TERMS OF REFERENCE

Position Title	National Consultant – Consultant to Develop a Shock-Responsive MSME Finance Prototype and Deployment Package
Agency/Project Name	UNDP Sri Lanka – Joint SDG Fund: Trade-Shock Resilience for MSMEs and Vulnerable Households
Location	Sri Lanka; home-based with consultations/meetings as required
Type of Contract	Individual Consultant
Languages required:	English required; working knowledge of Sinhala and/or Tamil is an asset
Duration of Contract:	30 working days (November 2026 - April 2027)

A. BACKGROUND

UNDP Sri Lanka, together with UNICEF, is implementing the Joint SDG Fund project "Trade-Shock Resilience for MSMEs and Vulnerable Households." The project responds to the transmission of external trade and logistics shocks to enterprises, employment and households. Under Output 1, led by UNDP, the project will identify vulnerabilities among MSMEs and selected value chains and translate this evidence into a deployment-ready, shock-responsive MSME finance prototype. This assignment operationalizes Activities 1.2 and 1.3 of Output 1 (Deployment-ready shock-responsive MSME finance prototype). The deployment package is intended to feed directly into the resource-mobilization effort for guarantee capital and into the implementation and financing roadmap to be developed jointly with UNICEF under Output 3.

Activity 1.1 of the project will generate complementary evidence on the vulnerability of selected MSME-intensive value chains, including impacts on production, working capital, business continuity, employment and market access. Activities 1.2 and 1.3 will proceed in parallel, drawing on existing analysis and progressively incorporating relevant findings from Activity 1.1 as they become available.

Under Activity 1.2, the project will develop a shock-responsive MSME finance prototype covering eligibility and risk-screening criteria, indicative guarantee/product parameters, delivery channels and participating financial institutions, streamlined operating procedures, inclusion safeguards, monitoring and portfolio-data requirements, institutional responsibilities, and required policy and regulatory actions. Under Activity 1.3, the project will further refine the operational workflow, quantify indicative guarantee-capital requirements and prepare a deployment package so that implementation can proceed once guarantee resources and the necessary institutional arrangements are in place.

This work will also build on ongoing Government engagement with UNDP and UNCDF on strengthening MSME financing and risk-sharing arrangements in Sri Lanka. Previous technical work has identified the potential role of portfolio guarantees, last-mile financial institutions, streamlined processes and strengthened national credit-guarantee arrangements in reaching micro and small enterprises.

This consultancy will support Activities 1.2 and 1.3 and will commence in parallel with Activity 1.1. It is not dependent on completion of the vulnerability and value-chain analysis. The national consultant will provide the Sri Lanka-specific banking, institutional, regulatory, operational and stakeholder groundwork required to support development of the financing mechanism. UNDP's Blended Finance Specialist will provide the principal technical guidance on the portfolio-guarantee architecture and financial-structuring aspects, with complementary technical inputs from UNCDF experts. The consultant will progressively

incorporate relevant findings from Activity 1.1 as they become available and will translate the agreed technical design into a practical Sri Lanka-specific operational and deployment framework.

B. DUTIES AND RESPONSIBILITIES

I. OBJECTIVES: The overall objective of the consultancy is to provide Sri Lanka-specific analytical, institutional and operational support for the development of a shock-responsive MSME financing mechanism, and to translate the technical design developed with UNDP/UNCDF specialist inputs into a practical implementation and deployment framework. Specifically, the consultancy will:

1. Assess the existing MSME finance, legal, regulatory and institutional environment relevant to introducing a portfolio-guarantee mechanism and identify the principal implementation constraints and required actions.
2. Undertake structured consultations with NCGIL, Government, regulators and potential Participating Financial Institutions (PFIs) to identify operational requirements, institutional preferences and practical delivery considerations.
3. Provide the Sri Lanka-specific evidence and operational inputs required by UNDP's Blended Finance Specialist and UNCDF technical experts to develop and refine indicative portfolio-guarantee parameters and delivery arrangements.
4. Translate the agreed technical design into practical operating procedures, institutional responsibilities, PFI participation considerations, monitoring/data arrangements and implementation actions. This should include at least one structured walkthrough of the proposed end-to-end process using representative cases to identify operational gaps and unresolved decisions; it is a technical validation exercise, not a pilot or formal simulation.
5. Support the development of indicative guarantee-capital scenarios using Sri Lanka-specific data and assumptions, with technical parameters established or validated by UNDP/UNCDF specialists.
6. Consolidate the analysis, consultations and agreed design into a practical deployment-readiness package identifying actions, capacity needs, outstanding decisions and areas requiring further specialist or institutional follow-up.

