



UNITED NATIONS CHILDREN'S FUND  
SUDAN COUNTRY OFFICE

TERMS OF REFERENCE (TOR) FOR INSTITUTIONAL  
CONTRACTORS

**Project/Program Title:** Planning, Monitoring and Evaluation

**Services Description:** Third Party Monitoring of UNICEF supported Interventions.

**Duration of Contract:** One Year "with a possibility of extension to 36 months subject to satisfactory performance by the Third-Party service provider".

**Duty Station:** 14 States (*Blue Nile, White Nile, Sennar, Kassala, Gedarf, Red Sea, South, North and West Kordofan, North Darfur, South and East Darfur, West and Central Darfur*)

**AWP Reference Details:** 4020/AO/07/885/002

**1. Background:**

The Government of Sudan and UNICEF Country Programme of cooperation for 2018 – 2022 is being implemented across 14 states of Sudan. The Country programme activities are implemented through partners including government and CSOs in partnership with the private sector to deliver services for children and women. In line with UNICEF commitment to transparency and accountability to communities and donors there is a need to set up stronger accountability mechanism systems to monitor inputs and results (outputs and outcomes) in regard to value for money. UNICEF emphasizes managing resources for results by demonstrating the evidence of effective services delivery benefiting vulnerable children, families and communities.

These interventions are spread across a vast geographic terrain including hard-to-reach areas and those affected by conflict. UNICEF and partners have made efforts to put in place monitoring mechanisms to improve performance and implementation monitoring. At each of the 6 field offices and 5 sub-offices dedicated monitoring capacities are in place to support this effort.

However, due to the volatile situation in the country exacerbated by security, political and access issues, SCO faces challenges in undertaking regular field visits to monitor UNICEF interventions, access timely and accurate information on the implementation of UNICEF supported programmes and on the changes in the situation of children. Hence, Sudan Country Office require assistance in regularly monitoring both humanitarian and development programmes as well as identifying needs and difficulties faced by women and children.

In this context, UNICEF SCO is seeking for a firm to conduct third party monitoring for UNICEF supported Interventions to complement monitoring activities conducted by UNICEF staff. Third party monitoring, as part of organizational good practice, will contribute to stronger quality assurance of the programmes and ensure that they are implemented to the required standards, for the intended purpose. The implementation of this framework will be pivotal to enhance UNICEF works' accountability, transparency, and value of money.

## 2. Purpose of Assignment

The overall purpose of this independent monitoring mechanism is to complement and strengthen UNICEF's field monitoring system. The TPM will provide an independent verification of programme implementation in terms of the delivery and quality of services, supplies to end-users, assessing end user's satisfaction of UNICEF supported programmes and identification of any emerging issues of UNICEF concern in the intervention areas.

## 3. Scope

Third party monitoring is expected to carry out field monitoring, end-user, supply monitoring, construction monitoring for all UNICEF supported intervention for sectoral programmes in the 14 states where UNICEF is implementing its programme. The firm will be required to conduct monitoring visits of UNICEF supported projects and produce monitoring reports. The TPM will cover both accessible areas to complement monitoring activities conducted by UNICEF staff and hard-to-reach areas; those which may be inaccessible to UNICEF staff or where they are constrained to conduct field monitoring.

This will entail work in three phases "as shown in Annex 1":

1. Preparation for assigned field monitoring visits.
  - a. Development of tools and Standard Operating procedures "SOPs"
  - b. Orientation and training
2. Evidence collection
  - a. Data Collection
  - b. Data Analysis
3. Reporting
  - a. Generating Evidence
  - b. Report writing and dissemination

## 4. Basic objectives of consultancy/contractor (assignment) services (2-5 Objectives).

The overall objective of this assignment is to assess the timeliness, effectiveness and efficiency of UNICEF supported interventions and whether it reach the target beneficiaries, as per the agreed targets in the Government workplan and or PD/SSFA.

The specific objective includes the following and will be implemented through several stages "see Annex 1":

- a. Revamping/Establishing Third Party Monitoring system to increase accessibility to systematized data from target communities on access to UNICEF supported services; particularly in hard-to-reach areas.
- b. Field Monitoring:
  - Regular monitoring of UNICEF programme interventions and verify the progress reports submitted by implementing partners.
  - Assess the quality of services whether they are implemented as per the agreed standards, collecting both qualitative and quantitative data, and identify operational challenges.
  - Identify gaps of in delivery of services in health, nutrition, WASH, education, child protection and social protection and address issues of concern/red flags.
  - Identify bottlenecks and barriers in achieving expected results in PD/SSFA and CPD.
  - Identify any emerging issues related to the affected population which need urgent attention by UNICEF and its partners.
  - Monitoring and mapping of UNICEF climate change interventions including solarization.
- c. End User Supply Monitoring:
  - Assess timelines of delivery, quality, durability, suitability and appropriateness of supplies.
  - Assess supplies are properly stored/installed.
  - Examine if UNICEF supported supplies have been benefitting the most vulnerable targeted population.

- Identify gaps and provide recommendations and necessary follow-up actions to address the gaps.
- d. Monitoring of construction/Rehabilitation of schools and other facilities:
- Monitor and verify construction/rehabilitation of schools.
  - Monitor and verify construction/rehabilitation of WASH components in health facilities.
  - Assess that all construction/rehabilitation work is implemented as per the agreed standards.
  - Ensure all UNICEF related construction work is monitored in a timely and effective manner.
- e. Research, Studies, Assessments:
- Assist in carrying-out research, studies/assessments such as smart surveys, situational updates, baselines, needs assessments .... etc., whenever needed

**Objective 1: Increased access to systematized data from target communities on access to UNICEF services**

| Key Activities/Tasks  | Output(s)/Deliverable(s)   | Expected Time frame                              |
|---|--|--|
| Revamping/establishing Third-Party Monitoring system (elaboration of the proposed methodology, sampling plan to cover UNICEF supported interventions in both accessible and hard to reach areas, development of tools and SOPs) | • Inception report including operational plan (methodology, monitoring tools in line with UNICEF procedure and guidance, checklist and SOPs. | One month after signing the contract             |
| Provide orientation and training to Third Party Monitors on monitoring tools and checklists.  | • TPM staff are oriented and trained on monitoring tools, checklists and SOPs  | 2 <sup>nd</sup> month after signing the contract |
| Conduct regular review meeting with TPM management team to discuss the quality of their reports, communication mechanism, any areas for improvement   | • Quarterly meetings conducted and documented for any corrective actions needed.   | Quarterly  |

**Evaluation Criteria:** Inception report is available with clear methodology and sampling criteria for sites to be monitored. The scope of the work will be finalized at the inception phase in consultation with UNICEF.

**Objective 2: Field Monitoring to assess quality of services as per the agreed standards, identify gaps and operational challenges.**

| Key Activities/Tasks  | Output(s)/Deliverable(s)   | Expected Time frame |
|---|--|---------------------|
| Assessment of UNICEF interventions in operational areas, through field monitoring, with timely reports as per eTools agreed format on: <ul style="list-style-type: none"> <li>• Independent assessment of progress reported by partners.</li> <li>• Specific quality concerns regarding the delivery of services against agreed upon standards and intended results.</li> <li>• Issues/bottlenecks in implementation of UNICEF programme response.</li> </ul> | Monthly field monitoring reports as per agreed monitoring plan (minimum number of 15 visits/month/ state covering 14 states) | Monthly             |

**Evaluation Criteria:** Monthly reports and findings are recorded in eTools with clear action points.

**Objective 3: Ensure that UNICEF supplies are reaching the right beneficiaries in a timely and effective manner.**

| Key Activities/Tasks   | Output(s)/Deliverable(s)                    | Expected Time frame  |
|--|---|--|
| <ul style="list-style-type: none"> <li>Conduct delivery tracking of UNICEF supplies to end-users (i.e., tracking of UNICEF supplies from UNICEF warehouse to IPs warehouses to the end user.</li> <li>Assess the quality of warehouses/storage management.</li> <li>Identify any delays, bottlenecks, undelivered and leakage of supplies.</li> <li>Examine on whether and how the UNICEF supplies are used by the end-users.</li> </ul> | Quarterly End user supply monitoring report | Quarterly <ul style="list-style-type: none"> <li>June 2022</li> <li>Sept 2022</li> <li>Dec 2022</li> <li>March 2023</li> </ul> |

