INDIVIDUAL CONSULTANT PROCUREMENT NOTICE

Date:
Ref.

Country: Pakistan

Description of the assignment: International Consultant (Team Leader) for conducting MTR
of SFM Project in Pakistan

Project name: Sustainable Forest Management (SFM) to secure multiple
benefits in Pakistan's high conservation value forests

Period of assignment/services (if applicable): 24 working days (31st July 2019 to 30th October 2019)

Duty Station: Islamabad (with possible travel to Provincial Offices, KPK, Sindh, and Punjab)

Please submit your CV along with attested documents to the following address: not later than 24th June 2019.

1. BACKGROUND

The objective of the proposed project is to promote sustainable forest management in Pakistan's Western Himalayan Temperate Coniferous, Sub-tropical broadleaved evergreen thorn (Scrub) and Riverine forests for biodiversity conservation, mitigation of climate change and securing of forest ecosystem services. In particular, it aims at implementation of three inter-related and mutually complementary components that are focused at addressing the barriers of inadequate planning, regulatory and institutional frameworks to integrated forest resource management, and the limited experience among key government and civil society stakeholders in developing and implementing SFM practices on the ground.

Component 1 will support the incorporation of sustainable forest management objectives and safeguards in forest management planning, forestland allocation and compliance of monitoring systems at the local level.

Component 2 will identify, demarcate and implement on-the-ground approaches to improving management of high conservation value forests within seven landscapes covering an area of 67,861 ha with the aim of meeting the life requisites of the target species, and habitats such as breeding areas, feeding areas, water sources, dispersal and connectivity corridors, etc.

Component 3 will develop practical approaches to enhancing carbon sequestration through restoring degraded and former forested areas (LULUCF activities) by a combination of restoration and reforestation of 10,005 ha of degraded conifer forests; 3,400 ha of degraded scrub forests, and reforestation of 13,099 ha of Riverine forests with native species.

2. OBJECTIVES OF THE MTR

The MTR will assess the progress achieved since its inception workshop against the targets mentioned in the project document and suggest the appropriate strategy to be pursued in remaining period of the project as per the ground realities. Along suggesting the changes in project strategy also recommend the upscaling and replication of the good practices/interventions carried out by the project.

3. MTR APPROACH & METHODOLOGY

The MTR must provide evidence-based information that is credible, reliable and useful. The MTR team will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Environmental & Social Safeguard Policy, the Project Document, project reports including Annual Project Review/PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based review). The MTR team will review the baseline GEF focal area Tracking Tool submitted to the GEF at CEO endorsement, and the midterm **GEF focal area Tracking Tool** that must be completed before the MTR field mission begins.

The MTR team is expected to follow a collaborative and participatory approach[1] ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), the UNDP Country Office, UNDP-GEF Regional Technical Advisers, and other key stakeholders.

Engagement of stakeholders is vital to a successful MTR.[2] Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to: executing agencies, senior officials and task team/ component leaders, key experts and consultants in the subject area, Project Board, project stakeholders, academia, local government and CSOs, etc. Additionally, the MTR team is expected to conduct field missions to project sites *(Please see the tentative program)*

The final MTR report should describe the full MTR approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the review.

4. SCOPE OF WORK, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED REPORT WORK

The MTR team will assess the following four categories of project progress. See the Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects for extended descriptions, and this guide should be used in the course of the MTR exercise.

i. Project Strategy

Project design:

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[1] For ideas on innovative and participatory Monitoring and Evaluation strategies and techniques, see UNDP Discussion Paper: Innovations in Monitoring & Evaluating Results, 05 Nov 2013.

[2] For more stakeholder engagement in the M&E process, see the UNDP Handbook on Planning, Monitoring and Evaluating for Development Results, Chapter 3, pg. 93.

- Review the problem addressed by the project and the underlying assumptions. Review the effect of any incorrect assumptions or changes to the context to achieving the project results as outlined in the Project Document.
- Review the relevance of the project strategy and assess whether it provides the most effective route towards expected/intended results. Were lessons from other relevant projects properly incorporated into the project design?
- Review how the project addresses country priorities. Review country ownership. Was the project concept in line with the national sector development priorities and plans of the country (or of participating countries in the case of multi-country projects)?
- Review decision-making processes: were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, taken into account during project design processes?
- Review the extent to which relevant gender issues were raised in the project design. See Annex 9[3] of *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* for further guidelines.
- If there are major areas of concern, recommend areas for improvement.

