



REQUEST FOR PROPOSAL (RFP)

NAME & ADDRESS OF FIRM	DATE: July 13, 2020
	REFERENCE: UNDP-RFP-2020-227 JTN: 13644 ORPS: 095

Dear Sir / Madam:

We kindly request you to submit your Proposal for Conducting **“To Develop an Implementation Tracking Index to Monitor the Ehsaas Program”**. Please be guided by the form attached hereto as Annex 2, in preparing your Proposal.

Your proposal should be submitted through e-Tendering online system by or before the deadline of **Tuesday 28th July 2020 12:30 PM PST OR 03:30 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-notices/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 **Friday, 24th July 2020 [12:30 PM Pakistan Standard Time OR 03:30 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,



7/12/2020

**(For) Ignacio Artaza
Resident Representative**

Haraon Gul

Ali Saeed

Annex 1**Description of Requirements**

Context of the Requirement	Engagement of firm to develop an implementation tracking index to monitor the Ehsaas program
Project Title	Covid-19 Socio Economic Resp-DPU-UNDP
Brief Description of the Required Services	Since the adoption of the SDGs as its national development goals, Pakistan has initiated several development schemes, among which Ehsaas is the most recent and ambitious. The Government of Pakistan launched the Ehsaas program in 2019 aiming to provide social protection for the vulnerable population and eventually eradicate poverty in Pakistan. Two new social protection programs were introduced under Ehsaas, viz., Kifalat and Tahafuz.¹ Various other programs targeting different development issues have also been incorporated into or developed under this program. The Benazir Income Support Program (BISP), which is a social safety net program intended for poverty reduction launched in 2008, will be executed under the Ehsaas Kifalat program.² BISP offers unconditional cash transfer to eligible families, which has distributed a cumulative of Rs. 714 billion cash at the end of 2019.⁴ The development of the National Socio-Economic Registry (NSER) 2020 is also well underway, which is expected to enhance the targeting of the Ehsaas program. In the light of the recent COVID-9 outbreak, Pakistan has acted swiftly to tackle the issues confronting its poor and vulnerable population by distributing emergency cash to the deserving households identified through the Ehsaas program and the BISP registries. The program provides a one-off payment of Rs. 12,000 or two installments of Rs. 6,000 for one household, which is on top of the current BISP. Families could check their eligibility status by sending SMS and later collect the emergency cash if eligible. As of 21st April, the Ehsaas Emergency Cash Program has disbursed around Rs. 59.72 billion to 4.976 million eligible households.⁵ A total of Rs. 144 billion has been earmarked for the Ehsaas Emergency Cash Program, and more funding might be allocated should the needs arise. While the efforts of beefing up social protection and addressing the COVID-19 related issues are laudable, it is crucial to monitor the flows of the cash transfer under BISP and other benefits provided by the Ehsaas program to measure the impacts, hold relative parties accountable, generate feedbacks for the improvement and finetuning of the program and ensure its maximum efficiency and effectiveness. Against this backdrop, UNDP is seeking the service from a firm to develop an Ehsaas Implementation Tracking Index (EITI) in Pakistan in consultation with the government and other stakeholders, engage in the launching of this index, document the development process of the EITI to share insights on integrated evidence-based programming, and

¹ Government of Pakistan, <http://www.pakistan.gov.pk/ehsaas-program.html>

² Poverty Alleviation and Social Safety Division, <https://www.pass.gov.pk/Detail845ae76f-4161-4d46-8452-ab8805d1f953>

³ Business Recorder, <https://www.brecorder.com/2020/03/01/576055/bisp-to-function-under-federal-governments-ehsaas-kifalat-programme/>

⁴ Business Recorder, <https://www.brecorder.com/2019/12/13/552706/bisp-distributed-rs-714-billion-in-ten-years-sania-nishtar/>

