



MINISTRY OF LOCAL GOVERNMENT

## Enhancing Local Government Capacity for Development Project

### Request for Proposals for End of Term Project Evaluation

Period: 1<sup>st</sup> February 2018 – 31<sup>st</sup> of July 2021

Publication date of the RfP 2 August 2021

Closing date of the RfP 20 August 2021



This project is funded  
by the European Union



## 1. BACKGROUND AND CONTEXT

### 1.1 National Context

Zambia's Seventh National Development Plan also known as the Vision 2030, identifies Decentralisation as one of the key strategies for its successful delivery. The Seventh National Development Plan acknowledges that the inability to implement the Decentralisation Policy (DP) effectively has contributed to economic and social inequalities in Zambia, where it says, *'The contributing factors that have led to inequalities include the inability to effectively implement the Decentralisation Policy to an extent that resources and decision -making have precluded people lower levels from effectively participating in the planning and implementation process'*(Government of Zambia 2017:91). Decentralisation has been a policy of successive Zambian administrations since 1980. According to Simutanyi 2007, successive decentralisation policies had not been successfully implemented due to centralized power and authority structures; informal power relations that pervade legal-rational rules and lead to elite capture; and the lack of local-level participation in decision-making. In 2013, the Government of Zambia launched the Revised Decentralisation Policy and Implementation Plan.

The Revised Decentralisation Policy and Implementation Plan, whose main objective is to promote effective and efficient service delivery and citizen participation in local governance and development provide a comprehensive policy and procedural framework for the implementation of the government decentralisation agenda. The Decentralisation agenda is a critical component of the Seventh National Development Plan Implementation Plan (2017), due to the centrality of service delivery and citizen participation in the policy's successful delivery. The Revised Decentralisation Policy and Implementation Plan seeks to address the policy and legislation; institutional, financing and capacity challenges faced by local government to efficiently and effectively deliver its mandate. Challenges facing local government include limited policy and legislative clarity on the roles and responsibilities of local government; limited resources for capital expenditure; lack of capacity to fulfil the basic administrative mandates such as planning, budgeting, procurement.

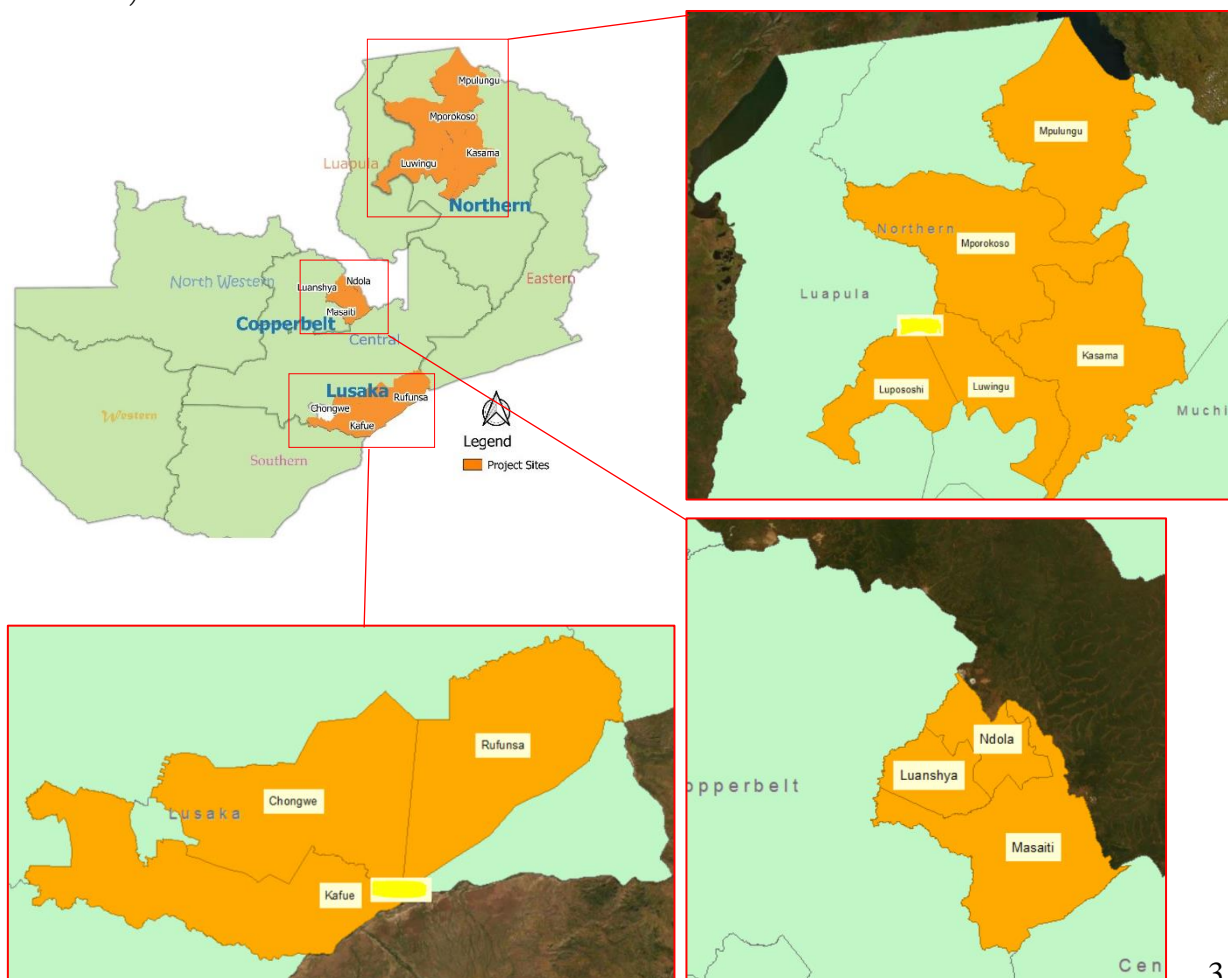
To facilitate the implementation of the Revised Decentralisation Policy, Circular No 10 of 2014 was issued. The Circular outlined the implementation of the policy and formally announced the commencement of the devolution process, including the creation of Ward Development Committees to facilitate citizen participation. Further, the Local Government Equalisation Fund (LGEF), which would help fund local authorities, was also introduced through the Local Government Amendment Act of 2014. Also, in 2016 a Constitutional Amendment 2016, which reemphasised the government's intention to strengthen decentralisation by clearly outlining the functions of land central governments. Further, the Public Finance Management Act seeking to strengthen the legal framework for transparency and accountability in managing public resources was enacted; the Decentralisation Secretariat was moved to the office of the Secretary to the Cabinet and the Intergovernmental Fiscal relations unit the budget office of the Ministry of Finance was established.

