enhance revenue collections and accounting for revenues by the provincial governments was conducted. The final report with the strategies has been received. This will be followed by intensive training for revenue collectors.
- The minimum conditions started with 17 MCs in 2008 but revised downwards to 8 in 2009.
- A review was carried out in 2012 which reduced the minimum conditions to seven.
- Performance measures were introduced in 2009 and first assessment in June 2010. Performance measures were enhanced in 2012 with emphasis on recurrent audit issues and compliance to internal controls.
- The quarterly reports are produced by provinces as a pre-condition to release of funds by the Ministry.
- Reports are analyzed by Finance Division of MPGIS and feedbacks are sent to the provinces.
- Actions relating to Operational Manual Triggers and MOU are applied by the Ministry after analysis of reports received from the provinces.
- Field monitoring is conducted to ensure the progress towards achieving planned targets are reported for corrective actions to be undertaken on time to address issues affecting project implementation.

**Output 3: The local development management capacity of the Provincial Governments is developed.**

- Progress made so far: Provincial Public Accounts Committees have been reorganised and capacitated based on the Cabinet approved expanded responsibilities of provincial governments with the support of Centre for Democratic Institutions from Canberra and the National Parliament of Solomon Islands. All Provincial PACs have been trained and ordinances developed to recognise the composition of Provincial PACs in all Provinces.
- Competences were developed and trainings conducted for local elected leaders in the provincial assemblies.
- Induction courses were conducted in all provinces for newly elected members of provincial assemblies to enable them to understand their roles and responsibilities as members of provincial legislative assembly.
- Training conducted on gender based planning and budgeting and gender focal point appointed in the Ministry for coordinating gender mainstreaming.
- Gender issues have been mainstreamed into the Ministry Corporate Plans 2014 - 2016.
- Trainings were conducted for the planning divisions on participatory planning and the formation of planning institutions.
- All provinces have now formed Provincial Planning and Development Committee based on the Cabinet approved framework to facilitate participatory planning. The committees are now contributing to the local development decision making processes in a participatory manner.
- Ward development committees in Central Province that were formed by RDP and PGSP were merged and the terms of reference streamlined.
- A working group formed comprising RDP officials, World Bank, Ministry of Development Planning and Aid Coordination and the Ministry of Rural Development and MPGIS to operationalize the Cabinet approved integrated and participatory planning framework.
- Pre-premiers conferences were initiated in 2011 to bring the premiers together to discuss issues relating to conference resolutions with the senior government officials in Honiara before the actual conference.
- Premiers' conferences proper were fully supported technically and financially to promote the inter-governmental policy

dialogue between the National Government and Provincial Governments.

