International Individual Consultancy: Ref No: 43083

Updating of the Monitoring and Evaluation (M&E) Framework for the Sustainable Management of Namibia's Forested Lands (NAFOLA) Project and Training of DoF Staff on Results Based Management (RBM)

Training Report submitted to the UNDP CO and MAWF (NAFOLA), Namibia, March 2018

PeopleFirst

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Participants of the Results Based Management, Monitoring & Evaluation Training

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Windhoek

Acknowledgements

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UNDP – MWAF (NAFOLA) Project

1.0 Background Context

The Sustainable Management of Namibia's Forested Lands (NAFOLA) Project is a five year project funded by the Global Environmental Facility (GEF) and implemented by the Ministry of Agriculture, Water and Forestry (MAWF) and the United Nation Development Programme (UNDP). The project is working towards reducing pressure on forest resources by facilitating the gazettement of Community Forests (CFs), and increasing the capacity for the uptake of improved agriculture, livestock and forestry management practices in the community forest areas.

In the MTR report of 2017, "the project is rated moderately satisfactory because it is on track to achieve the intended targets, with some improvements required especially under component two. Progress towards attainment of results in component one is regarded as satisfactory… Progress towards attaining targets in component two is rated as moderately satisfactory. Component two is largely about demonstration of sustainable forest/land management technologies. The project has established demonstration projects, including inter alia, conservation agriculture, brick making projects to reduce wood consumption in construction, production of fodder from invasive species as a means to turn the problem of bush encroachment into an opportunity, carpentry activities, increasing production from indigenous natural products….. At the end of this reporting phase, the demonstration projects are showing potential for success, however the results need to be carefully analysed, documented and shared." (*GEF PIR 2017, p18*)

2.0 Objectives of the Training

The overall objective of the assignment is to enhance the capacity of the Directorate of Forestry and project staff involved in NAFOLA on monitoring and evaluation, in the context of results based management. It is further expected that the consultancy will provide the Project Management Unit and the Directorate of Forestry with tools to effectively monitor and evaluate results.

Specific objectives:

- Training for MAWF and project staff on results based management, focusing on M&E principles, tools and techniques;
- Facilitate development of a revised M&E framework for the project including review of strategic results framework (logframe) and development of measures to track progress with respect to indicators;
- Make recommendations on how the experience of NAFOLA can be utilised to benefit the Directorate of Forestry to enhance its M&E system.

Table 1 Training Objectives

Objective	Methods of achieving the stated objective
1. Improved level of understanding and ability among MAWF and project staff on results based management, focusing on M&E principles and techniques.	Critical review of NAFOLA project documents and results to date. Presentation and discussion of RBM approach and related M&E requirements and techniques.
2. Facilitate development of M&E framework for the project including review of strategic results framework and development of measures to track progress with respect to project and higher level indicators (SDGs)	Presentational and case study materials on M&E frameworks (including project logical frameworks). Critical analysis of cross linkage needed when interpreting data/outcomes across varying operational/strategic levels
3. Practical and results-based management recommendations to the Directorate of Forestry to enhance both collection and interpretation of M&E data within the current operational system.	Analysis of current status: Data aggregation, gap identification, strategic and operational logic and linkages, responsibilities, roles and stakeholder engagement/feedback and communication roles.
4. Improved understanding of how the results from NAFOLA can contribute towards Community Forests (CFs), and thereby increasing the capacity for improved agriculture, livestock and forestry management practices in these community forest areas.	Use of appropriate M&E tools (e.g. 4R matrix) to track and to assist in clear analysis of results across different stakeholder groups (rights, responsibilities, relationships, revenues/rewards). Discussion of current level likely outcomes.

3.0 The Training Approach

The methodology used was based on a participatory engagement process.

The basic logic of the training focussed on a *Training of Trainers* approach. This covered four key aspects:

1. *What was planned*
2. *Actions taken to date under the Project (what, where, when, how)*
3. *Data collected and Gaps remaining*

4. *Practical tools and approach to achieve improved next steps in preparation for the Terminal Evaluation (TE).*

During the training process, write ups of daily group work and exercises were documented so that changes /additional training and M&E information could be inserted where important 'knowledge gaps' or 'learner needs' were identified. The training used the following planning model as presented by the Schema below.