**Evaluation Criteria:** Quarterly reports and findings are submitted with clear action points for UNICEF and partners.

**Objective 4: Monitoring of construction/Rehabilitation of schools and other facilities.**

| Key Activities/Tasks  | Output(s)/Deliverable(s)                  | Expected Time frame  |
|---|---|--|
| <ul style="list-style-type: none"> <li>Monitoring of UNICEF construction/rehabilitation interventions (Schools, WASH in Health facilities)</li> <li>Identify implementation gaps related to UNICEF construction interventions.</li> <li>Identify specific issues of concern. (observation supported by photos)</li> </ul> | Quarterly Construction monitoring reports | Quarterly <ul style="list-style-type: none"> <li>June 2022</li> <li>Sept 2022</li> <li>Dec 2022</li> <li>March 2023</li> </ul> |

**Evaluation Criteria:** Quarterly reports and findings are submitted with clear action points.

**Objective 5: Carry-out Research, Studies, Assessments:**

|  |   |             |
|--|---|-------------|
| <ul style="list-style-type: none"> <li>Carry-out research, studies/assessments such as smart surveys, situational updates, baselines, needs assessments</li> </ul> | Studies, research, and assessment reports | When needed |
|--|---|-------------|

#### 5. Terms and Conditions:

- All information should be maintained in an online database portal which highlights key trends across sectors and sites.
- Urgent issues arising during the visits will be reported and discussed immediately.
- Stand-alone research reports may be delivered outside of the schedule if agreed on case-by case basis.
- The firm is obliged to implement and report back to UNICEF within the agreed upon timeline. Any delays in implementation that is not justified and approved by UNICEF will have consequences on the due payment.

#### 6. Ethical Concerns and Data confidentiality:

The contractor will be required to adhere to the UNICEF guidance and procedure for Ethical standards in evidence generation and address any ethical issues in proposals and reports.

All data gathered, analysis generated, reports, databases and any information related to the 3rd party monitoring/verification for UNICEF may be used by the contractor solely for reporting to UNICEF and may not be used for any other purpose by the contractor. Any breach of this provision might result in an immediate termination of the contract.

**7. Estimated cost of Consultancy/Contractor Service and WBS and Grant: (For Internal Planning purposes)**  
TBD

**8. Payment Schedule:**

The payments will be made against key deliverables specified above under section 4. The contractor will be paid upon the timely completion of specified deliverables and accepted reports. The quality of deliverables will be reviewed and cleared by the supervisor before processing any payment.

**9. Qualification or specialized knowledge/experience/expertise required for the assignment:**

**Organizational Requirements:**

- a. Registered organization preferably assessed by the UN with its own office and qualified local staff at both federal and state level.
- b. Able to undertake the assignment at the specified locations spread across 14 states in Sudan.
- c. Proven expertise in participatory monitoring approaches, technical expertise in construction monitoring and ability of team members to engage with children and adolescents in an ethical and meaningful manner
- d. Proven experience of field monitoring in Sudan "Proof of experience for this type of work should be submitted as part of the proposal".
- e. Capacity to carry out field monitoring and reporting of development/humanitarian interventions.
- f. Capacity to arrange all the logistical arrangements for field staff, training and actual field work
- g. Willingness to travel to hard-to-reach locations
- h. Proven skills in synthesizing and analyzing data
- i. Demonstrated capacity to produce quality analytical reports, (specimen of reports to be submitted with the proposal).
- j. Use of innovative technologies including mobile data collection.

**Team Requirements:**

- ❖ Detailed staffing requirement and qualification is specified in "Annex 2"

**Prepared by Programme Officer/Specialist:**

| Section | Name and Title            | Signature  | Date       |
|---------|---------------------------|--|------------|
| PME     | Dina Ali – M&E Specialist |  | 04/04/2022 |

**Reviewed by Section Chief:**

| Section | Name and Title                 | Signature  | Date       |
|---------|--------------------------------|--|------------|
| PME     | Zeinab Suliman – OIC Chief PME |  | 4 Apr 2022 |

**Approved by:**

"I hereby certify that the output/deliverables are clear and specific"

Dep Representative/OIC (Programme Related TOR) or Chief of Operations/OIC (Operations related TOR)

| Name and Title                               | Signature  | Date |
|--|--|------|
| Mary Louise Eagleton - Deputy Representative |  |      |

**Technical Evaluation Criteria:**

The proposals will be evaluated against the Technical Evaluation Criteria (75%) and Price Proposal Evaluation Criteria (25%). The details of the Evaluation Criteria and the minimum content of the technical and financial proposal is as shown below.

