



REQUEST FOR PROPOSAL (RFP)

NAME & ADDRESS OF FIRM	DATE: April 23, 2020
	REFERENCE: UNDP-RFP-2020-125
	JTN: 13332
	ORPS: 2466

Dear Sir / Madam:

We kindly request you to submit your Proposal for Conducting "**Decentralized Evaluation of Youth Empowerment Programme, UNDP Pakistan**" Please be guided by the form attached here to as Annex 2, in preparing your Proposal.

Your proposal should be submitted through e-Tendering online system by or before the deadline of **14th May 2020 at 12:30 PM PST OR 3:30 AM EDT** indicated in <https://etendering.partneragencies.org>.

Detailed instructions on how to register, submit, modify or cancel a bid in the e-Tendering system are provided in the eTendering system Bidder User Guide and Instructional videos available on this link: <http://www.undp.org/content/undp/en/home/operations/procurement/business/procurement-notice/resources/>

Your Proposal must be expressed in the English, and valid for a minimum period of 90 days.

You are kindly requested to indicate whether your company intends to submit a Proposal by clicking on "Accept Invitation" button no later than **29th April 2020 [12:30 PM Pakistan Standard Time OR 3:30 AM EDT]**. If that is not the case, UNDP would appreciate your indicating the reason, for our records.

In the course of preparing your Proposal, it shall remain your responsibility to ensure that it is submitted through the e-Tendering system on or before the deadline. Proposals that are received by UNDP after the deadline indicated above, for whatever reason, shall not be considered for evaluation. If there is requirement of any clarification related to this RFP, kindly send queries to pakistan.procurement.info@undp.org.

Services proposed shall be reviewed and evaluated based on completeness and compliance of the Proposal and responsiveness with the requirements of the RFP and all other annexes providing details of UNDP requirements.

The Proposal that complies with all of the requirements, meets all the evaluation criteria and offers the best value for money shall be selected and awarded the contract. Any offer that does not meet the requirements shall be rejected.

Any discrepancy between the unit price and the total price shall be re-computed by UNDP, and the unit price shall prevail and the total price shall be corrected. If the Service Provider does not accept the final price based on UNDP's re-computation and correction of errors, its Proposal will be rejected.

No price variation due to escalation, inflation, fluctuation in exchange rates, or any other market factors shall be accepted by UNDP after it has received the Proposal. At the time of Award of Contract or Purchase Order, UNDP reserves the right to vary (increase or decrease) the quantity of services and/or goods, by up to a maximum twenty five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.

Any Contract or Purchase Order that will be issued as a result of this RFP shall be subject to the General Terms and Conditions attached hereto. The mere act of submission of a Proposal implies that the Service Provider accepts without question the General Terms and Conditions of UNDP, herein attached as Annex 4.

Please be advised that UNDP is not bound to accept any Proposal, nor award a contract or Purchase Order, nor be responsible for any costs associated with a Service Providers preparation and submission of a Proposal, regardless of the outcome or the manner of conducting the selection process.

UNDP's vendor protest procedure is intended to afford an opportunity to appeal for persons or firms not awarded a Purchase Order or Contract in a competitive procurement process. In the event that you believe you have not been fairly treated, you can find detailed information about vendor protest procedures in the following link:

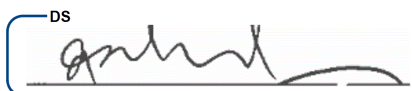
<http://www.undp.org/content/undp/en/home/operations/procurement/protestandsanctions/>


UNDP encourages every prospective Service Provider to prevent and avoid conflicts of interest, by disclosing to UNDP if you, or any of your affiliates or personnel, were involved in the preparation of the requirements, design, cost estimates, and other information used in this RFP.

UNDP implements a zero tolerance on fraud and other proscribed practices, and is committed to preventing, identifying and addressing all such acts and practices against UNDP, as well as third parties involved in UNDP activities. UNDP expects its Service Providers to adhere to the UN Supplier Code of Conduct found in this link:
http://www.un.org/depts/ptd/pdf/conduct_english.pdf

Thank you and we look forward to receiving your Proposal.

Sincerely yours,

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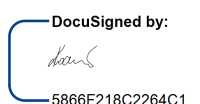
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Ignacio Artaza
Resident Representative

Description of Requirements

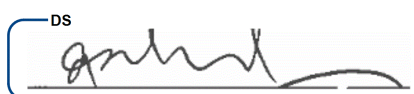
Context of the Requirement	Kamyab Jawan: Youth Empowerment Programme Youth & Social Cohesion Decentralized Evaluation of Youth Empowerment Programme
Brief Description of the Required Services	<p>Scope of Evaluation</p> <p>UNDP Pakistan intends to conduct the “youth evaluation” of the youth programs implemented in collaboration with different public and private partners and with the government of Pakistan in different areas of Khyber Pakhtunkhwa, Balochistan and Sindh provinces during the year 2018 & 2019. UNDP Pakistan intends to engage an independent service provider to provide evaluation services for evaluating UNDP supported project activities in different project areas of Khyber Pakhtunkhwa, Sindh and Baluchistan provinces.</p> <p>UNDP is committed to putting youth in a leading role in evaluating UNDP’s work, both as participants and beneficiaries. A key component of maintaining meaningful youth participation comes from creating a youth-led participatory evaluation. While traditional evaluation methods are often top-down approaches designed and administered by evaluation professionals, participatory evaluation is a bottom-up approach guided by, shaped by, and administered wholly or in part by the program participants themselves. Within youth programs, this means that youth play a leading role in the evaluation process and are treated as partners throughout. Involving youth in this way means that “providers can benefit from the youths’ opinions about best practices, and the evaluation process itself can be empowering and develop the skills, competence, and autonomy of the youth participants.”</p> <p>This scope of work includes evaluation of selected project interventions and resources falling under Engagement, Education and Economic components of the programme.</p> <p>Scope of Work:</p> <ol style="list-style-type: none"> 1. To assess/evaluate the achievements of the project against CPD Outcome/CPD Output/Project indicators and intended and un-intended impacts to the lives of the youth 2. To assess whether the CPD output/Project Output Results have been achieved in a cost-effective and cost-efficient manner. 3. To determine whether cross cutting issues such as gender, sustainability, and environment were mainstreamed in the implementation of the project 4. To identify lessons learned on effectiveness of the project design, intervention strategies and implementation 5. To suggest improvements for future and ongoing programmes and suggest replication of the best practices and experiences