Figure 1: Planning for Results – Schema to assist NAFOLA Project Team

Project Level Workplan

Situation analysis

Obtaining Results

Outcomes: (verified against baselines/ establish baselines

CF impacts

Individual Workplans

Individual Workplans

Individual Workplans

Data needs identification, collection and dis-aggregation

Data analysis compilation, communication

Results monitoring….

➢ Training

➢ Learning

➢ Reporting

At which level? Households Institutional Sectoral National (society level)

Keep in View Terminal Evaluation

Will consider: Social, Environmental, Economic, Institutional, Human rights (gender/equity), Knowledge and value added products and outcomes

4.0 Training Delivery and Tools

The training was designed so as to maximise inputs from the participants, many of whom have direct responsibility for delivering the results in the project. These people have first-hand experience of working in the project sites, have engaged with all the different partners and stakeholders involved and should be able to critically assess the opportunities and gaps within the present monitoring and data collection system. Their inputs were essential in developing a revised M&E framework to deliver the appropriate data for analysis and reporting purposes during this last phase under the current project implementation window (NAFOLA project is expected to end in December 2019).

The consultant utilised the outputs from group work and discussions during the training to recommend improvements and/or adjustments to the current project M&E Framework. The training presentations and case studies are availed to the project as part of this training report (please refer to the relevant Annex, with Zip files attached).

The internal training logic and expected deliverables arising from the Group work during the training are presented in Annex 4 attached. Furthermore at the beginning of the training, a simple set of questions about the experience and background of each participant were collected and utilised during the training process to maximise participation and the learning process. A copy is attached in Annex 5. The consultant has also clarified further the MTR Theory of Change diagram, a copy of which is attached in Annex 6. This was presented and discussed during the training event.

Training Plan

Date and Session	Topic	Comments
RBM		
Tuesday 27th February Morning **session 1a** (9 am – 12.30 pm)	Introductions (30 mins - participants) Logistics /admin (10 mins - PMU) Expectations (40 mins - participants) Training purpose and objectives Overview of the course outline] (30 mins) **RBM - Key concepts**] **SFM – Criteria and Indicators**] (60 mins)	Input Training tools needed: LCD, markers, Flip chart papers, masking tape Consultant presentations and facilitation

Tuesday 27th February Afternoon **session 1b** (2pm – 5pm)	**Key tools to be aware of in RBM**: Situation analysis (problem tree, cause – effect relationship, stakeholder analysis, theory of change) (60 mins)	Consultant presentation
	Group work: **Project Situation analysis** (*current status as defined at MTR*) for Component 2 Outputs (x7 sub groups) Component 1 Outputs (x1 sub group) – 60 mins)	Participants grouped as per their responsibilities
	Presentations of group work (60 mins)	
Wednesday 28th February Morning **session 2a** (9 am-12.30 pm)	**Key RBM tools** (cont/d): *Re-Defining Project Results based on updated situational analysis*: Objectives tree, results /outcome mapping, results chain, SRF (LFA) – (90 mins)	Consultant presentation
	Practical and Q & A: using the tools in NAFOLA project (90 mins)	Participants grouped as per their responsibilities (x7 sub groups)
Wednesday 28th February Afternoon **session 2b** (2pm – 5pm)	**Analysing Project Strategy Alternatives** Strategy Selection – (60 mins)	Consultant presentation
	Introduction to Practical and Q& A (30 mins)	Consultant facilitation
	Group work: (Re-)defining strategy & results for Component 1 & 2 Outputs (90 mins)	Participants grouped as per their responsibilities (x7 sub groups)
Thursday 1st March morning **session 3a** (9 am-12.30 pm)	**Group work continues**	Participants grouped as per their responsibilities
	Group presentations and discussion	Consultant facilitation (x7 sub groups)
	Sharing of case studies from other African countries	Consultant presentation