- Trainings conducted for provincial executives to understand the project outputs and outcomes and PCDF processes.
- Computerised accounting introduced in all Provinces and all Treasurers trained in computerised accounting.
- Internet facilities installed in Isabel, Central, Makira Ulawa, Renbel and Choiseul in 2011. The satellite based internet facility is providing high speed internet connectivity to the provincial governments and the line ministry officials operating in provinces.
- Four additional Vsats procured and shall be installed in Malaita, Guadalcanal, Western and Temotu Provinces by March 2014.
- PCDF projects and how they impact on the lives of the people in the communities have been documented in seven provinces from 2012 to 2013. Videos and newspaper articles and CDs have been made available to showcase the achievements of provincial governments.
- News letters are being produced by the programme.
- A website has been built for the Ministry and for each provincial government.
- Web-site training conducted for provincial and ministry officials in November 2013.
- Workshops reports and policies developed with the project technical support have all been documented by the communications division.
- Trainings conducted in basic accounting to enhance the public accounting skills of the provincial Treasurers.
- Annual training is conducted for provincial planning officers, advisors and Treasurers in planning and budgeting with emphasis on realistic budgeting and the formulation of work plans based on log frames.
- Reviews are conducted annually to support the budget formulation process of provinces in order to improve the quality of budgets and plans of the provinces before they are submitted to the assembly for endorsement.
- Policy Development to the Ministry and the Provincial Governments: the programme supported the Ministry and Provincial Governments to technically develop and also implement the following policies from 2012 to date:
  - Participatory and integrated planning framework was developed and endorsed by the Cabinet in 2012.
  - Policy on functional assignment studies was developed and endorsed by the Cabinet in 2012.
  - Studies into the cost of service delivery was developed and approved by the Cabinet in 2012.
  - Audit committee and internal control framework was developed and endorsed by the Cabinet in 2012.
  - Cabinet Paper on PCDF up scaling was developed and endorsed by the Cabinet in August 2011.
  - Policy on the expanded responsibilities of Provincial Public Accounts Committees were developed and endorsed by the Cabinet in 2012.
  - Strategies on effective organisation of Premiers conference was developed and endorsed by the Cabinet in 2011.
  - Policies and procedures on Premiers conference - a hand book was developed and endorsed by the Cabinet in February 2014.
  - Supported the Ministry in developing various Cabinet Papers on Premier's conference Communiques.
  - A handbook on accounting training for provincial governments was developed in 2010 and used as the basis of training Treasurers.
  - Supported the Ministry in developing a Key Results Areas Handbook in line with Public Service Performance Management Processes.
  - Cabinet Paper on the recurrent revenue support for PGSP was developed and endorsed by the Cabinet in September 2013.
  - Guidelines for annual work plans and budgets developed and endorsed by the Ministry annually to guide the annual work planning processes, link the work plans to budgets and the three year investment programming.
  - A major policy reform was carried out in May 2010 with the introduction of IPAS Cash Basis of Accounting. This makes the provinces to be IPSAS compliant even before the National Government.

- Capacities begin developed to sustain the implementation of the policy framework.
- Cabinet Paper on Ward Profiling and Strategic Plans were developed and Cabinet endorsed it in 2012.
- Policy statement for Central Province was developed and endorsed by the provincial governments in 2012.
- Policy statement for the newly elected provincial government of Western Province was developed and launched on January 28th 2014.
- **Output 4: PGSP monitoring and evaluation. This Component is concerned with having an effective M & E system in place focusing on institutional mechanisms for policy director of the project, develop and implement the M & E/MIS System and support to MDPAC.**
- Monitoring and evaluation framework was developed in 2011.
- A monitoring officer were appointed by the project in 2011 but resigned in 2012.
- The ministry mainstreamed the M&E by appointing two monitoring and evaluation officers in July 2013.
- The project carried out internal on the job training for the monitoring officers and developed a reporting template for the officers as per monitoring framework developed for the programme.
- The ministry monitoring officers carried out monitoring in Rennell & Bellona; Makira Ulawa, Guadalcanal; Malaita; Central and Temotu Provinces in 2013.
- The project advisors and CPOs in the provinces carried out monitoring and produced monitoring report for the period 2008 to 2012 based on the internally designed template.
- The project Director carried out monitoring trips to Central and Malaita Provinces.
- The National Project Coordinator and the CTA (Interim) carried out monitoring trips to Choiseul Province, Western Province, Makira Province and in Guadalcanal Provinces in 2012/13 and 2013/14.
- The project document was signed in April 2008 for duration of 5 years (2008-2012), which represents phase I of PGSP. Following the project inception phase, PGSP project activities commenced in July 2008 with provincial consultation on Provincial Capacity Development Fund (PCDF) manual. This phase is planned to end in December 2012 as per the project document and agreement with the donors. The ministry secured extension to the programme for the period January 2013 - March 2014.

