

## **Section 5. Terms of References (Annex 1 LOT 1)(YECRP project )**

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### **TERMS OF REFERENCE**

#### **Request for Proposal – Third Party Monitoring Agent**

##### **A. Project Title: Yemen Emergency Crisis Response Project (YECRP)**

##### **B. Project Description**

The Emergency Crisis Response Project (ECRP) aims to mitigate the impact of the current crisis on local households and communities and assist their recovery from the bottom-up using local systems, capacities and institutions to progressively resume and scale-up service delivery. The project will achieve specific results in: 1) Increasing short-term employment and livelihoods opportunities; 2) Reviving the local private sector; 3) Restoring key service delivery through small-scale infrastructure. As such, the project contributes to the livelihood's restoration and service delivery restoration components of UNDP's Yemen Resilience Programme. The Project's Theory of Change assumes that if income-generation and livelihoods opportunities are increased for vulnerable households (including IDPs), with essential service delivery restored and key local businesses revived, Yemeni households and communities will be able to better cope with the impact of the current crisis and be strong drivers of the resilience-building and recovery efforts.

The ECRP Project has launched its interventions since September 2016 with US\$ 50 million which was scale-up to US\$300 million early 2017 and is expected to complete by end of September 2019. The World Bank (principle donor of ECRP) has further granted an additional financing (ECRP AF4) of US\$ 100 million and extended the project interventions for two more years till 30 September 2021. Two national institutions namely Social Fund for Development (SFD) and Public Works Project (PWP) have been continuing their support as implementing partners to implement the ECRP interventions in all governorates of Yemen to achieve intended results of ECRP. The main outputs of the ECRP are outlined below:

- 1) Short-term income-generation – through labor-intensive Cash for Work schemes and small-scale community infrastructure rehabilitation leading to increased income-generation and livelihoods including access to productive assets for households. The end result will be that Yemeni households benefit from short-term income and livelihoods opportunities irrespective of gender, age, and displacement status.
- 2) Improved community assets – through reconstruction and rehabilitation of community infrastructures leading to functional key socio-economic community infrastructures. The end result will be that the communities benefit from restored socio-economic community assets through extended basic service delivery.
- 3) Recovery of SMEs – through improvement of access to finance and MFI operations leading to enhanced resilience and recovery of financial service providers and SMEs (including agriculture-based SMEs). The end result will be that financial service providers and SMEs are able to sustain and scale up their business operations creating additional employment.
- 4) Nutrition Sensitive Cash Transfers – support to nutrition sensitive services to mothers and children at high risk of malnutrition in selected districts with high food insecurity prevalence. The nutrition sub-component will be implemented in close coordination with Nutrition Cluster where relevant and build on and scale up the work carried out under activities of subcomponent 1.1 of the parent project and additional financing. Relevant outputs might be added to address emergency situations such as malnutrition crisis and Famine risks, Cholera outbreaks, and food insecurity in future.

### **C) Objectives:**

This Request for Proposals (RFP) is for the provision of third-party monitoring services to the ECRP project as part of the UNDP assurances activities under the Harmonized Approach to Cash Transfers (HACT), including: Asset verification covering existence of assets, quality validation of the implemented activities at their different stages; Environmental and Social Safeguards aspects; functioning of GRM, Fiduciary aspects of the implemented activities; and Assessment through various procedures including interviews and survey with beneficiaries of the project and report on the impact of the work on the targeted communities.

To address these challenges and the strengthen project monitoring, UNDP seeks to contract a Third-Party Monitoring Agent (TPMA) which will assist UNDP in accurately capturing, verifying, cataloguing data on the implemented activities. In particular, the TPMA will be an essential assurance activity to strengthen UNDP's project management tasks of activities implemented in the field where UNDP's reach is limited due to security constraints. The TPMA will support the UNDP project management team to provide the Project Board and other stakeholders with better means for learning from field experience, improving service delivery to community, planning and allocating resources, and demonstrating results.

### **D) Methodology**

In context of designing sampling, a multistage sampling method to be used ensuring maximum level of representation from all diversified interventions under ECRP project and various groups of beneficiaries. The multistage sampling including stratified random sampling to make stratum within subcomponents and beneficiary groups, while simple random and purposive sampling to be used to make sure geographical balance between accessible, partially accessible and inaccessible areas as well as covering northern and southern parts according to the ratio of distribution of governorates. In addition to that sub-projects to be selected to be visited by TPMA considering progress status of implementation, budgetary allocation, implementation duration, nature and types of interventions, and other relevant factors to be considered as well. All the above methods and ways to be considered in order to make sure that TPM can cover not only process and progress but also assess immediate effects and impacts generated by project supported interventions for targeted beneficiary and community. The sample size of direct beneficiary for each visited sample sub-projects to be determined by using statistical sampling method with 80-90 percent of confidence level along with 5-10 percent margin of error, whichever is feasible considering nature of sub-project/intervention. Moreover, the TPMA will make sure gender balance during the survey to capture at least 30 percent of female interviewees.

Moreover, all possible data collection and analysis methods and tools to be applied by selected TPM agency including field observations; quantitative, qualitative, structured, semi-structured questionnaires, extensive desk review by relevant technical specialist to collect and analyze required data and information to make a comprehensive TPM report in line with agreed TPM reporting template. In addition, the TPMA is to apply the above tools to conduct direct interview with site workers, targeted direct beneficiaries, community members as non-direct beneficiary, key informants' interview with community committee members, local leaders, community influential personnel like teachers and other relevant required stakeholders. Data triangulation methods including Focus Group Discussion (FGD)<sup>1</sup> to be applied to validate collected data and information by verifying at multiple level interviewees and sources including beneficiary, key informants, desk review and visual inspection such as photos, videos etc.

### **E) Scope of Services, Expected Outputs and Target Completion**

This RFP encompasses project monitoring as part of UNDP's HACT assurance activities. Prior to the start of third-party monitoring activities, the TPMA will closely collaborate with UNDP Yemen. UNDP Yemen will provide the TPMA with relevant documentation, including project documents, the responsible party's capacity assessments, and other relevant monitoring and evaluation information. The TPMA is expected to conduct a

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<sup>1</sup> The number of the FGD participants must be the standard range between 8-12 participants with the representation of females by at least 50% of the total number of FGD participants.

quantitative and qualitative analysis of the project documentation prior to undertaking field-level activities. All documentation shared with the TPMA is considered confidential and is not for wider dissemination or sharing with counterparts. The TPMA will develop a monitoring plan including specific parameters for site visits, asset verification, and data collection methodologies and tools for the selected project activities and sites. The TPMA will assess the implementation processes and their compliance with the agreed modalities, as spelled out in the Project Appraisal Document (PAD), SFD Operational Manual and SFD Financial Management Manual; and verify, to the extent possible, whether Cash, Goods, Works and Consulting Services provided were delivered/completed according to the required specifications and technical standards in the bidding document.

It should be noted that the procurement of a TPMA is not expected to replace the full HACT assurance activities undertaken by UNDP, nor is it expected to replace UNDP's own internal monitoring systems. The TPMA is expected to provide an independent perspective and extend the reach of UNDP in the field.

The TPMA will have to monitor activities of the identified responsible parties (SFD and PWP) financed by the project. The project is implemented across Yemen in areas where security situations allows for access. Currently, it is estimated that approximately 95% of total districts (333) are accessible to the IPs. The TPMA is expected to visit sub-project sites quarterly based on a sampling methodology.

The TPMA will be reporting directly to UNDP but will work closely with the responsible implementing partners for project implementation. It is not the role of the TPMA to carry out on-site project management; rather it is to help UNDP to oversee the work of the implementing partners and ensure that they carried out in line with the terms of the ECRP Project Document.

The TPMA will focus all levels of monitoring covering process monitoring, progress monitoring and also outcome monitoring. Under process monitoring, the TPMA to verify all the processes and compliance to implement identified subprojects at ground level. This includes conformity with safeguards' requirements during implementation of subprojects, i.e the Project's Environmental and Social Management Framework (ESMF) and the Occupational Health and Safety (OHS) Framework as well as to subprojects' Environmental and Social Management Plans (ESMPs). Additionally, the TPMA needs to confirm that the hotlines of UNDP, SFD and PWP are accessible and people at the local level are aware of the GRM system. The TPM will conduct interview with site workers, beneficiary and community to assess the level of satisfaction and awareness on various aspects of implementation including participation of beneficiary and community member during subproject and beneficiary selection, level of awareness on selection criteria and their entitlement as direct beneficiary, payment process, frequency, paid amount and also awareness and feedback on fiduciary, environmental and social safeguards aspects, grievances, and gender issues. This TPM process will work as a community feedback mechanism.

The second priority areas of TPM is to assess implementation progress of visited subprojects at ground level. They also verify availability of physical assets and measure quality of implemented interventions as planned. In addition to that they conduct interview with beneficiary and community to measure the level of satisfaction on implemented interventions in terms of progress, quality and benefit generated by the interventions for targeted communities. All cross-cutting issues including occupational health and safety and security conditions, environmental and social management at subproject sites will also be the key monitoring areas of TPM. They verify availability of required safety tools for workers at subproject sites, assess the level of awareness of workers on their safety, security and importance of use of safety tools, and monitoring arrangements of IPs and contractors to oversee on this issue.

Finally, TPM verify to what extent outcomes and immediate effects and impacts are generated for targeted beneficiary and community in accordance with employment generation and income opportunity and livelihood improvement of beneficiary especially food security, economic development/impact and other basic needs for their family. Improvement of basic services due to project supported interventions and accessibility of beneficiary and community are also assessed by the TPM. Other impact areas such as social cohesion, environmental and health impacts will also be measured under this section. TPM collects success/case story with quotes from beneficiary and community as evidence of impacts of interventions. Furthermore, if required

the TPMA to be involved to conduct any specific impact study/assessment/joint assessment/evaluation on any emerged areas of ECRP interventions.

#### **F) Deliverables/reporting requirements**

During the course of the field level data collection, the TPM agency is expected to provide UNDP with timely feedback, notably in instances where immediate attention or action is warranted. At the outset of the contract, the TPM agency is expected to provide an inception report within 30 days with a detailed TPM Plan, final concept of the methodology, and the list of data to be collected. The TPMA is expected to provide UNDP a comprehensive report, on a quarterly basis, with the attached TPM reporting template (see annex-1).

In some critical areas such as Occupational Health and Safety (OHS), Grievance Redress Mechanism (GRM), Environmental and Social Management (ESM), Gender and so on, specific templates will be developed and agreed to between UNDP and the TPMA, upon signing of the contract. It is expected that the reports provided by the TPMA will adhere to the agreed upon templates. For all remaining tasks, general approaches will be developed and agreed between UNDP and the TPMA, upon signing of the contract.

Besides the regular field monitoring visits, the TPMA may be requested to conduct ad hoc visits to specific sites whenever needed by UNDP for example to investigate OHS related incidents, verify compliance to the Project's Environmental and Social Management Framework (ESMF) and the Occupational Health and Safety (OHS) Framework as well as to subprojects' Environmental and Social Management Plans (ESMPs), carry out stakeholder consultations or conduct rapid assessments etc.

The TPMA should share regularly their accessibility to ECRP sub-project sites considering all critical situations such as Hodeidah and other security situations.

All data and information will have to be provide in soft and hard copy. Soft copy should be provided in excel format; a specific format will be agreed with UNDP at the beginning of the contract. Importantly, the TPMA should provide TPM collected clean version data sets in English as well.

TPM tools and questionnaires to be regularly reviewed and adjusted in line with requirement of UNDP and donors on any development critical issues such as OHS, ESMF, GRM, and captured lessons learned from previously completed TPM survey/report.

In addition to the report submitted to UNDP, the TPMA may be requested to provide briefings to relevant UNDP staff to further explain findings and make recommendations for management's consideration.

#### **G) Institutional Arrangement**

The TPMA will report directly to the UNDP ECRP Project Manager; and work in close collaboration with the Project M&E team, and the identified Responsible Party for project implementation. The TPMA will support the UNDP project management team to provide the Project Board and other stakeholders with better means of learning from field experience, improving service delivery to community, planning and allocating resources, and demonstrating results.

#### **H) Duration of Work**

The project duration is set at 27 months from September 2019 – December 2021. It is expected the TPMA will provide third-party monitoring services till the close date of the project, as the TPMA may start the first TPM quarter during July – September 2019 till the end of closing date of the project. The number of visits is expected to be 30 to 50 sub-project sites per quarter or on the timely number of available ongoing sub-projects with no constraints to be visited. The TPMA is required to provide quarterly reports to UNDP within fourteen days of the end of the quarter. In case of ad hoc or emergency visits, the TPMA is expected to send the report within one to two weeks from the time of UNDP's request. UNDP will review the reports for the purposes of oversight and quality assurance within five working days. The quarterly reports will be approved by the Project Board. Delays in reporting will have serious consequences for project delivery and may have further consequences in terms of future disbursements of the project's donors.

#### I) Location of Work:

The approach of the project is to reach as many interventions/sub-projects as possible within the current budgetary envelope. In this regard, it is expected that activities will be implemented by the identified responsible parties in identified target locations across Yemen in areas which are relatively secure. It is estimated that currently approximately 95% of total districts (333) are accessible to the IPs. The TPMA will be required to report back to UNDP on a quarterly basis as well as to immediately report access and other issues that may require urgent attention from UNDP management.

#### J) Qualifications of the Successful Service Provider at Various Levels

- Demonstrated monitoring expertise: It is required that qualified firm will be able to verifiably demonstrate that they have extensive recent experience in undertaking large scale multi-sectoral program monitoring and quality assurance across Yemen, including infrastructure and community-based development projects.
- The focus of the assignment will be on asset verification and monitoring, including technical quality assurance in accordance with established and agreed upon standards, as well as the immediate impact of the interventions. The selected firm will conduct site identification, reviewing the quality of the work (buildings, roads, water and sanitation etc.) to ensure they are constructed in accordance with agreements. The selected firm should be able to showcase a solid experience within this area.
- In addition to demonstrating its experience with large scale program monitoring, it will be important for the successful firm to attest that a previous or existing client has found its work within this area satisfying.
- The selected firm should be able to clearly demonstrate their familiarity with working in Yemen, including both a solid understanding of the context as well as a well-established capacity to operate efficiently in the current conflict environment.
- **The TPM agency should have institutional capacity along with availability of relevant professional to investigate incidents of any breach related to OHS and ESMF under ECRP in order to make sure comprehensive and quality investigated report with recommended measures to prevent any potential similar cases in future.**
- Available sufficient personnel (depending on the number of governorates to be monitored) on payroll or on roster with experience of conducting field-based research/monitoring and reporting, preferably in the field of humanitarian aid;
- Personnel (both men and women) with knowledge of local culture and languages spoken by the different communities, government counterparts and implementing partners in Yemen;
- Avail a dedicated team of professionals (including a full-time team leader) to carry out the proposed contract based on the required qualifications and experience in their respective field/post as outlined in the table below.
- The TPM team needs to be highly flexible and prepared to deal with contingency deployments on a short-notice should specific concerns or complaints be raised about a partner or project site.
- Ability to mobilize rapidly a project team with appropriate qualifications: Qualified firms must be able to verifiably demonstrate an ability to rapidly begin high-quality monitoring in Yemen. To this end, qualified firms must have in place on the ground in Yemen an established program of activities and a project team that would be capable of starting work immediately on the UNDP project.
- In addition to a solid management team, the selected firm should have in place or be able to rapidly draw on a network of staff, preferably local, that can quickly be mobilized to perform project site visits simultaneously across Yemen to be able to cover the number of project sites within the project period. Qualified personnel should have established experience in performing site visits and asset verification in remote and insecure areas in a manner that takes the security constraints into consideration. The team shall also include local staff with social/communication skills to be able to get feedback from the beneficiaries. Furthermore, the team should include a cadre of females who can be deployed for tasks that require the sending of a female to conduct the survey in areas or situations that do not allow males to carry out the investigation and questioning of females due to the traditions and norms of the target area.

- Security: The successful firm should be able to demonstrate experience managing the security environment in Yemen. Moreover, the selected firm should have a clear strategy in place for how to send staff to the field to monitor projects in both remote and insecure areas in a manner that minimizes the risk to the staff. It is key that firms demonstrate a solid understanding of the realities on the ground in Yemen and how to operate within the security constraints, mitigating the inherent risks.
- Parts of the region in which the assignment is to be carried out are insecure and there is a need for consultants to respect the travel advisories, if any, issued by their home governments and restrictions imposed by the Government of Yemen's security agencies. As such, the consultants should include a statement of how they would work around these limitations specifically for foreign nationals on the team who shall and must visit sites where project components are being implemented.
- Database and mapping capabilities: Qualified firms will have experience and in-house expertise in using geo-spatial databases that can help to map the scope of ongoing project activities. Other critical IT capacities include the use of GPS-enabled cameras. How such use of technology, to monitor activities, will be used should be included in the methodology part of the proposal.
- The collected data should be gathered and populated in an easily accessible, user-friendly and secure database to be shared with the UNDP in English version for monitoring and planning purposes.
- Curriculum vitae (CVs) of managers, team leaders, supervisors and key personnel proposed as part of the monitoring team must be provided as part of the proposal, including on-going assignments indicating capability and capacity to undertake the assignment. For the monitors UNDP requires that at least five CVs are attached to the proposal. UNDP may request the professional/academic educational certificates of the monitoring team for review.

	Company/ Key Personnel	Minimum Educational Qualifications and Experience
1	Service Provider	<p>Registered legally as a company in Yemen or full ability to operate in Yemen, with a minimum of 4 years of demonstrated professional experience delivering services in the country or similar complex environment.</p> <p>Strong demonstrated professional experience in providing consultancy, monitoring, reporting and field-based research services to international organisations, especially UN agencies and NGOs in Yemen.</p> <p>Demonstrate proven capacity to carry out work in all parts of Yemen through the existence of well-established networks (full access at governorate, districts, city and village level).</p> <p>Proven capacity to engage experienced team members from the region where the monitoring is to take place.</p> <p>Experience of working with the UN system or bilateral donors and NGOs preferred in delivering monitoring and reporting activities.</p> <p>Be willing to avail time of senior management to the UNDP to discuss progress against contract deliverables.</p> <p>Capacity to arrange all logistical arrangements independently for field work (the contracted entity is expected to arrange its own logistical arrangements and logistics should be included in the budget calculations).</p>
2	Team Leader	<p>Full-time position for this assignment: overall supervision, coordination, quality control and focal point for UNDP.</p> <p>Master's degree with minimum 10 years of relevant experience in team management and facilitating service delivery of large contracts.</p>

	Company/ Key Personnel	Minimum Educational Qualifications and Experience
		<p>Extensive understanding of the local context in Yemen, fluency in both English and Yemeni Arabic, and proven capacity to make use of technology (word processing, excel, etc.).</p> <p>Team Leader engaged for this assignment should have experience with monitoring, reporting and evaluation of humanitarian interventions on behalf of multilateral and bilateral organisations and NGOs in Yemen and excellent English writing skills. Effective and timely communication and reporting skills.</p>
3	Third Party Monitors	<p>University degree preferable in the field of social sciences, environmental engineering or sciences, statistics, economics, research methods, science, administration, business, etc. At least five CVs of individual proposed staff to be attached to the proposal.</p> <p>Monitors engaged for this assignment should have at least three years' experience in reviewing and monitoring humanitarian projects in the following areas: Employment generation, Livelihoods, WASH, Nutrition, Protection, Education, Health, Food Security, and Early Recovery.</p> <p>Gender balance amongst TPM monitors is mandatory.</p> <p>Extensive understanding of the local context in Yemen, knowledge of local culture and languages spoken by the different communities essential. Good English writing skills to produce concise, well-justified, technically sound and to-the-point monitoring reports and human-interest stories preferable.</p> <p>Proven capacity to make use of technology (word processing, excel, etc.).</p> <p>NB: If it is not possible for the service provider to have on board / recruit sector specialists, then generalists can be used at the field level from the moment sector specialists are available within the company to support the preparation of the mission, review and analyse data collected.</p>
4	Data Analyst / Manager / IT Expert	<p>University degree preferable in the field of information technology (such as Geographic Information Systems (GIS), Networking and Mobile Data solutions, Content and Data gathering solutions, GPS etc.), statistics or economics.</p> <p>3 years of progressively responsible work experience in data management/ analysis, use of technology with demonstrated capacity to manage database and support the use of technology for data collection and analysis.</p> <p>Extensive understanding of the local context in Yemen, knowledge of local culture and languages spoken by the different communities essential. Good English writing skills.</p>

#### K) Scope of Proposal, Price and Schedule of Payments

Scope: The TPMA will be contracted and paid based on specific services to be delivered according to agreed schedules. The TPMA will be required to conduct quarterly monitoring visits to specific and agreed locations as agreed from time to time and submit a comprehensive monitoring report within the stipulated period. The TPMA shall determine the areas of assessment in consultation with UNDP, and subsequently conduct monitoring after UNDP's approval.

Price Proposal: The proposed price shall cover the cost of the organizational expertise, travel cost, and overhead cost if any. The price proposal shall be prepared based on the price proposal template provided in the Request for Proposal (RFP) of which this ToR is part and parcel.

Expected Deliverables and Schedule of Payment:

Deliverables/Milestones/Outputs	Estimated Duration to Complete	Submission Requirements	% of payment	Review and Approvals Required
1. Inception Report and 3rd Quarter of 2019 TPM/Assessment Report	20th December 2019	A comprehensive and quality 3rd quarter of 2019 TPM Report	10%	ECRP Project Board
2. 4th Quarter of 2019 TPM/Assessment Report	15th January 2020	A comprehensive and quality 4th of 2019 quarter TPM Report	10%	ECRP Project Board
3. 1st Quarter of 2020 TPM/Assessment Report	15th April 2020	A comprehensive and quality 1st quarter of 2020 TPM Report	12%	ECRP Project Board
4. 2nd Quarter of 2020 TPM/Assessment Report	15th July 2020	A comprehensive and quality 2nd quarter of 2020 TPM Report	12%	ECRP Project Board
5. 3rd Quarter of 2020 TPM/Assessment Report	15th October 2020	A comprehensive and quality 3rd quarter of 2020 TPM Report	12%	ECRP Project Board
6. 4th Quarter of 2020 TPM/Assessment Report	15th January 2021	A comprehensive and quality 4th quarter of 2020 TPM Report	12%	ECRP Project Board
7. 1st Quarter of 2021 TPM/Assessment Report	15th April 2021	A comprehensive and quality 1st quarter of 2021 TPM Report	12%	ECRP Project Board
8. 2nd Quarter of 2021 TPM/Assessment Report	15th July 2021	A comprehensive and quality 2nd quarter of 2021 TPM Report	10%	ECRP Project Board
9. Final TPM/Assessment Report covering 3rd quarter of 2021	September 2021	A comprehensive and quality 3rd quarter of 2021 TPM Report	10%	ECRP Project Board
Total			100%	



## **Annex 1: Reporting Template for TPM**

This reporting template is intended to serve as a guide for preparing meaningful, useful and credible assessment report that meet quality standards. It suggests the content that should be included in a quality and standard report. The assessment report should be complete and logically organized. It should be written clearly and understandable to the intended stakeholders. The report should also include the following:

### **Cover Page:**

- Logo of Third-Party Monitoring Agent
- Name of Report
- Project Title
- Reporting Period
- Prepared by (the name of TPMA)
- Date of Report

### **Table of contents:**

Should always include boxes, figures, tables and annexes with page references.

### **List of acronyms and abbreviations:**

**Executive summary:** A stand-alone section of two to three pages that should:

- Briefly describe the sub-components that were assessed.
- Explain briefly the purpose and objectives of the assessment.
- Describe key aspect of the assessment approach and methodology
- Summarize principle findings, conclusions and recommendations to meet challenges.

**Introduction:** The description needs to provide detail for the report user to derive meaning from the assessment. The description should (maximum 2 pages):

- Explain why the assessment was conducted, and why the intervention is being monitored
- Describe the key partners involved in the implementation and their roles.
- Describe the scale of the intervention, such as the number of sub-projects under each of sub-component and the target community for each sub-component and indicate the total resources.

**Assessment approach and methods/methodology:** The report should describe in detail the selected methodological approaches, methods and analysis; the rationale for their selection. The description should help the report users judge the merits of the methods used in the assessment and the credibility of the findings, conclusions and recommendations. Potential weaknesses in the data analysis and gaps or limitations of the data should be discussed, including their possible influence on the way findings may be interpreted and conclusions drawn.

**Findings and conclusions:** The report should present the findings based on the analysis and conclusions drawn from the findings. All findings and conclusions should have at maximum level of disaggregation analysis e.g. gender (male, female), youth, children, IDPs, returnees, whenever applicable and requirement.

**Findings:** Should be presented as statements of fact that are based on analysis of the data. They should be structured around the focused criteria and questions so that report can readily make the connection between what was asked and what was found. Variances between planned and actual results should be explained, as well as factors affecting the achievement of intended results. Major ground challenges that subsequently affected project implementation should be discussed.

**Conclusions:** Should be comprehensive and balanced, and highlight the strengths, weaknesses and outcomes of the intervention. They should be well substantiated by the evidence and logically

connected to findings. They should provide insights into the identification of and/or solutions to important problems or issues pertinent to the decision making of IPs- SFD and PWP - as well as UNDP.

#### **Sub-component 1.1: Cash for Work and Youth Targeted Community Services**

- Quality of Project Management with beneficiary and community satisfaction along with maximum level of disaggregation analysis (e.g. gender (male, female), age, youth, children, IDPs, returnees, disabled people whenever applicable and requirement)
  - Selection of sub-projects in an inclusive manner and community demand driven
  - Selection of beneficiary
  - Any job training/knowledge/awareness raising programme attended by beneficiary community
  - Payment process/method/delivery authority, location, frequency, amount of payment,
  - Source of income before CfW
  - Aid preference
  - Timeliness of implementation
  - Fiduciary/Complaint process
- Assessment/Verification/Validation of Implementation progress towards targets
  - Assessment of progress of sub-projects under CfW
    - Profile of sub-projects (sector wise) under CfW based on the reports provided by IPs
    - Assessment on TPM visited sub-projects (sector wise e.g. agriculture, water, road, education, environment, etc.)

*(These two analyses will help to assess actual progress between what was reported by IPs and what was implementation status at ground level)*
  - Quality of Sub-project interventions with beneficiary and community satisfaction (materials, construction, etc.)
  - Verification of community assets/infrastructure rehabilitated with beneficiary and community satisfaction
  - Verification of extent to which community assets/rehabilitated infrastructure created benefit for community people
  - Verification of conformity with social and environmental requirements and monitoring of implementation progress of the Project's and subproject's ESMP.
  - Verification and conformity that GRM system is working; logbook at the subproject level; available of focal person is charge of receiving and handling complaints and reporting.
  - Any challenges, risks and lessons learned related to implementation of sub-projects
- Impact of interventions (Immediate):
  - Economic/regular income
  - Food security (utilization of paid amount to direct beneficiary in the areas of food, health, education, housing and other relevant areas to help analysing the food security status of project supported beneficiary families)
  - Social cohesion and conflict due to project interventions
  - Any negative and positive environmental impact due to interventions
  - Improvement of public services/accessibility of public services
  - Success/case story with quotes from beneficiaries

#### **Sub-Component 1.2: Cash for Social Service -Nutrition**

- Quality of Project Management with beneficiary and community satisfaction along with maximum level of disaggregation analysis (e.g. gender (male, female), age, youth, children, IDPs, returnees, whenever applicable and requirement)
  - Selection of sub-projects in an inclusive manner and community demand driven
  - Selection of beneficiary (e.g. youth, mother, family, etc.)
  - Any job training/knowledge/awareness raising programme attended by beneficiary community
  - Payment process/method/delivery authority, location, frequency, amount of payment,
  - Source of income before CfSS
  - Aid preference
  - Timeliness of implementation
  - Fiduciary/Complaint process

- Assessment/Verification/Validation of Implementation progress towards targets
  - Assessment of progress of sub-projects under CfSS
    - Profile of sub-projects (sector wise) under CfSS based on the reports provided by IPs
    - Assessment on TPM visited sub-projects (sector wise e.g. health, nutrition, etc.)  
(These two analyses will help to assess actual progress between what was reported by IPs and what was implementation status at ground level)
  - Quality of sub-project interventions/training programme with satisfaction of both youth and mother beneficiary (training materials, schedule, location, etc.)
  - Youth satisfaction of their engagement in community services and to what extent improved their employment opportunity
  - Beneficiary mothers and community satisfaction on services provided by trained youth beneficiary
  - Verification of conformity with social and environmental requirements and monitoring of implementation progress of the Project's ESMF and subproject's ESMP.
  - Verification and conformity that GRM system is working; logbook at the subproject level; available of focal person is charge of receiving and handling complaints and reporting.
  - Any challenges, risks and lessons learned related to implementation of sub-projects
- Impact of interventions (Immediate):
  - Economic/regular income
  - Food security for beneficiary families including nutrition of pregnant mother and children
  - Maternity and child health improvement
  - Skilled youth employment for social services
  - Women empowerment (income, knowledge, etc.)
  - Social cohesion and conflict due to project interventions
  - Success/case story with quotes from beneficiaries

### **Sub-component 1.3: SME Revitalization and Employment Generation**

- Quality of Project Management with beneficiary and community satisfaction along with maximum level of disaggregation analysis (e.g. gender (male, female), age, youth, children, IDPs, returnees, whenever applicable and requirement)
  - Selection of MFI institutions
  - Selection of beneficiary microfinance clients (SMEs)/farmers/fishermen/livestock producers
  - Satisfaction on loan/grant amount and payment process/method/frequency
  - Alternative source of loan received by the beneficiary microfinance clients
  - Any job training/knowledge/awareness raising programme attended by beneficiary community
  - Utilization of loan/grant amount
  - Fiduciary/Complaint process
- Assessment/Verification/Validation of Implementation progress towards targets
  - Assessment of progress of sub-projects under SME revitalization
    - Profile of sub-projects (sector wise) under CI based on the reports provided by IPs
    - Assessment on TPM visited sub-projects (sector wise e.g. agriculture, water, road, education, environment, etc.)
  - To what extent MSMEs and MFI having capacity with sustainable revenue flow and working capital after 18 months of receiving of project fund
  - Progress assessment of MFIs clients/farmers/fishermen/livestock producers
    - Percentage of farmers, fishermen and livestock producers with increased productive capacities and adopted improved practices (financial, skills, technologies) disaggregated by gender
    - Extent to which the quality and quantity of coffee, crops and fish produced increased by farmers and fishermen.
  - Verification of conformity with social and environmental requirements and monitoring of implementation progress of the Project's ESMF and subproject's ESMP.
  - Verification and conformity that GRM system is working; logbook at the subproject level; available of focal person is charge of receiving and handling complaints and reporting.
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- Any challenges, risks and lessons learned related to utilization and repayment of loan amount
- Impact of interventions (Immediate):
  - Economic/regular income
  - Employment opportunity for community people
  - Contribution to food security and food availability
  - Social cohesion and conflict due to project interventions
  - Any negative and positive environmental impact due to interventions
  - Success/case story with quotes from beneficiaries

**Recommendations:** The report should provide practical and feasible recommendations for each of sub-components directed to the IPs, (SFD & PWP), UNDP as well as donors of the report about what actions to take or decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key focused areas addressed by the assessment.

**Lessons learned:** As appropriate, the report should include discussion of lessons learned from the assessment, that is, new knowledge gained from the particular circumstance (intervention, context outputs, outcomes, even about accountability and monitoring system at ground level) that are applicable to a similar context. Lessons should be concise and based on specific evidence presented in the report.

**Report annexes by Firm:** Suggested annexes should include the following to provide the report user with supplemental background and methodological details that enhance the credibility of the report:

- List of supporting documents reviewed
- List of individuals or groups interviewed or consulted, and sites visited
- Summary tables, charts, boxes of findings, such as charts displaying analysis of progress towards outputs, targets, and goals
- GIS System
- Photos
- Maps

## Terms of References (Annex 1 LOT 2) (ERRY Project )

### TERMS OF REFERENCE

#### Request for Proposal – Third Party Monitoring Agent

#### C. Project Title: Supporting Resilient Livelihoods and Food Security in Yemen (ERRY II) Joint Programme (March 2019 – Feb 2022)

#### D. Project Description

The three-year joint programme “Supporting Resilient Livelihoods and Food Security in Yemen (ERRY II)” is financed by EU & Sida and administered by UNDP. It is jointly implemented by FAO, ILO, UNDP and WFP in six vulnerable governorates: Hajjah, Hodeidah, Lahj, Abyan, Taiz and Sana’a.

**Overall Objective of the Programme:** Contribute to reducing vulnerability and strengthening resilience capacity of crisis-affected communities in Yemen through creation of sustainable livelihoods and improving access to basic services. The overall objective of the ERY joint programme will be achieved through a complementary approach building on participating UN agencies’ comparative advantages.

**Specific Objective (Outcome):** Crisis affected communities are better able to manage local risks and shocks for increased resilience and self-reliance.

The Joint Programme is expected to achieve the following results over the implementation timeframe:

- **Output 1:** Community livelihoods, productive assets and food security are improved to strengthen resilience and self-reliance;
- **Output 2:** Vulnerable communities benefit from solar energy for sustainable livelihoods opportunities and enhanced social service delivery;
- **Output 3:** Communities and local authorities have enhanced capacities to respond to conflict- and gender-sensitive needs.

Interventions target the most vulnerable community groups, including women, the unemployed, youth, the Muhamasheen, internally displaced persons (IDPs) and stressed host communities. Target groups are selected using inclusive, participatory and conflict-sensitive tools that will also be used to mobilise and involve them in the proposed activities. Active partnerships with local authorities, the private sector, communities, the Social Fund for Development (SFD) and NGOs will be sought to successfully implement the Programme.

Within its three-year timeframe, the following results will be achieved:

- Community livelihoods and productive assets are improved to strengthen resilience and economic self-reliance;
- Communities benefit from improved and more sustainable livelihoods opportunities through better access to solar energy;
- Informal networks promote social cohesion through community dialogue and delivery of services;
- Increased capacity of local actors and strengthened partnership of private sector to enhance collective actions, aid delivery and economic recovery.

A more detailed description of the programme will be provided to the selected bidder.

#### **E. Objectives:**

This Request for Proposals (RFP) is for the provision of third-party monitoring services to the ERRY Joint Programme as part of the assurance activities, including: verification of existence of assets, quality validation of the implemented activities at their different stages, and verification of data and reports on progress; fiduciary aspects of the implemented activities; and assessment through various procedures including interviews and surveys with beneficiaries of the programme and report on the impact of the work on the targeted communities.

To strengthen the programme monitoring, the Joint Coordination Unit (JCU) of the joint programme seeks to contract a Third-Party Monitoring Agent (TPMA) which will assist the programme in accurately capturing, verifying, cataloguing data on the implemented activities. In particular, the TPMA will be an essential assurance activity to strengthen the programme management tasks of activities implemented in the field where UN staff face limitations to reach due to security constraints. The TPMA will support the programme management team with better means for learning from field experience, improving service delivery to community, planning and allocating resources, and demonstrating results.

#### **F. Scope of Services and Expected Outputs**

This RFP encompasses project monitoring as part of ERRY M&E Strategy and assurance activities. Prior to the start of third-party monitoring activities, the contractor will closely collaborate with ERRY JCU. The JCU will provide the contractor with relevant documentation, including project document, the PUNOs and/or Implementing Partners (IPs) capacity/needs assessments, and other relevant monitoring or evaluation information. The TPMA is expected to conduct a quantitative and qualitative analysis of the project documentation prior to undertaking field-level activities. All documentation shared with the contractor is considered confidential and is not for wider dissemination or sharing with counterparts.

It should be noted that the procurement of a TPMA is not expected to replace ERRY's own internal monitoring systems. The TPMA is expected to provide an independent perspective, verifying the information and reports submitted by PUNOs/IPs, and extend the reach of the programme in the areas the programme's M&E staff cannot access.

The TPMA will have to monitor activities of all identified implementing partners carrying activities related to the different components of the programme in all targeted 6 governorates and 16 districts. The programme is implemented in areas where security situations allow for access. Annex III details the expected geographical areas where the programme activities will be implemented. The TPMA is expected to visit implementation sites bi annually (twice a year) based on a sampling methodology detailed in the following part.

ERRY has defined a set of indicators to measure the project implementation and the progress toward the expected results. For each indicator, specific data will have to be collected. Most data are directly collected by ERRY implementing partners, but a few additional data will have to be collected by the TPM. This will include direct information on the project activities as well as both quantitative and qualitative assessments to be conducted in a sample of the programme implementation sites.

The TPMA will be reporting directly to ERRY JCU and will work closely with the Partnering UN Organizations (PUNOs) and the IPs responsible for project implementation. It is not the role of the TPMA to carry out on-site project management but to help ERRY to monitor the work of the IPs activities implementation and ensure their activities are carried out in line with the programme document.

The specific outputs expected by the TPMA are:

- To develop a monitoring plan including specific parameters for sites visits, verification of assets and sites, verification of compliance with the criteria of selecting target beneficiaries, verification of reported data on completed and ongoing activities and achievements, post distribution monitoring plan, checking on quality and satisfaction, as well as checking accountability to beneficiaries.
- To implement the monitoring plan through a schedule of visits biannually, including capturing and analyzing data in a timely and accurate manner and to conduct quantitative and qualitative assessment on a sample of sites;
- To provide timely, relevant, and verified project level information to the Programme's JCU.
- To assess implementation progress and processes and their compliance with the agreed modalities, as spelled out in the Project Document;
- To verify whether all programme components were delivered/completed according to the required specifications and technical standards.

The TPMA will focus all levels of monitoring covering process monitoring, progress monitoring and also outcome monitoring.

1. Under process monitoring, the TPMA is to verify alignment and conformity of the programme interventions at ground level with all processes spelled out in the programme document. Additionally, the TPMA needs to confirm that the hotlines of PUNOs and IPs are accessible and people at the local level are aware of the complaint mechanisms. The TPM is to assess the level of satisfaction and awareness on various aspects of implementation including participation of beneficiary and community members, level of awareness on selection criteria, and also awareness of feedback & complaint mechanism, and gender issues. This TPM process will work as a community feedback mechanism.
2. The second priority areas of TPM is to assess implementation progress of visited sites at ground level. They also verify availability of physical assets and measure quality of

implemented interventions as planned. In addition to that they conduct interview with beneficiary and community to measure the level of satisfaction on implemented interventions in terms of progress, quality and benefit generated by the interventions for targeted communities. All cross-cutting issues including Social cohesion, Gender equality, Environmental and social impact, Conflict sensitivity, Sustainability of results will also be the key monitoring areas of TPM.

3. Finally, TPM verify to what extent outcomes and immediate effects and impacts are generated for targeted beneficiary and community in accordance with employment generation and income opportunity and livelihood improvement of beneficiary especially food security, economic development/impact and other basic needs for their family. Improvement of basic services due to project supported interventions and accessibility of beneficiary and community are also assessed by the TPM. Other impact areas such as social cohesion, environmental and social impacts will also be measured under this section. TPM collects success/case stories with quotes from beneficiary and community as evidence of results/impacts of interventions. Furthermore, if required the TPMA to be involved to conduct any specific impact study/assessment/joint assessment/evaluation on any emerged areas of ERRY interventions.

#### **D) Methodology**

In context of designing sampling, a multistage sampling method to be used ensuring maximum level of representation from all diversified interventions under ERRY Joint Programme and various groups of beneficiaries. The sampling method should also ensure proper representation of the northern and southern targeted areas. In addition to that, when selecting the projects and sites to be visited, TPMA should take into consideration relevant factors such as the progress status of implementation, budgetary allocation, implementation duration, nature and types of interventions, vulnerable groups etc. After all, methods and ways to be considered should ensure that TPM can cover not only process and progress but also assess immediate effects and impacts generated by the programme supported interventions for targeted beneficiary and community. The sample size of direct beneficiaries/sites for each visited sample should be representative. It should be determined by using statistical sampling method with 80-90 percent of confidence level along with 5-10 percent margin of error, whichever is feasible considering nature of each intervention. Moreover, the TPMA will make sure gender balance during the survey to capture at least 30 percent of female interviewees. The sample size should be representative

Moreover, all possible data collection and analysis methods and tools to be applied by selected TPM agency including field observations; quantitative, qualitative, structured, semi-structured questionnaires, extensive desk review by relevant technical specialist to collect and analyze required data and information to make a comprehensive TPM report in line with agreed TPM reporting template. In addition, the TPMA is to apply the above tools to conduct direct interview with site workers, targeted direct beneficiaries, community members as non-direct beneficiary, key informants' interview with community committee members, local leaders, community influential personnel and other relevant required stakeholders. Data triangulation methods including Focus Group Discussion (FGD)<sup>2</sup> to be applied to validate collected data and information by verifying at

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<sup>2</sup> The number of the FGD participants must be the standard range between 8-12 participants with the representation of females by at least 50% of the total number of FGD participants.



multiple level interviewees and sources including beneficiary, key informants, desk review and visual inspection such as photos, videos etc.

#### **F) Deliverables/reporting requirements**

During the course of the field level data collection, the contractor is expected to provide ERRY JP with timely feedback, notably in instances where immediate attention or action is warranted. At the outset of the contract, the contractor is expected to provide an inception report within 15 days with a detailed Annual Work Plan, final concept of the methodology, and the list of data to be collected.

The contractor is expected to provide ERRY JP with a full report, on a semi-annual basis, including the following components:

- Explanation of the field methodology used
- Sources consulted. All reports submitted by the contractor are expected to be sourced, with an assessment of the reliability of the source, and the credibility of the specific content.
- Key findings from the field, fully addressing the questions contained in the original information request
- Quotes from key beneficiaries and partners
- Detailed set of actionable recommendations for ERRY JP management and the IPs, linked to the findings in the field.
- GPS coordinates of project implementation sites.
- Geo-tagged photos and short videos will be required as evidence with the reports.

For some tasks, specific templates will be developed and agreed between ERRY JP and the contractor, upon signing of the contract. It is expected that the reports provided by the TPMA will adhere to the agreed upon templates. For all remaining tasks, general approaches will be developed and agreed to between ERRY JP and the contractor, upon signing of the contract.

All data and information will have to be provide in soft and hard copies. Soft copy should be provided in a specific format agreed on at the beginning of the contract.

In addition to the report submitted to ERRY JCU, the contractor may be requested to provide briefings to relevant programme's staff & stakeholders to further explain findings and make recommendations for management's consideration.

#### **G) Institutional Arrangement**

The TPMA will report directly to the ERRY JP Manager, work in close collaboration with the ERRY JP M&E Officer, the JCU sub-national coordinators, the PUNOs focal-points and the IPs.

#### **H) Duration of Work**

It is expected the TPMA will provide third-party monitoring services, specifically **5** monitoring and assessments, within the period from December 2020 till Feb 2022. The TPMA is required to provide **semi-annual** reports to JCU within fourteen days of the end of the month when the assessment is completed. The JCU and programme management will review the reports for the purposes of oversight and quality assurance within 10 working days. The bi-annual reports will be approved by the Joint Programme manager. Delays in reporting will have serious consequences for programme

delivery and may have further consequences in terms of future disbursements of the programme's donors.

#### **I) Location of Work**

The approach of the programme is to reach as many beneficiaries as possible within the available budgetary resources. In this regard, the programme's activities are implemented by the IPs in sixteen identified districts within six governorates, in areas which are relatively secure. It is estimated that most of the target districts are currently accessible. The contractor will be required to report back to ERRY JPC on a bi annual basis as well as to immediately report access and other issues that may require urgent attention from the programme's management.

#### **J) Qualifications of the Successful Service Provider at Various Levels**

- Demonstrated monitoring expertise: It is required that qualified firm will be able to verifiably demonstrate that they have extensive recent experience in undertaking large scale multi-sectoral program monitoring and quality assurance across Yemen, including infrastructure and community-based development projects.
- In addition to demonstrating its experience with large scale program monitoring, it will be important for the successful firm to attest that a previous or existing client has found its work within this area satisfying.
- The selected firm should be able to clearly demonstrate their familiarity with working in Yemen, including both a solid understanding of the context as well as a well-established capacity to operate efficiently in the current conflict environment.
- Available sufficient personnel (depending on the number of governorates to be monitored) on payroll or on roster with experience of conducting field-based research/monitoring and reporting;
- Personnel (both men and women) with knowledge of local culture and languages spoken by the different communities, government counterparts and implementing partners in Yemen;
- Avail a dedicated team of professionals (including a full-time team leader) to carry out the proposed contract based on the required qualifications and experience in their respective field/post as outlined in the table below.
- The TPM team needs to be highly flexible and prepared to deal with contingency deployments on a short-notice should specific concerns or complaints be raised about a partner or project site.
- Ability to mobilize rapidly a project team with appropriate qualifications: Qualified firms must be able to verifiably demonstrate an ability to rapidly begin high-quality monitoring in Yemen. To this end, qualified firms must have in place on the ground in Yemen an established program of activities and a project team that would be capable of starting work immediately on the project.
- In addition to a solid management team, the selected firm should have in place or be able to rapidly draw on a network of staff, preferably local, that can quickly be mobilized to perform project site visits simultaneously across Yemen to be able to cover the number of project sites within the project period.
- Qualified personnel should have established experience in performing site visits and asset verification in remote and insecure areas in a manner that takes the security constraints into consideration. The team shall also include local staff with social/communication skills to be able to get feedback from the beneficiaries. Furthermore, the team should include a cadre of females who can be deployed for tasks that require the sending of a female to conduct the survey in areas or situations that do not allow males to carry out the investigation and questioning of females due to the traditions and norms of the target area.

- Security: The successful firm should be able to demonstrate experience managing the security environment in Yemen. Moreover, the selected firm should have a clear strategy in place for how to send staff to the field to monitor projects in both remote and insecure areas in a manner that minimizes the risk to the staff. It is key that firms demonstrate a solid understanding of the realities on the ground in Yemen and how to operate within the security constraints, mitigating the inherent risks.
- Parts of the region in which the assignment is to be carried out are insecure and there is a need for consultants to respect the travel advisories, if any, issued by their home governments and restrictions imposed by the Government of Yemen's security agencies. As such, the consultants should include a statement of how they would work around these limitations specifically for foreign nationals on the team who shall and must visit sites where project components are being implemented.
- Database and mapping capabilities: Qualified firms will have experience and in-house expertise in using geo-spatial databases that can help to map the scope of ongoing project activities. Other critical IT capacities include the use of GPS-enabled cameras. How such use of technology, to monitor activities, will be used should be included in the methodology part of the proposal.
- The collected data should be gathered and populated in an easily accessible, user-friendly and secure database to be shared with the JCU in English version for monitoring and planning purposes.
- Curriculum vitae (CVs) of managers, team leaders, supervisors and key personnel proposed as part of the monitoring team must be provided as part of the proposal, including on-going assignments indicating capability and capacity to undertake the assignment. For the monitors JCU requires that at least five CVs are attached to the proposal. The JCU may request the professional/academic educational certificates of the monitoring team for review.

	Company/ Key Personnel	Minimum Educational Qualifications and Experience
1	Service Provider	<p>Registered legally as a company in Yemen or full ability to operate in Yemen, with a minimum of 5 years of demonstrated professional experience delivering services in the country or similar complex environment.</p> <p>Strong demonstrated professional experience in providing consultancy, monitoring, reporting and field-based research services to international organisations, especially UN agencies and NGOs in Yemen.</p> <p>Demonstrate proven capacity to carry out work in all parts of Yemen through the existence of well-established networks (full access at governorate, districts, city and village level).</p> <p>Proven capacity to engage experienced team members from the region where the monitoring is to take place.</p> <p>Experience of working with the UN system or bilateral donors and NGOs preferred in delivering monitoring and reporting activities.</p> <p>Be willing to avail time of senior management to the UNDP to discuss progress against contract deliverables.</p>

	Company/ Key Personnel	Minimum Educational Qualifications and Experience
		Capacity to arrange all logistical arrangements independently for field work (the contracted entity is expected to arrange its own logistical arrangements and logistics should be included in the budget calculations).
2	Team Leader	<p>Overall supervision, coordination, quality control and focal point for ERRY JCU.</p> <p>Master's degree with minimum 10 years of relevant experience in team management and facilitating service delivery of large contracts.</p> <p>Extensive understanding of the local context in Yemen, fluency in both English and Yemeni Arabic, and proven capacity to make use of technology (word processing, excel, etc.).</p> <p>Team Leader engaged for this assignment should have experience with monitoring, reporting and evaluation of humanitarian &amp; development interventions on behalf of multilateral and bilateral organisations and NGOs in Yemen and excellent English writing skills. Effective and timely communication and reporting skills.</p>
3	Third Party Monitors	<p>University degree preferable in the field of social sciences, environmental engineering or sciences, statistics, economics, research methods, science, administration, business, etc. At least five CVs of individual proposed staff to be attached to the proposal.</p> <p>Monitors engaged for this assignment should have at least three years' experience in reviewing and monitoring humanitarian and development projects in the following areas: Employment generation, Livelihoods, Food Security, and Early Recovery.</p> <p>Gender balance amongst TPM monitors is mandatory.</p> <p>Extensive understanding of the local context in Yemen, knowledge of local culture and languages spoken by the different communities essential. Good English writing skills to produce concise, well-justified, technically sound and to-the-point monitoring reports and human-interest stories preferable.</p> <p>Proven capacity to make use of technology (word processing, excel, etc.).</p> <p>NB: If it is not possible for the service provider to have on board / recruit sector specialists, then generalists can be used at the field level from the moment sector specialists are available within the company to support the preparation of the mission, review and analyse data collected.</p>
4	Data Analyst / Manager / IT Expert	<p>University degree preferable in the field of information technology (such as Geographic Information Systems (GIS), Networking and Mobile Data solutions, Content and Data gathering solutions, GPS etc.), statistics or economics.</p> <p>3 years of progressively responsible work experience in data management/ analysis, use of technology with demonstrated capacity to manage database and support the use of technology for data collection and analysis.</p>

	Company/ Key Personnel	Minimum Educational Qualifications and Experience
		Extensive understanding of the local context in Yemen, knowledge of local culture and languages spoken by the different communities essential. Good English writing skills.

### K) Scope of Proposal, Price and Schedule of Payments

Scope: The TPMA will be contracted and paid based on specific services to be delivered according to agreed schedules. The TPMA will be required to conduct biannual monitoring visits to specific and agreed locations as agreed from time to time and submit a comprehensive monitoring report within the stipulated period. The TPMA shall determine the areas of assessment in consultation with ERRY JCU, and subsequently conduct monitoring after JCU approval.

Deliverables/Milestones/ Outputs	Estimated Duration to Complete	Submission Requirements	% of payment	Review and Approvals Required
1. Inception Report	15 <sup>th</sup> Dec 2019	A comprehensive inception report & detailed plan	10%	ERRY JP Manager
2. 1 <sup>st</sup> Cycle TPM/Assessment Report	15 <sup>th</sup> April 2020	A comprehensive 1 <sup>st</sup> half TPM Report	18%	ERRY JP Manager
3. 2 <sup>nd</sup> Cycle TPM/Assessment Report	15 <sup>th</sup> Oct 2020	A comprehensive 2 <sup>nd</sup> half TPM Report	18%	ERRY JP Manager
4. 3 <sup>rd</sup> Cycle TPM/Assessment Report	15 <sup>th</sup> April 2021	A comprehensive 3 <sup>rd</sup> half TPM Report	18%	ERRY JP Manager
5. 4 <sup>th</sup> Cycle TPM/Assessment Report	15 <sup>th</sup> Oct 2021	A comprehensive 4 <sup>th</sup> half TPM Report	18%	ERRY JP Manager
6. Final TPM/Impact Assessment Report covering 5 <sup>th</sup> cycle	15 <sup>th</sup> Feb 2022	A comprehensive final TPM and Assessment Report	18%	ERRY JP Manager
Total			100%	

### Annex 1: Reporting Template for TPM

This reporting template is intended to serve as a guide for preparing meaningful, useful and credible assessment report that meet quality standards. It suggests the content that should be included in a quality and standard report. The assessment report should be complete and logically organized. It should be written clearly and understandable to the intended stakeholders. The report should also include the following:

#### Cover Page:

- Logo of Third-Party Monitoring Agent
- Name of Report
- Project Title
- Reporting Period
- Prepared by (the name of TPMA)
- Date of Report

**Table of contents:**

Should always include boxes, figures, tables and annexes with page references.

**List of acronyms and abbreviations:**

**Executive summary:** A stand-alone section of two to three pages that should:

- Briefly describe the sub-components that were assessed.
- Explain briefly the purpose and objectives of the assessment.
- Describe key aspect of the assessment approach and methodology
- Summarize principle findings, conclusions and recommendations to meet challenges.

**Introduction:** The description needs to provide detail for the report user to derive meaning from the assessment. The description should (maximum 2 pages):

- Explain why the assessment was conducted, and why the intervention is being monitored
- Describe the key partners involved in the implementation and their roles.
- Describe the scale of the intervention, such as the number of sub-projects under each of sub-component and the target community for each sub-component and indicate the total resources.

**Assessment approach and methods/methodology:** The report should describe in detail the selected methodological approaches, methods and analysis; the rationale for their selection. The description should help the report users judge the merits of the methods used in the assessment and the credibility of the findings, conclusions and recommendations. Potential weaknesses in the data analysis and gaps or limitations of the data should be discussed, including their possible influence on the way findings may be interpreted and conclusions drawn.

**Findings and conclusions:** The report should present the findings based on the analysis and conclusions drawn from the findings. All findings and conclusions should have at maximum level of disaggregation analysis e.g. gender (male, female), youth, marginalized, IDPs, returnees, etc. whenever applicable and requirement.

**Findings:** Should be presented as statements of fact that are based on analysis of the data. They should be structured around the focused criteria and questions so that report can readily make the connection between what was asked and what was found. Variances between planned and actual results should be explained, as well as factors affecting the achievement of intended results. Major ground challenges that subsequently affected project implementation should be discussed.

**Conclusions:** Should be comprehensive and balanced, and highlight the strengths, weaknesses and outcomes of the intervention. They should be well substantiated by the evidence and logically connected to findings. They should provide insights into the identification of and/or solutions to important problems or issues pertinent to the decision making.

**Component 1**

- Quality of Project Management
- Assessment/Verification/Validation of Implementation progress towards targets
- Impact of interventions (Immediate):

**Recommendations:** The report should provide practical and feasible recommendations for each of component and sub-component directed to the IPs. The recommendations should inform ERRY management and donors of what actions and/or decisions to take. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key focused areas addressed by the assessment.

**Lessons learned:** As appropriate, the report should include discussion of lessons learned from the assessment, that is, new knowledge gained from the particular circumstance (intervention, context outputs, outcomes, even about accountability and monitoring system at ground level) that are applicable to a similar context. Lessons should be concise and based on specific evidence presented in the report.

**Report annexes:** Suggested annexes should include the following to provide the report user with supplemental background and methodological details that enhance the credibility of the report:

- List of supporting documents reviewed
- List of individuals or groups interviewed or consulted, and sites visited
- Summary tables, charts, boxes of findings, such as charts displaying analysis of progress towards outputs, targets, and goals
- GIS System (where applicable)
- Photos
- Maps
- Etc.

## Annex 2: Criteria for Selecting the Best Offer

UNDP will use the 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%.

Summary of Technical Proposal Evaluation Forms		Score Weight	Points Obtainable
1.	Expertise of Firm / Organization	30%	300
2.	Proposed Methodology, Approach and Implementation Plan	40%	400
3.	Management Structure and Key Personnel	30%	300
<b>Total</b>			<b>1000</b>

Technical Proposal Evaluation Form 1	Points obtainable
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Expertise of the Firm/Organization		
1.1	Reputation of Organization and Staff / Credibility / Reliability / Industry Standing	50
1.2	General Organizational Capability which is likely to affect implementation <ul style="list-style-type: none"> <li>- Financial stability</li> <li>- age/size of the firm</li> <li>- strength of project management support</li> <li>- project financing capacity</li> <li>- project management controls</li> </ul>	90
1.3	Extent to which any work would be subcontracted (subcontracting carries additional risks which may affect project implementation, but properly done it offers a chance to access specialized skills.)	15
1.4	Quality assurance procedures, warranty	25
1.5	Relevance of: <ul style="list-style-type: none"> <li>- Specialized Knowledge</li> <li>- Experience on Similar Programme / Projects</li> <li>- Experience on Projects in the Region</li> <li>- Work for UN organization/ major multilateral/ or bilateral programmes</li> </ul>	120
		300

Technical Proposal Evaluation Form 2		Points Obtainable
Proposed Methodology, Approach and Implementation Plan		
2.1	To what degree does the Proposer understand the task?	30
2.2	Have the important aspects of the task been addressed in sufficient detail?	25
2.3	Are the different components of the project adequately weighted relative to one another?	20
2.4	Is the proposal based on a survey of the project environment and was this data input properly used in the preparation of the proposal?	55
2.5	Is the conceptual framework adopted appropriate for the task?	65
2.6	Is the scope of task well defined and does it correspond to the TOR?	120
2.7	Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project?	85
		400

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Technical Proposal Evaluation Form 3			Points Obtainable
Management Structure and Key Personnel			
3.1	Task Manager		140
		Sub-Score	
	General Qualification	120	
	Suitability for the Project		
	- International Experience	25	
	- Training Experience	20	
	- Professional Experience in the area of specialization	45	
	- Knowledge of the region and of Yemen	30	
	- Language Qualifications	20	
		140	
3.2	Senior Expert		120
		Sub-Score	
	General Qualification	100	
	Suitability for the Project		
	- International Experience	15	
	- Training Experience	15	
	- Professional Experience in the area of specialization	45	
	- Knowledge of the region	25	
	- Language Qualifications	20	
		120	
3.3	Junior Expert		40
		Sub-Score	
	General Qualification	30	
	Suitability for the Project		
	- International Experience	5	
	- Training Experience	5	
	- Professional Experience in the area of specialization	10	

	- Knowledge of the region	10		
	- Language Qualification		10	
			40	
	<b>Total Part 3</b>			300

**Annex III: ERRY II Targeted Gov & Districts:**

No.	Governorate	District Name
1	<b>Abyan</b>	Khanfir
2		Lawdar
3		Zingibar
4		Sarar
5	<b>Lahj</b>	Tuban
6		Al Musaymir
7		Tur Al Bahah
8	<b>Al Hudaydah</b>	Al Marawi'ah
9		Az Zuhrah
10		Bajil
11	<b>Hajjah</b>	Abs
12		Bani Qa'is
13		Aslem
14	<b>Taizz</b>	Ash Shamayatayn
15		Al Ta'iziyah
16	<b>Sana'a</b>	Al Haymah Ad Dakhiliyah