Thursday 1st March afternoon **session 3b** (2pm – 5pm)	**The Project Context in RBM**: Preconditions and Assumptions Managing Risk Monitoring and Evaluation: How M&E for RBM Differs from Conventional M&E M&E Planning Baselines and Targets Re-defining Indicators for RBM **Practical**: Data formats and indicators	Consultant presentation Participants grouped as per their responsibilities
Friday 2nd March Morning **session 4a** (9 am-12.30 pm)	**Group work continues** (Re-)defining formats and indicators for Component 1 & 2 Outputs Group presentations (x7) Project level communications (4 R matrix) The PRRT Stakeholder Assessment Tool	Participants grouped as per their responsibilities Consultant facilitation Consultant presentation
Friday 2nd March Afternoon **session 4b** (2pm – 5pm)	Participant individual action plans based on revised project M&E framework and indicators Training participants feedback Course closure	Individual task Consultant facilitation Individual task PMU officer/UNDP officer

5.0 Summary Conclusions and Recommendations

The Table below indicates the main strategic recommendations of the consultant following the Results based management and M&E training event (not in order of importance).

Item Number	Description/Action Recommended
1	Establishing management and forward looking stakeholder agreements for capital items purchased during the implementation of the NAFOLA project. Specifically these should include: brick making equipment, tractors and associated fittings, bush thinning/removal and feed production equipment, the Tallismanus livestock kraal.
2	Ensure that for all gazetted CFs their Integrated Forest Management Plans (IFMPs) are being monitored on an annual basis and that they are

	supporting and linking with the 5 year strategic Regional Land Use Plans.
3	Review and confirm policy harmonization and ensure that forest valuations (based on updated forest accounts), are utilized to maximum effect in relation to the Treasury's annual sector allocations and disbursements.
4	Utilise the NAFOLA CF 'hotspots' for rolling out a Fire Management monitoring and responsiveness trial which; a)identifies all relevant parties and engages with them to fulfil their roles; b) engages with local community members & FMBs/TA to ensure timely responses; c) provide evidence from monitoring records for lesson learning and wider application.
5	Maintain pressure on the Attorney General's office to ensure that all pipeline CFs are gazetted within the next six months. Support capacity building requirements in NAFOLA 'hotspots' for committee and targeted forest users/members especially on their evidence collection responsibilities to facilitate sound data for on-going monitoring purposes.
6	Prepare, test and share lessons learnt from the improvements suggested to the existing 'FITIS' forest inventory assessment database so as to become a useful tool for wider land use cover change monitoring nationally. Liaise and collaborate with other partners as necessary (e.g. Ministry of Environment, Remote Sensing Dept). Document the process and lessons emerging and disseminate widely.
7	Establish annual monitoring of CFs on compliance and adherence to the Standard Operating Procedures (SOPs). Where actions within CFs show variance with SOPs, recommend FMBs to undertake modification & reviews of their IFMPs, and where necessary, the SOPs, so as to bring about conformity between the same (link with action no 2 above).

Annexes

Annex 1 Presentations in the Training

Please refer to the attached (zipped) PDF documents as indexed by Day (am and pm):

Day 1 (am)
Day 1 (pm)
Day 2 (am)
Day 2 (pm)
Day 3 (am and pm)
Day 4 (am and pm)

Annex 2 Additional Case Study Materials

(refer to the attached zip files)

Tanzania National level M&E Community Forestry indicators (especially refer to the Annexes for data collection and M&E formats)

Kenya National level M&E Participatory Forestry indicators

Regional COAST Project – PRRT, technique for eliciting stakeholder assessments of project activities.

Annex 3 Information Sources

(these can all be found using Google search)

1. USAID, project management website:
   http://usaidprojectstarter.org/content/problem-trees-and-objective-trees
2. World Bank Institute, Training module 2. Result Chains, 2007
3. INTRAC, Outcome Mapping Guide sheet, 2015
4. USAID, Performance monitoring & evaluation tips, Note 13, 2010
5. IIED, Power Tools, The four Rs, 2005.

Annex 4 Group work outputs and exercises

(refer to the attached zip files)

For each working group there is a WORD document and an EXCEL working sheet which provides summaries of the work completed during the training. These can be further utilised by NAFOLA when utilising the revised monitoring and evaluation framework which is reported on separately as an associated deliverable from this consultancy.