### Scope of work/Expected Output

The final evaluation of PGSP should comprised of, but not limited to, the following activities:

#### 1. Relevance

- Assess the extent to which the Technical Assistance is suited to the priorities and policies of the target group, recipients and donors;
- The evaluation team shall review the appropriateness of the Project's Immediate Objectives, Outputs, targets, Indicators and Activities including the preparatory activities and assessments undertaken at the start and during the project implementation;
- Review the interrelationship of the project team, provincial governments and networks and funding agencies in terms of complementarities and coherence in activities undertaken;
- Review the overall design and provide an overall assessment;
- To review and assess project design relevance to the national development objectives and to the needs of project clients and beneficiaries;
- To assess how well/to what degree project integrates cross-cutting issues - gender, principle of equality and inclusive development in the design, implementation and outcome; whether the project has advocated for, and has contributed to empowering and addressing the needs of the provincial governments disadvantaged and vulnerable populations in the Solomon Islands.
- To assess whether UNDP and UNCDF have effectively used their comparative advantage and the most efficient management/operational arrangements to achieve results

## **2. Efficiency and Cost Effectiveness**

- Evaluate if the project completed the planned activities and met or exceeded the expected outcomes in terms of achievement of the immediate objectives, not only in accordance with the timeline but in a cost-effective way as originally designed;
- Review how the various activities transformed the available resources into expected project outcomes/results, considering quantity, quality and timeliness;
- The review should include quality of day-to-day management (including risk management), costs and value for money, quality of monitoring and other unplanned outputs arising from the project;
- Review as to whether the project was able to overcome unforeseen difficulties and deliver project outputs on time and within budget;
- To evaluate the procedures for local level planning, programming, budgeting, and implementation extended by the PGSP to provincial governments;
- To assess the extent to which the project contributed to increased human and institutional capacity and good governance in provincial governments;
- Assess the extent to which the project had contributed to improved coordination/collaboration with/amongst key stakeholders in the implementation of activities at the provincial level.
- To assess the extent to which the project contributed to improved PEM cycle in the provincial governments;

## **3. Effectiveness.**

- A measure of the extent to which the technical assistance attains its objectives. This includes an analysis of the attainment of outcomes and impacts, project objectives, and delivery and completion of project outputs and activities as shown by the project success indicators;
- Review how the project's outputs and results were used, and the project's goal realized;
- Review the provincial governments and identify how far planned benefits have been delivered and received by them and community beneficiaries;
- Review how unplanned results may have affected the intended project benefits;
- Review activities and outputs in relation to objectives defined in the project document, with emphasis on the defined indicators of targets and achievements;
- Review the quality of internal organizational and managerial structure of the project in relation to the fulfilment of project objectives, the human resources employed, and the overall management of the project's resources;
- Assess to what extent the project contributed to improved development plan formulation by provincial governments and community participation;
- To evaluate the effectiveness of the PCDF (i) as a pilot fiscal transfer system, (ii) as an incentive to improve performance of the provincial governments in revenue and expenditure management and (iii) as leverage tool for provincial government further financing;
- To review the clarity of the roles and responsibilities of the various positions, agencies and institutions and the level of coordination with relevant players;
- To evaluate the effectiveness of governmental learning activities and didactic processes employed by the project and suggest improvements/changes if necessary;
- To assess the initiatives on the policy support to the Solomon Island Government/MPGIS for the Provincial Governments particularly in the relevant areas;
- To assess to what extent the piloted approaches have been conducive to policy change and increased flow on resources at national and/or provincial levels;
- To evaluate the partnership arrangements for project implementation with special regards to the level of ownership by the government;
- To assess the extent to which the representatives of the participating country are actively involved in project implementation;
- To assess whether the government and associated implementation partners have maintained financial commitments to the project;

## **4. Impact**

- Review the changes (either positive or negative) brought about as a result of the programme intervention in the provinces/communities, directly or indirectly, intended or unintended.
- Review the relationship between the project purpose and goal and the extent to which the benefits received by

provincial governments and communities had affected large number of people in places where projects were implemented.