⁵ Poverty Alleviation and Social Safety Division, [https://www.pass.gov.pk/NewsDetailWerFf65%5ES23d\\$gH25d4e54a-fc35-429f-9fcf-afde74ac64530ecFf65%5ES23d\\$Pd](https://www.pass.gov.pk/NewsDetailWerFf65%5ES23d$gH25d4e54a-fc35-429f-9fcf-afde74ac64530ecFf65%5ES23d$Pd)

	transfer the knowledge and know-hows to the Ehsaas team for future maintenance and update of the database. Scope of Work The firm will be responsible for the following: • Clarify the desiderata and prepare the measurement framework; • Write out the axioms and formal properties of the Ehsaas Implementation Tracking Index. • Use the milestones for the Ehsaas actions, the Logframe, and the planned results framework by year to structure the EITI; • Clarify precisely which data could be used to update the EITI annually; • Prepare a set of proposed possible structures for the EITI; • Prepare a time-bound realistic agenda for the Annual Review of the EITI by the Ehsaas steering committee and identify strategic/catalytic decisions that such a meeting could make; • Present the possible structures and uses of EITI to Ehsaas Steering Committee or other decision-maker to select and approve a final structure, and / or change the anticipated policy use of the measure, so there is clear strategy towards success; • Prepare the framework for the EITI that the Ehsaas team will use to compile all the data for measurement; • Use the compiled data to establish the EITI baseline; • Estimate and analyze the EITI for the intervening time periods, working with or transferring knowledge to the Ehsaas team so they can maintain and update the database; • Develop protocols on how to update the EITI if programs are added or deleted; • Comment on the communication products – animations, podcasts, briefing notes/memos, spotlight PowerPoint slides, etc.; • Create the calendar of future updates of the EITI; • Participate in the launch of the EITI, and in any consultations internally with different policy actors prior to the launch; • Document this process in a rigorous academic paper that can share the insights with other management applications of integrated evidence-based programming.
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	Assistant Resident Representative, Development Policy Unit, UNDP.
Frequency of Reporting	Monthly

Progress Reporting Requirements	Deliverables based.
Location of work	☒ Islamabad
Expected duration of work	06 Months
Target start date	25th August 2020
Latest completion date	25th Feb 2021
Travels Expected	Not Required
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	☒ Required
Names and curriculum vitae of individuals who will be involved in completing the services	☒ Required
Currency of Proposal	☒ Local Currency for Local Bidders [PAK RUPEES] or ☒ USD (For International Bidders)
Value Added Tax on Price Proposal	☒ 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)	☒ 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	☒ Not permitted																			
Payment Terms	Deliverables and Payment Schedule <table border="1"> <thead> <tr> <th>Deliverables/ Outputs</th><th>Estimated Duration to Complete</th><th>% Of Payment</th><th>Review and Approvals Required</th></tr> </thead> <tbody> <tr> <td>Prepare the measurement framework for the Ehsaas Implementation Tracking Index (EITI) that the Ehsaas team will use to compile all the data for measurement with inputs and feedbacks from the government embedded and validate the index.</td><td>Within 4th months</td><td>30%</td><td>Assistant Resident Representative, Development Policy Unit, UNDP</td></tr> <tr> <td>Test the EITI and transfer knowledge to the government's Ehsaas team for future maintenance and update of the database</td><td>Within 5th month</td><td>30%</td><td>Assistant Resident Representative, Development Policy Unit, UNDP</td></tr> <tr> <td>Prepare a report documenting the development process of EITI</td><td>Within 6th month</td><td>40%</td><td>Assistant Resident Representative, Development Policy Unit, UNDP</td></tr> </tbody> </table>				Deliverables/ Outputs	Estimated Duration to Complete	% Of Payment	Review and Approvals Required	Prepare the measurement framework for the Ehsaas Implementation Tracking Index (EITI) that the Ehsaas team will use to compile all the data for measurement with inputs and feedbacks from the government embedded and validate the index.	Within 4th months	30%	Assistant Resident Representative, Development Policy Unit, UNDP	Test the EITI and transfer knowledge to the government's Ehsaas team for future maintenance and update of the database	Within 5 th month	30%	Assistant Resident Representative, Development Policy Unit, UNDP	Prepare a report documenting the development process of EITI	Within 6 th month	40%	Assistant Resident Representative, Development Policy Unit, UNDP
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Person(s) to review/inspect/ approve outputs/completed services and authorize the disbursement of payment	Assistant Resident Representative, Development Policy Unit, DPU- UNDP																			
Type of Contract to be Signed	☒ Purchase Order ☒ Contract for Institutional Services																			
Criteria for Contract Award	☒ Highest Combined Score (based on the 70% technical offer and 30% price weight distribution) Where the minimum passing score of technical proposal is 70%. ☒ 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	Technical Proposal (70%) ☒ Expertise of the Firm 40% with 280 Marks out of 700 ☒ Methodology, Its Appropriateness to the Condition and Timeliness of the Implementation Plan 40% with 280 marks out of 700 ☒ Management Structure and Qualification of Key Personnel 20% with 140 marks out of 700 Financial Proposal (30%) To be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by UNDP. (Financial Score= (Lowest Offer/Offer*300)																			