In 2017, the Government of Zambia set a target of decentralising 15 mandates to local authorities by 2020 against a baseline of 7 mandates as stated in the Seventh National Development Plan Implementation Plan. In addition, sector Ministries such as Health, Social and Education developed their devolution plans to guide the devolution process. To date, the government of Zambia has piloted the transfer of health and education in one district called Chibombo and lessons learnt through the process will inform the devolution process.

## 1.2 Summary of the Action

Given the Government of Zambia's intention to expand the mandates of local authorities, the Commonwealth Local Government Forum (CLGF), in partnership with the Local Government Association of Zambia (LGAZ) and the Ministry of Local Government (MLG), identified three critical areas requiring support for the implementation of the Revised Decentralisation Policy to be delivered successfully. The three areas are as follows: 1) local authorities capacity to effectively and efficiently deliver on their expanded mandates as well as strategically engage citizens (men and women) in local governance and development, 2) citizens' capacity and empowerment to effectively participate and claim their rights in local governance and development, and 3) the Association of Local authorities capacity to represent and support the local government sector in the decentralisation process.

Against this background, the **Enhancing Local Government Capacity for Development** Project in Zambia was designed. The project is funded by the European Union (EU) and the Foreign and Commonwealth and Development Office, formerly the UK Department for International Development (DFID). The project aims to enhance local governance for effective and efficient inclusive service delivery and development in 11 local authorities in Lusaka, Copperbelt and Northern provinces. Specifically, the project is targeting the following local authorities: Luanshya, Masaiti, and Ndola (Copperbelt Province); Chongwe, Kafue, Rufunsa (Lusaka Province) and Kasama, Luwingu, Lupoposhi, Mporokoso, and Mpulungu (Northern Province).



**Project Title:** Enhancing Local Government Capacity for Development in Zambia

**Budget:** €2120 000 (€1908,000 EU funding, € 212 000 DFID funding)

**Timeframe:** 1 February 2018 to 31 July 2021

**Project Intervention Logic:** The Action seeks to contribute to enhanced local governance for effective, efficient and inclusive service delivery and development through local government capacity building, inclusive development planning and implementation of Local Economic Development (LED) and Primary Health Care planning<sup>1</sup> as well as by supporting the LGAZ to effectively represent and support its members in executing their Constitutional mandate.

To achieve the project's impact, the project's expected outcomes are as follows:

***Outcome 1: Improved leadership, institutional and operational capacities of local authorities for enhanced local governance.***

Given the Government of Zambia's intention to expand local government mandates from 7 to 15, a capacity assessment to establish the existing capacities and set the baseline at individual and organisations levels would be undertaken. The assessment outcomes would be used to develop a capacity development plan to build capacity at individual and organisational levels. Capacity building would be delivered at individual and organisational levels including through training, mentoring and backstopping. The target for the individual and organisational capacity building efforts is a 40% improvement on the average score of local authorities' capacity against the baseline.

***Outcome 2: Enhanced capacity of local authorities to plan and implement inclusive service delivery and promote local economic development.***

To facilitate the effective participation of citizens in the planning and implementation of service delivery in line with the Revised Decentralisation Policy, the Government of the Republic of Zambia introduced the Integrated Development Planning. The project sought to enhance the capacity of ten local authorities to develop and implement Integrated Development Plans. The target for this outcome is the implementation of five out of ten Integrated Development Plans developed under the project.

***Outcome 3: Increased capacity for the LGAZ to represent and support the local government sector in the decentralisation process in Zambia.***

To enhance the local government operating environment and therefore enable successful implementation of decentralised functions, the LGAZ would be supported to 1) develop a stakeholder engagement and advocacy strategy; 2) build coalitions with like-minded organisations; and 3) engage in structured dialogue with central government, Parliament and development partners such as the European Union Delegation to Zambia. The target for this outcome is a 20% improvement on the average score of the Local Government Association Zambia member's satisfaction with its services.

***Mainstreaming the Sustainable Development Goals***—The project is also expected to contribute to the successful implementation of the **Sustainable Development Goals (SDGs)**

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<sup>1</sup> The focus has now been changed to Community Development and Social Services planning due to slow progress in the devolution process of Primary Health Care function),

as follows: a) **SDG5**, which promotes gender equality, b) **SDG 8**, which seeks to promote inclusive and sustainable economic growth full and productive employment and decent work, c) **SDG 11**: Sustainable Cities and Communities, d) **SDG 16**, which seeks promote peaceful and inclusive societies for sustainable development, and e) **SDG17**, which aims to strengthen the means of SDGs implementation including revitalising global partnerships for sustainable development.

### **Assumptions**

At the time of designing, the project’s key assumptions were as follows:

- The decentralisation process does not stall.
- Local authorities are willing to develop their capacities to assume devolved functions.
- The existence of leaders in post.
- The commitment of individuals to learn.
- The existence of critical personnel such as planners within local authorities.
- The willingness of local authorities to embrace integrated development planning and LED.
- Ongoing support from the MLG and government for LED and IDP process.

### **1.3 Stakeholders of the Action**

Project stakeholders, including target groups and final beneficiaries, are outlined in the table below. Stakeholder needs and constraints at the project inception are highlighted.