## **5. Sustainability.**

- To assess the likelihood of continuation of project outcomes/benefits;
- Identify gaps and recommend sustainability mechanisms – MPGIS, PCDF projects and policy initiatives and others for the next phase of the project;
- Review the development of policy and regulatory frameworks that further the project objectives;
- Review the development of appropriate institutional capacity (systems, structures, staff expertise, etc.) that may ensure sustainability in the long run;
- Assess other relevant factors that have been implemented since 2008/9 and that may improve long term sustainability;
- Identification and involvement of individuals in government and civil society who can promote sustainability of project outcomes;
- Achieving social sustainability by mainstreaming project activities into the economy or community activities;
- Achieving stakeholders' consensus regarding courses of action on project activities;
- Make an assessment of the ownership of objectives and achievements by the beneficiaries/stakeholders, policy support, institutional and management capacity, economic and financial factors, socio-cultural aspects, appropriate technology, and the cross-cutting issues of gender equality, Information and Communications Technology, environmental impact and good governance were appropriately accounted for.

## **6. Country Ownership**

- Consider if the project derives from the development objectives of the National Development Strategies of the Solomon Islands Governments or its Medium Term Development Strategies;
- Consider if relevant country representatives (e.g., MPGIS officials, provincial government officials, other line ministries and civil society, etc. ) were actively involved in the project identification, planning and/or implementation;
- Assess if the Solomon Island Government has maintained its financial commitment to the project;
- Consider if the government has maintained its commitment to provide core officials to implement the project in order to achieve its intended outcomes and ensure sustainability;
- Consider if the government has approved policies and/or regulatory frameworks in line with the project's objectives

## **7. Monitoring & Evaluation**

- Assess whether the project had periodic oversight of the processes, or the implementation of its activities that seeks to establish the extent to which inputs, work schedules and other required actions and outputs have been proceeding according to plan, so that timely action could have been taken to correct the deficiencies detected;
- Review the process by which program inputs, activities and results are analyzed and judged explicitly against benchmarks or baseline conditions using performance indicators;
- To assess the M&E system of the project and make recommendations for its improvement; focus should be on whether the M&E tool/s designed under the project were user friendly and if they were effectively adopted and implemented by the project.
- To assess the monitoring and quality control of project implementation, knowledge management and the effectiveness of technical advisory services provided in the ministry and provincial governments;
- This section should also indicate any issues related to quality of backstopping and quality assurance and control of project deliverables as indicated in the project document;
- Reviews most of the decisions taken by the project Joint Oversight Committee and assess the effectiveness of the committee in the overall implementation of the programme vis-à-vis in the achievement of its intended outcomes;
- Review the work of the steering committee's technical committee (Provincial Fiscal Grant Coordinating Committee (PFGCC)) over time and assess how it has influenced the project implementation process;

## **Deliverables:**

- Inception Report - Conduct desk review and analysis of project documentation, hold briefings, develop an evaluation matrix to set out key sub-questions, indicators and proposed sources of information to answer the sub-questions.
- Aide Memoire/Presentation on main findings and recommendations. It will include summary of findings and

- recommendations and will be submitted and presented to the stakeholders at national de-briefing.
- Draft evaluation report. It will include, but not be limited to, the executive summary, key findings, good practices, lessons learned and recommendations and will be submitted to reference group for their comments.
- Final evaluation report following the suggested outlines in Annex 1, which may be refined in consultation with the stakeholders. The report should not exceed 60 pages excluding annexes.

### Methodology

On the basis of the evaluation questions proposed above, the consultant will be invited to propose in its inception report a methodological approach to conducting the evaluation. This should include 1. Provide a clearer description of the broad evaluation framework we want the consultant to use (based on the review criteria presented above).- 2. Describe the expected methodological approach (participatory, theory-based); 3. Describe the data collection methods that we would like the evaluation team to use. Explain the primary data we would like them to generate in the course of the field mission as well as what secondary data from the project will be made available (progress reports, case studies, etc.). 4. Anticipate -if relevant – some limitations of the methodology: for example, quality and availability of secondary data, adequacy of the sample size to be used (3 provinces to be visited). 5. Highlight the importance of the use of triangulation and mix of qualitative and quantitative data.

- The provinces are to be selected by the evaluation team in consultation with the stakeholders. The following criteria should be considered: a) Size of the province (territory and population); b) Challenges faced by the province; c) Travel accessibility of the province and implications for the mission travel.