| Item     | Technical Evaluation Criteria   | Max. Points Obtainable |
|----------|---|------------------------|
| <b>1</b> | <b>Organizational Capabilities and Experience:</b><br><i>Credential of the organization in terms of reliability, capabilities and experience.</i>   | <b>30</b>              |
| 1.1      | Understanding of the purpose of the assignments to be completed as well as results expected to be achieved under the Terms of Reference through brief introduction/overview of the assignment. Clear presentation of thoughts in a logical sequence.  | 10                     |
| 1.2      | Organization's/institution's background and experience in carrying out field monitoring and reporting development and humanitarian interventions of high complexity, including the following: <ul style="list-style-type: none"><li>• presence of effective mechanisms for recruitment and management of relevant staff,</li><li>• capacity in managing logistical arrangements for field staff, training and actual fieldwork</li><li>• capacity for managing funds effectively,</li><li>• ability to undertake the assignment at the specified locations spread across 14 states in Sudan,</li><li>• demonstrate capacity to produce quality analytical reports. (specimen of reports to be submitted with the proposal).</li></ul> | 20                     |
| <b>2</b> | <b>Adequacy of the proposed work plan &amp; approach</b>  | <b>20</b>              |
| 2.1      | Detailed methodology on how they intend to achieve the objectives of the Scope of Work and accomplish the tasks   | 10                     |
| 2.2      | Illustrative workplan with timeline   | 5                      |
| 2.3      | Proposed quality control mechanism for data collection/analysis, oversight, and supervision   | 5                      |
| <b>3</b> | <b>Management Structure and Qualifications of Personnel</b><br><i>"Demonstrated expertise, experience, and availability of personnel to meet the requirements of the TOR".</i>  | <b>25</b>              |
| 3.1      | Staffing plan demonstrate personnel with expertise and experience in conducting similar assessments. <ul style="list-style-type: none"><li>• Staffing plan should ensure that there is no conflict of interests in their staff recruitment. The firm should take into consideration not to recruit from any UNICEF partners;</li><li>• Staffing such as (engineers) for construction monitoring and technical monitors should be included in the TPM staffing list with specific expertise and capacity.</li><li>• Depending on the specific requirements of monitoring activities, the list of staffing and their levels might vary.</li></ul>   | 10                     |
| 3.2      | Management plans include: <ul style="list-style-type: none"><li>• CV of key personnel (project manager/lead, sector experts, etc.)</li><li>• Experience relevant to this type of work.</li><li>• Research, studies and assessment expertise, experience and staffing to be included in the proposal.</li></ul>  | 5                      |



|  |  |            |
|--|--|------------|
| 3.3  | Proven expertise in participatory monitoring approaches and ability of team members to engage with children and adolescents in an ethical and meaningful manner. | 5          |
| 3.4  | Proven skills in synthesizing and analysing data   | 5          |
| <b>TOTAL TECHNICAL SCORES</b>                                  |  | <b>75</b>  |
| <b>Minimum score for technical compliance</b>                  |  | <b>55</b>  |
| <b>Total Maximum for Commercial evaluation (Overall Price)</b> |  | <b>25</b>  |
| <b>TOTAL POINTS (Total of combined evaluation)</b>             |  | <b>100</b> |

## **Annex 1: Steps for achieving expected deliverables**

### ***Step 1: Development of tools and Standard Operating procedures "SOPs"***

- UNICEF will lead on tools development, while the selected company will closely work with UNICEF to finalize the tools, translate and digitize the tools.
- The selected company should be flexible to revise those tools or create new tools as deemed necessary by UNICEF.
- All forms should be bilingual to facilitate data collection and reporting.
- Development of standard operating procedures describing how the company will engage with UNICEF, partners, local authorities and how will conduct all TPM process and ensure quality and reliability of TPM process and findings respecting the humanitarian principles and demonstrating the company approach to mitigate any risk.

### ***Step 2: Orientation and training:***

- UNICEF to orient the selected company about UNICEF programmes, strategies and approaches across all sectors, approaches and expectation with respect to Prevention of Sexual Exploitation and Abuse, Accountability to affected populations, risk mitigations, ...etc.
- The selected company to brief UNICEF at Khartoum and field level about its approach, structure and systems which will be applicable for the duration of the engagement with UNICEF.
- The selected company to orient UNICEF partners on the SOPs that partners need to be aware of for effective engagement.
- The selected company to train their staff on UNICEF monitoring tools and checklist, developed SOPs and the ODK software used for the data collection.