<b>Target groups</b>	<b>Final beneficiaries</b>	<b>Needs and constrains</b>	<b>Roles and responsibilities</b>
Elected and appointed officials in 10 selected local authorities Luanshya, Masaiti, and Ndola (Copperbelt Province); Chongwe, Kafue, Rufunsa (Lusaka Province) and Kasama, Luwingu, Mporokoso, and Mpulungu (Northern Province). Lupososhi in Northern Province was later on included after delimitation		<ul style="list-style-type: none"> <li>• Limited local leadership and management capacity</li> <li>• Limited Integrated development planning and implementation capacity</li> <li>• Community development and Social Services function about to be devolved to local authorities, and there is a need for capacity development</li> <li>• Local governments have limited knowledge and awareness of the decentralisation process</li> <li>• Local governments are perceived negatively by stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Project beneficiaries</li> <li>• Project implementation partners</li> </ul>
	The rest of the local governments in Zambia	<ul style="list-style-type: none"> <li>• Same as above</li> </ul>	<ul style="list-style-type: none"> <li>• Final beneficiaries</li> </ul>
Ministry of Local Government Officials		<ul style="list-style-type: none"> <li>• MLG needs to support local authorities in the decentralisation process</li> </ul>	<ul style="list-style-type: none"> <li>• Government partner.</li> </ul>

			<ul style="list-style-type: none"> <li>• Key implementing partner of outcome1 and outcome 2</li> </ul>
	The Ministry of Community Development and Social Services	<ul style="list-style-type: none"> <li>• Needs to support the devolution of Community Development and Social Services functions to local authorities</li> </ul>	<ul style="list-style-type: none"> <li>• Government partner.</li> <li>• Key implementing partner of outcome1 and outcome 2</li> </ul>
Chalimbana Local Government Training Institute		<ul style="list-style-type: none"> <li>• CLGTI needs additional capacity to fulfil its mandate</li> </ul>	<ul style="list-style-type: none"> <li>• Project co-applicant</li> <li>• Project beneficiary</li> </ul>
	Citizens of Zambia	<ul style="list-style-type: none"> <li>• Limited stakeholder and citizen participation in local governance</li> </ul>	<ul style="list-style-type: none"> <li>• Project final beneficiaries</li> </ul>
Local Government Association Zambia		<ul style="list-style-type: none"> <li>• No structured stakeholder engagement and advocacy process in place</li> <li>• Limited knowledge and local government support on Decentralisation at the moment</li> <li>• The local government perceived negatively</li> </ul>	<p>Representative voice of local government in Zambia and have strong networks in the sector</p> <p>Project co-applicant</p> <ul style="list-style-type: none"> <li>• Project beneficiaries</li> </ul>
Decentralisation Secretariat		<ul style="list-style-type: none"> <li>• The Project is anchored under the policy of Decentralisation, which the Decentralisation Secretariat is driving. The Secretariat does not have adequate resources to implement the Decentralisation Policy.</li> </ul>	<ul style="list-style-type: none"> <li>• Government partner.</li> <li>• Key implementing partner of outcome1 and outcome 2</li> </ul>

#### 1.4 Available information

The following [documents](#) can be accessed on:

- [The original and updated version](#) of Project Proposal
- [The original and updated version](#) of Project Logframe
- [Project Inception Report](#)
- [Year 1 Annual Narrative Report](#)
- Year 2 [Annual Narrative Report](#)
- [Project Mid Term Evaluation Report](#)
- [Year 3 Annual Narrative Report](#)
- [Project Brochure with a map to guide consultants with logistics](#)
- Project Steering Committee Report
- Project Technical Committee Reports

As previously mentioned, in addition to the documents listed one should consider collecting and listing all the documents that were shared with the evaluation team that conducted the midterm evaluation. These documents can be shared after final selection but it is important for the bidders to know on what kind of documentation will they be basing their desk phase on.

## 2 OBJECTIVES OF THE EVALUATION ASSIGNMENT

### 2.1 Evaluation Objectives

The main objectives of this Evaluation are to provide:

- An overall assessment of the past performance of the Enhancing Local Government Capacity for Development Project, paying particular attention to its results measured against its expected objectives; and the reasons underpinning such results;
- Key lessons learned, conclusions and related recommendations to improve current and future interventions

The Evaluation will assess the Intervention using the six standard DAC evaluation criteria

- **Relevance:** the “extent to which the intervention objectives and design respond to beneficiaries’, global, country, and partner/institution needs, policies, and priorities, and continue if circumstances change.”
- **Coherence:** the “compatibility of the intervention with other interventions in a country, sector or institution.”
- **Effectiveness:** the “extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.”
- **Efficiency:** the “extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.”
- **Impact:** the “extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.”
- **Sustainability:** the “extent to which the net benefits of the intervention continue or are likely to continue.”

Additionally, the evaluation team shall consider whether gender, environment, climate change, disability and other development issues were mainstreamed as outlined in the project proposal and if the project addressed the SDGs principles of leaving no one behind, partnership and the rights-based approach to development.

### 2.2 Issues to be addressed

The evaluators will propose Evaluation questions with specific value judgment criteria and indicators and the relevant data collection sources and tools in their inception report, which will be contractually binding. The following are the proposed indicative issues to be addressed by the Evaluation:

- How effective were the proposed activities, outputs, outcomes in ensuring local government capacity to effectively and efficiently deliver services in line with their mandate?
- To what extent did the capacity building initiatives had a measurable impact on improved leadership, institutional and operational capacities of local authorities?
- To what extent did the implementation of the developed plans and strategies promote inclusive service delivery and local economic development?
- What are the differentiated satisfaction levels of LGAZ members with their representational role and articulation of key local government issues?
- What are the key lessons to be learned from the project approach regarding the partnership approach to implementing the project, changes in project design and project implementation, problems encountered, and adaptation to change?
- To what extent is the project design replicable nationally and regionally?



- How has the project enhanced gender, environment, climate change, disability and other development issues?
- How can the project benefits be sustained after project completion?
- What innovations and lessons can we learn from the project?

### *Project Status against outcomes targets*

To date, the project has contributed to enhanced local governance for effective, efficient and inclusive service delivery and development in as follows:

#### ***Outcome 1: Improved leadership, institutional and operational capacities of local authorities for enhanced local governance***

Three outputs were planned to achieve outcome 1 as follows: 1) capacity assessment report, 2) design and delivery of the individual capacity development plan, 3) design and delivery of the organisational capacity development plan. The three outputs were successfully delivered. The end of term evaluation is expected to measure the impact of the capacity building initiatives.