II.SCOPE OF WORK AND RESPONSIBILITIES

The consultant will undertake the following tasks:

A. Review of the existing MSME finance and guarantee architecture

Undertake a focused review of the existing institutional and financing landscape relevant to the proposed shock-responsive MSME finance mechanism. This should build on existing Government, UNDP and UNCDF work and should not constitute a new broad diagnostic of the MSME finance sector. The consultant will:

- Review relevant Government MSME financing and recovery schemes, existing risk-sharing and credit-guarantee arrangements, and previous UNDP/UNCDF analytical work.
- Identify, through desk review and stakeholder consultations, the principal legal, institutional, regulatory and operational issues affecting implementation of a portfolio-guarantee mechanism in Sri Lanka and the approvals or follow-up actions that may be required.
- Review the current role, operating model and institutional arrangements of the National Credit Guarantee Institution Limited (NCGIL), as relevant to the proposed mechanism. Review, at a high level, how NCGIL's existing guarantee products could contribute to a shock response, including whether temporary adjustments such as increased guarantee coverage, reduced guarantee fees or other time-

bound changes could complement or, for smaller shocks, substitute for the proposed portfolio-guarantee mechanism. Detailed redesign of existing NCGIL products is outside the scope of this assignment.

- Map the principal institutions that would need to participate in or approve the mechanism, including relevant Government ministries and agencies, NCGIL, the Central Bank of Sri Lanka and potential participating financial institutions.
- Review available information on the financing needs and constraints of micro and small enterprises, including relevant information emerging from Activity 1.1 as it becomes available during the assignment.
- Identify the principal Sri Lanka-specific design and implementation questions that should be resolved through consultations with NCGIL, PFIs, Government, regulators and UNDP/UNCDF technical specialists.

The consultant should work iteratively: preliminary design work should commence immediately and be refined as new project evidence becomes available.

B. Legal, institutional and regulatory feasibility review

Undertake a focused desk review and stakeholder-based assessment of the principal legal, institutional and regulatory issues affecting introduction of a portfolio-guarantee mechanism within Sri Lanka's existing framework. The assessment should examine, as relevant:

- The legal and institutional mandate of NCGIL and/or other potential institutional vehicles to issue or administer portfolio guarantees;
- Whether existing legal, governance or shareholder arrangements permit the proposed guaranteed structure;
- Identify, through discussions with NCGIL and review of available documentation, the principal institutional capabilities that would be required to operate a portfolio guarantee, including PFI onboarding, portfolio monitoring, data management, claims administration and compliance—and identify obvious readiness gaps or areas where additional technical assistance may be required. This should not constitute a detailed capacity, systems or organizational assessment.
- Whether participation can extend to different categories of financial institutions, including banks, NBFI and other appropriate last-mile financial institutions;
- Any legal or institutional constraints affecting participation by non-shareholder or non-bank institutions;
- Required Government, Board, regulatory or other approvals;
- The respective roles and responsibilities of the Ministry of Finance, Ministry of Industry and Entrepreneurship Development, NCGIL, the Central Bank of Sri Lanka, UNDP/UNCDF and participating financial institutions;
- Relevant regulatory treatment of guarantee-backed lending and any implications for participating financial institutions;
- Requirements affecting guarantee issuance, portfolio registration, claims, recoveries and use/recycling of guarantee resources;
- Any policy, regulatory, institutional or operational amendments required before deployment; and
- Whether any elements require further formal legal opinion or specialist regulatory clearance before implementation.