Results Framework/Log frame:
- Undertake a critical analysis of the project's log frame indicators and targets, assess how "SMART" the midterm and end-of-project targets are (Specific, Measurable, Attainable, Relevant, Time-bound), and suggest specific amendments/revisions to the targets and indicators as necessary.
- Are the project's objectives and outcomes or components clear, practical, and feasible within its time frame?
- Examine if progress so far has led to, or could in the future catalyse beneficial development effects (i.e. income generation, gender equality and women's empowerment, improved governance etc...) that should be included in the project results framework and monitored on an annual basis.
- Ensure broader development and gender aspects of the project are being monitored effectively. Develop and recommend SMART 'development' indicators, including sex-disaggregated indicators and indicators that capture development benefits.

ii. Progress Towards Results

Progress towards Outcomes Analysis:
- Review the log frame indicators against progress made towards the end-of-project targets using the Progress Towards Results Matrix and following the *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects*; colour code progress in a "traffic light system" based on the level of progress achieved; assign a rating on progress for each outcome; make recommendations from the areas marked as "Not on target to be achieved" (red).

Table. Progress Towards Results Matrix (Achievement of outcomes against End-of-project Targets)

Project Strategy	Indicator	Baseline Level[4]	Level in 1st PIR (self-reported)	Midterm Target[5]	End-of-project Target	Midterm Level & Assessment
Project Objective Promotion of Sustainable Forest Management in Pakistan's Western	Number of forest landscape management plans integrating considerations of biodiversity,	0				

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[3] Annex 9. Checklist for Gender Sensitive Midterm Review Analysis, Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects

[4] Populate with data from the Project Document

[5] If available

[6] Colour code this column only

[7] Use the 6 point Progress Towards Results Rating Scale: HS, S, MS, MU, U, HU

Himalayan Coniferous, Sub-tropical broadleaved evergreen thorn and Riverine forest (scrub forests) for biodiversity conservation, mitigation of climate change and securing forest ecosystem services	ecosystem services, climate mitigation and community resource use (integrating sustainable forest management principles)						
	Total avoided and/or sequestrated carbon benefits over thirty-year period due to improved sustainable management of forests.	N/A					
	Extent in hectares of forest area managed for multiple sustainable forest management and ecosystem benefits	0					
Outcome 1[8] Embedding SFM into landscape-scale spatial planning	Number of forest management plan protocols/guidelines for mainstreaming ecosystem, climate risk mitigation and biodiversity considerations into forest management in Pakistan	0					
	Number of forest landscapes completed forest inventory and maps in support of sustainable forest management	0					
	Number of provincial/district	0					

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[8]All outcomes monitored annually in the APR/PIR. It is highly recommended not to have more than 4 outcomes.

	level forest entities effectively applying consideration of the needs for biodiversity, climate mitigation, forest ecosystem services and community sustainable use					
	Number of forest monitoring protocols to assess effectiveness of adoption for SFM in forestlands	0 (Existing practice, monitoring protocols used for recording forest violations and fires, not for consideration of ecosystem values and functions)				
	Number of provincial and district staff trained in the use of ecosystem based planning tools	0				
	Number of forest community members and private forest owners undergone technical and skills training and development in sustainable forest management	0				
	Number of Baseline assessment report on current unsustainable and sustainable resource use practices, state and/or condition of	0				

	resources and baseline of key indicator species					
	Number of forest resource use conflicts effective resolved	0				
	Number of comprehensive recommendations for scaling-up and replication of sustainable forest management approaches emanating from the project sites	0				
Outcome 2 Biodiversity conservation strengthened in and around High Conservation Value Forests	Hectares of high biodiversity conservation value forests identified, designated and effectively managed for biodiversity and climate mitigation	0				
	-Population trends of key indicator species of *Ovis vignei punjabensis, Axis porcinus, Pucrasia macrolop, Platanista gangetica minor* stable or increasing	Riverine forests[9]: *Axis porcinus 345* *Plantanista gangetice minor –1,650* Scrub forests:				

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[9] Numbers are estimates for the four riverine landscapes as follows: *Plantanista gangetice minor (*Sukkur-1,100, Southern Punjab and Taunsa-500, Dhingano Lakhat-50) and *Axis porcinus ((*Sukkur-150, Southern Punjab-100, Taunsa-70 and Dhingano Lakhat-25)