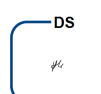
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	<p>6. To assess changes observed regarding improved socio-economic and political status of target groups and how will they feed into the improvement in design for replications</p> <p>7. The evaluation shall mainly focus on relevance of project activities to needs of the beneficiaries, effectiveness and efficiency of implementation approach, and sustainability and impact of the project interventions</p> <p>1. Evaluation criteria and key questions.</p> <p>Evaluation Criteria: This study requires to assess the impacts of the project intervention in terms of their relevance, effectiveness, efficiency, fostering community participation. These are discussed below separately;</p> <p>1- Relevance: The relevance of the interventions is seen in terms of the extent to which they are focused on the target group i.e. the youth at risk. It also refers to the extent to which the programme responds to the needs and priorities of the target group.</p> <p>2- Effectiveness: The effectiveness of the programme is assessed in terms of the extent to which the objectives of the programme have been attained or are likely to be attained; and the number of youth who have benefitted.</p> <p>3- Efficiency: Is the relation between inputs of resources and results achieved appropriate and justifiable?</p> <p>4- Impact: Explore if and how various programme components had a positive/less positive/no impact on each other</p> <p>5- Sustainability: Assess the sustainability of results achieved</p> <p>6- Participation: Participation is analysed in the extent to which stakeholders, partners, local authorities are involved in the design, planning and implementation of the programme; and the extent to which the programme has developed the necessary local institutional (government/non-governmental) capacity to respond to the problem.</p>
List and Description of Expected Outputs to be Delivered	The detailed Outputs and deliverables are given in TORs as Annex- 5
Person to Supervise the Work/Performance of the Service Provider	Service Provider will submit the Reports of deliverables to Chief Youth Empowerment Program which will be verified and approved by Assistant Resident Representative and Head of Strategic Management Unit.
Frequency of Reporting	As per TORs and Regular e-updates on completion of each stage

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Progress Reporting Requirements	<p>Assistant Resident Representative, UNDP Pakistan, will be the Evaluation Commissioner (EC) and Head of Management Support Unit will be the Evaluation Manager (EM). EC will be supported by EM in safeguarding the independence of the evaluation exercise and ensure the quality of evaluation in a timely fashion. To ensure independence and impartiality, EM will be the focal person for this evaluation. EM will ensure that the evaluation is conducted as per the evaluation plan and in line with this ToR.</p> <p>CPRU Unit and Youth Empowerment Programme team will facilitate EM and the work of the consulting firm before and during the assignment period. This ToR shall be the basis upon which compliance with assignment requirements and overall quality of services provided by the evaluation firm will be assessed by UNDP.</p>
Location of work	Islamabad, Khyber Pakhtunkhwa, Sindh and Balochistan. For submission of each deliverable visit to UNDP country office.
Expected duration of work	The duration of the work is two months: one month in the field and the rest of the time will be dedicated to desk work and report writing.
Target start date	1 st June 2020
Latest completion date	30 th July 2020
Travels Expected	<ul style="list-style-type: none"> • Khyber Pakhtunkhwa • Sindh • Balochistan • Islamabad <p>(exact locations/districts to be agreed upon as part of the methodology in the inception report).</p>
Special Security Requirements	Note: UNDP will not be liable to provide the security to the selected firm and it is the responsibility of the selected firm to arrange the security of its employees.
Facilities to be Provided by UNDP (i.e., must be excluded from Price Proposal)	Not Applicable
Implementation Schedule indicating breakdown and timing of activities/sub-activities	<input checked="" type="checkbox"/> Required
Names and curriculum vitae	<input checked="" type="checkbox"/> Required

of individuals who will be involved in completing the services																											
Currency of Proposal	<input checked="" type="checkbox"/> Local Currency [PAK RUPEES]																										
Value Added Tax on Price Proposal	<input checked="" type="checkbox"/> must be inclusive of VAT and other applicable indirect taxes (the invoice submitted should indicate the price and tax portion separately). Further, United Nations, including its subsidiary organs, is exempt from all direct taxes, except charges for public utility services, and is exempt from customs duties and charges of a similar nature in respect of articles imported or exported for its official use. In the event any governmental authority refuses to recognize the United Nations exemption from such taxes, duties or charges, the Contractor shall immediately consult with the UNDP to determine a mutually acceptable procedure.																										
Validity Period of Proposals (Counting for the last day of submission of quotes)	<input checked="" type="checkbox"/> 90 days In exceptional circumstances, UNDP may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal.																										
Partial Quotes	<input checked="" type="checkbox"/> Not permitted																										
Payment Terms	<p>Deliverables and Payment Schedule</p> <p>The duration of the work is two months: one month in the field and the rest of the time will be dedicated to desk work and report writing. Detailed time frame for evaluation is:</p> <table border="1"> <thead> <tr> <th>S#</th> <th>Description of deliverables</th> <th>%of Payment</th> <th>Condition for payment</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Desk Review and inception report including Evaluation Work plan</td> <td>15%</td> <td rowspan="7"> Within thirty (30) days from the date of meeting the following conditions: a) UNDP's written acceptance (i.e., not mere receipt) of the quality of the outputs; and Receipt of invoice from the Service Provider. </td> </tr> <tr> <td>2</td> <td>Progress update summary report on Data Collection Mission Consultations, Field visits, FGDs, interviews</td> <td>10%</td> </tr> <tr> <td>2</td> <td>Evaluation debriefings along with powerpoint presentation</td> <td>10%</td> </tr> <tr> <td>3</td> <td>Draft Evaluation Report</td> <td>10%</td> </tr> <tr> <td>4</td> <td>Evaluation report audit trail</td> <td>20%</td> </tr> <tr> <td>5</td> <td>Final Report</td> <td>25%</td> </tr> <tr> <td>6</td> <td>Presentation of Summary Brief & Submission of Evaluation data to UNDP</td> <td>10%</td> </tr> </tbody> </table>	S#	Description of deliverables	%of Payment	Condition for payment	1	Desk Review and inception report including Evaluation Work plan	15%	Within thirty (30) days from the date of meeting the following conditions: a) UNDP's written acceptance (i.e., not mere receipt) of the quality of the outputs; and Receipt of invoice from the Service Provider.	2	Progress update summary report on Data Collection Mission Consultations, Field visits, FGDs, interviews	10%	2	Evaluation debriefings along with powerpoint presentation	10%	3	Draft Evaluation Report	10%	4	Evaluation report audit trail	20%	5	Final Report	25%	6	Presentation of Summary Brief & Submission of Evaluation data to UNDP	10%
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Person(s) to review/inspect/ approve outputs/comple ted services and authorize the disbursement of payment	Assistant Resident Representative, CPRU-UNDP Pakistan																						
Type of Contract to be Signed	<input checked="" type="checkbox"/> Purchase Order <input checked="" type="checkbox"/> Contract for Institutional Services																						
Criteria for Contract Award	<input checked="" type="checkbox"/> Highest Combined Score (based on the 70% technical offer and 30% price weight distribution) Where the minimum passing score of technical proposal is 70%. <input checked="" type="checkbox"/> Full acceptance of the UNDP Contract General Terms and Conditions (GTC). This is a mandatory criterion and cannot be deleted regardless of the nature of services required. Non- acceptance of the GTC may be grounds for the rejection of the Proposal.																						
Criteria for the Assessment of Proposal	<p><u>Technical Proposal (70%)</u></p> <input checked="" type="checkbox"/> Expertise of the Firm 30% with 210 Marks out of 700 <input checked="" type="checkbox"/> Methodology, Its Appropriateness to the Condition and Timeliness of the Implementation Plan 40% with 280 marks out of 700 <input checked="" type="checkbox"/> Management Structure and Qualification of Key Personnel 30% with 210 marks out of 700																						
	<p><u>Financial Proposal (30%)</u></p> To be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by UNDP.																						
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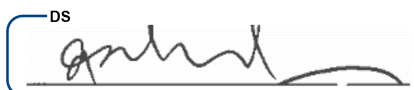

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1.3	Proven relevant background and experience in the context of youth engagement, youth-focused/youth led programmes	30
1.4	Proven capacity to effectively collect, analyse and evaluate data/information. (Previous evaluation reports (maximum 5 reports) conducted by the firm should be submitted as a proof (10 marks for each report)	50
1.5	Solid understanding of governance and government structures within the Pakistani context. Experience and knowledge of the youth Empowerment context in Khyber Pakhtunkhwa, Sindh and Balochistan would be a strong asset.	10
Total 1		210

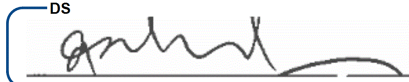
Technical Proposal Evaluation- FORM 2		Maximum Points Obtainable
Proposed Methodology, Approach, Tools and Implementation Plan		
2.1	To what degree does the bidder understand the objectives and requirements of the task?	60
2.2	Have the important aspects of the task been addressed in sufficient detail and do they correspond to the Terms of References and standards of evaluation (United Nations Evaluation Group)?	50
2.3	Is the methodology of the evaluation well defined in a scientific/sound statistical manner and corresponds to the Terms of Reference?	60
2.4	Is the data collection, data analysing and tabulation plan well defined and presented in the methodology?	50
2.5	Work plan: Clarity of presentation and sequencing of activity are logical, timely and technically realistic. Does it promise efficient implementation of the proposed tasks?	60
Total 2		280

FORM # 3		Maximum Points Obtainable
Technical Proposal Evaluation		
Management Structure and Key Personnel (Names and curriculum vitae of individuals who will be involved in completing the services)		
3.1	Senior Evaluator (Team Lead) (1):	
	Minimum masters or equivalent degree in social sciences	20
	Minimum 5 years of experience of conducting/leading evaluation of development programmes particularly youth-focused/youth-led programs	50
3.2	Field Researchers (One man and one woman) (2)	
	Minimum three years experience in designing research methodology and conducting interviews and FGDs at household and individual level	40

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		Minimum graduate degree in social sciences	20
		Understanding of local languages preferred (Sindhi, Balochi and Pashto)	10
	3.3	Data Analyst (1)	
		Minimum graduate degree in computer science or relevant field	10
		Minimum three years experience in data management statistical analysis of data	20
	3.4	Report writer (1)	
		Minimum masters or equivalent degree in social sciences	10
		Minimum five years experience in writing high-quality evaluation and assessment reports	30
		Total 3	210
	Mandatory Note: CVs of the personnel assigned should be signed, dated and attached with the proposals and prepared following the template in Annex 6 of the RFP.		
UNDP will award the contract to:	<input checked="" type="checkbox"/> One and only one Service Provider		
Annexes to this RFP	<input checked="" type="checkbox"/> Form for Submission of Proposal (Annex 2) <input checked="" type="checkbox"/> Form for Submission of Financial Proposal (Annex 3) <input checked="" type="checkbox"/> General Terms and Conditions / Special Conditions (Annex 4) <input checked="" type="checkbox"/> Detailed TOR [Annex-5] <input checked="" type="checkbox"/> CV Template [Annex-6]		
Contact Person for Inquiries (Written inquiries only)	<p><i>pakistan.procurement.info@undp.org</i></p> <p>Any delay in UNDP's response shall be not used as a reason for extending the deadline for submission, unless UNDP determines that such an extension is necessary and communicates a new deadline to the Proposers.</p>		

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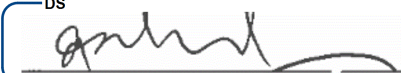


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<p>Minimum Eligibility Criteria</p>	<ul style="list-style-type: none"> ☑ Company Profile, which should not exceed fifteen (15) pages, including printed brochures and product catalogues relevant to the goods/services being procured; ☑ Sales Tax and Income Tax Certificates, Tax Registration/Payment Certificate issued by the Internal Revenue Authority evidencing that the Proposer is updated with its tax payment obligations, or Certificate of Tax exemption, if any such privilege is enjoyed by the Proposer; ☑ Certificate of Registration of the business, including Articles of Incorporation, or equivalent document if Bidder is not a corporation, or Valid Certificates of registration with Security Exchange Commission of Pakistan. (SECP) ☑ Latest Audited Financial Statements (Income Statement and Balance Sheet) including Auditor's Report for the past two years 2017-18 & 2018-19. ☑ Provide evidence of minimum 5 of similar projects completed during last ten years. Relevant details such as cost of the project, completion period and prototypes etc. along with certificates/contracts and reports must be provided. ☑ Statement of Satisfactory Performance from the Top Three Clients in the past three years for reference. Note: Please provide the latest contact details of the focal point at client for which performance certificates will be provided. ☑ All information regarding any past and current litigation during the last three (3) years, in which the proposer is involved, indicating the parties concerned, the subject of the litigation, the amounts involved, and the final resolution if already concluded, s ☑ CVs of all the personnel that will be assigned to this assignment. ☑ An affidavit on organization letter head that the company has never been black listed by any institution / department / agency.
<p>Deadline for Submission</p>	<p>14th May, 2020 (12:30 PM Pakistan standard Time or 3:30 AM EDT)</p> <p>Please note:</p> <ol style="list-style-type: none"> 1. Date and time visible on the main screen of event (on e-tendering portal) will be final and prevail over any other closing time indicated elsewhere, in case they are different. Please also note that the bid closing time shown in the PDF file generated by the system is not accurate due to a technical glitch that we will resolve soon. The correct bid closing time is as indicated in the e-tendering portal and system will not accept any bid after that time. It is the responsibility of the bidder to make sure bids are submitted within this deadline. UNDP will not accept any bid that is not submitted directly in the system. 2. Try to submit your bid a day prior or well before the closing time. Do not wait until last minute. If you face any issue in submitting your bid at the last minute, UNDP may not be able to assist.