Group 1
  - Component 1, all outputs
Group 2
  - Component 2, outputs 2.1, 2.2
Group 3
  - Component 2, output 2.3
Group 4
  - Component 2, output 2.4
Group 5
  - Component 2, output 2.5
Group 6
  - Component 2, output 2.6
Group 7
  - Component 2, output 2.7

Annex 5 Participant Backgrounds, Expectations and Training Evaluation

During the morning of Day 1 of the training, individuals were asked to write up to 3 key expectations regarding the training content. These were then grouped into categories, and were aligned to three main topics as follows (refer picture):

- Improved knowledge and understanding on the need for monitoring and evaluation
- Exposure to monitoring and evaluation tools and techniques
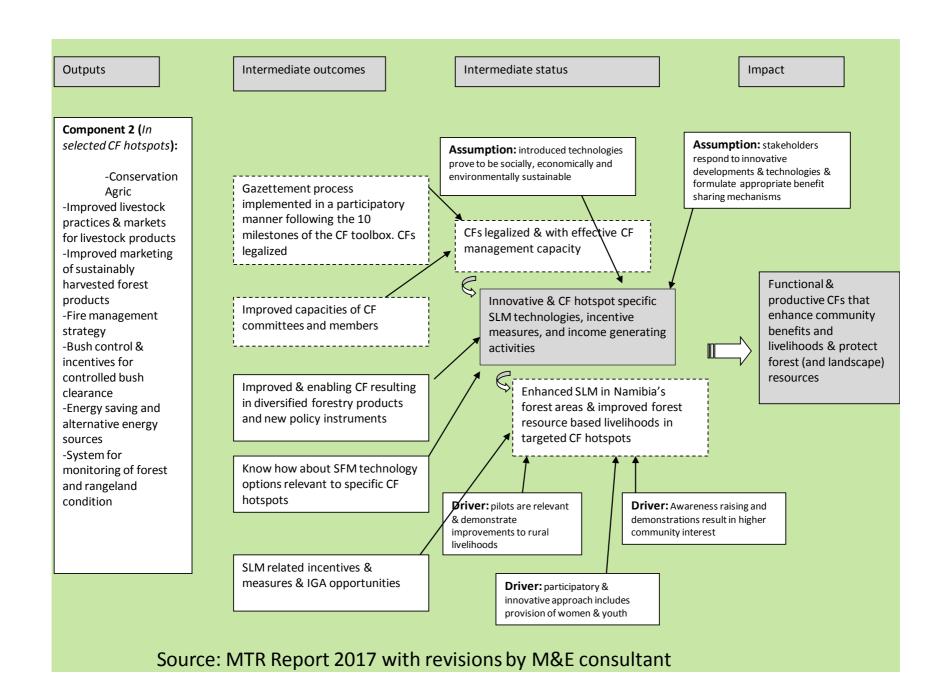- Elaboration on monitoring and evaluation in a Results Based Management approach.

The full list of Participant Backgrounds and Experiences is in the *attached zip files*. Below is the participant evaluation summary of the training event.

Summary of Participant Training Feedback: NAFOLA RBM and Revised M&E Framework

Session & Comments Received	Facilitation: Good, OK, Poor ☺ 😐 ☹	Content: Good, OK, Poor ☺ 😐 ☹	Relevance: Good, OK, Poor ☺ 😐 ☹
1a "Was important as an overview of the workshop." "The content was relevant but slide presentation was dull." "time insufficient."	44%, 50%, 6%	75%, 25%	75%, 25%
1b " Not enough time allocated" "Participatory approach was impressive." "I had little understanding of the subject before."	75%, 19%, 6%	75%, 25%	82%, 12%, 6%
2a "The presentation of situational analysis made participants understand."	82%, 12%, 6%	75%, 25%	82%, 18%
2b	75%, 25%	88%, 12%	88%, 12%
3a	50%, 44%, 6%	64%, 36%	69%, 31%
3b "Training provided a platform for reflecting on what the project did, even if wrong."	75%, 25%	88%, 12%	75%, 25%
4a "Realigned focus of the project is very important in the remaining 18 months	75%, 25%	75%, 25%	88%, 12%
4b "Relevant to the Strategic Results Framework."	69%, 31%	82%, 18%	75%, 25%

Annex 6 Revised Theory of Change Diagram for the NAFOLA Project

This figure has been divided into two parts, representing the two Components of the NAFOLA project. Component 1 (shown first), is highlighted with direct contributions to the Intermediate status shaded in grey colour. Boxes which have dashed surrounds represent the contribution of Component 2 here. In the second figure, Component 2 direct contributions are highlighted in grey colour with Component 1 contributions represented by dashed boxes.