Previous technical work has already highlighted the need to examine, among other matters, NCGIL's legal and governance constraints, eligibility linked to shareholder status, its existing transaction-based guarantee model and the potential expansion of access to last-mile institutions.

The output should distinguish clearly between:

1. what can be implemented within the existing framework;
2. what requires an administrative, institutional or operational change;
3. what requires a policy or regulatory action; and
4. what, if anything, requires a legal amendment or formal legal clarification.

The assessment is intended to identify material feasibility issues, readiness gaps and implementation requirements; it is not expected to constitute a detailed organizational, IT-systems or human-resources audit of NCGIL. The consultant is not expected to provide legal or regulatory opinions. Where formal legal interpretation, regulatory determination or specialist advice is required, the consultant should clearly identify the issue, responsible authority and required next step for separate follow-up by UNDP/NCGIL.

C. Support to the design of the shock-responsive MSME finance prototype

The technical architecture of the portfolio-guarantee mechanism will be developed under the substantive technical guidance of UNDP's Blended Finance Specialist, with inputs from UNCDF experts and in consultation with NCGIL. The national consultant will provide the Sri Lanka-specific financial-sector, institutional and operational analysis required to inform that design and, will document and progressively refine the agreed parameters. The consultant is not expected to independently originate or validate the financial engineering of the portfolio guarantee. The work should cover the following elements.

Targeting and eligibility

- Define the intended enterprise segments and eligible borrowers.
- Document and refine practical enterprise eligibility considerations in consultation with NCGIL, pfis and UNDP/UNCDF technical specialists.
- Define eligible financing purposes, including working capital, business continuity, recovery and/or resilience investment as appropriate.
- Consider how micro, small, informal, first-time and otherwise underserved enterprises can be accommodated within the mechanism.
- Incorporate relevant sector/value-chain targeting progressively as the evidence from Activity 1.1 becomes available.

Risk screening and product parameters

Working with the UNDP Blended Finance Specialist and UNCDF technical advisers, provide local market inputs to, document and refine indicative parameters covering:

- Borrower and portfolio eligibility;
- Risk-screening criteria;
- Eligible loan sizes;
- Loan tenor and repayment arrangements;
- Guarantee coverage;
- Portfolio limits and concentration parameters;
- Lender risk-retention requirements;
- Guarantee fees or other relevant charges, where applicable;
- Treatment of arrears and defaults;
- Claim eligibility and claim procedures;
- Recoveries and treatment of recovered funds; and
- Other essential portfolio risk-management provisions.

The parameters should be sufficiently developed for subsequent implementation discussions but should remain indicative where commercial, regulatory or institutional decisions are still required. Technical assumptions relating to guarantee coverage, risk sharing, portfolio loss parameters, guarantee pricing, leverage and capitalization will be established or validated under the technical guidance of the UNDP Blended Finance Specialist and relevant UNCDF experts. The national consultant will assess their practical application within the Sri Lankan financial and institutional context. The consultant should also identify, at a high level, whether shock-response conditions may require temporary concessional parameters—such as higher guarantee coverage, lower guarantee fees or other time-bound adjustments—and the potential implications for NCGIL's risk exposure, income and sustainability. Where additional risk-bearing capacity may be required, the consultant should identify broad options for further specialist consideration, such as Government support, a counter-guarantee or another risk-sharing arrangement, without undertaking detailed structuring.

The consultant should also identify where the guarantee may need to be accompanied by complementary support—such as technical assistance for PFIs or MSMEs, grants, subsidies or other crisis-response measures—and indicate the likely institutional responsibility for financing or delivering such support. Detailed design of complementary interventions is not required.

Delivery architecture and participating financial institutions

- Identify appropriate delivery channels.
- Document an initial set of considerations for participating financial institutions, including eligibility and participation requirements to be refined with NCGIL and UNDP/UNCDF technical specialists.
- Consider the appropriate roles of banks, nbfis and other eligible last-mile financial institutions.
- Assess institutional readiness, operational capacity, MSME outreach and willingness to participate in a portfolio-guarantee arrangement.
- Document an initial set of considerations for PFI participation and due diligence, drawing on consultations with NCGIL, prospective pfis and technical guidance from UNDP/UNCDF. These may include financial soundness, MSME outreach, portfolio quality, operational capacity, data/reporting capability and relevant compliance requirements.
- Recommend, based on stakeholder consultations and specialist technical guidance, a practical delivery architecture balancing outreach, speed, risk management, operational simplicity and inclusion, and identify any feasible alternative configuration that merits further consideration.

