



Organization: UNDP Yemen
Post Title: TOR- Consultancy firm to conduct Project Impact Evaluation for livelihood component under ERRY project
Duty Station: Sana'a with expected travel (Hajjah ,Hodidah, Aban and Lahj)
Duration: 2.5 months
Project Title: Enhanced Rural Resilience in Yemen Programme – ERRY

Assignment Title: Micro Business Impact Assessment under ERRY UNDP intervention

Background

Yemen is one of the poorest countries in the Arab region facing multiple challenges and humanitarian crisis. The conflict in Yemen continues to cause immeasurable suffering while destroying livelihoods, homes, communities and essential civilian infrastructure. Yemeni people– men, women, children, young and old – are bearing the brunt of the casualties and suffering of the war due to the collapse of the state, the economy and security apparatus. Within a few months of the conflict, the humanitarian conditions declined rapidly reaching to Level 3 (complex and severe humanitarian conditions) making over 18.8 million out of the 27.4 million Yemenis in need for humanitarian assistance. The remarkable resilience of the Yemeni people that withstood decades of underdevelopment has overstretched beyond its remaining coping mechanisms, plunging most of the people into vulnerability, poverty and insecurity in an unprecedented scale of humanitarian disaster. 2,014,026 million and 956,076 (16-Task Force Population Report) of the population has been internally displaced of which most live with relatives, friends, in schools public or abandoned buildings. 17 million people are food insecure of which 7 million severely insecure. Yemen is one of the countries that are most dependent on food imports in the world. 55 % of all food products and 90 % of wheat (the main staple) are imported. Shelter, food, water, and non-food items are identified as the most urgent needs. The situation is further exacerbated by presence of large number of unemployed and unskilled Yemeni youth. Young Yemenis (15-24) cannot afford employment due to the absence of social protection and therefore face underemployment and are occupied in survival activities such as self-employment or as unpaid family workers or considered as potential human resource for the conflict or war. They often engage in low-productive and poor-quality jobs mostly in the informal economy. The war has equally undermined the competitiveness of the Yemen's private sector which translates among others into important youth unemployment and a weak export performance.

Employment have been negatively impacted by the crisis as income sources and levels have been reduced. The cessation of public servant salary payments and social benefits (conditional and unconditional cash transfers) directly reduced incomes for millions of families. Also, the deteriorated situation has increased the average number of dependents to 13.1. The purchasing power of the population is decreasing due to an increase in the price of basic goods, a reduction in income due to the shutting down of businesses, loss of remittances, loss of donor funding and import restrictions.

According to the ILO-CSO Employment Rapid Assessment in three governorates of Sanaa, Aden and Al-Houdida, the three governorates lost more than 130,000 jobs (-12.8%). 12.2% of household heads reported that they have lost their primary source of income. In Sanaa, employment decreased by 17.8%, followed by Al-Hodeidah (11.6%), while in Aden employment declined by only 5.4%. Sana'a is the area with the highest share of persons employed in the Service sector (84.0 %). The capital also hosts most of public administration offices, the latter accounting for 1/3 of total employment and most of formal employment.



With the enormous pressure and stress at households to have minimum income level to meet food, health, and education needs as well as become self-reliant and bounce back with livelihood improvement, Enhanced Rural Resilience in Yemen (ERRY) has intervened in the most affected governorates and districts. ERRY, a joint programme is being implemented by FAO, ILO, UNDP and WFP in four governorates; Hajjah, Hodeidah, Lahj and Abyan. Social fund for Development (SFD), Social Development Foundation (SDF), Search for Common Ground (SFCG), Partner Yemen (PY) and Care International are the implementing partners (IPs) in ERRY. The three-years programme aims to enhance the resilience and self-reliance of crisis-affected rural communities through support to livelihoods stabilization and recovery, local governance and improved access to sustainable energy. ERRY's target groups is focused on the most vulnerable such as women, the unemployed, youth, the Muhamasheen (a socio-economically marginalized group found in the peripheries of urban centers), internally displaced persons (IDPs) and stressed host communities, using inclusive, participatory and conflict-sensitive tools to mobilise and involve them in the proposed activities.