The consultants will comply with the UNDP Evaluation Policy and the norms and standard for evaluation in the UN system.

### Gender and Human Rights

As with all evaluations conducted by the UN, the evaluation must include an assessment of the extent to which the design, implementation and results of the project have incorporated a gender equality perspective and rights-based approach. For more guidance on this the consultants are requested to review UNEG's Guidance in Integrating Human Rights and Gender Equality in Evaluation.

The methodology used, 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.

### Resources Provided

The applicant is required to have his/her own computer/laptop and other necessary resources that may be required to support the assignment.

### Supervision/Reporting

The incumbent reports to the UNDP Deputy Resident Representative who will ensure that all necessary administrative and logistical support to arrange and carry out the evaluation will be provided.

### Requirement for Qualifications & Experience

- Education:** Master's Degree, in Public Administration, Social science, Political Science, Public policy, Public administration, Development studies or any other relevant field.
- Work experience.**
  - At least 15 years of experience with strong comparative experience in field of decentralization and local development; fiscal decentralization; decentralized infrastructure and service delivery;
  - With local government capacity building for decentralized public expenditure management and operationalization of decentralized systems of planning and budgeting, policy, legal and regulatory reform related to decentralization including rural development experience preferred;
  - At least 8 years of experience in leading evaluations of decentralization and local development programme, including experience using a range of qualitative evaluation methodologies to assess programme results at the institutional, sector and policy level.



- Appreciation of performance measures desirable.

c. **Others:**

- Thorough understanding of key elements of results-based programme management.
- Demonstrated capacity for strategic thinking, and excellent analytical and writing skills.
- Strong task management and team leading competencies.
- Regional experience relative to the programme to be evaluated an advantage.
- Experience in UNDP/UNCDF Evaluation preferred.

## Proposal Requirements

### Technical Proposal

Interested applicant should submit the following documents:

- Technical proposal including a P11 form (available on the UNDP website; [www.undp.org.fj](http://www.undp.org.fj), an updated current CV, contact details of at least three referees and a cover letter setting out how the applicant meets the selection criteria, and a proposed approach and methodology)
- Letter confirming availability and Interest using UNDP template (available on the UNDP website: [www.undp.org.fj](http://www.undp.org.fj))

### Financial Proposal

The Advisor is requested to provide a quotation or the fees/cost (in USD) for the services which will be rendered using the following format.

Daily consultancy rates	A daily consultancy rate proposed by the consultant
Air Ticket Estimate (UNDP will reimburse based on actual costs)	To and from respective duty station
Living Allowance	Based on the number of days spent at the respective duty station
Other miscellaneous expense	Please state

### Travel;

All envisaged travel costs must be included in the financial proposal. This includes all travel to join duty station/repatriation travel. In general, UNDP should not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel on a higher class he/she should do so using their own resources.

In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and Individual Consultant, prior to travel and will be reimbursed.

### Lump sum contracts

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

Financial proposal to be submitted separate from Technical proposal.

## Payment Schedule

Deliverables	Target	%
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<ul style="list-style-type: none"> <li>Inception Report - Conduct desk review and analysis of project documentation, hold briefings, develop an evaluation matrix to set out key sub-questions, indicators and proposed sources of information to answer the sub-questions.</li> </ul>	17 <sup>th</sup> September 2014	20%
<ul style="list-style-type: none"> <li>Aide Memoire/Presentation on main findings and recommendations. It will include summary of findings and recommendations and will be submitted and presented to the stakeholders at national de-briefing.</li> </ul>	9 <sup>th</sup> October 2014	10%
<ul style="list-style-type: none"> <li>Draft evaluation report. It will include, but not be limited to, the executive summary, key findings, good practices, lessons learned and recommendations and will be submitted to reference group for their comments.</li> </ul>	13 <sup>th</sup> October 2014	30%
<ul style="list-style-type: none"> <li>Final evaluation report following the suggested outlines in Annex 1, which may be refined in consultation with the stakeholders. The report should not exceed 60 pages excluding annexes.</li> </ul>	20 <sup>th</sup> October 2014	40%