D. Operating model and process documentation

Working from the technical design agreed with UNDP/UNCDF and NCGIL, document a proposed end-to-end operating workflow for the mechanism. The workflow should show, as applicable:

- Identification/outreach to eligible enterprises;
- Loan application;
- Eligibility verification;
- Lender credit assessment;
- Loan approval and disbursement;
- Inclusion of loans within the guaranteed portfolio;
- Portfolio reporting;
- Monitoring;
- Arrears/default management;
- Guarantee claims;
- Claim approval/payment;

- Recoveries; and
- Treatment of guarantee resources and portfolio closure/recycling.

For each stage, identify:

- Responsible institution;
- Required documentation;
- Key decision point;
- Data to be generated/shared; and
- Indicative turnaround expectations where these can be established through consultations.

The workflow should be designed to minimize unnecessary administrative requirements, particularly for high-volume, small-ticket MSME financing.

E. Inclusion, safeguards, monitoring and portfolio-data requirements

Develop practical provisions to ensure that the mechanism can be monitored and deployed inclusively. This should include:

- Appropriate inclusion criteria or portfolio targets for micro and small enterprises;
- Consideration of women-owned/led enterprises and other relevant underserved groups;
- Safeguards appropriate to the proposed instrument;
- Minimum borrower and loan-level data requirements;
- Portfolio performance indicators;
- Indicators covering outreach, inclusion and employment where feasible;
- Arrears, default, claims and recoveries data;
- Reporting requirements for participating financial institutions; and
- Reporting roles and frequency.

The monitoring framework should be lean and operational, rather than creating a burdensome new reporting system.

F. Technical consultation and refinement of the mechanism

The consultant will be fully engaged in technical consultations throughout the assignment with relevant Government institutions, NCGIL, CBSL, participating or prospective financial institutions, UNDP, UNCDF and other relevant stakeholders.

The purpose of these consultations is not to conduct a separate formal test or pilot of the mechanism. Instead, the consultant will:

- Present and walk stakeholders through proposed design options;
- Document how the mechanism would operate in practice;
- Obtain technical feedback on each stage of the workflow;
- Identify constraints, approval requirements and unresolved design decisions;
- Document areas of agreement and outstanding issues;
- Revise the proposed design and workflow accordingly; and
- Maintain a clear decision/action matrix throughout the assignment.

The consultant should participate actively in these discussions as the principal Sri Lanka-based analytical and coordination resource, document decisions and unresolved issues, and translate agreed technical guidance into the operational framework.

G. Support to guarantee-capital estimation and financial scenarios

Working with the UNDP Blended Finance Specialist and relevant UNCDF experts, support development of a simple scenario-based model for estimating the indicative guarantee-capital requirement. The national consultant will:

- Assemble relevant Sri Lanka-specific data and assumptions, including indicative lending volumes, average loan sizes, portfolio composition and available historical portfolio information;
- Support consultations with NCGIL and prospective pfis to validate relevant local assumptions;
- Populate and document agreed scenarios using technical parameters provided or validated by UNDP/UNCDF specialists; and
- Clearly document assumptions, sensitivities and data limitations.

The consultant will not be expected to independently develop actuarial, credit-loss or guarantee-pricing methodologies. Technical assumptions relating to guarantee coverage, expected-loss treatment, risk sharing and leverage will be provided or validated by the UNDP Blended Finance Specialist and/or UNCDF technical experts. Based on available information, the consultant may also compile Sri Lanka-specific inputs relevant to UNDP/UNCDF resource-mobilization planning; the consultant will not be responsible for securing guarantee capital or predicting donor/investor approval timelines.
The purpose is to provide transparent, documented local inputs and scenarios that can support specialist technical design, resource mobilization and deployment planning.