ERRY program has two expected outcomes to contribute to:

Outcome 1: Communities are better able to manage local risks and shocks for increased economic self-reliance and enhanced social cohesion

Outcome 2: Institutions are responsive, accountable and effective to deliver services, build the social contract and meet community identified needs.

The ERRY project has adopted 3x6 approach in its livelihood improvement interventions. The project has managed to provide immediate cash grants through emergency employment opportunities (cash for work). The selected beneficiaries of emergency employment received business skill development trainings in two phases; basic and advance. Beneficiaries of the advance training further accessed the micro grants (\$900) and business advisory support to establish self-reliance income opportunities with saving as condition. The micro business mostly owned by youths including women and marginalized groups. The intention to engage youths in micro business creation was to provide sustain employment opportunities and thus avoid direct or indirect involvement in the ongoing conflict or war. The project has managed to establish more than 1624 businesses with 175 different types based on market and financial viability. These businesses include individual petty grocery shops at community level and joint business on breeding/rearing and livestock selling at district levels. Based on field mission and initial observation, majority of the businesses have continued functioning despite ups and down of market indicators such as increase in unemployment rate, inflation, sharp increase in commodity prices, raw materials, liquidity crunch, lack of availability of capital by banks or micro finance institutions, advisory or supervisory support from formal or informal business center (chamber of commerce) etc. It has been more than a year since these businesses were established and for some micro businesses it is almost two years of exist of project support. As ERRY project is in its final year of implementation, there is a need to understand the elements of success or failure of the above established business from employment/income generation perspectives. In addition, there is also a need to assess the financial rate of return (FRR) of businesses established sector wise from market and goods share perspectives. It will also be critical to assess how overall the 3x6 approach, from conflict mitigation lens, whether has managed to engage youths in meaningful manner to prevent them to involve in extreme violence or not.

UNDP is seeking for micro businesses impact assessment consultant to support the ERRY team understand the changes (if any) took place against the baseline parameters. The assessment would be a critical tool to assess the outcome level intervention for joint programming on livelihood especially for non-agricultural opportunities for unemployed and affected Yemeni population. ERRY. The assessment is intended to assess all 3x6 phases with more focus on micro businesses.



Objectives of the consultancy

The objective of the consultancy is to assess the micro businesses (sample size not less than 25%) under livelihood component and capture the intended and unintended impacts in four target governorates and districts respectively.

Methodology

To achieve the above objective, a consultancy firm will be hired. The assignment will be based on quantitative and qualitative data collection and analysis. The hired consultancy firm will design a micro business assessment framework with two key elements; **Economic benefits; intended impact-** skill building and development, business selection based on market viability, business and advisory support provision, access to capital, market opportunities, financial rate of return (FRR), employment/income/profit, utilization of income, credit/debit status, scale up opportunities, networking and linkages with market centers, supply and demand volume, pricing index, financial risks and continuity and opportunity cost. **Social benefits as unintended** impact such as utilization of income for health, education and food related needs in reducing the shocks and stresses due to current crisis. Gender profile of the microbusiness will be developed and analysed for both south and north separately. The assessment will also capture as to whether increased women's mobility due to conflict and their engagement in micro business has helped in reducing their vulnerabilities or not relate to GBV/protection. The framework will be reviewed with the technical input from UNDP. Market assessment conducted for south and north in 2016 will be reviewed and sector prioritization for assessment will be done accordingly. The consultancy firm will also review the ERRY livelihood database and sectors will be prioritized to select the samples. 4-6 top priority sectors will be identified from the ERRY database to develop the sample across the geographic regions. The sector should also focus on rural and urban settings and respective micro businesses. For south and north, identified sectors need not to be necessarily similar but according to the market viability and priority. The samples will compose of control and treatment to compare the changes and impact in ERRY and non ERRY support provided to the micro business in the same target locations. Data collection tool, processing and analysis will be based on digital platform method such as **Kobotoolbox/Mobenzi** where technical team of UNDP and consultancy firm will have equal access during the assignment period. Micro business assessment framework will be developed on the digital platform including survey questionnaire and other tools. The consultancy firm will hire enumerators team to collect the data using the digital platform. UNDP will have access to the data platform from the beginning of the collection so that timely input can be provided if needed for survey and quality of information collection. The data collection will include voice and video recording of focused group discussion, key informant interviews and testimonies and that will be uploaded on the digital platform. The secondary and primary data will be presented to UNDP team for a review. Data processing and analysis will be done after the feedback on data collection is approved by UNDP. The consultancy firm will also collect high quality visuals and videos (selected) from sample focus group discussion/interviews. The consultancy firm will organize workshops (3) at Sana'a level. The first workshop will be for the presentation of raw data. The second workshop will be an opportunity for the consultancy firm to present the first draft report of the assessment. All the workshops will be organized in UNDP premises. For the first two workshops, UNDP and consultancy firm will participate for the review and feedback. Third and final workshop will be organized by the firm validate the assessment report. Partner UN organizations (PUNOs), Joint Coordination Unit (JCU), implementing partners (IPs) and UNDP programme units will participate and their feedback will be incorporated into the report before the submission to UNDP. Dataset should be in English at the digital platform as well as submission to UNDP should be in English. UNDP will have the copyright of the dataset collected through the digital platform.



Scope and key tasks of the consultancy

- Review livelihood market assessment and identify key sectors for both south and north regions
- Review ERRY livelihood database to triangulate the identified sectors, include urban and rural setting dimensions in finalizing the sector
- Develop micro business assessment framework for economic and social benefits to capture intended and unintended impacts
- Digitization of micro business assessment framework on kobotoolbox/mobenzi once UNDP approves the framework
- Desk review of existing secondary data on market assessment/monitoring reports produced by agencies such as FAO and others.
- Develop and finalize data collection tools; survey questionnaire, KII, FGDs and testimonies
- Hire enumerators and training on data collection using digital platform
- Field visits for data collection and storage on digital platform; quantitative, visuals and videos
- Organization of workshops (3) for raw data presentation, draft report and final report.
- Submission of final report and dataset, visuals and videos.

Expected key deliverable

1. **An inception report**, outlining the key scope of the work and intended work plan of the analysis, and evaluation questions, shall be submitted after one week of commencing the consultancy. The evaluator will prepare an inception report which will outline the scope of work, intended work plan and analysis. The inception report will provide key stakeholders the opportunity to verify that they share the same understanding about the assessment objectives. The inception report should clearly layout the detail methodology as per the guidance provided in the methodology section above. The inception report should include a proposed schedule of tasks, activities and deliverables, designating a team member with the lead responsibility for each task or product. Inception report should also provide structure of the table of content of the final assessment report and this will be discussed and approved by UNDP. UNDP will provide its feedback within a week.
2. **Presentation of raw data:** The consultancy firm will need to present the raw data in a workshop and UNDP will provide its feedback and approve as well.
3. **First draft report:** A draft report that will be presented by the consultancy firm and shared with UNDP team for its feedback and input. Draft report presentation will be made by the consultancy firm in a workshop. UNDP will provide comments within a week soon after the submission of the draft report. The draft report should be submitted after 4 weeks of inception report.
4. **The Final Report:** This will be submitted after two weeks of draft report submission and feedback will be provided to the consultant through the final workshop. Consultancy firm needs to submit the report soon after two weeks of the final workshop.
5. **Handover of the dataset.**

Scope of Service Price and Schedule of Payments

The contract payment will be lump sum based according to three suggested milestones:

- 20% of the contract value upon submission and approval of Inception Report.
- 30% First draft of the evaluation.
- 50% Final draft of evaluation submitted along with assessment data.



Contract duration period:

The evaluation is expected to start in September for an estimated duration of two and half months and will end no later than 15 November 2018. This will include desk reviews, field work - interviews, and report writing and workshops.

Duty station:

Based in Sana'a with travel to Hodeida, Hajja, Abyan, Lahj and Aden.