#### ***Outcome 2: Enhanced capacity of local authorities to plan and implement inclusive service delivery and promote local economic development.***

Three outputs were planned to achieve outcome two as follows: 1) 10 Integrated development plans (IDPs) developed and implemented, 2) LED strategies developed and implemented, and 3) Community Development and Social Services Sector Devolution Plans implemented. All three outputs were delivered, and Council & Stakeholders LED Partnerships Projects and Community Development and Social Services Sector Devolution Plans in the IDPs are being implemented in 11 LAs.

#### ***Outcome 3: Increased capacity for the Local Government Association Zambia to represent and support the local government sector in the decentralisation process in Zambia***

Three outputs were planned to achieve outcome three as follows; 1) LGAZ stakeholder engagement and advocacy strategy developed and implemented, 2) knowledge management initiatives implemented for Local Government Association Zambia members, and 3) General public awareness-raising initiatives on the Revised Decentralisation Policy implemented. All three outputs were successfully delivered, and the end of term evaluation is expected to measure the satisfaction levels of the Local Government Association Zambia members' satisfaction with its representational role and articulation of key local government issues.

### *2.3 Expected outputs*

The evaluation process will be carried out in three phases as follows: (a) Inception, (b) Desk and Field, and (d) Synthesis. The evaluator is expected to implement the activities and deliver the outputs outlined in the table below.



Phases of the Evaluation	Key activities	Outputs
<b><u>Inception Phase</u></b>	<ul style="list-style-type: none"> <li>• Initial document/data collection</li> <li>• Background analysis</li> <li>• Inception interviews</li> <li>• Stakeholder analysis</li> <li>• Reconstruction (or as necessary, construction) of the Intervention Logic, and description of the Theory of Change</li> <li>• Methodological design of the evaluation and evaluation matrix(Evaluation Questions with judgement criteria, indicators and methods of data collection and analysis)</li> </ul>	<ul style="list-style-type: none"> <li>• Kick-off meeting with the Project Executive Team via remote conference</li> <li>• Inception report</li> <li>• Slide presentation of the inception report</li> </ul>
<b><u>Desk and field phase</u></b>	<ul style="list-style-type: none"> <li>• In-depth document analysis</li> <li>• Interviews with stakeholders</li> <li>• Identification of information gaps and of hypotheses to be tested in the field phase</li> <li>• Methodological design of the Field Phase</li> <li>• Gathering of primary evidence with the use of tools such as interviews, focus groups, among others</li> <li>• Data collection and analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Initial meetings at the country level indicatively with the Local Government Association of Zambia, Ministry of Local Government, The Decentralisation Secretariat and the Ministry of Community Development and Social Services</li> <li>• Slide presentation of the key findings of the desk and field phaseA 2 pager of intermediary note ” (content described in comment on section 4)</li> <li>• Debriefing with the Project Executive Team</li> </ul>
<b><u>Synthesis phase</u></b>	<ul style="list-style-type: none"> <li>• Final analysis of findings</li> <li>• Formulation of the overall assessment, conclusions, and recommendations</li> <li>• Reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Draft Final Report</li> <li>• Executive Summary</li> <li>• Final Report</li> <li>• Slide presentation</li> <li>• Meeting with Project Executive Team via remote conference.</li> </ul>
<b><u>Dissemination</u></b>	<ul style="list-style-type: none"> <li>• Presentation of 3 Evaluation Briefs</li> </ul>	<ul style="list-style-type: none"> <li>• Slide Presentation of evaluation briefs</li> </ul>

The product of the Evaluation, The Final Evaluation Report, in English with the following structure:

**Executive Summary (5 pages)**

The Executive Summary should be short, tightly drafted, to-the-point and free-standing. It should focus on the primary purpose of the Evaluation, outline the main analytical points, and indicate the main conclusions, lessons to be learned and specific recommendations.

### **The Final Report (Maximum 25 pages)**

- Introduction- containing a description of the country and sector background and the methodology adopted for the Evaluation
- Findings- organised by evaluation question answered according to the judgment criteria in the evaluation matrix validated in the inception report supported by evidence and reasoning.
- Lessons Learnt and Good practice- case studies, and to be disseminated to different stakeholders at national and regional stakeholders
- Conclusions and Recommendations - with conclusions organised per evaluation criterion, and recommendations clustered and prioritised and targeted to the appropriate audiences.

#### **Annexes**

- Detailed evaluation methodology including options taken, difficulties encountered and limitations, detail of tools and analyses.
- Literature and documentation consulted.
- List of persons/organisations consulted.
- Detailed answer to the Evaluation Questions, judgement criteria and indicators
- 3 Evaluation Briefs (2-4 pages)

### **2.4 Management and Steering of the Evaluation**

The Evaluation will be managed by the Project Executive Team comprising the CLGF Regional Programme Manager, The LGAZ Executive Director and The Project Manager.

## **3 REQUIRED EXPERTISE**

### **Qualifications and Competencies of the evaluator or evaluation team**

The evaluation team is expected to possess the following qualifications and competencies:

- A minimum of a Master's Degree in Public Administration, Local Government or Development Studies or any other relevant fields,
- At least 10 years' experience in public administration and management and international development, particularly in local government,
- At least 10 years demonstrable experience in conducting external evaluations, particularly in local government and development projects,
- Advanced knowledge in participatory appraisals and interviewing and reporting skills,
- Proven experience in projects with a focus on the strengthening of the capacity of local governance,
- Demonstrated understanding of local government, Decentralisation and development in Zambia,
- Strong communication and analytical skills, including communicating with various stakeholders, ensuring that the Evaluation is understood and fully utilised, and
- Commitment to delivering timely, high-quality results, ensuring the evaluation report is credible to all stakeholders.