Theory of Change: Namibia's Sustainable Land Management & Forest Land Project (NAFOLA)

Outputs

Intermediate outcomes

Intermediate status

Impact(s)

Assumption: CFs are approved & supported by local committees & communities

Assumption: stakeholders respond to capacity developments & formulate appropriate bylaws

Component 1:

-Nine community forests legalized
-Integrated forest management plans formulated and implemented in 13(+2) hotspots
-Organisational capacity for CF management strengthened
-Policies harmonized, local governance improved, forest values reflected in national development programmes

Gazettement process implemented in a participatory manner following the 10 milestones of the CF toolbox. CFs legalized

CFs legalized & with effective CF management capacity

Improved capacities of CF committees and members

Innovative & CF hotspot specific SLM technologies, incentive measures, and income generating activities

Functional & productive DFs that enhance community benefits and livelihoods & protect forest (and landscape) resources

Improved & enabling CF resulting in diversified forestry products and new policy instruments

Enhanced SLM in Namibia's forest areas & improved forest resource based livelihoods in targeted CF hotspots

Driver: participatory & innovative approach

Driver: Benefits from self governance are evident

Driver: Political commitment and urgency

Driver: High level of ownership promotes longer term engagement

Outputs	Intermediate outcomes	Intermediate status	Impact

Component 2 (*In selected CF hotspots***):**

-Conservation Agric
-Improved livestock practices & markets for livestock products
-Improved marketing of sustainably harvested forest products
-Fire management strategy
-Bush control & incentives for controlled bush clearance
-Energy saving and alternative energy sources
-System for monitoring of forest and rangeland condition

Gazettement process implemented in a participatory manner following the 10 milestones of the CF toolbox. CFs legalized

Improved capacities of CF committees and members

Improved & enabling CF resulting in diversified forestry products and new policy instruments

Know how about SFM technology options relevant to specific CF hotspots

SLM related incentives & measures & IGA opportunities

Assumption: introduced technologies prove to be socially, economically and environmentally sustainable

Assumption: stakeholders respond to innovative developments & technologies & formulate appropriate benefit sharing mechanisms

CFs legalized & with effective CF management capacity

Innovative & CF hotspot specific SLM technologies, incentive measures, and income generating activities

Enhanced SLM in Namibia's forest areas & improved forest resource based livelihoods in targeted CF hotspots

Driver: pilots are relevant & demonstrate improvements to rural livelihoods

Driver: Awareness raising and demonstrations result in higher community interest

Driver: participatory & innovative approach includes provision of women & youth

Functional & productive CFs that enhance community benefits and livelihoods & protect forest (and landscape) resources

Source: MTR Report 2017 with revisions by M&E consultant

Annex 7 Post Training Questionnaire

(to be followed up in the next six months by MAWF/NAFOLA project)

1. Based on the M&E training organised by the NAFOLA project, what specific M&E tools or techniques have you used and for what purpose in the last four-six months (please describe what you did)?

2. As the NAFOLA M&E training was intended to provide the participants with a practical knowledge of a Results Based M&E approach, please describe what knowledge/practices you have shared with other colleagues or stakeholders in your workplace in the last four-six months?

3. One outcome from the NAFOLA M&E training was the identification of seven strategic recommendations for the Directorate of Forestry/NAFOLA. Please describe where and how you have been involved in addressing one or more of these in your workplace?

4. Staff in both the Directorate (DoF) and NAFOLA project work with many other partners to fulfil the targets in their workplans. Please indicate where, and with which partners, you have collaborated on identifying, collecting, analysing and reporting on M&E over the last four to six months?