Electronic submission (eTendering) requirements	<ul style="list-style-type: none"> • Technical and financial proposals should be submitted in separate PDF files • File names must be maximum 60 characters long and must not contain any letter or special character other than from Latin alphabet/keyboard. • All files must be free of viruses and not corrupted. • Password for financial proposal must not be provided to UNDP until requested by UNDP (see notes below) <p>Important Notes for financial proposal:</p> <ul style="list-style-type: none"> • The proposer is required to prepare and submit the financial proposal in a password protected PDF file separate from the rest of the proposal submission as indicated in the instructions to proposers. • Password for financial proposal must not be provided to UNDP until it is formally requested by UNDP focal point indicated below: tahir.islam@undp.org • While entering financial proposal in the e-tendering system, always mention your bid price as PKR 1. Please do not mention the value of your financial proposal in the e-tendering system. It should only be mentioned in the password protected file/ attachment of financial proposal. The proposals of those organizations who would reveal their financial proposal value in the e-tendering system will be considered as disqualified.
Pre-proposal conference	<p>The Pre-Proposal Conference will be held on 30th April 2020 at 11 AM online through ZOOM Application. Interested Firms will inform their confirmation to attend this online session till 29th April 2020 before COB to email id pakistan.prourement.info@undp.org</p>

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FORM FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL

(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery)

[insert: Location].

[insert: Date]

To: [insert: Name and Address of UNDP focal point]

Dear Sir/Madam:

We, the undersigned, hereby offer to render the following services to UNDP in conformity with the requirements defined in the RFP dated [specify date] , and all of its attachments, as well as the provisions of the UNDP General Contract Terms and Conditions:

A. Qualifications of the Service Provider

The Service Provider must describe and explain how and why they are the best entity that can deliver the requirements of UNDP by indicating the following :

- a) Profile – describing the nature of business, field of expertise, licenses, certifications, accreditations;
- b) Business Licenses – Registration Papers, Tax Payment Certification, etc.
- c) Latest Audited Financial Statement – income statement and balance sheet to indicate Its financial stability, liquidity, credit standing, and market reputation, etc. ;
- d) Track Record – list of clients for similar services as those required by UNDP, indicating description of contract scope, contract duration, contract value, contract references;
- e) Certificates and Accreditation – including Quality Certificates, Patent Registrations, Environmental Sustainability Certificates, etc.
- f) Written Self-Declaration that the company is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List.
- g) Include all the documents mentioned in the **Minimum Eligibility Criteria** mentioned in Annex 1.

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B. Proposed Methodology for the Completion of Services

The Service Provider must describe how it will address/deliver the demands of the RFP; providing a detailed description of the essential performance characteristics, reporting conditions and quality assurance mechanisms that will be put in place, while demonstrating that the proposed methodology will be appropriate to the local conditions and context of the work.

C. Qualifications of Key Personnel

If required by the RFP, the Service Provider must provide :

- a) Names and qualifications of the key personnel that will perform the services indicating who is Team Leader, who are supporting, etc.;
- b) CVs demonstrating qualifications must be submitted if required by the RFP; and
- c) Written confirmation from each personnel that they are available for the entire duration of the contract.

*[Name and Signature of the Service Provider's
Authorized Person]*

[Designation]

[Date]

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FORM FOR SUBMITTING SERVICE PROVIDER'S FINANCIAL PROPOSAL

(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery)

A. Cost Breakdown per Deliverable*

Sr. No	Description of deliverables	Submission timeline	Percentage of the payment	Amount in Rs.
1	Deliverable 1 Desk Review and inception report including Evaluation Work plan	10 days	15%	
2	Deliverable 2 Progress update summary report on Data Collection Mission Consultations, Field visits, FGDs, interviews	15 Days	10%	
3	Deliverable 3 Evaluation debriefings along with powerpoint presentation	10 days	10%	
4	Deliverable 4 Draft Evaluation Report	10 days	10%	
5	Deliverable 5 Evaluation report audit trail	25 days	20%	
6	Deliverable 6 Final Report	10 days	25%	
7	Deliverable 7 Presentation of Summary Brief & Submission of Evaluation data to UNDP	10 days	10%	

**This shall be the basis of the payment tranches*

	Description	Unit Type	# of Units	Unit Price in PKR	Total Price in PKR
A	HR/Staff Hourly Cost for Verifications				
A.1	Partner	Days			-
A.2	Executive Director	Days			-
A.3	Report Writer	Days			-
A.4	Evaluation team Lead	Days			-

A.5	Field Reserachers	Days			-
A.6	Data Analyst	Days			
	Sub-Total (A)				
B	Per Diem cost				
B.1	Islamabad, Lahore & Karachi	Day			-
B.2	Sindh (Other than Karachi)	Day			-
B.3	Khyber Pakhtunkhwa	Day			-
B.4	Balochistan	Day			-
	Sub-Total (B)				
C	Travel Cost -road (round trip)				
C.1	Islamabad, Lahore & Karachi	Person			-
C.2	Sindh (Other than Karachi)	Person			-
C.3	Khyber Pakhtunkhwa	Person			-
C.4	Balochistan	Person			-
	Sub-Total (C)				
D	Travel -Airfare (round trip)				
D.1	Islamabad, Lahore & Karachi	Person			-
D.2	Sindh (Other than Karachi)	Person			-
D.3	Khyber Pakhtunkhwa	Person			-
D.4	Balochistan	Person			-
	Sub-Total (D)				
E	Stationary and Refreshment Costs				
n	Stationery cost for evaluation team (includes notebooks, ballpoints, and sheets etc.)	Person			-
E.2	Printing and publishing of evaluaion reprot	Person			-
E.3	Refreshment costs for Focus Group Discussion Participants- a total 18 FGDs are expected to be undertaken with various groups; each focus group will have a maximum of 12 participants	Person			-
	Sub-Total (E)				
	Grand Total				

*[Name and Signature of the Service Provider's
Authorized Person]
[Designation]
[Date]*

Annex 4

General Terms and Conditions for Services
Separately attached

Terms of Reference (TOR) for Decentralized Evaluation of Youth Empowerment Programme**1. Background and context:****Table 1: Project/Programme Summary**

Project/outcome title	Kamyab Jawan: Youth Empowerment Programme Youth & Social Cohesion	
Atlas ID	00093478	
Corporate outcome and output	UNSDF Outcome 6: Enhanced resilience and socioeconomic development of communities Country Programme Output 6.2: Revitalization of productive capacities that are sustainable and generate employment opportunities and improvement in sustainable livelihoods as part of broader stabilization efforts	
Country	Pakistan	
Region	Asia Pacific Region	
Project Dates	Start 1st January 2018	Planned End 31st December 2022
Funding source	Government of Japan, Royal Norwegian Embassy	
Implementing Party	UNDP Pakistan	


Background

Pakistan is one of the youngest countries in the world. Recent estimates indicate that 68% of the Pakistani population is under 29 with the youth bracket representing 27% of the total population¹. A large segment of this youth population is exposed to multidimensional and inter-sectoral vulnerabilities resulting from a lack of opportunities for meaningful social engagement and economic empowerment². In spite of these challenges, the NHDR 2017 has highlighted a number of positive aspects of the 'youth bulge' which, if harnessed effectively, can lead Pakistan on a path of economic growth and progressive social transformation. In this regard, the Report calls for strategic investments in education, employment, and positive engagement of youth which will enable them to positively contribute to the society, economy, and politics of Pakistan. Unfortunately, lack of youth focused development in Pakistan has made young people vulnerable to violence and conflict, a situation exacerbated by the volatile security situation in Pakistan³. Therefore, making investment in education, skills development of youth and to provide them employment opportunities will not only help reduce violent terrorism in the country but also help establish a foundation for long term economic growth and prosperity.

¹ Pakistan Labour Force Survey 2017-2018

² 'Impact of War in Afghanistan and Ensuing Terrorism on Pakistan's Economy' published in the Pakistan Economic Survey 2017-18 (source: http://www.finance.gov.pk/survey/chapters_18/Annex_IV_Impact%20of%20War.pdf)

³ Cordesman, A. H. (2011) 'Pakistan: Violence vs Stability- A National Net Assessment' published by the Center for Strategic and International Studies (source: <https://www.csis.org/analysis/pakistan-violence-vs-stability>).

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The Kamyab Jawan: Youth Empowerment Programme is UNDP's strategic response to the challenge posed by the 'youth bulge' in Pakistan. The Programme is generating routes for empowering Pakistani youth as the engine for greater social cohesion and inclusive and sustainable economic growth; and finds it imperative to provide Pakistani youth with alternative pathways for individual development and enhanced community engagement.

For programme implementation, UNDP collaborated with the government of Pakistan; public and private sector partnerships as well as directly with the youth to ensure that 'equal opportunities exist for all youth to participate in Pakistan's social, political and economic development processes so that all youth feel an empowered part of society with a stage in its future'.

The Programme aims at providing opportunities for economic growth and positive social engagement to 100,000 young people in the country under the following three outputs;

- **Output 1:** Sustained and up-streamed interaction and collaboration between youth and key policy actors on civic and social issues leads to better informed youth who can actively participate in and influence inclusive decision making (target 80,000 youth-50% women) (SDG 16.7)
- **Output 2:** Youth in public sector and religious education establishments acquire the knowledge and skills needed to succeed in an inclusive society through the promotion of a culture of peace and tolerance, global citizenship and appreciation of diversity (target 20,000 youth- 50% women) (SDG 4.7)
- **Output 3:** Youth's potential to contribute to inclusive and sustainable economic growth harnessed and catalysed (target 50,000 youth-50% women) (SDG 8.6)

2. Evaluation purpose, scope and objectives.

Evaluation Purpose/Objectives: This evaluation is being undertaken to;

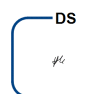
- Assess the effectiveness of the project and to draw the lessons which will feed into the work plan for the next years
- Responsiveness to address youth challenges
- Explore strategies for replication and link to policy advocacy-i.e. serve as evidence base for policy and institutional reforms

Scope of Evaluation

UNDP Pakistan intends to conduct the "youth evaluation" of the youth programs implemented in collaboration with different public and private partners and with the government of Pakistan in different areas of Khyber Pakhtunkhwa, Balochistan and Sindh provinces during the year 2018 & 2019. UNDP Pakistan intends to engage an independent service provider to provide evaluation services for evaluating UNDP supported project activities in different project areas of Khyber Pakhtunkhwa, Sindh and Baluchistan provinces.

UNDP is committed to putting youth in a leading role in evaluating UNDP's work, both as participants and beneficiaries. A key component of maintaining meaningful youth participation comes from creating a youth-led participatory evaluation. While traditional evaluation methods are often top-down approaches designed and administered by evaluation professionals, participatory evaluation is a bottom-up approach guided by, shaped by, and administered wholly or in part by the program participants themselves. Within youth programs, this means that youth

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play a leading role in the evaluation process and are treated as partners throughout. Involving youth in this way means that “providers can benefit from the youths’ opinions about best practices, and the evaluation process itself can be empowering and develop the skills, competence, and autonomy of the youth participants.”

This scope of work includes evaluation of selected project interventions and resources falling under Engagement, Education and Economic components of the programme.

Scope of Work:

- i. To assess/evaluate the achievements of the project against CPD Outcome/CPD Output/Project indicators and intended and un-intended impacts to the lives of the youth;
- ii. To assess whether the CPD output/Project Output Results have been achieved in a cost-effective and cost-efficient manner;
 - a. To determine whether cross cutting issues such as gender, sustainability, and environment were mainstreamed in the implementation of the project;
 - b. To identify lessons learned on effectiveness of the project design, intervention strategies and implementation;
 - c. To suggest improvements for future and ongoing programmes and suggest replication of the best practices and experiences;
 - d. To assess changes observed regarding improved socio-economic and political status of target groups and how will they feed into the improvement in design for replications; and
 - e. The evaluation shall mainly focus on relevance of project activities to needs of the beneficiaries, effectiveness and efficiency of implementation approach, and sustainability and impact of the project interventions

3. Evaluation criteria and key questions.

Evaluation Criteria: This study requires to assess the impacts of the project intervention in terms of their relevance, effectiveness, efficiency, fostering community participation. These are discussed below separately;

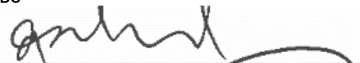
3.1 Relevance: The relevance of the interventions is seen in terms of the extent to which they are focused on the target group i.e. the youth at risk. It also refers to the extent to which the programme responds to the needs and priorities of the target group.

3.2 Effectiveness: The effectiveness of the programme is assessed in terms of the extent to which the objectives of the programme have been attained or are likely to be attained; and the number of youth who have benefitted.

3.3 Efficiency: Is the relation between inputs of resources and results achieved appropriate and justifiable?

3.4 Impact: Explore if and how various programme components had a positive/less positive/no impact on each other

3.5 Sustainability: Assess the sustainability of results achieved

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- 4 **Participation:** Participation is analysed in the extent to which stakeholders, partners, local authorities are involved in the design, planning and implementation of the programme; and the extent to which the programme has developed the necessary local institutional (government/non-governmental) capacity to respond to the problem.

Key Evaluation Questions:

Target groups for the evaluation include individual beneficiaries, communities, development partners, Government counterparts and Implementing Partners (IPs).

Specifically, the evaluation will assess the relevance, efficiency, effectiveness, impact and sustainability of YEP results achieved through the following questions. This list of questions is representative and not exhaustive and will be further detailed and agreed upon as part of the evaluation inception report:

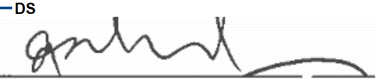
1. Relevance:


- a) To what extent was the project in line with the national development priorities, the country programme's outputs and outcomes, the UNDP Strategic Plan and the SDGs?
- b) To what extent does the project contribute to the theory of change for the relevant country programme outcome as well as assess the relevance of the project's outputs?
- c) To what extent were lessons learned from other relevant projects considered in the project's design as well as during its execution between 2015 and 2019?
- d) To what extent were perspectives of those who could affect the outcomes, and those who could contribute information or other resources to the attainment of stated results, taken into account during the project design and implementation processes?
- e) To what extent does the project contribute to LNOB⁴, gender equality, the empowerment of women and the human rights-based approach?
- f) Evaluate the extent to which YEP implementation strategy has been responsive to the emerging needs and priorities of Government counterparts and beneficiary communities; and to the context of the emerging development scenario of Pakistan;
- g) What is the stakeholder involvement in the project?
 - ✓ What is the community's involvement in planning and implementing this project?
 - ✓ What is the private sector's involvement in planning and implementing this project?
 - ✓ What is the local/provincial & federal government's involvement in planning and implementing this project?

2. Efficiency:

- a) To what extent was the project management structure as outlined in the project document efficient in generating the expected results?

⁴Leave No One Behind

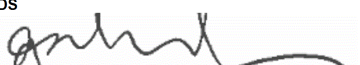
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- b) To what extent have the UNDP project implementation strategy and execution been efficient and cost-effective?
- c) To what extent has there been an economical use of financial and human resources? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?
- d) To what extent have resources been used efficiently? Have activities supporting the strategy been cost-effective?
- e) To what extent have project funds and activities been delivered in a timely manner?
- f) To what extent do the M&E systems utilized by UNDP ensure effective and efficient project management?
- g) Assess the adequacy of funds for programme implementation up to 2019 and analyse project strategy for resource mobilization for future interventions.

3. Effectiveness

- a) To what extent did the project contribute to the country programme outcomes and outputs, the SDGs, the UNDP Strategic Plan and national development priorities?
- b) To what extent were the project outputs achieved? If not then reasons why
- c) What factors have contributed to achieving or not achieving intended country programme outputs and outcomes?
- d) To what extent has the UNDP partnership and resource mobilisation strategy with Government departments, UN agencies, CSOs and international donors ensured coordinated support for the development of NMDs been appropriate and effective?
- e) In which areas does the project have the greatest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements?
- f) In which areas does the project have the fewest achievements? What have been the constraining factors and why? How can or could they be overcome in the next phase?
- g) What, if any, alternative strategies would have been more effective in achieving the project's objectives?
- h) Are the projects outputs clear, practical and feasible in line with project theory of change?
- i) Assess how the programme components complemented each other to contribute to the achievement of programme objectives
- j) To what extent have stakeholders including beneficiary communities been involved in project implementation?
- k) To what extent are project management and implementation participatory, flexible, creative and responsive to respond to emerging needs and priorities of the government and beneficiaries and is this participation contributing towards achievement of the project outputs?
- l) To what extent has the project been appropriately responsive to the needs of the national constituents and changing partner priorities?
- m) To what extent has the project contributed to gender equality, the empowerment of women and the realization of human rights?
- n) How effective is the program in reaching out youth from marginalized/at risk communities/households, especially women, youth with disabilities and from minority groups?

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- o) How effective is the programme' engagement/job placement strategy? What percentage has been engaged/employed?
 - ✓ How has the intervention increased the likelihood of securing employment / part-time work?
 - ✓ How many beneficiaries secured full-time employment vs. how many part-time gigs?
 - ✓ What percentage of youth have set up micro-enterprises/businesses?
 - ✓ How effective is the programme in reaching out youth during the selection of beneficiaries, bearing in mind the impact of the initiatives that UNDP is expected to generate through them?
- p) Assess the level of effectiveness of the UNDP and YEP oversight and management structures during the review period; Quality and adequacy of programme monitoring and reporting in timely decision making by Project Managers;
 - a) Assess whether a gender and human rights perspective has been taken into consideration and has been effective for the targeted institutions and communities;

4. Impact:

- a) Explore if and how various programme components had a positive/less positive/no impact on each other;
 - I. What has been the impact of training and grants on the lives of the beneficiaries?
 - II. Conduct a tracer of representative sample of skill and entrepreneurship beneficiaries and document the rate of success.
- b) Evaluate the impact of the programme on the wider development environment of Pakistan;
- c) Assess what changes in the social and economic development at the level of individuals, institutions and communities - intended and unintended, positive and negative – have been brought about by the programme.
- d) Were there clear evidence of results and recognition of UNDP support?
- e) What impact is the programme having in keeping youth away from negative influences?
- f) How is the programme impacting the targeted communities at large?
 - ✓ How has the level of harmony increased in the targeted communities? Since the start of the project? In comparison with/other areas?
 - ✓ How has the perception of insecurity changed in target communities? Since the start of the project? In comparison with/other areas?
 - ✓ Do the intervention results respond to the needs of all stakeholders, youth-men, women, transgender and other key groups, as identified at the design stage?

5. Sustainability:

- a) Assess the sustainability of capacity building programmes particularly provision of business grants, and skills training to youth;
- b) Are there any financial risks that may jeopardize the sustainability of project outputs?
- c) To what extent will financial and economic resources be available to sustain the benefits achieved by the project?