#### 4 DURATION & REPORTING

The Evaluation is expected to be undertaken within 45 days as follows:

Stage of Evaluation	Deliverable	Description of Expected Deliverables	Number of days	Time frame
Inception	<ul style="list-style-type: none"> <li>• Kick-off meeting with the Project Executive Team via remote conference</li> <li>• Slide presentation of the inception report</li> <li>• Inception Report</li> </ul>	<p>Inception report must include the following:</p> <ol style="list-style-type: none"> <li>1) Background,</li> <li>2) description of the project,</li> <li>3) purpose of Evaluation,</li> <li>4) evaluation criteria and questions,</li> <li>5) evaluation design and methodology and</li> <li>6) Work plan with specific timelines-up to the submission of the final report and deliverables by the evaluator,</li> </ol>	5 days	17 September 2021
Desk Phase & Field phase	<ul style="list-style-type: none"> <li>• Initial meetings at the country level indicatively with the Local Government Association of Zambia, Ministry of Local Government, The Decentralisation Secretariat and the Ministry of Community Development and Social Services</li> <li>• Slide presentation of the key findings of the desk and field phase</li> <li>• Intermediary note</li> </ul> <p>Debriefing with the Project Executive Team</p>	<ul style="list-style-type: none"> <li>• Key preliminary findings (combining desk and field)</li> <li>• Activities conducted during the desk and field phase</li> <li>• Difficulties encountered during the field phase and mitigation measures adopted</li> </ul>	26 days	22 October 2021

Synthesis Phase	<ul style="list-style-type: none"> <li>• Draft Final Report comprising</li> <li>• Executive Summary</li> <li>• Final Report</li> <li>• Slide presentation</li> <li>• Meeting with Project Executive Team via remote conference.</li> </ul>	<ul style="list-style-type: none"> <li>• “refer to section 2.3” in the “Description of Expected Deliverables” column.</li> </ul>	14 Days	12 November 2021
Dissemination of Evaluation outcomes	<ul style="list-style-type: none"> <li>• 3 x Evaluation Briefs</li> </ul>	<ul style="list-style-type: none"> <li>• Presentation of the main findings and recommendations of the evaluation in a reader-friendly and illustrated 2 to 4 pages format targeting the stakeholders mentioned in section 2.3.</li> </ul>	1 day	30 November 2021

## 5 FURTHER INFORMATION

Any request for clarification on the assignment must be sent in writing by standard electronic communication to [nyasha.simbanegavi@clgf.org.uk](mailto:nyasha.simbanegavi@clgf.org.uk).

## 6 SUBMISSION OF PROPOSALS

Interested consultants are requested to submit a technical and financial proposal in response to this RFP as follow:

### A. Technical Proposal comprising:

- A technical proposal outlining: i) the consultant’s understanding of the assignment, ii) proposed evaluation design and methodology, iii) evaluation work plan,
- A summary of recent experience on assignments of a similar nature demonstrates evidence of the experience and skills required.

### B. Financial Proposal

- The daily consulting rate in Euros and the number of days required to complete the assignment
- Per diems, travel and subsistence fees including accommodation

### C. Curriculum Vitae

- CV(s) detailing past experience on similar assignments and at least two client references

Proposals are to be submitted by email (all documents in PDF form) to [Project.evaluation@clgf.org.uk](mailto:Project.evaluation@clgf.org.uk) not later than 16:30hrs, on 20 August 2021. The submission should be referenced as, ***“Enhancing Local Government Capacity in Zambia Project.”***

## 7 TENDER EVALUATION CRITERIA

An offer is responsive/compliant/acceptable if it scores a minimum of 70% on the criteria outlined below and fully meets the qualifications and competency requirements.

Criteria	Maximum
<b>A. A total score for Organisation and Methodology</b>	<b>50</b>
• Understanding of ToR and the aim of the services to be provided	15
• Overall methodological approach, quality control approach, the appropriate mix of tools and estimate of difficulties and challenges	25
• The organisation of tasks, including timetable	10
<b>B. The score for the expertise of the Evaluator</b>	<b>50</b>
• Relevant Qualifications	10
• Experience in the Evaluation, including at the international level	25
• Experience in local government and capacity development	10
• Experience in local government and development in Zambia	5
<b>Overall total score</b>	<b>100</b>

## 8 PAYMENT SCHEDULE

All payments concerning this assignment shall be in €. Payment for the expected deliverables will be made upon the endorsement of work by the Project Executive Team.

The proposed payment schedule is as follows:

12.1 Inception Report - 20%

12.2 First draft of the evaluation policy - 40%

12.3 Final Evaluation report -40%

The winning bidder will receive all relevant background information of the project upon signature of the contract.

### **Note:**

This RFP is only an invitation for Proposal, and no contractual obligation on behalf of CLGF whatsoever shall arise from the RFP process unless and until a formal contract is signed.

CLGF reserves the right to accept or reject any or all proposals received, to revise the RFP, to request clarifications or to cancel the process in part or whole.

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**ANNEX 1b: LOG FRAME MATRIX OF THE PROJECT: ENHANCING LOCAL GOVERNMENT CAPACITY FOR DEVELOPMENT PROJECT  
(ELGCP)**

	<u>Results chain</u>	<u>Indicators</u>	<u>Baseline (2017)</u>	<u>Mile stone End of Year 1 (2018)</u>	<u>Milestone End of Year 2 (2019)</u>	<u>Target End of Project (July 2021)</u>	<u>Sources and means of verification</u>	<u>Assumptions</u>
<u>Overall objective: Impact</u>	<u>Enhanced local governance for effective, efficient and inclusive service delivery and development in Zambia.</u>	<u>Number of devolved functions, in line with the Decentralisation Implementation Plan and targets in the 7<sup>th</sup> National Development Plan (7NDP).</u>	<u>7 (2017)</u>	<u>15</u>	<u>15</u>	<u>15</u>	<u>Decentralisation Secretariat 7th NDP</u>	<u>Decentralisation process does not stall. Local authorities are willing to develop their capacities to assume devolved functions.</u>
<u>Specific objective(s): Outcome(s)</u>	<u><b>Outcome1</b> Improved leadership, institutional and operational capacities of local authorities for enhanced local governance*.</u>	<u><b>Oc.1.1</b> Average score of local authorities' capacity showing improvement on the capacity development tracking tool baseline/previous year.</u>	<u>Baseline score TBD</u>	<u>Baseline Determined 38.57% average score</u>	<u>20% improvement on baseline</u>	<u>40% improvement on baseline</u>	<u>Local capacity assessment reports Local authorities improvement plans Capacity development tracking tool</u>	<u>Existence of leaders in post.  Commitment of individuals to learn.</u>