H. Preparation of the deployment package
Consolidate the agreed analysis and technical design into a practical deployment-readiness package that UNDP, NCGIL and Government can use to advance institutional approvals, resource mobilization and implementation arrangements. The package should include, at minimum:

- Consolidated finance prototype/design note reflecting the technical parameters agreed with UNDP/UNCDF specialists and NCGIL;
- Legal, institutional and regulatory feasibility and action matrix;
- Institutional architecture and responsibility matrix;
- Borrower eligibility and risk-screening considerations;
- Indicative financing and guarantee parameters as agreed/validated through specialist technical guidance;
- Participating financial institution participation and due-diligence considerations;
- End-to-end operating workflow;
- Inclusion and safeguards provisions;
- Monitoring and portfolio-data framework;
- Documented guarantee-capital scenarios developed with technical inputs from UNDP/UNCDF specialists;
- List of required approvals and policy/regulatory actions;
- Decision and outstanding-issues matrix;
- Implementation-readiness checklist; and
- Draft operational templates or documentation where appropriate and feasible, and a clear list of matters requiring further specialist follow-up.
- A short capital-requirement summary, drawing on the agreed scenarios, for UNDP/UNCDF and Government to use in resource-mobilization discussions.

The package should clearly identify which elements have been agreed, which require NCGIL/Government/regulatory decision, which will need to be negotiated with PFIs, and which require further specialist financial, legal, regulatory or systems work before launch. It is intended to provide a sound basis for technical finalization and deployment preparation; it is not expected to replace specialist financial structuring, formal legal review, regulatory approval or detailed systems work that may be required prior to implementation.

C) DURATION OF THE WORK

Up to 30 working days spread over approximately Six months, starting in November 2026 to end in April 2027. The assignment is deliberately structured over a longer elapsed period to allow for iterative consultations, institutional review and decisions by NCGIL, Government and prospective PFIs. The consultant's total professional input will remain up to 30 working days. The consultancy will commence in parallel with Activity 1.1 and should not wait for completion of the vulnerability/value-chain assessment before commencing the Sri Lanka-specific institutional, regulatory and operational groundwork.

D) DUTY STATION

The Consultant will be home-based in Sri Lanka, with in-person participation in relevant meetings and technical consultations with UNDP, Government institutions, UNCDF, NCGIL, the Central Bank of Sri Lanka, financial institutions and other stakeholders as required. Any assignment-related travel requested by UNDP that is not reasonably foreseeable at contracting stage will be agreed in advance and handled in accordance with applicable UNDP procedures. While UNDP will arrange meetings with government stakeholders, the Consultant is expected to plan and organize other meetings that are directly relevant to the completion of the assignment.

E) EXPECTED OUTPUTS/DELIVERABLES

Deliverable No	Deliverable	Estimated duration to complete	Target Due Date	Review and Approvals Required
1	**Inception note and local analytical framework**: methodology, workplan, stakeholder plan, institutional map, review of existing analysis, priority local information needs, key legal/regulatory questions and issues requiring specialist technical guidance.	3 days	30 November	Approval: UNDP Country Economist. Technical review/input: UNCDF, UNDP Blended Finance Specialist and designated NCGIL technical counterparts, as relevant.
2	**Sri Lanka feasibility and institutional assessment**: focused legal/regulatory/institutional mapping; review of NCGIL and relevant existing	8 days	20 December	Approval: UNDP Country Economist.