Summary of Technical Proposal Evaluation		Score Weight	Points Obtainable
1.	Expertise of Firm/ Organization submitting Proposal	40%	280
2.	Methodology, Its Appropriateness to the Condition and Timeliness of the Implementation Plan	40%	280
3.	Management Structure and Qualification of Key Personnel	20%	140
		Total	700

Form 1: Technical Proposal Evaluation		Points Obtainable
Expertise of Firm / organization		
1.1	Reputation of Organization and Staff / Credibility / Reliability / Industry Standing.	60
1.2	Financial Stability: Financial stability Last Two years Audited Account (2017-2018 and 2018-2019) Quick ratio should be more than one for each year. (15 marks for each year).	30
1.3	Relevant Experience: Demonstrated experience of five years in developing monitoring/implementation parameters/index of Programme(s)/Project(s). (Each year carry 20 marks)	100
1.4	Experience of working with UN agencies, international development organizations and government departments. Please provide three contracts. (Each contract carry 15 marks).	45
1.5	Provide three satisfactory performance certificates of similar nature of work. (each proof carries 15 marks)	45
Total Part 1		280

Form 2: Technical Proposal Evaluation		Points Obtainable
Methodology, Its Appropriateness to the Condition and Timeliness of the Implementation Plan		
2.1	Is the methodology of project implementation clearly linked to deliverable? Methodology and approach for carrying out the project	60

	2.2	To what degree does the bidder understand the scope of work?	60
	2.3	Workplan: Clarity of presentation & sequencing of activity are logical, timely and technically realistic. Does it promise efficient implementation of proposed tasks.	60
	2.4	Comprehensive knowledge of Pakistan's government development scheme like Ehsaas or BISP.	50
	2.5	Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project?	50
	Total Part 2		280
	Form 3: Management Structure and Qualification of Key Personnel– (Names and curriculum vitae of individuals who will be involved in completing the services)		
	3.1 Team Leader (01) take charge of developing the index		
	Qualification		
		Minimum a master's degree in Economics, Finance or related social science fields;	30
		Demonstrated five years of experience in data analysis and computation of development- and/or poverty-related index (Each year carry 10 marks)	50
	Sub Total		80
	3.2 Data Analysts (02 Position) Each position carries 30 Marks		
		The support team should include two data analysts with at least a bachelor's degree in data science, social sciences and related fields; (15 marks for each candidate)	30
		Minimum 2 years of experience in data analysis for development projects (Each year carry 7.5 marks) (15 Marks for each position)	30
	Sub Total		60
Total Part 3		140	
UNDP will award the contract to:	☒ One and only one Service Provider		
Annexes to this RFP	☒ Form for Submission of Proposal (Annex 2) ☒ Form for Submission of Financial Proposal (Annex 3) ☒ General Terms and Conditions / Special Conditions (Annex 4) ☒ Detailed TOR [Annex-5]		
Contact Person for Inquiries (Written inquiries only)	<i>pakistan.procurement.info@undp.org</i> Any delay in UNDP's response shall not be 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.		

Minimum Eligibility Criteria	1. Three relevant Contracts with National/Multinational Organizations (please attach copies of contracts). 2. Profile of the company/firm along with details of employee, CVs of key professionals and available facilities/expertise. 3. Three satisfactory performance certificates along with duration of each assignment 4. Proof of financial stability such as Audited Financial Statements along with the auditor's report for the last two years (2017-18 & 2018-19) along with Bank statements/certificates indicating financial standing. 5. Firm's/Organization valid registration with Income Tax/Sales Tax Department. 6. An affidavit on stamp paper that the company/firm has never been black listed by any institution / department / agency and that it has not been involved in litigation with any of its clients. 7. Copy of business registration certificate along with the articles and memorandum of association or SECP registration. Note: Joint venture/consortium are not eligible to apply for this RFP document.
Deadline for Submission	Tuesday 28th July 2020 12:30 PM PST OR 03:30 AM EDT Please note: 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	• 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) Important Notes for financial proposal: • 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: haroon.gul@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	N/A

Annex 2**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, contact 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.