**ANNEX 1b: LOG FRAME MATRIX OF THE PROJECT: ENHANCING LOCAL GOVERNMENT CAPACITY FOR DEVELOPMENT PROJECT  
(ELGCP)**

	<u>Results chain</u>	<u>Indicators</u>	<u>Baseline (2017)</u>	<u>Mile stone End of Year 1 (2018)</u>	<u>Milestone End of Year 2 (2019)</u>	<u>Target End of Project (July 2021)</u>	<u>Sources and means of verification</u>	<u>Assumptions</u>
	<b><u>Outcome 2</u></b> <u>Enhanced capacity of local authorities to plan and implement inclusive service delivery and promote local economic development. *</u>	<b><u>Oc.2.1</u></b> <u>Status of Integrated development plans (IDPs) in 5 local authorities</u>	<u>No IDPs in place (2017)</u>	<u>50 officials (men and women) are trained in undertaking IDPs</u>	<u>5 IDPs developed</u>	<u>5 IDPs implemented (focusing on LED &amp; Health)</u>	<u>IDP documents</u>	<u>Existence of critical personnel such as planners within local authorities. Willingness of local authorities to embrace integrated development planning and LED. Ongoing support from the MoLG and government for LED and IDP process. MoH remains supportive of project capacity building initiatives.</u>
	<b><u>Outcome 3</u></b> <u>Increased capacity for LGAZ to represent and support the local government sector in the decentralisation process in Zambia. *</u>	<b><u>Oc.3.1</u></b> <u>Average score of LGAZ members' satisfaction with its representational role and articulation of key local government issues</u>	<u>TBD (baseline survey to be conducted)</u>	<u>TBD (baseline survey to be conducted)</u>	<u>10% improvement on baseline score</u>	<u>20% improvement on baseline score</u>	<u>Satisfaction survey report</u>	<u>LGAZ members give constructive feedback.</u>

**ANNEX 1b: LOG FRAME MATRIX OF THE PROJECT: ENHANCING LOCAL GOVERNMENT CAPACITY FOR DEVELOPMENT PROJECT (ELGCP)**

	<u>Results chain</u>	<u>Indicators</u>	<u>Baseline (2017)</u>	<u>Mile stone End of Year 1 (2018)</u>	<u>Milestone End of Year 2 (2019)</u>	<u>Target End of Project (July 2021)</u>	<u>Sources and means of verification</u>	<u>Assumptions</u>
<u>Outputs</u>	<u>Output 1.1</u> <u>Local authority capacities assessments conducted.</u>	<u>Op.1.1.1</u> Number of local authorities monitoring their capacity through local capacity assessments reports and improvement plans.  <u>Op.1.1.2</u> Number of local authorities implementing a capacity development tracking tool for annual monitoring.	<u>0</u>  <u>0</u>	<u>10</u>  <u>10</u>	<u>10</u>  <u>10</u>	<u>10</u>  <u>10</u>	<u>Capacity assessment reports</u>  <u>Final capacity development report.</u>	<u>Willingness of local authorities to be assessed.</u>  <u>Willingness of local authorities to monitor their own capacity development.</u>
	<u>Output 1.2</u> <u>Individual capacities for local leadership and management developed.</u>	<u>Op.1.2.1</u> Number of elected and appointed officials (men and women) who complete the Leadership and Professional Development Programme (PDP).*  <u>Op.1.2.2</u> Number of elected and appointed officials who receive	<u>0</u>  <u>0</u>	<u>N/A</u>  <u>N/A</u>	<u>60 (to be disaggregated by gender)</u>  <u>60 (to be disaggregated by gender)</u>	<u>N/A</u>  <u>N/A</u>	<u>Training reports.</u> <u>Capacity development tracking tool.</u> <u>Capacity development reports.</u>  <u>Decentralisation orientation reports</u>	<u>Political will to participate</u>

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	<u>Results chain</u>	<u>Indicators</u>	<u>Baseline (2017)</u>	<u>Mile stone End of Year 1 (2018)</u>	<u>Milestone End of Year 2 (2019)</u>	<u>Target End of Project (July 2021)</u>	<u>Sources and means of verification</u>	<u>Assumptions</u>
		<u>orientation training on decentralisation relating to health, agriculture and education functions.</u>						
	<u>Output 1.3 Capacity at the organisational level developed.</u>	<p><u>Op.1.3.1 Status of systems, policies and procedures in 10 local authorities with respect to improved financial management, development planning, performance management, gender sensitivity and stakeholder engagement.*</u></p> <p><u>Op.1.3.2 Status appropriate technology in 10 local authorities for financial management,</u></p>	<p><u>Weak systems, policies and procedures to be identified in baseline capacity assessment.</u></p> <p><u>Technology gaps to be identified in baseline capacity assessment.</u></p>	<p><u>10 Capacity assessments and improvement plans developed.</u></p> <p><u>N/A</u></p>	<p><u>Systems, policies and procedures which are gender sensitive are implemented in 10 local authorities.</u></p> <p><u>Appropriate technology for financial management, development planning and citizen</u></p>	<p><u>Improvement on systems, policies and procedures being successfully implemented in 10 local authorities against the baseline.</u></p> <p><u>Functional financial management, development planning and citizen engagement</u></p>	<p><u>Capacity assessment. Policy documents. Systems analyses. Procedure documents. Reports from local level implementation teams.</u></p> <p><u>Inventory record.</u></p>	<p><u>Willingness of local authorities to enhance their systems. Government provides guidance on appropriate technologies and systems to be rolled out. Willingness of targeted local authorities to embrace technologies.</u></p>

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	<u>Results chain</u>	<u>Indicators</u>	<u>Baseline (2017)</u>	<u>Mile stone End of Year 1 (2018)</u>	<u>Milestone End of Year 2 (2019)</u>	<u>Target End of Project (July 2021)</u>	<u>Sources and means of verification</u>	<u>Assumptions</u>
		<u>development planning and citizen engagement.</u>			<u>engagement installed in 10 local authorities.</u>	<u>technology in place in 10 local authorities.</u>		

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	<u>Results chain</u>	<u>Indicators</u>	<u>Baseline (2017)</u>	<u>Mile stone End of Year 1 (2018)</u>	<u>Milestone End of Year 2 (2019)</u>	<u>Target End of Project (July 2021)</u>	<u>Sources and means of verification</u>	<u>Assumptions</u>
	<b><u>Output 2.1</u></b> <u>Integrated development plans (IDPs) developed and implemented.</u>	<p><b><u>Op.2.1.1</u></b> <u>Number of officials (men and women) trained in IDP at the national level.</u></p> <p><b><u>Op.2.1.2</u></b> <u>Number of officials trained in undertaking IDPs at local level in IDP.</u></p> <p><b><u>Op.2.1.3</u></b> <u>Status of IDPs in 5 local authorities.</u></p>	0  0  0	50(to be disaggregated by gender)  500 (to be disaggregated by gender)	N/A  N/A  5 IDPs adopted by councils.	50 (to be disaggregated by gender)  500 (to be disaggregated by gender)  5 IDPs are being implemented focusing on LED and Primary health care.	<u>Training register and report.</u>  <u>IDP Forum minutes, IDP plans and documents.</u>	<u>Willingness of local authorities and their stakeholders to participate.</u> <u>Institutional knowledge retained even if trained staff are transferred to different local authorities.</u>
	<b><u>Output 2.2</u></b> <u>LED strategies developed and implemented.</u>	<p><b><u>Op.2.2.1</u></b> <u>Number of officials (men and women) trained in LED</u></p> <p><b><u>Op.2.2.2</u></b> <u>Status of LED strategies in 10 local authorities.</u></p>	0  0	208(to be disaggregated by gender)  <u>LED forums, departments and focal persons established.</u>	NA  <u>LED strategies in place in 10 local authorities.</u>	208, inclusive of 50 trainers (to be disaggregated by gender)  <u>LED strategies being implemented</u>	<u>Training register and report.</u>	<u>Willingness of local authorities and their stakeholders to participate.</u>

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<u>Results chain</u>	<u>Indicators</u>	<u>Baseline (2017)</u>	<u>Mile stone End of Year 1 (2018)</u>	<u>Milestone End of Year 2 (2019)</u>	<u>Target End of Project (July 2021)</u>	<u>Sources and means of verification</u>	<u>Assumptions</u>
	<u>Op.2.2.3 Amount of funding leveraged through LED</u> <u>Op.2.2.4 Number of LED partnership projects being implemented in target local authorities</u> <u>Op. 2.2.5 Number of business plans developed</u>	<u>0</u> <u>0</u> <u>0</u>	<u>0</u> <u>0</u> <u>0</u>	<u>€750,000</u> <u>5</u> <u>0</u>	<u>in 10 local authorities.</u>  <u>€1,000,000</u> <u>10</u> <u>11</u>	<u>Partnership agreements.</u>	<u>Stakeholders are willing to work in partnership with LAs.</u>

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	<u>Results chain</u>	<u>Indicators</u>	<u>Baseline (2017)</u>	<u>Mile stone End of Year 1 (2018)</u>	<u>Milestone End of Year 2 (2019)</u>	<u>Target End of Project (July 2021)</u>	<u>Sources and means of verification</u>	<u>Assumptions</u>
	<b><u>Output 2.3</u></b> <u>Community Development and Social Welfare Sector Devolution Plans implemented.</u>	<p><b><u>Op.2.3.1</u></b> <u>Number of local authorities with functional Community Development and Social Services Departments established within their local councils in line with MCDSS recommended structures.</u></p> <p><b><u>Op.2.3.2</u></b> <u>Number of community participatory structures reporting increased capacity as a result of the ELGCD project intervention</u></p> <p><b><u>Op 2.3.5</u></b> <u>Number of local authorities implementing Community Development and Social Welfare Plans.</u></p>	<p align="center"><u>0</u></p> <p align="center"><u>0</u></p>	<p align="center"><u>Baseline</u> <u>TBD</u></p> <p align="center"><u>0</u></p>	<p align="center"><u>TBD</u></p> <p align="center"><u>TBD</u></p> <p align="center"><u>10 Community Development and Social Welfare Plans developed</u></p>	<p align="center"><u>10</u></p> <p align="center"><u>TBD</u></p> <p align="center"><u>10 Community Development and Social Welfare Plans being implemented</u></p>	<p><u>Training Reports.</u> <u>Council organogram.</u></p> <p><u>Community structure meeting/activity reports</u></p> <p><u>Community Development and Social Welfare plans Reports.</u></p>	<p><u>MCDSS provides overall guidance and support for devolution of Community Development and Social Welfare functions to councils.</u></p>



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(ELGCP)**

	<u>Results chain</u>	<u>Indicators</u>	<u>Baseline (2017)</u>	<u>Mile stone End of Year 1 (2018)</u>	<u>Milestone End of Year 2 (2019)</u>	<u>Target End of Project (July 2021)</u>	<u>Sources and means of verification</u>	<u>Assumptions</u>
	<b><u>Output 3.1</u></b> <u>LGAZ stakeholder engagement and advocacy strategy developed and implemented</u>	<p><b><u>Op.3.1.1</u></b> Existence of LGAZ stakeholder engagement and advocacy strategy.</p> <p><b><u>Op.3.1.2</u></b> Status of coalition of organisations working on decentralisation in Zambia to advocate on policy issues.</p> <p><b><u>Op.3.1.3</u></b> Number of structured engagements with government on decentralisation policy issues.*</p>	<p><u>0</u></p> <p><u>0</u></p> <p><u>2</u></p>	<p><u>Advocacy strategy developed.</u></p> <p><u>Stakeholder analysis conducted for creation of coalition.</u></p> <p><u>4(total 6) engagements</u></p>	<p><u>Advocacy strategy implemented.</u></p> <p><u>Coalition established.</u></p> <p><u>4(total10) engagements</u></p>	<p><u>N/A</u></p> <p><u>Coalition activities implemented.</u></p> <p><u>12 (total 14) engagements.</u></p>	<p><u>Stakeholder engagement and advocacy strategy implemented.</u></p> <p><u>Meeting reports.</u></p> <p><u>Media reports.</u></p>	<p><u>Like-minded organisations are interested in forming a coalition.</u></p>
	<b><u>Output 3.2</u></b> <u>Knowledge management initiatives implemented for LGAZ members.</u>	<p><b><u>Op.3.2.1</u></b> Existence of a help desk on local government within LGAZ</p> <p><b><u>Op.3.2.2</u></b> Number of knowledge sharing products.</p>	<p><u>0</u></p> <p><u>2</u></p> <p><u>0</u></p>	<p><u>0</u></p> <p><u>2 (total 4)</u></p> <p><u>1</u></p>	<p><u>1</u></p> <p><u>2 (total 6)</u></p> <p><u>N/A</u></p>	<p><u>1</u></p> <p><u>8 (total 10)</u></p> <p><u>1</u></p>	<p><u>Reports.</u></p> <p><u>Research document.</u></p>	<p><u>LGAZ members remain engaged.</u></p>