		Ovis vignei punjabensis – *200* *Gazella gazella - 25* Conifer forests[10]: *Lophorus lophorus impejanus –* *375* *Semnopithecus entellus –* *150*					
	Emissions of metric tCO2 avoided from conservation set-asides over a 30-year period	**0**					
	Extent of forest ecosystem covered under a model for Community Managed Conservation in High Value Coniferous Forests with high potential for replication established in	0					
	Percentage of households reporting increased incomes in Community managed conservation areas from forest and	Baseline incomes would be assessed once forest inventory and mapping completed					

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[10] Numbers are estimates for the two temperate conifer sites as follows: *Lophophorus impeyanus* (Kaghan-250, Siran-125); *Semnopithecus entellus (*Kaghan-150)

	non-forest resources	and locations for community forest use identified					
	Number of forest dependent community members and private forest owners trained in technical and community organizational skills for conservation-based sustainable resource use.	**0**					
	Number of provincial forest staff trained in use of tools and techniques for improved protected area management and species conservation	**0**					
Outcome 3 Enhanced carbon sequestration in and around HCVF in target forested landscapes	Number of hectares of Sub-tropical broadleaved evergreen thorny forests and Western Himalayan Temperate Coniferous forests rehabilitated	0					
	Number of hectares of riverine forest reforested with native species	**0**					

	Metric tons of CO2 eq sequestrated through regeneration and reforestation over 30-year period	**0**					
	Number of best practice notes documenting forest restoration and reforestation and SFM	**0**					
	Number of Carbon stock assessments and coefficients for key forest types in Pakistan developed and monitored	**0**					

Indicator Assessment Key

Green= Achieved	Yellow= On target to be achieved	Red= Not on target to be achieved
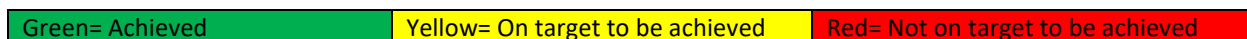
In addition to the progress towards outcomes analysis:
- Compare and analyse the GEF Tracking Tool at the Baseline with the one completed right before the Midterm Review.
- Identify remaining barriers to achieving the project objective in the remainder of the project.
- By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits.

iii. Project Implementation and Adaptive Management

Management Arrangements:
- Review overall effectiveness of project management as outlined in the Project Document. Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement.
- Review the quality of execution of the Executing Agency/Implementing Partner(s) and recommend areas for improvement.

- Review the quality of support provided by the GEF Partner Agency (UNDP) and recommend areas for improvement.

Work Planning:
- Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved.
- Are work-planning processes results-based? If not, suggest ways to re-orientate work planning to focus on results?
- Examine the use of the project's results framework/ log frame as a management tool and review any changes made to it since project start.

Finance and co-finance:
- Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions.
- Review the changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions.
- Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds?
- Informed by the co-financing monitoring table to be filled out, provide commentary on co-financing: is co-financing being used strategically to help the objectives of the project? Is the Project Team meeting with all co-financing partners regularly in order to align financing priorities and annual work plans?

Project-level Monitoring and Evaluation Systems:
- Review the monitoring tools currently being used: Do they provide the necessary information? Do they involve key partners? Are they aligned or mainstreamed with national systems? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools required? How could they be made more participatory and inclusive?
- Examine the financial management of the project monitoring and evaluation budget. Are sufficient resources being allocated to monitoring and evaluation? Are these resources being allocated effectively?

Stakeholder Engagement:
- Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?
- Participation and country-driven processes: Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?
- Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives?

Reporting:
- Assess how adaptive management changes have been reported by the project management and shared with the Project Board.
- Assess how well the Project Team and partners undertake and fulfil GEF reporting requirements (i.e. how have they addressed poorly-rated PIRs, if applicable?)
- Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.

Communications:
- Review internal project communication with stakeholders: Is communication regular and effective? Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?
- Review external project communication: Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?)
- For reporting purposes, write one half-page paragraph that summarizes the project's progress towards results in terms of contribution to sustainable development benefits, as well as global environmental benefits.

iv. Sustainability
- Validate whether the risks identified in the Project Document, Annual Project Review/PIRs and the ATLAS Risk Management Module are the most important and whether the risk ratings applied are appropriate and up to date. If not, explain why.
- In addition, assess the following risks to sustainability:

Financial risks to sustainability:
- What is the likelihood of financial and economic resources not being available once the GEF assistance ends (consider potential resources can be from multiple sources, such as the public and private sectors, income generating activities, and other funding that will be adequate financial resources for sustaining project's outcomes)?

Socio-economic risks to sustainability:
- Are there any social or political risks that may jeopardize sustainability of project outcomes? What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there sufficient public / stakeholder awareness in support of the long term objectives of the project? Are lessons learned being documented by the Project Team on a continual basis and shared/ transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future?