	schemes; PFI landscape and consultations; principal implementation constraints; high-level readiness/capacity issues; and local inputs required for specialist technical design.			Technical review/input: UNCDF, UNDP Blended Finance Specialist and designated NCGIL technical counterparts, as relevant.
3	**Draft operational framework for the shock-responsive MSME finance prototype**: documentation of the technical design agreed with UNDP/UNCDF; proposed eligibility and delivery arrangements; PFI participation considerations; operating workflow; monitoring/data arrangements; institutional responsibilities; Sri Lanka-specific inputs for capital scenarios; and outstanding technical/institutional decisions.	11 days	25 February	Approval: UNDP Country Economist. Technical review/input: UNCDF, UNDP Blended Finance Specialist and designated NCGIL technical counterparts, as relevant.
4	**Final deployment-readiness package: consultation-refined operational framework**; institutional/regulatory action matrix; implementation roadmap; documented capital scenarios developed with specialist technical inputs; capacity/support requirements; outstanding decisions and required specialist follow-up; executive summary and presentation.	8 days	31 March	Approval: UNDP Country Economist. Technical review/input: UNCDF, UNDP Blended Finance Specialist and designated NCGIL technical counterpar

				ts, as relevant.

The consultancy's output is intended to provide the Sri Lanka-specific analytical and operational groundwork required to advance the mechanism toward technical finalization, institutional approvals, resource mobilization and deployment. It is not expected to substitute for specialist portfolio-guarantee structuring, formal legal or regulatory advice, or detailed systems work that may be required before launch.

F. INSTITUTIONAL ARRANGEMENT, PROVISION OF MONITORING AND PROGRESS CONTROLS

The consultant will work under the overall guidance of the UNDP Resident Representative and the direct supervision of the UNDP Country Economist.

UNDP's Blended Finance Specialist will provide the principal technical guidance for the portfolio-guarantee architecture and financial-structuring aspects of the assignment, including the overall guarantee structure, risk-sharing approach, key portfolio parameters and guarantee-capital assumptions. Relevant UNCDF experts and the UNCDF Regional Coordinator will provide complementary technical advice and international experience.

- The national consultant will serve as the principal Sri Lanka-based analytical and coordination resource for the assignment. The consultant will undertake local analysis, coordinate and document consultations, gather financial-sector and institutional information, assess operational feasibility, develop local implementation options, and translate technical guidance provided by UNDP/UNCDF into Sri Lanka-specific operational documentation.
- The consultant will work closely with relevant Government institutions, including the Ministry of Industry and Entrepreneurship Development, Ministry of Finance, NCGIL and the Central Bank of Sri Lanka, as well as prospective PFIs and other relevant stakeholders. UNDP will seek designation of appropriate NCGIL technical focal points for the assignment, including relevant expertise in credit/risk, operations, legal/governance and data/monitoring as appropriate.
- Key product, workflow and institutional recommendations will be reviewed with NCGIL before finalization. Decisions regarding NCGIL's mandate, product approval, internal procedures and implementation will remain subject to NCGIL's management, Board and applicable Government/regulatory processes.

UNDP will facilitate the principal institutional consultations and provide relevant documentation and ongoing project analysis. Findings emerging from Activity 1.1 will be shared with the consultant as they become available and should be incorporated where relevant; completion of Activity 1.1 is not a prerequisite for this assignment.

The assignment will therefore be jointly developed: the national consultant will not be expected to independently design or technically validate the portfolio guarantee.

The Consultant is expected to arrange own transport and logistics for all meetings and consultations pertaining to this assignment. The technical preparation ahead of meetings and consultations should be done with UNDP's oversight

G. REQUIRED SKILLS, QUALIFICATIONS AND EXPERIENCE

A. CONSULTANT PROFILE

1. COMPETENCIES

- Achieve Results: Plans and monitors own work, pays attention to detail and delivers high-quality outputs within agreed deadlines.
- Think Innovatively: Develops practical financial solutions within real institutional and regulatory constraints.
- Adapt with Agility: Works effectively as design assumptions and institutional decisions evolve.
- Engage and Partner: Works constructively with Government, regulators, financial institutions, development partners and UN technical teams.
- Business Direction and Strategy – System Thinking: Understands the interaction between financial-product design, credit risk, regulation, institutional mandates, MSME needs and public policy.
- Business Management – Communication: Can translate technical financial and regulatory matters into clear operational documents and decision points.

2. QUALIFICATIONS

Educational Qualification and Experience

Education:

- Advanced university degree in: Economics, Development Economics, International Trade, Business/Management, Finance, Development Studies or related field.
- A first-level university degree with at least 3-5 years of additional relevant experience may be accepted in lieu of an advanced degree.