### ***Step 3: Data Collection:***

- The company should collect data in the field in line with the tools and SOPs developed and the approved monitoring plan.
- Data collection should utilize innovative smartphone-based applications.
- Depending on the situation, digital data collection will be prioritized with paper-based option only where necessary.
- Field monitors will visit the sites determined by UNICEF in consultation with the implementing partners.
- All transportation costs for data collection will be covered by the company.
- Field monitors will represent themselves as Third party company monitoring on behalf of UNICEF.

### ***Step 4: Data Analysis***

- Recruitment of high capacity for data analysis
- Data transmission from the field to the company head office should be detailed in the methodology.
- Selected company should employ a data compilation and analysis platform to produce analysis of the findings.
- Timely sharing of the analyzed data with UNICEF in an online database portal

### ***Step 5: Reporting:***

- Submission of reports as per agreed deliverables and uploading on the online platform.
- Documentation and evidence of completed monitoring activities to be available for UNICEF in the online platform.
- Summary of findings and analysis to be shared with UNICEF and presented during the debrief meetings after the visits.



## Annex 2: Staffing Category and Qualifications:

| #  | Staffing Category   | Minimum Qualifications  |
|----|---|---|
| 1. | Team Leader   | <ul style="list-style-type: none"> <li>• Extensive understanding of the local context.</li> <li>• Master's degree in international development, social studies or related fields.</li> <li>• Minimum 5 years' experience in monitoring and evaluation, data analysis and reporting of development and humanitarian interventions.</li> <li>• Efficient and timely communication and reporting skills.</li> <li>• Minimum 3 years relevant experience in team management and service delivery of large contracts.</li> <li>• Fluency in English is essential, Arabic is desirable.</li> </ul>  |
| 2. | Field Coordinator   | <ul style="list-style-type: none"> <li>• Extensive understanding of the local context.</li> <li>• Bachelor's degree in social studies, research methods or related field.</li> <li>• Minimum 4-year experience in monitoring and evaluation, data analysis and reporting of development and humanitarian interventions.</li> <li>• Minimum 3-year experience in training field monitors on data collection and research methods.</li> <li>• Proven experience in using technology and software (Excel, SPSS, KOBO, ODK, ...etc).</li> <li>• Fluency in English is essential, Arabic is desirable.</li> </ul>  |
| 3. | Technical experts<br>(in the areas of WASH, Health, Nutrition, Education, Child protection and Social Policy) | <ul style="list-style-type: none"> <li>• Extensive understanding of the local context.</li> <li>• Bachelor's degree in the area of expertise.</li> <li>• Technical expertise in construction with a minimum of 5 years' experience.</li> <li>• Technical expertise in solarization with a minimum of 5 year experience.</li> <li>• Minimum 5 years' experience in similar roles within humanitarian and development programme setting.</li> <li>• Knowledge and experience in research methods and tools development.</li> <li>• Fluency in English is essential, Arabic is desirable.</li> </ul>   |
| 4. | Data Analyst  | <ul style="list-style-type: none"> <li>• Bachelor's degree in statistics, biostatistics, research methods or related field.</li> <li>• Minimum 3-year experience qualitative and quantitative data analysis in humanitarian and development field.</li> <li>• Proven experience in using technology and software (Excel, SPSS, STATA, KOBO, ODK, ...etc).</li> <li>• Experience in using data visualization software (Powerbi, tableau, ...etc.)</li> <li>• Experience in developing fact sheets, graphs and visualizations is essential.</li> <li>• Fluency in English is essential, Arabic is desirable.</li> </ul>   |
| 5. | Field Monitors  | <ul style="list-style-type: none"> <li>• Extensive understanding of the local context.</li> <li>• University degree is desired, preferably in social sciences, research methods and administration.</li> <li>• Minimum 3-year experience in qualitative and quantitative data collection of humanitarian and development projects (<i>in one or more of the following areas WASH, Health, Nutrition, Education, Child protection and Social Policy</i>).</li> <li>• Minimum 2-year experience in using mobile data collection tools (KOBO, ODK, ...etc).</li> <li>• Arabic language is essential, English is desirable.</li> <li>• Should be local staff.</li> <li>• Gender balance for field monitors is essential.</li> </ul> |