## EVALUATION

The proposals will be evaluated using the cumulative analysis method with a split 70% technical and 30% financial scoring. The proposal with the highest cumulative scoring will be awarded the contract. Applications will be evaluated technically and points are attributed based on how well the proposal meets the requirements of the Terms of Reference using the guidelines detailed in the table below: When using this weighted scoring method, the award of the contract should be made to the individual consultant whose offer has been evaluated and determined as:

a) responsive/compliant/acceptable, and

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

\* Technical Criteria weighting; 70%

\* Financial Criteria weighting; 30%

Only candidates obtaining a minimum of 70% out of 100% in technical evaluation would be considered for the Financial Evaluation

Criteria	Weight
<b>Technical</b>	<b>70%</b>
<b>1. Qualification</b> Master's Degree, in Public Administration, Social science, Political Science, Public policy, Public administration, Development studies or any other relevant field.	15
<b>2. Experience</b> <ul style="list-style-type: none"> <li>At least 15 years of experience with strong comparative experience in field of decentralization and local development; fiscal decentralization; decentralized infrastructure and service delivery;</li> <li>With local government capacity building for decentralized public expenditure management and operationalization of decentralized systems of planning and budgeting, policy, legal and regulatory reform related to decentralization including rural development experience preferred;</li> <li>At least 8 years of experience in leading evaluations of decentralization and local development programme, including experience using a range of qualitative evaluation methodologies to assess programme results at the institutional, sector and policy level.</li> <li>Appreciation of performance measures desirable.</li> </ul>	30

3. <b>Previous relevant UNDP Projects.</b> Knowledge of UNDP cluster portfolio, particularly governance and decentralization is preferred. Experience in UN System is desirable.	15	
4. <b>Others</b> <ul style="list-style-type: none"> <li>▪ Thorough understanding of key elements of results-based programme management.</li> <li>▪ Demonstrated capacity for strategic thinking, and excellent analytical and writing skills.</li> <li>▪ Strong task management and team leading competencies.</li> <li>▪ Regional experience relative to the programme to be evaluated an advantage.</li> </ul>	10	
<i>**If necessary interviews shall also be conducted as part of the technical evaluation to ascertain best value for money.</i>		
<b>Financial Proposal</b>	<b>30%</b>	
<b>Cumulative</b>	<b>100%</b>	

**Proposal Submission:** Interested qualified individual consultants that meet the above requirements are invited to submit the either electronically to [registry.sb@undp.org](mailto:registry.sb@undp.org) cc [tristram.viulu@undp.org](mailto:tristram.viulu@undp.org) or addressed under confidential cover to:

**PGSP Final Programme Evaluation**  
**Attention: Tristram Viulu, Procurement Associates**  
**UNDP Solomon Islands Sub-Office,**  
**1st floor, City Centre Building,**  
**Mendana Avenue, Honiara, Solomon Islands.**

**Deadline of application submission:** No later than 3<sup>rd</sup> September 2014, 4:30 pm local time (GMT +11)

This Opportunity is open to male and female candidates. Applications from qualified female candidates are encouraged  
 Incomplete application will not be considered and only candidates for whom there is further interest will be contacted.

**Further Information:** For further information concerning this Terms of Reference, contact Tristram Viulu, Procurement Associate, on email [tristram.viulu@undp.org](mailto:tristram.viulu@undp.org)/ telephone +677 27446 ext. 220 at United Nations Development Programme, Honiara Sub-office, 1st Floor City Centre Building, Mendana Avenue, Honiara. Additional information including the Post Profile, Results-Oriented Curriculum vitae format and P-11 form is available from the UNDP website: [www.undp.org.fj](http://www.undp.org.fj) or the UNDP Office, 1<sup>st</sup> Floor, City Centre Building, Point Cruz, Honiara.