Experience:

Minimum 10 years of relevant professional experience in banking, MSME finance, credit/risk management, financial-sector operations, development finance or closely related areas.

- Experience in MSME lending, credit/risk management, banking or NBFI operations, credit products or financial-sector programme design/implementation is particularly relevant.
- Experience working with Government institutions, regulators, financial institutions and/or national guarantee institutions is highly desirable.
- Experience with credit guarantees, risk-sharing mechanisms, portfolio-based lending approaches or blended finance is an advantage but is not mandatory.

Example of Evidence:
Certified copies of academic certificates and relevant documentation demonstrating professional experience

3.LANGUAGE REQUIREMENTS: Fluency in written and spoken English is required. Working knowledge of Sinhala and/or Tamil is an asset.

Example of Evidence:
Submission of 2 writing samples authored by the applicant (One sample from English and One sample in either Sinhala or Tamil)

4.REQUIRED SKILLS:

- Demonstrated experience in MSME lending, credit/risk management, banking or NBFI operations, credit products, financial-sector operations or related programme design/implementation.

- Strong understanding of the practical operational requirements of banks and/or non-bank financial institutions, including credit processes, portfolio monitoring and data/reporting.
- Ability to identify and analyze institutional, legal/regulatory and operational issues affecting implementation of financial-sector programmes and to clearly flag matters requiring specialist or formal advice.
- Experience documenting operating processes, institutional roles, implementation actions and stakeholder decisions; experience with product or programme implementation frameworks is desirable.
- Good spreadsheet and financial-analysis skills, including ability to compile, organize and document local assumptions and populate scenario-based models developed with specialist technical guidance.
- Strong consultation, analytical, drafting and presentation skills, with the ability to work effectively with Government, NCGIL, financial institutions and international technical specialists.
- Experience with credit guarantees, risk-sharing mechanisms, portfolio-based approaches or blended finance will be an advantage but is not a mandatory requirement.

H. REVIEW TIME REQUIRED

The review and approval of payments will be made by the assigned supervisor within 14 working days.

I. CONSULTANT PRESENCE REQUIRED ON DUTY STATION/UNDP PREMISES

☐None ☐ Partial **X Intermittent** ☐ Full Time

J. PAYMENT TERMS

Lump Sum Amount. The total amount quoted shall be all-inclusive and include all costs components required to perform the deliverables identified in the TOR, including professional fee, travel costs, living allowance (if any work is to be done outside the IC´s duty station) and any other applicable cost to be incurred by the IC in completing the assignment. The contract price will be fixed output-based price regardless of extension of the herein specified duration. Payments will be done upon completion of the deliverables/outputs and as per the percentages mentioned in the below table.

In the event of unforeseeable travel not anticipated in this TOR, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the UNDP and the Individual Consultant, prior to travel and will be reimbursed.

Payments will be based on milestones certified by the UNDP Country Economist.

Payment Milestones will be as follows:

No.	Deliverable	% Out of All-Inclusive Lump Sum	Target Date
1	Inception note and local analytical framework	10	November 30, 2026
2	Sri Lanka feasibility and institutional assessment	20	December 20, 2026

3	Draft operational framework for the shock-responsive MSME finance prototype	50	February 25, 2027
4	Final deployment-readiness package	20	March 31, 2027

K. CRITERIA FOR SELECTION OF THE BEST OFFER

Evaluation Method and Criteria

Cumulative analysis

The award of the contract shall 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 set of weighted technical criteria (70%) and financial criteria (30%). Financial score shall be computed as a ratio of the proposal being evaluated and the lowest priced proposal received by UNDP for the assignment.

Technical evaluation scoring guide (Maximum 1000 points):

Only candidates obtaining a minimum of 70% of the total technical points would be considered for the Financial Evaluation. Shortlisted candidates may be called for an interview which will be used to confirm and/or adjust the technical scores awarded based on documentation submitted.