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]

Annex 3**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*☒ Local Currency for Local Bidders [**PAK RUPEES**] or ☐ USD (For International Bidders Only)

Schedule of payment			
Deliverables	Percentage of Payment	Timeline	Amount in
1. Prepare the measurement framework for the Ehsaas Implementation Tracking Index (EITI) that the Ehsaas team will use to compile all the data for measurement with inputs and feedbacks from the government embedded and validate the index.	30%	Within 4th months of signing of contract	
2. Test the EITI and transfer knowledge to the government's Ehsaas team for future maintenance and update of the database	30%	Within 5 th month of signing of contract	
3. Prepare a report documenting the development process of EITI	40%	Within 6th months of signing of contract	
Total	100%		

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

Description of Activity	Qty	No of Months/Engage ment Period	Unit Price	Total Price in ---
I. Personnel Services				
Team Lead	01			
Support Team – Data Analysts	02			
II. Out of Pocket Expenses				
Miscellaneous Cost				
III. Other Related Costs				
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

Engagement of Firm to Develop an Implementation Tracking Index to Monitor the Ehsaas Program

A. Project Title

Covid-19 Socio Economic Resp

B. Project Description

Since the adoption of the SDGs as its national development goals, Pakistan has initiated several development schemes, among which Ehsaas is the most recent and ambitious. The Government of Pakistan launched the Ehsaas program in 2019 aiming to provide social protection for the vulnerable population and eventually eradicate poverty in Pakistan. Two new social protection programs were introduced under Ehsaas, viz., Kifalat and Tahafuz.⁶ Various other programs targeting different development issues have also been incorporated into or developed under this program. The Benazir Income Support Program (BISP), which is a social safety net program intended for poverty reduction launched in 2008, will be executed under the Ehsaas Kifalat program.⁷ ⁸ BISP offers unconditional cash transfer to eligible families, which has distributed a cumulative of Rs. 714 billion cash at the end of 2019.⁹ The development of the National Socio-Economic Registry (NSER) 2020 is also well underway, which is expected to enhance the targeting of the Ehsaas program.

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Against this backdrop, UNDP is seeking the service from a firm to develop an Ehsaas Implementation Tracking Index (EITI) in Pakistan in consultation with the government and other stakeholders, engage

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in the launching of this index, document the development process of the EITI to share insights on integrated evidence-based programming, and transfer the knowledge and know-hows to the Ehsaas team for future maintenance and update of the database.

C. Scope of Work

The firm will be responsible for the following:

- Clarify the desiderata and prepare the measurement framework;
- Write out the axioms and formal properties of the Ehsaas Implementation Tracking Index.
- Use the milestones for the Ehsaas actions, the Logframe, and the planned results framework by year to structure the EITI;
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- Participate in the launch of the EITI, and in any consultations internally with different policy actors prior to the launch;
- Document this process in a rigorous academic paper that can share the insights with other management applications of integrated evidence-based programming.

D. Expected Outputs and Deliverables

Deliverables/ Outputs	Estimated Duration to Complete	Review and Approvals Required
Prepare the measurement framework for the EITI that the Ehsaas team will use to compile all the data for measurement with inputs and feedbacks from the government embedded and validate the index.	Within 4th months	Assistant Representative, Development Policy Unit, UNDP

Test the EITI and transfer knowledge to the government's Ehsaas team for future maintenance and update of the database	Within 5 th month	Assistant Resident Representative, Development Policy Unit, UNDP
Prepare a report documenting the development process of EITI	Within 4th months	Assistant Resident Representative, Development Policy Unit, UNDP

E. Institutional Arrangement

The firm will be liaising with and reporting to the Assistant Resident Representative, Development Policy Unit, UNDP.

F. Duration of the Work

The assignment will be for a period of 6 months.

G. Duty Station

Islamabad, Pakistan