Annex 8 Terms of Reference for the Consultancy

TERMS OF REFERENCE

Project title

Updating of the monitoring and evaluation (M&E) framework for the sustainable management of Namibia's forested lands (NAFOLA) project and training of staff on results based management (RBM).

A. PROJECT DESCRIPTION

The Sustainable Management of Namibia's Forested Lands (NAFOLA) Project is a five year project funded by the Global Environmental Facility (GEF) and implemented by the Ministry of Agriculture, Water and Forestry (MAWF) and the United Nations Development Programme (UNDP). The project is working towards reducing pressure on forest resources by facilitating the gazettement of Community Forests (CFs), and increasing the capacity for the uptake of improved agriculture, livestock and forestry management practices in the community forest areas. The stakeholders of the project include amongst others, MAWF represented by DoF, Ministry of Environment and Tourism (MET), Ministry of Land Reform (MLR), Namwater, the *Namibian* Association of Community Based Natural Resource Management (CBNRM) Support Organizations (*NACSO*), Namibia Nature Foundation (NNF), Desert Research Foundation of Namibia (DRFN), Integrated Rural Development and Nature Conservation (*IRDNC*), Regional Authorities, Traditional Authorities, Local Communities, farmers and pastoralists and Community Forests groups.

Community Forestry is part of Namibia's Community Based Natural Resource Management (CBNRM) approach. The CBNRM provides local communities with rights to manage forest resources, through the formation and registration of Community Forests (CFs). As stipulated in the Forest Act, these rights include the use of wood and non-wood products for commercial purposes; the issuing of forest-use permits at community level; and the management of grazing areas.

According to the Forest Policy, forest management plans based on participatory resource assessments and regular resource monitoring should determine types and quantities of products that can be harvested to meet daily subsistence needs, without destroying the resource base. Product harvesting, processing and marketing can be outsourced through the issuing of permits by the forest management body, undertaken by community members themselves, or organised in the form of contract-based joint ventures. As such, community forestry is aimed to provide additional incomes to participating communities and to create employment opportunities.

The NAFOLA project's goal is to maintain current dry forests and the ecosystem goods and services they provide in 13 Community Forests covering over 2.8 million hectares of forest lands through legalization of Community Forests. An additional 500,000ha will be supported to adopt sustainable land management (SLM) and other improved technologies.

A midterm evaluation of the NAFOLA project was completed in August 2017. One of the key recommendations from the evaluation was that the project needs to strengthen its monitoring and evaluation (M&E). Similarly, the capacity needs assessment for the Directorate of Forestry (which was carried out by the project in 2016) also revealed that M&E was an area of weakness for the Directorate. Again, the National Forestry Strategy as well as the Comprehensive Assessment of Capacities for Institutions and Agencies supporting CBRNM report of 2013 report highlighted that M&E is a weakness in the Directorate of Forestry.

It is against this background that the Project seeks to recruit a consultant(s) to:
1) provide training to MAWF officials and project staff on RBM,
2) including M&E and
3) facilitate the updating of a monitoring and evaluation framework for the project.

The M&E framework should include gender aggregated data and reference to the Sustainable Development Goals (SDGs).

B. SCOPE OF WORK
a. Overall objective and purpose

The overall objective of the assignment is to enhance the capacity of the Directorate of Forestry and project staff on monitoring and evaluation, in the context of results based management. It is further expected that the consultancy will provide the Project Management Unit and the Directorate of Forestry with tools to effectively monitor and evaluate results.

b. Specific activities
i. Training for MAWF and project staff on results based management, focusing on M&E principles and techniques;
ii. Facilitate development of M&E framework for the project including review of strategic results framework and development of measures to track progress with respect to indicators; and
iii. Recommendations on how the Directorate of Forestry can enhance its M&E system.