Technical Criteria for Evaluation (Maximum 1000 points)

Criteria	Weight	Max. Points
Technical criteria 1: Education		**300**
Advanced university degree in Finance, Economics, Development Finance, Banking, Business Administration, Accounting, Law/Financial Regulation or a closely related field		*[200]*
A first-level university degree in a relevant field with an additional 3-5 years of relevant professional experience Example of Evidence: Certified copies of academic certificates and relevant documentation demonstrating professional experience		*[100]*
Technical criteria 2: Professional experience		**700**
Demonstrated senior professional experience in banking, MSME finance, credit/risk management, financial-sector operations, development finance or closely related areas. Particular weight will be given to practical experience with MSME lending and credit/portfolio		*[550]*

management, lending products and institutional arrangements, and working with banks/NBFIs, Government institutions, regulators and/or guarantee institutions. Example of Evidence: Relevant documentation (i.e. CV) demonstrating professional experience to be submitted		
Fluency in written and spoken English is required. Working knowledge of Sinhala and/or Tamil is an asset. Example of Evidence: Submission of 2 writing samples authored by the applicant (One sample from English and One sample in either Sinhala or Tamil)		*[150]*
Technical Score	**70%**	**1000**

Only candidates obtaining a minimum of 700 points (70% of the total technical points) would be considered for the Financial Evaluation.

L.RECOMMENDED PRESENTATION OF OFFER

Interested individual consultants must submit the following documents/information to demonstrate their qualifications.

- **Letter of Confirmation of Interest and Availability** using the template provided in Annex II.
- **Cover letter** explaining why you are the most suitable candidate for the advertised position.
- **Updated CV to i**nclude qualifications/competencies and relevant experience in similar projects and contact details of 3 professional referees who can certify your competencies, professionalism, quality of writing, presentation, and overall suitability to this TOR (Terms of Reference).
- Individual consultants will be evaluated based on a combination of factors including cover letter, the credentials on offer and brief interview (optional) and the offer which gives the **best value for money for the UNDP.**
- **Financial proposal**, as per template provided. Note: National consultants must quote prices in Sri Lankan Rupees.
- **Copy of the Passport / NIC.**

Incomplete proposals may not be considered. For any clarification regarding this assignment please write to Vagisha.gunasekera@undp.org.

Notes:

1. Payments will be based on invoices on achievement of agreed milestones i.e. upon delivery of the services specified in the TOR and certification of acceptance by the UNDP. The applicant must factor in all possible costs in his/her "All Inclusive Lump Sum Fee" including his/her consultancy and professional fee, travel honorarium, board and lodging, and any other foreseeable costs in this exercise. No costs other than what has been indicated in the financial proposal will be paid or reimbursed to the consultant. UNDP will only pay for any unplanned travel outside of this TOR and Duty Station on an actual basis and on submission of original bills/invoices and on prior agreement with UNDP officials. Daily perdiems and costs for accommodation/meals/incidental expenses for such travel shall not exceed established local UNDP DSA rates.

2. For an Individual Contractor who is 65 years of age or older, and on an assignment requiring travel, be it for the purpose of arriving at the duty station or as an integral duty required travel under the TOR, a full medical examination and statement of fitness to work must be provided. Such medical examination costs must be factored into the financial proposal above. Medical examination is not a requirement for individuals on RLA contracts.

3. When engaging Government Officials and Employees (government-owned and controlled enterprises, and partially owned government entities, whether or not government ownership is of majority or minority status.) A 'no-objection' letter should be received from the Government employing him/her; and the individual must provide an official document from his/her employer formally certifying his or her status as being on 'official leave without pay' for the duration of the contract.

4. Prior to signing the contract, the selected consultant must complete the 'BSAFE' short online course and attend the next scheduled Virtual Security Briefing conducted by UNDSS, in coordination with the relevant project focal point. BSAFE – Security Awareness training accessible via personal email accounts, at https://training.dss.un.org/

UNDP is committed to achieving diversity within its workplace, and encourages all qualified applicants, irrespective of gender, nationality, disabilities, sexual orientation, culture, religious and ethnic backgrounds to apply. All applications will be treated in the strictest confidence.