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	<u>Results chain</u>	<u>Indicators</u>	<u>Baseline (2017)</u>	<u>Mile stone End of Year 1 (2018)</u>	<u>Milestone End of Year 2 (2019)</u>	<u>Target End of Project (July 2021)</u>	<u>Sources and means of verification</u>	<u>Assumptions</u>
		<b>Op.3.2.4</b> Number of peer learning visits between LGAZ and an ALA in a neighbouring country.						<u>Association of local authorities from neighbouring country is open to hosting a peer learning exchange.</u>
	<b>Output 3.3</b> General public awareness raising initiatives implemented.	<b>Op.3.3.1</b> Number of positive media reports on local government	TBD	TBD (baseline to be conducted)	TBD	TBD	<u>Media reports.</u>	<u>Newspapers, radio stations and TV channels are willing to report on local authorities.</u>
<b>Activities</b>	<u>A.1.1.1. Undertake local capacity assessments</u> <u>A.1.1.2 Develop and roll out capacity development tracking tool</u> <u>A.1.2.1. Design and deliver CDP for local authority leaders</u> <u>A.1.2.2 Deliver orientation training on local government and decentralisation</u> <u>A.1.3.1 Support the review and development of policies, systems and procedures to improve financial management, development planning, performance monitoring and stakeholder engagement</u> <u>A.1.3.2 Install and train local authorities on appropriate technology on to enhance organisational capacity</u>		<u>Means</u> Technical capacity and assistance, training, research, on the job training, mentoring and support, workshops, consultations, stakeholder dialogue, stakeholder participation, peer to peer learning, TV programme, Radio programme, civic education, equipment, staffing and project management and delivery support. <u>Costs</u> <u>Result area 1</u> €384,654 <u>Result area 2</u> €584,418 <u>Result area 3</u> €235308 <u>Project management &amp; coordination</u> €688477 <u>Administration costs 7%</u> €132,500 <u>Contingency 5%</u> €94,642 <u>Total requested from EU</u> € 1908,000			<u>Sufficient own source and/or pass through finances for new and expanded mandates. Ongoing support from line ministries (Education, MCDSS and Agriculture), particularly in early stages. The decentralisation process roll-out remains on track. Media are cooperative and receptive.</u>		

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<u>Results chain</u>	<u>Indicators</u>	<u>Baseline (2017)</u>	<u>Mile stone End of Year 1 (2018)</u>	<u>Milestone End of Year 2 (2019)</u>	<u>Target End of Project (July 2021)</u>	<u>Sources and means of verification</u>	<u>Assumptions</u>
		<u>Co-funding</u> <u>€212,000</u>					
	<u>A.2.1.1 Select IDP targeted councils</u> <u>A.2.1.2 Institutionalise IDP at national and local levels</u> <u>A.2.1.3 Establish the developmental situation and develop local vision, objectives and strategic options for the local authority</u> <u>A.2.1.4 Develop and integrate concrete projects</u> <u>A.2.1.5 Seek council approval for IDPs</u> <u>A.2.1.6 Develop and implement Performance Management System for IDP</u> <u>A2.2.1 Undertake LED training of trainers</u> <u>A2.2.2 Conduct LED orientation and establish institutional arrangements for LED in selected local authorities</u> <u>A.2.2.3 Establish local socio economic situation</u> <u>A.2.2.4 Develop LED strategies</u> <u>A.2.2.5 Support council and stakeholders partnership LED projects</u> <u>A.2.2.6 Train 11 LAs on development of Value Chains and Business Plans</u> <u>A.2.2.7 Develop 11 Business Plans from identified Value Chains</u> <u>A.2.2.8 Market the 11 bankable Business Plans for funding</u>						

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	<u>Results chain</u>	<u>Indicators</u>	<u>Baseline (2017)</u>	<u>Mile stone End of Year 1 (2018)</u>	<u>Milestone End of Year 2 (2019)</u>	<u>Target End of Project (July 2021)</u>	<u>Sources and means of verification</u>	<u>Assumptions</u>
	<p><u>A.2.3.1 Deliver orientation and institutionalise the Community Development and Social Welfare functions within council in line with the MCDSS recommended structures to deliver community development and social welfare services</u></p> <p><u>A.2.3.2 Build the capacity of local authority officials on the delivery of the Community Development and Social Welfare functions in line with the Capacity building action plan on decentralisation</u></p> <p><u>A.2.3.3 Strengthen community-based structures at the community level</u></p> <p><u>A.2.3.4 Support local authority planning processes in line with the integrated Social Protection framework</u></p> <p><u>A.2.3.5 Support council/community development and social welfare partnership initiatives</u></p>							
	<p><u>A.3.1.1 Develop stakeholder engagement and advocacy strategy on decentralisation</u></p> <p><u>A3.1.2 Establish coalitions with like- minded civil society</u></p> <p><u>A3.1.3 Undertake structured engagements with central government</u></p> <p><u>A.3.2.1 Produce and disseminate knowledge products</u></p> <p><u>A.3.2.2 Share lessons learnt from the project at annual conferences of LGAZ</u></p>							

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	<u>Results chain</u>	<u>Indicators</u>	<u>Baseline (2017)</u>	<u>Mile stone End of Year 1 (2018)</u>	<u>Milestone End of Year 2 (2019)</u>	<u>Target End of Project (July 2021)</u>	<u>Sources and means of verification</u>	<u>Assumptions</u>
	<p><i><u>A3.2.3 Undertake a peer learning visit to a neighbouring country</u></i></p> <p><i><u>A. 3.3.1 Undertake Civic education on decentralisation</u></i></p> <p><i><u>A.3.3.2 Hold four orientation programmes for selected media personnel</u></i></p> <p><i><u>A.3.3.3 Develop and broadcast a TV and radio programme to profile local government</u></i></p>							