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- d) Are there any social or political risks that may jeopardize sustainability of project outputs and the project's contributions to country programme outputs and outcomes?
- e) Do the legal frameworks, policies and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits?
- f) To what extent did UNDP actions pose an social threat to the sustainability of project outputs?
- g) What is the risk that the level of stakeholders' ownership will be sufficient to allow for the project benefits to be sustained?
- h) To what extent do mechanisms, procedures and policies exist to allow primary stakeholders to carry forward the results attained on gender equality, empowerment of women, human rights and human development?
- i) To what extent do stakeholders support the project's long-term objectives?
- j) To what extent are lessons learned being documented by the project team on a continual basis and shared with appropriate parties who could learn from the project?
- k) To what extent do UNDP interventions have well-designed and well-planned exit strategy?
- l) What could be done to strengthen exit strategy and sustainability?

Human rights

- a) To what extent have poor, indigenous and physically challenged, women and other disadvantaged and marginalized groups benefited from YEP interventions?

Gender equality

- a) To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?
- b) Is the gender marker data assigned to this project representative of reality?
- c) To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?

4. Methodology.

The evaluation is designed in line with current research on good practices within youth-led evaluation, and with reference to UNDP's youth empowerment program. In line with UNDP's programme Strategy on Youth, which advocates for a more central leadership role for youth in designing and implementing UNDP's youth projects, youth who have been involved in UNDP's work over the last two years, youth who have played a key role in UNDP's projects and interns and other youth working at any UN agency's youth led programming will be considered for this evaluation.

This evaluation relies on qualitative research tools (Focus Group Discussions and In-depth interviews) to assess the extent to which the strategies and activities undertaken by the UNDP have achieved their objectives; positive achievements of the interventions; challenges faced during implementation and steps taken to address them; lessons learned; and possible recommendations to guide the project in future. In order to get a holistic appraisal of the above mentioned, the evaluation study will engage multiple stakeholders through interviews and FGDs.

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A detailed methodology and sampling design will be prepared by the evaluation firm which will be part of the inception report.

It is visualized that the methodology will encompass a number of methods including:

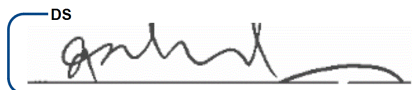
- **Secondary data reviews** - review of the project documents and reports prepared during the project implementation
 - Project document (as well as contribution agreements).
 - Theory of change and results framework.
 - project quality assurance reports.
 - Annual workplans.
 - Consolidated quarterly and annual reports.
 - Results-oriented monitoring report.
 - Highlights of project board meetings.
 - Technical/financial monitoring reports.
- **Surveys and Semi Structured Interviews** involving Key Stakeholders Including Key Government Counterparts, Donor Community members, Representatives of Key Civil Society Organizations and Communities: a structured and semi-structured questionnaire that will gather both quantitative and qualitative information
- **Participatory meetings & discussions** by selecting youth from the project areas: Key informant and focus group discussions with men and women, beneficiaries and stakeholders.
- Stories of youth engaged, trained, employed Analysis will be both qualitative and quantitative.

All interviews/FGDs should be undertaken in full confidence and anonymity. The final evaluation report should present specific comments without disclosing identity of individuals.

To ensure the quality of reported results, data triangulation will be included as part of the methodology. Based upon the above assessment, the evaluation team will compile lessons learnt and make recommendations for the future.

The qualitative data will be the property of UNDP and will be shared in totality with UNDP as soon as data is recorded and coded. Data will be used while presenting the findings without compromising the confidentiality and anonymity of the participants. For this, labels will be used to hide the identities of the participants in the final report however in the first draft to UNDP the evaluation firm will produce the findings with data without labels. The coding and labelling scheme will be discussed and implemented after approval from UNDP.

The findings of the report will be based on concrete qualitative and quantitative data as evidence. The analysis will be an important section of the report which will be based on the findings reported earlier in the report. The conclusions will be rooted in the analysis of the findings. The recommendations will be linked to conclusions.

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5. Evaluation products (key deliverables).

1. **Evaluation Work plans:** Proposed approach, methodology, timeline, staff composition and estimated budget for completion of the work requested. Workplan drafts for evaluation will be reviewed and approved by UNDP before any work begins on the assignment. The workplan drafts will be revised and finalized during the team planning meeting with the assignment team. The finalized evaluation workplan can be modified with UNDP's approval throughout implementation of the assignment if conditions or needs change. The finalized plans with attached approved amendments will be used as the basis for assessing completion and quality of the assignment.
2. **Evaluation inception report** including a workplan and evaluation schedule. The evaluation firm will submit an inception report that would reflect the evaluators understanding of the assignment, proposed approach and methodology; and schedule of tasks, activities and deliverables along with assigned responsibilities for the mission members. The inception report will be carried out the following and based on preliminary discussions with UNDP after the desk review and will be produced before the evaluation starts (before any formal evaluation interviews, survey distribution or field visits)
3. **Evaluation debriefings.** Immediately following an evaluation, the contracting firm will deliver a preliminary debriefing and findings. Outputs include a PowerPoint presentation on key findings and a draft report to be circulated in stakeholder meetings
4. **Draft Evaluation Report:** The evaluation firm will submit (i) before the end of the evaluation mission- a *draft evaluation report* of youth engagement, highlighting achievements, constraints, and lessons learnt as well as corrective measures where required and recommendations
5. **Evaluation report audit trail.** Comments and changes by the evaluator in response to the draft report should be retained by the evaluator to show how they have addressed comments
6. **Final evaluation report:** within one week after receiving written comments and feedback to the draft evaluation report from UNDP and project Management, the evaluation team will submit the final report addressing the received feedback.
7. Separate 1-2 pager **summary brief** with info graphics summarizing the key findings of the evaluation for sharing with external audiences.
8. **Submission of data to UNDP:** all the primary data (both qualitative and quantitative) collected for this assignment will be submitted to UNDP in electronic form within 30 days of completion

The Evaluation Report should contain the following:

- Title page
- List of acronyms and abbreviations
- Table of contents, including a list of annexes
- Executive summary
- Introduction: background and context of the programme

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- Description of the programme – it's logic theory, results framework and external factors likely to affect the success
- Purpose of the evaluation
- Key questions and scope of the evaluation with information on limitations and de-limitations
- Approach and methodology
- Findings
- Analysis - explanation and interpretation of findings
- Conclusions
- Recommendations
- Lessons, generalizations, alternatives
- Annexes