Qualifications of the Successful Firm

The firm expected to have the following expertise and experience:

- Essential requirements
 - At least 5 years of experience in assessment and evaluation related to livelihood projects in Yemen.
 - Capacity to provide programming recommendations in the field of Livelihoods
 - Excellent command of both English and Arabic
 - Company profile:
 - Business registration document.
 - Experience Key personnel.
 - Experience working with locals/international organizations.
 - Knowledge of the general situation and similar working experience in the region;
 - Experience working on market and private sector development preferred
 - Working experience in crisis context and organization of focused group discussions and consultation meetings.
- **Quality assurance procedures, risk and mitigation measures**
 - Describe the potential risks for the performance of the TOR that may impact achievement and timely completion of expected results as well as their quality.
 - Describe measures that will be put in place to mitigate these risks. Provide certificate (s) for accreditation of processes, policy e.g. ISO etc.
 - Relevance of Specialized Knowledge and Experience on Similar Projects
 - Detail any specialized knowledge that may be applied to performance of the TOR. Include experiences in the region.
 - Describe the experience of the organization performing similar services. Experience with other UN organizations/ major multilateral / or bilateral programmes is highly desirable.
 - Provide at least 3 references



| Project | Client | Contract value | Period of performance | Reference Contact Details (Name, Phone, Email) |
|---------|--------|----------------|-----------------------|--|
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- **Proposed Work Plan and Approach (methodology)**

The firm should submit a clear methodology for the required task according to the following points as outlined in the beginning of the document section on methodology, scope of the work and key tasks.

- **Team Composition and Roles and Responsibilities**

The firm should provide detail of the team composition and their roles and responsibilities. It is also advisable to have team leaders for each operational governorate who will be in direct contact with UNDP livelihood and field coordinators. It is expected that:

- UNDP Yemen ERRY project will provide the overall strategic guidance and decision-making for the exercise to the Team Lead, in consultation with ERRY Project manager;
- The Team Leaders is to provide overall leadership, strategic framing of the exercise, including development of the methodology, relevant and necessary tools, and provide guidance and oversight for data collection. S/he will set up the necessary team of national experts in place to carry out the data collection at field level. S/he will lead the overall analysis and produce the consolidated reports, with the findings and recommendations, and will lead the consultations with UNDP Yemen ERRY Programme Team. S/he will report to the UNDP Yemen ERRY Programme Team;
- The field officers will carry out the necessary field level data collection and analysis, under the leadership of the international Team Lead;

Qualifications of Key Personnel

Names and qualifications of the key personnel who will perform the services indicating the Team Leader and support staff.

Qualification for the team leader

1. Masters' degree in development, social study, International Development, Development Economics/Planning, Economics, International Relations or any other relevant university degree;
2. A minimum experience of 5 years of work proven experience at national or international level in economic empowerment, livelihoods, and capacity building, monitoring and evaluation aspects in crisis settings



3. Extensive experience in recovery and women economic empowerment projects in crisis setting is an asset
4. Good computer skills in word, excel and PowerPoint programmes
5. Good facilitation, training, analytical, comprehension and writing skills
6. Excellent command of English; Arabic will be of added value

Institutional Arrangements

The awarded firm will report directly to the ERRY Project Manager and work in close collaboration with the ERRY team.

Manner of submission:

The vendor requested to submit the proposal through the following e-tendering system.

<https://etendering.partneragencies.org>

PLEASE NOTE: Any proposal sent to the private email addresses or any other email address of any procurement staff or UNDP staff will not be accepted.

EVALUATION CRITERIA

Highest Combined Score (based on the 70% technical offer and 30% price weight distribution)

Technical Proposal (70%)

- ☒ Expertise of the organization 30%
- ☒ Methodology, Its Appropriateness to the Condition and Timeliness 40%
- ☒ Management Structure and Qualification of Key Personnel 30%

A proposal is selected based on *cumulative analysis*; the total score is obtained by combining technical and financial attributes.

A two-stage procedure will be utilized in evaluating the proposals:

The **technical proposal** will be evaluated with a minimum pass requirement of 70% of the obtainable 700 points assigned for technical proposal. A proposal shall be rejected at this stage if it fails to achieve the minimum technical threshold of 70% of the obtainable score of 700 points prior to any price proposal being opened and compared.