EXPECTED OUTPUTS AND DELIVERABLES

a) *An inception report reflecting an assessment of current situation and work plan including time frames on how the work will be undertaken (within the first week of taking up the role)*

b) *Training report and recommendations for follow up actions by the Project and Directorate of Forestry*

c) *Updated M&E Framework for the Project (with an outline on data to be collected and a reporting system)*

C. SCOPE OF BID PRICE AND SCHEDULE OF PAYMENTS

Deliverables/Outputs	Tranches/ Percentage	Estimated Duration to Complete	Target Due Dates	Condition for Payment Release
Inception Report and Training outline	20%	One (1) week	A week after signing of the contract	At submission of inception report and after the inception meeting: a) UNDP's written acceptance of the quality of the outputs; and b) Receipt of invoice from the service provider
Training Report	30%	15 days after signing of the contract	A week after completion of the training	Following completion, submission and approval of the training and its subsequent report a) UNDP's written acceptance of the

				quality of the outputs; and b) Receipt of invoice from the service provider
Final updated M&E Framework	50%	A month after signing of the contract	A month after signing of the contract	Following submission and approval monitoring and evaluation framework (report) and associated annexes: a) UNDP's written acceptance of the quality of the outputs; and b) Receipt of invoice from the service provider

All outputs will be peer-reviewed by the client and the consultant will be required to amend outputs as suggested by the client before acceptance as final deliverables. All documentations and reports must be given to the client in both electronic and hard copy.

D. INSTITUTIONAL ARRANGEMENTS

The consultant will directly report to the Project Manager and the National Project Director in the MAWF, DoF. The consultant will be expected to report to the Project Manager on the delivery of the outputs. The consultant will be responsible for making his/her own logistical arrangements for all his/her travel to and from the site and lodging when stationed at the site.

E. DURATION OF WORK

The services of the consultant are required from 15 January 2018 to 15 March 2018 with the total consultancy days not exceeding **30 effective person days**.

F. DUTY STATION

The consultant's duty station during the contract will be Windhoek and any other field station identified for the purposes of delivering the expected outputs mentioned in E. above.

G. QUALIFICATIONS OF THE SUCCESSFUL CONTRACTOR

a. A postgraduate degree ideally in Public Management or Policy or Monitoring & Evaluation.

b. Specialized training in M&E. Project Cycle Management, Strategic Planning and Policy Formulation would be assets.

c. Demonstrable experience in delivering a monitoring and evaluation framework and support systems

d. Excellent oral and written communication skills

e. Research, analytical and problem solving skills

f. Evidence of previous work

H. SCOPE OF PRICE AND SCHEDULE OF PAYMENTS

All proposals must be expressed in an all inclusive daily fee for the duration of the engagement and submitted in the individual contract (IC) time sheet. Alternatively, an all inclusive lump sum amount should be provided in the offer for the purposes of fixing the contract price regardless of the changes in the cost components. The consultant will be provided with the UN Daily Subsistence Allowance (DSA) prevailing at the time of sourcing, for the duty station and all other cities indicated in the ToR as part of the duty travel destinations.

I. RECOMMENDED PRESENTATION OF OFFER

For purposes of generating Offers whose contents are uniformly presented and to facilitate the
comparative analysis, it is recommended that the offer is presented in the form for submitting service provider's proposal contained in the request for proposal (RFP) and containing following documents:

a) Duly accomplished Letter of Confirmation of Interest and Availability using the template provided by UNDP;

b) Personal CV or P11, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;

c) Brief description of why the individual considers him/herself as the most suitable for the assignment, and a methodology, if applicable, on how they will approach and complete the assignment. A methodology is recommended for intellectual services, but may be omitted for support services;

d) Financial Proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided in the request for proposal. If an Offeror is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the Offeror must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

J. CRITERIA FOR SELECTION OF THE BEST OFFER

Offers will be evaluated on the basis of a specific criteria and may be done in the following manner:

a) A Combined Scoring method – where the qualifications and methodology will be weighted a maximum of 70%, and combined with the price offer which will be weighted a maximum of 30%; or

K. ANNEXES TO THE TOR

a) NAFOLA Project Document,
b) M&E Framework.
c) Mid-Term Evaluation Report and its accompanying Management Response,
d) National Forestry Strategy,
e) Comprehensive Assessment of Capacities for Institutions and Agencies supporting CBRNM report of 2013 and
f) If need be, additional information / materials may be provided.

L. Approval

This TOR is approved by: [*indicate name of Approving Manager*]