Related Evaluation Activities

To achieve the objectives and produce the deliverables of the evaluation, the evaluation firm will be expected to undertake related activities including:

1. **Review existing documentation:** The evaluation firm will conduct a literature review on the history and development challenges of youth engagement.
2. **Prepare Inception Report:** The evaluation firm will present an Inception Report elaborating the evaluation methodology to the stakeholders at the beginning of the evaluation.
3. **Meetings with stakeholders**
 - a. The UNDP project team will brief the evaluation firm upon arrival and provide all necessary details and clarifications on the documents made available for the desk review.
 - b. The evaluation firm will meet with the programme team, Programme Manager, Chief Crisis Prevention and Recovery Unit (CPRU), the Management Support Unit (MSU), the Deputy Resident Representative and Resident Representative UNDP.
 - c. The evaluation firm will meet with relevant Government counterparts, including the Directorate of Projects, the Planning and Development Department, the Education Department and others.
 - d. The evaluation firm will meet with bilateral donor representatives present in the country, including Norway and Japan.
 - e. The evaluation firm will meet with relevant Civil Society Organisations/IPs of youth empowerment programme and document their experience and learnings from the programme.
 - f. Beneficiary feedback will be sought from the local communities, including females to gauge their feedback on various programme interventions.
1. **Consultation on draft report and recommendations:**

Following the submission of the draft report, undertake consultations with stakeholders to receive their feedback for incorporation into the final report.

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6. Evaluation team composition and required competencies.

Team Composition

It is anticipated that the mission team of the consulting firm for evaluation should include following team members:

- ✓ Senior Evaluator (Team leader/evaluation Specialist)
- ✓ Field Researchers (one man and one woman)
- ✓ Data Analyst
- ✓ Report Writer

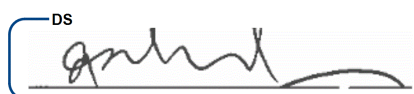
Required Qualification, competencies and skills for an Evaluation Firm:

The mission will take place in the programme area and will be for a period of two months with the following details:

1. The firm should have extensive experience in monitoring and evaluation of large programmes in developing countries.
2. The firm should have a diverse team composition of both men and women including researchers, data analyst, report writer and a team lead.
3. The team lead should have experience of leading evaluations of development programmes particularly youth-focused/youth-led programs
4. The researcher team should comprise of one man and woman and should have prior experience of designing research methodology and conducting interviews and FGDs at household and individual level
5. The data analyst should be well versed in data management and statistical analysis of data
6. The report writer should be well versed in report writing with proven experience in producing a high-quality evaluation and assessment reports
7. Proven experience in evaluation of youth-focused/youth led programmes.
8. The team leader will allocate roles and responsibilities within the team, including meeting schedules and drafting duties and be responsible for timely delivery of the mission reports.
9. The evaluation firm should have proven relevant background and experience in the context of youth engagement.

7. Evaluation ethics.

This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The consultant must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners.

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8. Management and implementation arrangements.

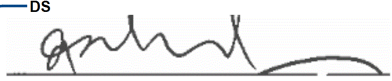
Deputy Resident Representative, UNDP Pakistan, will be the Evaluation Commissioner (EC) and Head of Management Support Unit will be the Evaluation Manager (EM). EC will be supported by EM in safeguarding the independence of the evaluation exercise and ensure the quality of evaluation in a timely fashion. To ensure independence and impartiality, EM will be the focal person for this evaluation. EM will ensure that the evaluation is conducted as per the evaluation plan and in line with this ToR.

CPRU Unit and Youth Empowerment Programme team will facilitate EM and the work of the consulting firm before and during the assignment period. This ToR shall be the basis upon which compliance with assignment requirements and overall quality of services provided by the evaluation firm will be assessed by UNDP.

9. Time frame for the evaluation process.

Duration of the Work: The duration of the work is two months: one month in the field and the rest of the time will be dedicated to desk work and report writing. Detailed time frame for evaluation is:

Sr.No	Description of deliverables	Submission timeline
1	Deliverable 1 Desk Review and inception report including Evaluation Work plan	10 days
2	Deliverable 2 Progress update summary report on Data Collection Mission Consultations, Field visits, FGDs, interviews	15 Days
3	Deliverable 3 Evaluation debriefings along with powerpoint presentation	10 days
4	Deliverable 4 Draft Evaluation Report	10 days
5	Deliverable 5 Evaluation report audit trail	25 days
6	Deliverable 6 Final Report	10 days
7	Deliverable 7 Presentation of Summary Brief & Submission of Evaluation data to UNDP	10 days

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PERSONNEL

3.1 Management Structure: Describe the overall management approach toward planning and implementing this activity. Include an organization chart for the management of the project describing the relationship of key positions and designations.

3.2 Staff Time Allocation: Provide a spreadsheet will be included to show the activities of each staff member and the time allocated for his/her involvement. (Note: This *spreadsheet is crucial and no substitution of personnel will be tolerated once the contract has been awarded except in extreme circumstances and with the written approval of the UNDP. If substitution is unavoidable it will be with a person who, in the opinion of the UNDP project manager, is at least as experienced as the person being replaced, and subject to the approval of UNDP. No increase in costs will be considered as a result of any substitution.*)

3.3 Qualifications of Key Personnel. Provide the CVs for key personnel (Team Leader, Managerial and general staff) that will be provided to support the implementation of this project. CVs should demonstrate qualifications in areas relevant to the Scope of Services. Please use the format below:

Name:		
Position for this Contract:		
Nationality:		
Contact information:		
Countries of Work Experience:		
Language Skills:		
Educational and other Qualifications:		
Summary of Experience: <i>Highlight experience in the region and on similar projects.</i>		
Relevant Experience (From most recent):		
Period: From – To	Name of activity/ Project/ funding organisation, if applicable:	Job Title and Activities undertaken/Description of actual role performed:
<i>e.g. June 2004-January 2005</i>		
<i>Etc.</i>		
<i>Etc.</i>		
References no.1 (minimum of 3):	<i>Name Designation Organization Contact Information – Address; Phone; Email; etc.</i>	
Reference no.2	<i>Name Designation Organization Contact Information – Address; Phone; Email; etc.</i>	
Reference no.3	<i>Name Designation Organization Contact Information – Address; Phone; Email; etc.</i>	
Declaration:		
<p>I confirm my intention to serve in the stated position and present availability to serve for the term of the proposed contract. I also understand that any wilful misstatement described above may lead to my disqualification, before or during my engagement.</p> <p>_____</p> <p>Signature of the Nominated Team Leader/Member Date Signed</p>		

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