Financial Proposal (30%)

Contractor must identify in the proposal professional fees, travel allowances and any operational costs. according to the breakdown template in the bid document.

To be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by UNDP.



The **financial proposal** will be opened only for those entities whose technical proposal achieved the minimum technical threshold of 70% of the obtainable score of 700 points and are determined to be compliant. Non-compliant proposals will not be eligible for further consideration.

300 points will be allocated based on financial proposal. In this methodology, the maximum number of points assigned to the financial proposal is allocated to the lowest price proposal. All other price proposals receive points in inverse proportion.

A formula is as follows:

$$p = y (\mu/z)$$

Where:

p = points for the financial proposal being evaluated

y = maximum number of points for the financial proposal

μ = price of the lowest priced proposal

z = price of the proposal being evaluated

The contract shall be awarded to the proposal obtaining the overall highest score after adding the score of the technical proposal and the financial proposal.

The total number of points ("maximum number of points") which a firm/institution may obtain for its proposal is as follows:

Technical proposal: 700

Financial proposal: 300

Total number of points: 1,000



TECHNICAL EVALUATION CRITERIA

| Summary of Technical Proposal Evaluation Forms | | Points Obtainable |
|--|--|-------------------|
| 1. | Bidder's qualification, capacity and experience | 300 |
| 2. | Proposed Methodology, Approach and Implementation Plan | 400 |
| 3. | Management Structure and Key Personnel | 300 |
| | Total | 1000 |

| Section 1. Bidder's qualification, capacity and experience | | Points obtainable |
|--|--|-------------------|
| 1.1 | Reputation of Organization and Staff Credibility / Reliability | 50 |
| 1.2 | General Organizational Capability which is likely to affect implementation: management structure, financial stability and project financing capacity, project management controls, extent to which any work would be subcontracted | 90 |
| 1.3 | Relevance of specialized knowledge and experience on similar engagements done in the region/country 5years and above 70 3-5 years 30-50 1-3 years 10-30 | 100 |
| 1.4 | Quality assurance procedures and risk mitigation measures | 60 |
| Total Section 1 | | 300 |

| Section 2. Proposed Methodology, Approach and Implementation Plan | | Points obtainable |
|---|--|-------------------|
| 2.1 | Understanding of the requirement: Have the important aspects of the task been addressed in sufficient detail? Are the tasks of the assignment adequately weighted relative to one another? | 50 |
| 2.2 | Description of the approach and methodology for meeting or exceeding the requirements of the Terms of Reference | 100 |
| 2.3 | Details on how the tasks shall be organized, controlled and delivered | 100 |
| 2.4 | Description of available performance monitoring and evaluation mechanisms to track the task | 50 |
| 2.5 | Work plan proposed including whether the activities are properly sequenced and if | 50 |



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| | these are logical and realistic | |
| 2.6 | Demonstration of ability to plan, integrate and effectively implement gender mainstreaming and gender equality measures in the execution of the contract | 50 |
| | | |
| Total Section 2 | | 400 |

| Section 3. Management Structure and Key Personnel | | | Points obtainable |
|--|--|----|--------------------------|
| 3.1 | Composition and structure of the team proposed. Are the proposed roles of the management and the team of key personnel suitable for the provision of the necessary services? | | 50 |
| 3.2 | Qualifications of key personnel proposed | | |
| 3.2 a | Team Leader | | 100 |
| | - General Experience | 40 | |
| | - Specific Experience relevant to the assignment | 30 | |
| | - Regional/International experience | 10 | |
| | - Language Qualifications | 20 | |
| 3.2 b | National consultants and teams | | 150 |
| | - General Experience | 20 | |
| | - Specific Experience relevant to the assignment | 50 | |
| | - Experience at the national level including field experience | 50 | |
| | - Language Qualifications | 30 | |
| Total Section 3 | | | 300 |

This TOR is approved by:

Signature _____

Name and Designation _____

Date of Signing _____