Institutional Framework and Governance risks to sustainability:
- Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize sustenance of project benefits? While assessing this parameter, also consider if the required systems/ mechanisms for accountability, transparency, and technical knowledge transfer are in place.

Environmental risks to sustainability:
- Are there any environmental risks that may jeopardize sustenance of project outcomes?

Conclusions & Recommendations

The MTR team will include a section of the report setting out the MTR's evidence-based conclusions, in light of the findings.[11]

Recommendations should be succinct suggestions for critical intervention that are specific, measurable, achievable, and relevant. A recommendation table should be put in the report's executive summary. See the *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* for guidance on a recommendation table.

The MTR team should make no more than 15 recommendations total.

Ratings

The MTR team will include its ratings of the project's results and brief descriptions of the associated achievements in a *MTR Ratings & Achievement Summary Table* in the Executive Summary of the MTR report. See Annex E for ratings scales. No rating on Project Strategy and no overall project rating is required.

Table. MTR Ratings & Achievement Summary Table

Measure	MTR Rating	Achievement Description
Project Strategy	N/A	
Progress Towards Results	Objective Achievement Rating: (rate 6 pt. scale)	

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[11] Alternatively, MTR conclusions may be integrated into the body of the report.

	Outcome 1 Achievement Rating: (rate 6 pt. scale)	
	Outcome 2 Achievement Rating: (rate 6 pt. scale)	
	Outcome 3 Achievement Rating: (rate 6 pt. scale)	
	Etc.	
Project Implementation & Adaptive Management	(rate 6 pt. scale)	
Sustainability	(rate 4 pt. scale)	

5. TIMEFRAME

The total duration of the MTR will be approximately *(24 working days)* over a time period of (31st July 2019 to 30th October 2019)*,* and shall not exceed three months from when the consultant(s) are hired. The tentative MTR timeframe is as follows:

TIMEFRAME	ACTIVITY
24-06-2019	Application closes
31-07-2019	Select MTR Team
10-08-2019	Prep the MTR Team (handover of Project Documents)
11-08-2019 to 16-08-2019	Document review and preparing MTR Inception Report
19-08-2019 to 22-08-2019	Finalization and Validation of MTR Inception Report- latest start of MTR mission
23-08-2019 to 01-09-2019	MTR mission: stakeholder meetings, interviews, field visits
02-09-2019 to 06-09-2019	Mission wrap-up meeting & presentation of initial findings- earliest end of MTR mission
07-09-2019 to 12-09-2019	Preparing draft report
13-09-2019 to 20 -09-2019	Incorporating audit trail from feedback on draft report/Finalization of MTR report
21-09-2019 to 23-09-2019	Preparation & Issue of Management Response
	Concluding Stakeholder Workshop (not mandatory for MTR team)
30-09-2019	Expected date of full MTR completion

6. MIDTERM REVIEW DELIVERABLES

#	Deliverable	Description	Timing	Responsibilities
1	**MTR Inception Report**	MTR team clarifies objectives and methods of Midterm Review	No later than 2 weeks before the MTR mission: 16-07-2019	MTR team submits to the Commissioning Unit and project management
2	**Presentation**	Initial Findings	End of MTR mission: 06-08-2019	MTR Team presents to project management and the Commissioning Unit

3	**Draft Final Report**	Full report (using guidelines on content outlined in Annex B) with annexes	Within 3 weeks of the MTR mission: 12-09-2019	Sent to the Commissioning Unit, reviewed by RTA, Project Coordinating Unit, GEF OFP
4	**Final Report***	Revised report with audit trail detailing how all received comments have (and have not) been addressed in the final MTR report	Within 1 week of receiving UNDP comments on draft: 30-09-2019	Sent to the Commissioning Unit

*The final MTR report must be in English. If applicable, the Commissioning Unit may choose to arrange for a translation of the report into a language more widely shared by national stakeholders.

7. MTR ARRANGEMENTS

The principal responsibility for managing this MTR resides with the Commissioning Unit. The Commissioning Unit for this project's MTR is UNDP Pakistan Country Office.

The commissioning unit will contract the consultants under the basic principles of conducting evaluations given in the PCOM and ensure the timely provision of per diems and travel arrangements within the country for the MTR team. The Project Team will be responsible for liaising with the MTR team to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

8. TEAM COMPOSITION

A team of two independent consultants will conduct the MTR - one team leader (with experience and exposure to projects and evaluations in other regions globally) and one team expert, usually from the country of the project. The consultants cannot have participated in the project preparation, formulation, and/or implementation (including the writing of the Project Document) and should not have a conflict of interest with project's related activities.

9. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

Academic Qualification:
- A Master's degree primarily in Forestry or NRM related field

Years of Experience:
- Work experience in relevant technical areas for at least 10 years including recent experience with result-based management evaluation methodologies;
- Experience applying SMART indicators and reconstructing or validating baseline scenarios;
- Competence in adaptive management, as applied to one of the five GEF Thematic Areas, Sustainable Land Management;
- Experience working with the GEF or GEF-evaluations;
- Experience working in Pakistan;
- Demonstrated understanding of issues related to gender, Sustainable Land Management and Biodiversity; experience in gender sensitive evaluation and analysis.

Competencies:
- Excellent communication skills;
- Demonstrable analytical skills;

- Project evaluation/review experiences within United Nations system will be considered an asset;

10. DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS.

1. PIF
2. UNDP Initiation Plan
3. UNDP Project Document
4. UNDP Environmental and Social Screening results
5. Project Inception Report
6. All Project Implementation Reports (PIR's)
7. Quarterly progress reports and work plans of the various implementation task teams
8. Audit reports
9. Finalized GEF POPs Tracking Tools at CEO endorsement and midterm (fill in specific TTs for this project's focal area)
10. Oversight mission reports
11. All monitoring reports prepared by the project
12. Financial and Administration guidelines used by Project Team

11. FINANCIAL PROPOSAL

Lump sum contracts

The financial proposal shall indicate the all-inclusive fixed total contract price and all other travel related costs (such as flight ticket, per diem, etc), supported by a breakdown of costs, as per template attached to the Letter of Confirmation of Interest template. Payments are based upon output, i.e. upon delivery of the services specified in the TOR.

12. EVALUATION

Individual consultants will be evaluated based on the Cumulative analysis. The award of the contract should be made to the individual consultant whose offer has been evaluated and determined as:

i) Responsive/compliant/acceptable, and
ii) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

a. Technical Criteria weight: 70%
b. Financial Criteria weight: 30%

Only candidates obtaining a minimum of 49 out of 70 points will be considered for the Financial Evaluation

Criteria	Weight	Max. Point
Technical Competencies	**70**	
• A Master's degree in Agriculture, Forestry, Natural Resources, or other closely related field.	10	

• Work experience in relevant technical areas for at least 10 years including recent experience with result-based management evaluation methodologies; • Experience applying SMART indicators and reconstructing or validating baseline scenarios; • Competence in adaptive management, as applied to one of the five GEF Thematic Areas, i.e. Sustainable Land Management; • Experience working with the GEF or GEF-evaluations; • Experience working in Pakistan; • Demonstrated understanding of issues related to gender and Sustainable Land Management; experience in gender sensitive evaluation and analysis.	30	
• Excellent communication skills; • Demonstrable analytical skills; • Project evaluation/review experiences within United Nations system will be considered an asset	30	
Financial proposal	**30**	
Total Score	**Technical score 70+30 Financial**	

Weight per Technical Competence	
Weak: Below 70%	The individual consultant/contractor has demonstrated a **WEAK** capacity for the analyzed competence
Satisfactory: 70-75%	The individual consultant/contractor has demonstrated a **SATISFACTORY** capacity for the analyzed competence
Good: 76-85%	The individual consultant/contractor has demonstrated a **GOOD** capacity for the analyzed competence
Very Good: 86-95%	The individual consultant/contractor has demonstrated a **VERY GOOD** capacity for the analyzed competence
Outstanding: 96-100%	The individual consultant/contractor has demonstrated a **OUTSATNDING** capacity for the analyzed competence

13. PAYMENT MODALITIES AND SPECIFICATIONS

- 10% of payment upon approval of the final MTR Inception Report;
- 30% on presentation of findings;
- 30% upon submission and acceptance of the draft MTR report;
- 30% upon finalization of the MTR report;

14. APPLICATION PROCESS[12]

Recommended Presentation of Proposal:

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[12] Engagement of the consultants should be done in line with guidelines for hiring consultants in the POPP: https://info.undp.org/global/popp/Pages/default.aspx

a) **Letter of Confirmation of Interest and Availability** using the [template](#)[13] provided by UNDP;
b) **CV** and a **Personal History Form** ([P11 form](#)[14]);
c) **Brief description of approach to work/technical proposal** of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)

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[13] https://intranet.undp.org/unit/bom/pso/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx

[14] http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc