

TERMS OF REFERENCE

Request for Proposal – Project Final Evaluation

A. Project Title: Yemen Emergency Crisis Response Project YECRP

B. Project Description

The humanitarian crisis in Yemen has reached unprecedented levels of need with three-quarters of the population requiring some form of basic assistance to survive. The figures of the crisis are staggering and near-impossible to grasp while 22.2 million in need of assistance, 8.4 million people severely food insecure, and a further 10 million that could fall under the same category by the end of this year. In addition, more than 1.1 million cases of acute watery diarrhoea or cholera have been reported since April 2017. Almost 2 million of Yemeni are now internally displaced persons who have been forced to flee their homes. Hundreds of thousands of families no longer have a regular source of income – including teachers, health workers, water and sanitation workers and other public servants. They have not been paid a regular salary in two years¹.

The economic impact of the crisis has been devastating for Yemen, aggravating an already deteriorating pre-conflict economic performance. Prior to the recent conflict, Yemen was already the poorest country in the Arab region suffering from weak human development outcomes compounded with a high population growth, repeated local conflicts, chronic food insecurity and uncertain political transition. With the violent armed conflict that started in 2015, economic indicators have plummeted further. The World Bank estimates that the poverty level has doubled nationally from an average of 34.1 to 62 percent.² Given this context, interventions in Yemen should cater on the one hand to addressing immediate needs –leveraging and enhancing endogenous support mechanisms to populations at-risk- and on the other hand for the need to maintain the existing capacities and mechanisms at local and national level to maintain the foundation for future reconstruction and recovery.

The Emergency Crisis Response Project (ECRP) under USAID grant 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 sustainable employment and livelihoods opportunities, including health and education; 2) Reviving the agricultural sector through support to key value chains. As such, the project contributes to the livelihoods 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 youth and women (including IDPs), 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 project has the following four components: (i) Women and youth have enhanced skills to be employed in education; (ii) Community mid-wives and paramedics have enhanced capacities to provide good quality private health services; (iii) Fishermen, coffee, and crop farmers are enabled to expand their production through the development of the value chain, usage of modern inputs and improved practices; and (iv) Oversight, reporting and quality assurance of project ensured.

¹ <http://www.un.org/News/>

² Country Engagement Note for the Republic of Yemen for the Period FY17-FY18, The International Development Association, International Finance Corporation and Multilateral Investment Guarantee Agency, The World Bank Group, June 2016, P. 6

Objectives for RFP:

This Request for Proposals (RFP) is for the provision of conducting final evaluation of the YECRP project funded by USAID under the overall guidance and supervision of an international lead consultant. To accomplish the final evaluation successfully, UNDP seeks to contract a national M&E consulting firm to assist UNDP assigned international lead consultant in accurately capturing, verifying, and cataloguing data and information on various focused areas of evaluation. In particular, the M&E consulting firm will be an essential to gather required data and information from sample targeted sub-project sites implemented in different governorates of Yemen. The consulting firm will support the UNDP assigned international lead consultant to conduct desk review, stakeholder analysis, various stakeholder consultations, direct questionnaire survey with various stakeholders including direct beneficiaries and communities at sample sub-project sites. The national consulting firm will also assist for drafting and finalizing the evaluation report with all required support.

Scope of Services, Expected Outputs and Target Completion:

The key purpose of the evaluation is to assess the performance and achievement of the ECRP in achieving its intended results, their effectiveness, and internal and external factors affecting its outcomes. This evaluation is intended to reveal the nature of the change that has taken place in the lives and livelihoods of beneficiaries and communities, and to determine its significance on the Yemeni households and communities to better cope with the impact of the current crisis and be active participants in the resilience-building and recovery efforts. The evaluation will produce substantive evidence-based knowledge by identifying good practices and lessons learned from intended and unintended impact of the emergency crisis response initiative and on resilience-building. The evaluation findings and results will be extremely useful to enable any adjustment/redirection that may be necessary for future UNDP emergency crisis response interventions and its implementing partners as well as donors' initiative.

The principal objectives of the evaluation are to ascertain the relevance, efficiency, effectiveness and sustainability of ECRP support interventions on well-being of most vulnerable households and communities in Yemen; and provide actionable recommendations on UNDP and its Partners' implementation strategies, polices, approaches and activities on ECRP interventions. The specific objectives of the evaluation are;

- To assess the relevance and flexibility of ECRP interventions from the point of view of direct beneficiaries and their families as well as communities etc in addressing their needs.
- To assess the efficiency of the implementation process of the ECRP interventions, and to assess the cost of the interventions as compared to the cost being incurred by other similar interventions which are not supported by UNDP in Yemen.
- To assess the effectiveness of the implementation process of the ECRP interventions and to measure if the project has achieved planned outcomes and outputs with regard to the well-being of vulnerable households and communities; to assess the intended and unintended changes on the lives and livelihoods of the target beneficiaries and communities; to determine how well the response addressed the priority problems of Yemeni vulnerable households and communities; and, also to assess the quality of the various services provided by implementing partners at the different aspects of the ECRP interventions.
- To assess the sustainability of the results of the response in the absence of ongoing ECRP support, by identifying the degree to which the ECRP intervention has built on existing local capacities, coping mechanisms and resilience-building, and has a potential exit strategy that builds on local ownership and capacities.
- To assess the extent of coverage of ECRP support interventions in relation to the needs and demands of such support services in different areas of Yemen – both in terms of geographic coverage (district, governorate, southern and northern), and levels of various community groups including women, youth, IDPs etc.

- To assess the effectiveness of the coordination at all levels of stakeholders starting from donors to implementing partners including UNDP as well as local authorities and communities.
- To assess the quality of ECRP interventions in relation to the quality benchmarks of humanitarian responses in crisis settings including gender mainstreaming, conflict sensitivity principles and grievance mechanism.
- To assess the coherence of ECRP support intervention with the UNDP developed Yemen Resilience Programme (YRP) framework and UN Humanitarian Response Plan/Framework for Yemen.
- To assess the appropriateness and social acceptability of the approach as implemented in ECRP targeted areas and to determine beneficiary and communities/stakeholder perceptions of the overall response, especially women, youth, IDPs, etc.
- To assess the extent to which the project implementing partner (SFD) and supported national and/or sub-national institutions have improved institutional capacities to lead and coordinate the humanitarian activities and/or emergency crisis response support especially in the areas of planning, implementation, and monitoring.
- To document main lessons learnt and propose recommendations to deliver similar interventions in similar crisis settings and context aimed at building-resilience in a more effective and efficient way. Lessons learned to be captured in the areas of strengths and/weaknesses in preparation, design and implementation that affected both positively and negatively on performance, outcome and impact.

The evaluation will focus on the interventions being implemented by UNDP and its implementing partner, SFD, in 15 governorates of Yemen. From its inception in September 2016 until September 2018, a total of 15,904 vulnerable community members benefited from emergency jobs. Under the first component (Women and youth have enhanced skills to be employed in education), the Project has reached 5,216 direct beneficiaries with teacher training (78 percent of total target). Moreover, 9,590 students benefited from improved teaching skills, with female students representing 48 percent.

In the second component, sub-component 2.1 (Community mid-wives and paramedics have enhanced capacities to provide good quality private health services), the project has reached 1,430 direct beneficiaries (125 percent of the total target), with women representing 59 percent of the beneficiaries. This was achieved through training of community mid-wives in community-based maternal and new-born healthcare; health staff training in health management; and nurses and mid-wives training in premature and neonatal care services.

Under sub-component 2.2 (SMEs engaged in private health care provision effectively respond to health service needs), the project has reached 105 percent of target for selection of SMEs and lead firms and training of their staff on business planning and business continuity (386 achieved vs 369 planned). In addition, 282 SMES out of the target 329 MSEs received grants to improve the quality of their services. Moreover, six lead medical firms have received grants.

In the third component, sub-component 3.1 (Fishers, coffee, and crop farmers are enabled to expand their production through the development of the value chain, usage of modern inputs and improved practices), effort was made to ensure availability of modern farming and fishing technology has been introduced to the target fishermen and farmers, along with capacity building. The project provided training of trainers (ToTs) who in turn trained fishermen, coffee farmers and farmers in technologies such as fish finding, GPS locating, coffee roasting and cupping, and solar energy. A total number of 2,264 people received training under this sub-component. Moreover, 484 fishermen,

coffee farmers and farmers received business sustainability support grants. This sub-component was completed by the end of September 2018.

Sub-component 3.2: (Supported SMEs benefit from enhanced financial services provided by Microfinance Institutions (MFIs)). Under this output, 513 clients received support from on-lending operations by supported MFIs, and four instead of three new MFIs operational branches opened for rural financing and agricultural products. Three MFIs were provided with sub-grants to expand their operational outreach to new locations, especially in rural areas with new rural financing and agriculture products. The project has also supported six MFIs with in kind grants to strengthen security and client data protection systems.

The evaluation team will be provided with a mapping of all ECRP USAID grant supported interventions implemented by SFD in all 15 governorates of Yemen. Moreover, the team will also receive copies of all the relevant documents including project document, LoA, progress reports, field visit reports, TPM reports, etc. While all stakeholders are important, special emphasis will be placed on ensuring that most vulnerable community people who are direct beneficiaries of the interventions are heard, enabled to communicate their priorities and needs, and participate in the evaluation process. Other stakeholders whose participation will be important to assess the impact of the response include both direct and indirect support and service recipients from ECRP supported interventions. Local community leaders, volunteers (both male and female) working with the response, members of community committees, religious leaders/Sheikhs, youth and social workers will also be consulted in assessing the impact of the response.

The evaluation criteria help focuses the evaluation objectives by defining the standards against the initiative that will be evaluated. The evaluation criteria to be used will be the standards OECD-DAC³ covering relevance, efficiency, effectiveness, impact and sustainability. Furthermore, specific gender equality, humanitarian response standards and evaluation criteria which address coverage, coordination, coherence, appropriateness, and quality will also be used. Some of the key questions under each objective are below. These are just the broad questions and a more detailed sub set of questions would be discussed in the evaluation inception report.

Relevance and flexibility:

- How appropriate and aligned the ECRP interventions are with regard to the overall needs as expressed in the UNDP developed Yemen Resilience Programme (YRP) framework and UN Humanitarian Response Plan for Yemen?
 - How are the response purpose and overall objectives consistent with and supportive of needs and demands for humanitarian emergency support in Yemen?
 - Were the interventions under the response of all vulnerable community groups, youth and gender appropriate?
 - To what degree were the response interventions culturally and socially appropriate?
- What are the socio-cultural barriers to the approach adopted by UNDP and its partner in delivering ECRP, and how has UNDP and its partner worked to identify and address these barriers?
- To what extent have UNDP and its partner integrated broader community resilience and recovery issues into the design and implementation of its interventions?
- To what extent the project articulated the objectives related to positive changes in lives and livelihoods of targeted beneficiaries, their families and community?
 - Were clear needs defined with respect to required 'levels' of support?

³ UNDP evaluations generally apply OECD, 'DAC Criteria for Evaluating Development Assistance', Development Assistance Committee. Available at: http://www.oecd.org/document/22/0,2340,en_2649_34435_2086550_1_1_1_1,00.html

- To what extent were potential beneficiaries involved in the identification and selection of the interventions?
- To what extent has the project reached all targeted geographical areas?
 - Have potentially vulnerable or marginalized beneficiaries and communities been reached?
 - Have the needs and capacities of different community groups been appropriately addressed?

Efficiency:

- To what extent the project management/governance and coordination was efficient to the results attained?
- To what extent did the actual or expected outcomes justify the costs incurred?
 - Have the resources been spent as efficiently as possible?
- To what extent did the response activities/interventions overlap and duplicate with other similar interventions at the same targeted areas?

Effectiveness:

- To what extent the stated project outcomes have been achieved? What were the achievements in terms of improving the livelihood of targeted most vulnerable beneficiaries and community, both intended and unintended?
 - To what extent were the response M&E framework and processes adequate to measure response outputs, outcomes, and impact? Were expected results clearly stated and measurable through identifiable indicators?
 - What factors have contributed to the success or failure with regard to targeted changes?
 - What lasting changes in terms of attribution can be identified in the lives and livelihoods of individual beneficiaries, households, and communities?
- What difference has come about for beneficiaries in terms of skills and knowledge, individual and social well-being?
 - How extensive, effective, and efficient is the transfer of knowledge and intervention approaches to targeted communities and local authorities?
- To which extent have UNDP and its partners worked together towards the common goal of improved resilience and recovery capacity of most vulnerable households and communities to cope with the current crisis? What were the coordination mechanisms, and did they help?
 - Have UNDP and partners developed common strategies and approaches, based on existing minimum standards and guidelines?
 - Have UNDP and partners effectively and jointly identified and addressed gaps and challenges in implementing interventions?
- To what extent has the implementing partners' collaboration promoted good working relationships with the government local administration to collaborate on community development issues?
- Did the response contribute to emergency support to women and girls of different ages by ensuring their participation of interventions as direct and indirect beneficiaries?
- To what extent and how have UNDP and partners contributed directly and indirectly towards identifying, highlighting and addressing needs and demands of targeted vulnerable women and girls?

Sustainability:

- To what extent did the response identify and build national and local level capacities and positive coping mechanisms?
- To what extent the response achievements will be sustained after the withdrawal of ECRP support?
 - How best to sustain the achievement of the response?

- What new capacities within services or communities have been established or restored?
 - To what extent these capacities and skills are being actively used in continuing improved basic services to communities?
- To what extent have the ECRP decision making bodies (USAID, UNDP) and implementing partners undertaken the necessary decisions and course of actions to ensure the sustainability of the ECRP interventions?
- Extent to which the ministry and local government authority have sufficient management capacity and resources to sustain the benefits produced by the project.
 - How have UNDP and partners ensured community ownership of the response?

Evaluation Approach and Methodology: In view of the complex situation and nature and diversified of ECRP interventions, the evaluation will seek to obtain data from a range of sources, including through desk reviews and document analyses, surveys and questionnaires, as well as stakeholder consultations, interviews and focus groups at different relevant levels. The rationale for using a range of data sources (data, perceptions, evidence) is to triangulate findings in a situation where much of the data are both quantitative and qualitative nature, and its interpretation thus critically dependent on the evaluators' judgment. Triangulation provides an important tool in shoring up evidence by using different data sources to inform the analysis of specific issues. Where possible and appropriate, the evaluation should seek to obtain evidence as to what may or may not have occurred in the absence of ECRP interventions.

In launching the evaluation, an important, initial exercise will be to review all relevant ECRP documents. This review will assist in (i) determining the availability of data on which to base the evaluation, (ii) obtaining a better understanding of the overall interventions of ECRP project, as well as trends in implementation over the past two years, (iii) developing operational categories for the evaluation, and (iv) defining a sampling methodology for case studies.

The evaluation will look at the ECRP Theory of Change, taking into account (i) the implementation strategic or policy and approaches (ii) expected outputs, outcomes and impacts as defined in the project document (iii) any strategic or operational changes introduced during the implementation processes and (iv) important and apparent targets/milestones and achievements as outlined in project document and progress reports. The logic model will serve to highlight the theory of change underpinning ECRP interventions and will assist in defining the evaluation methodology.

Case Study Approach: The broad scope of the evaluation will permit the selection of a number of case studies that could be considered a 'representative sample' of ECRP initiatives. Therefore, based on the nature and diversified of ECRP interventions, a number of areas to be identified, taking into account a range of intervention scenarios or types and geographical locations, types of beneficiaries (male/female/youth/IDPs and returnees), including, e.g. cash-for-work; cash-for-social-service for education, nutrition, youth; improved basic services etc.

Stakeholder analysis: An important initial exercise will be the conduct of a stakeholder analysis in order to identify, inter alia, the institutional entities and individuals involved in planning, management and implementation of ECRP interventions.

Documentation reviews: Due to the very broad scope of ECRP interventions, relevant documents and reports to be reviewed. Some may be the subject of only a general review while others will be subjected to detailed review. Some of the key sources of information will comprise (i) project documents and results frameworks, monitoring, evaluation and financial reports, including TPM, as well as key project outputs (ii) partnerships and LOA SFD.

Consultations and interviews: The main source of information will be through structured, semi-structured and unstructured interviews and consultations with all levels of stakeholders starting from targeted individual beneficiary to senior management of implementing partners. The results of these consultations and interviews are to be documented for internal team analysis. Structured interview methods are also to be used for other consultations. In some cases, focus group discussions to be held to capture the dynamic of information sharing and debate, and to enrich the findings. In other cases, interviews will be carried out by telephone or tele/video conference.

Stakeholder Consultation: Stakeholders will be consulted during different phases of the evaluation in order to (i) ensure an adequate understanding of the nature of ECRP interventions in general terms, as well as in different circumstances, (ii) validate the overall evaluation approach, (iii) ensure that the evaluation report is factually correct and contains no errors of interpretation, and (iv) facilitate the formulation of conclusions and recommendations that are relevant and utilization-focused.

The list above is for reference only. The evaluation team should propose a design-based tools and methods, while ensuring that this design suits the specific objectives of this context and evaluation of ECRP interventions. However, final decisions about the specific design and methods for the evaluation will be emerged from consultations among the programme unit, the evaluators, and key stakeholders especially SFD about what is appropriate and feasible to meet the evaluation purpose and objectives and answer the evaluation questions, given limitations of budget, time, extant data and security situation as well.

C. Deliverables/reporting requirements: The evaluation team is responsible to submit the following deliverables:

- I. Detailed Inception Report: This report should be in line with UNDP evaluation standards for inception report. The inception report should outline detailed scope, evaluation framework; methodology; sampling, field visit timing, data collection methods, timeline for activities and submission of deliverables. The inception report should also include initial data and findings based on the documentary review and final evaluation design/plan. This report will be used as an initial point of agreement and understanding between the evaluation team and UNDP Team. A draft will be shared in advance for comments and approved by UNDP Team. Final inception report to be shared with USAID Team, if needed.
- II. Draft Final Report: The draft final report will be in line with UNDP adapted evaluation report standards and contain the same sections as the final report (described in the next paragraph) and will be 50-60 pages in length (excluding annexes). It will also contain an executive summary of no more than 5 pages that includes a brief description of the project, its context and current situation, the purpose of the evaluation, its methodology and its main findings, conclusions and recommendations. The draft final report will be shared with the UNDP Team to seek comments and suggestions.
- III. Final Evaluation Report: The final report will explicitly address all comments and feedback on draft evaluation report provided by UNDP team and implementing partners. The final report will be 50 to 60 pages in length. It will also contain an executive summary of no more than 5 pages that includes a brief description of the programme, its context and current situation, the purpose of the evaluation, its methodology and its major findings, conclusions and recommendations. The final report will be sent to the UNDP Team for further review and quality assurance. The evaluation report should systematically answer the key evaluation questions posed. It should fairly and clearly represent the views of the different

actors/stakeholders. It should clearly give the conclusions and recommends in a way that is substantiated by evidence.

- IV. Evaluation brief and other knowledge products, if required to be developed by the evaluation team and submitted to UNDP Team.

A tentative time frame for the evaluation is provided below. The evaluation is expected to be completed by 30 work days within two months. This might be subject to change depending on the prevailing situation on ground at the time of the evaluation. However, the evaluation team should propose a timeline to submit the deliverables in their proposals. Necessary and adequate time (at least two weeks) should be allocated for review and quality assurance processes of the deliverables by the UNDP Team and Partners.

Deliverable/Activity	Indicated Timeframe/Duration	Payment terms/ Percentage from the total amount of the contract %	Review and Approvals Required (Indicate designation of person who will review output and confirm acceptance)
Inception Report:	8 days	15%	ERRU Team Leader
A detailed inception report describing initial findings based on the comprehensive documentation review, the evaluation methodology, detailed work plan, the outline of the final report in addition to the inception report.			
Data collection by applying all tools and methods agreed in inception report	10 days	50%	ERRU Team Leader
Preliminary discussions with UNDP Team and partner (SFD) on project approach, theories, and activities of the project			
Collection of all required data for the evaluation by adapting tools, methods and field work including FGDs, interviews etc.			
Data analysis, interpretation and writing a draft evaluation report	8 days		
A draft evaluation report to be prepared based on collected data and information			
Final evaluation report	4 days	35%	ERRU Team Leader
Incorporation of comments and feedback on draft evaluation report provided by UNDP Team and implementing partners			
De-briefing on final draft evaluation report to all stakeholders			
Preparation of final draft to submit to the USAID Team			
Validation of the final draft, incorporation of validation comments and preparation and submission of final report			
Final evaluation report along with all collected data and information to be submitted to UNDP Team			
Total	30 days	100%	

D. Institutional Arrangements:

ECRP Project Management takes the accountability of the final evaluation and Project Manager as supervisor for this evaluation. Managerial function for this evaluation will be done jointly by the Monitoring and Evaluation Specialist and Officer.

- a) ECRP Project Management: The Project Manager with the support of M&E Specialist and National M&E Officer, and Information Management Officer will have the following responsibilities:
- Lead the management of the evaluation process throughout the evaluation (design, implementation and dissemination and coordination of its follow up)
 - Coordinate the selection and recruitment of the evaluation team by making sure the necessary procurement processes and contractual arrangements required to hire the evaluation team
 - Facilitate the participation of those involved in the evaluation design
 - Safeguard the independence of the exercise and ensure the evaluation products meet quality standards
 - Connect the evaluation team with the programme unit, senior management and key evaluation stakeholders, and ensure a fully inclusive and transparent approach to the evaluation
 - Facilitating the evaluation team's access to all information and documentation relevant to the intervention, as well as to key actors and informants who should participate in interviews, focus groups or other information-gathering methods
 - Provide the evaluators with overall guidance as well as with administrative support
 - Oversee progress and conduct of the evaluation, the quality of the process and the products
 - Approve the deliverables and evaluate the consultant's/team's work in consultation with Team Leader and will process the payments after submission of the deliverables that respond to the quality standards
 - Disseminate the results of the evaluation
- b) Economic Resilience and Recovery Unit (ERRU): Team Leader with the support of the Deputy Team Leader and Programme Analyst will have the following responsibilities:
- Provide clear specific technical and programmatic advice and support to the project manager and the evaluation team throughout the whole evaluation process
 - Review the ToR, inception report and draft evaluation report and ensure final draft meets the UNDP adapted evaluation quality and standards
 - Review and provide management response with comments and feedback on the quality of the evaluation process as well as on the evaluation products (comments and suggestions on the TOR, draft reports, final report of the evaluation).
- c) The national consulting firm will report to Team Leader and conduct the evaluation by:
- Fulfilling the contractual arrangements in line with the TOR, UNDP norms and standards and ethical guidelines; this includes assisting international lead consultant developing an evaluation plan as part of the inception report, drafting and finalizing the final report and other deliverables, and briefing the ERRU on the progress and key findings and recommendations, as needed. The national consulting firm will work in close collaboration and overall guidance and supervision of international lead consultant for the evaluation.

E. Duration of Work

The duration of the assignment will be totally 30 work days to be accomplished by maximum two months from tentatively 1st February – 31st March 2019. It is expected the national consulting firm will provide all necessary M&E technical support to conduct final evaluation of USAID funded YECRP project. UNDP will review all draft reports for the purposes of oversight and quality

assurance. 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.

F. Location of Work:

The national consulting firm should have adequate arrangement and capacity to get access to all accessible areas of Yemen in order to conduct required field survey and local consultations to gather necessary data and information to accomplish the evaluation. In this regard, it is expected that evaluation activities will be implemented by the identified responsible national consulting firm in identified sample target locations across Yemen in areas which are relatively secure. The geographic regions of the Yemeni Republic are assumingly divided into three lots (Northern Region, Central Region, Southern Region)⁴. The consultant will assist in the process of selecting the optimal sample methodology propose the optimal sampling methodology based on a sample range of 20 - 30% of the total number of projects and should represent all the types of interventions as summarized in **Annex (1)** considering several governorates across the different geographic lots (South, North and Middle) indicated in the same Annex. It is estimated that currently approximately 90% of districts are accessible. The contracted national consulting firm will be required to report back to UNDP on a regular basis as well as to immediately report access and other issues that may require urgent attention from UNDP management.

G. Qualifications of the Successful Firm

The firm expected to have the following expertise and experience:

- i. At least 5 years of experience in assessment and evaluation related to crisis context and organization of focused group discussions and consultation meetings. Demonstrated monitoring and evaluation expertise: It is required that qualified firm will be able to demonstrate that they have extensive recent experience in undertaking large scale multi-sectoral program monitoring, evaluation and quality assurance across Yemen, including infrastructure and community-based development projects.
 - Excellent command of both English and Arabic
 - Company profile and establishment history
 - Experience of Key personnel.
 - Experience working with locals/international organizations.
 - Knowledge of the general situation and similar working experience in the region;
- ii. The focus of the assignment will be on various aspects of evaluation including technical quality assurance in accordance with established and agreed upon standards, as well as the immediate impact of the interventions. The selected firm should have necessary capacity to conduct all agreed field survey, local consultations, reviewing the quality of the work (buildings, roads, water and sanitation etc.) to ensure they are constructed in accordance with agreements as well as perception of local communities in terms of quality, quantity and benefits/impacts of interventions. The selected firm should be able to showcase solid experiences within this area in the evaluation report to be highlighted as case/success stories.
- iii. In addition to demonstrating its experience with large scale program monitoring and evaluation, it will be important for the successful firm to attest that a previous or existing client has found its work within this particular area satisfying.

⁴ North:Sanaa, Amran, Hajjah, Saada, AlJawf, AlHudaydah, Marib, AlMahweet. South: Aden, Abyan, Lahj, Socotra, Hadhramout, AlMahrah. Middle: Taiz, Ibb, Dhamar, AlBabaidha, AlDhalea, Raymah, Amanat AlAsema.

- iv. 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.
- v. 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 and evaluation 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 evaluation.

- vi. 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.
- vii. 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.
- viii. 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 and completed YECRP interventions. 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.
- ix. The collected data should be gathered and populated in an easily accessible, user-friendly and secure database to be shared with the UNDP for monitoring and planning purposes.

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. A minimum experience of 5 years of work proven experience at 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 sub-project site visits simultaneously across Yemen to be able to cover the number of sub-project sites within the period of evaluation. Qualified personnel should have established experience in performing sub-project site visits and 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.
2. Extensive experience in projects assessment in crisis setting is an asset
3. Good computer skills in word, excel and PowerPoint programmes
4. Good facilitation, training, analytical, comprehension and writing skills
5. Excellent command of English; Arabic will be of added value

H. Scope of Proposal, Price and Schedule of Payments

Deliverable/Activity	Indicated Timeframe/Duration	Payment terms/ Percentage from the total amount of the contract %
Inception Report:	8 days	15%
A detailed inception report describing initial findings based on the comprehensive documentation review, the evaluation methodology, detailed work plan, the outline of the final report in addition to the inception report.		
Data collection by applying all tools and methods agreed in inception report	10 days	50%
Preliminary discussions with UNDP Team and partner (SFD) on project approach, theories, and activities of the project		
Collection of all required data for the evaluation by adapting tools, methods and field work including FGDs, interviews etc.		
Data analysis, interpretation and writing a draft evaluation report	8 days	
A draft evaluation report to be prepared based on collected data and information		
Final evaluation report	4 days	35%
Incorporation of comments and feedback on draft evaluation report provided by UNDP Team and implementing partners		
De-briefing on final draft evaluation report to all stakeholders		
Preparation of final draft to submit to the USAID Team		
Validation of the final draft, incorporation of validation comments and preparation and submission of final report		
Final evaluation report along with all collected data and information to be submitted to UNDP Team		
Total	30 days	100%

The financial proposal shall specify a total lump sum amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in instalments or upon completion of the entire contract). Payments are based upon output, i.e. upon delivery of the services specified in the TOR. The financial proposal will include a breakdown of this lump sum amount. Payment will be made within 30 days of receipt of invoice, and the submission of a final evaluation report.

The identified national consulting firm shall provide all the resources, facilities, equipment, vehicles and everything else necessary to carry out the tasks required under these services and to satisfactorily achieve the objectives of these services. The cost of providing all such facilities, resources, vehicles and equipment etc. shall be identified individually in the consulting firm's financial proposal.

Annex 1:

Sector	No of Projects	No of Beneficiaries
Education	22	59457
Health	40	1358
SMEDs	1	329
Fish	3	538
Coffee	5	819
Solar	4	999
Total	75	63,500

SMEs	
Governorate	No of Beneficiaries
Sanaa	104
Aden	104
Hadhramaut	61
Dhamar	20
Ibb	20
Abyan	20

SMEPs			
Governorate	Sector	No of Projects	No of Beneficiaries
Hadramout	Fish Sector	3	538
Sana'a	Coffee Sector	3	169
Hodiada	Coffee Sector	2	650
Dhamar, Ibb	Solar Sector	4	999

Governorate	Sector	No of Projects	No of Beneficiaries
Al Bayda	Education	3	227
Hadhramaut	Education	3	707
Ibb	Education	3	1179
Lahj	Education	3	694
Sa'adah	Education	3	316
Shabwah	Education	3	326
Taiz	Education	3	1716
Several	Education	1	54292
Al Mahaweet	Health	2	48
Al Bayda	Health	2	64
Al Dhale'e	Health	3	163
Al Hodidah	Health	6	48
Al Jawf	Health	3	24
Amran	Health	3	111
Dhamar	Health	3	123
Hadhramaut	Health	6	187
Hajjah	Health	1	48
Ibb	Health	1	99
Raymah	Health	2	63
Sana'a City	Health	4	258
Shabwah	Health	3	97
Socotra	Health	1	25

Edrees Al-Qadasi

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17 January 2019 | 2:50 AM PST



Fuad Ali

Fuad Ali

17 January 2019 | 2:59 AM PST