

UNICEF YEMEN	
TERMS OF REFERENCE FOR SERVICES - INSTITUTIONS	
SHORT TITLE OF ASSIGNMENT	
Rapid Assessment of Institutional Effectiveness and Operational Capacity of Disabled Welfare and Rehabilitation Fund (DWRF) in Yemen	
BACKGROUND	
<p>Yemen has an estimation of slightly more than two million people with some form of disability. That is about 10% of the population. Children represent a remarkable proportion of the total population with disability. With more than four years of protracted conflict, the number has increased. Some experts estimate the figure has increased to about %15 where physical disability represents the highest proportion.</p> <p>In March 2015, Yemen descended into a full-fledged military conflict. More than three years since escalation of the conflict, Yemeni people continue to bear the blunt of ongoing hostilities and severe economic decline. In armed conflict context the number of people with disabilities usually increase including children. According to UNICEF, there was a total of 1,602 Verified cases of child maimings which were documented by the UN Monitoring and Reporting Mechanism.</p> <p>Persons with disabilities are vulnerable to adverse socioeconomic outcomes compare to people without disabilities. This includes poorer health conditions, less education outcomes, limited employment opportunities, and moreover higher poverty rates. The current situation makes people with disabilities even more vulnerable.</p> <p>Prior to the current conflict, Yemen, through the Ministry of Social Affairs and Labor (MoSAL) and its affiliated institutions, including Disable Welfare and Rehabilitation Fund (DWRF), has ensured putting in place social and legal policies aimed at providing care and rehabilitation for persons with disabilities and integrating them into the society from the perspective of human rights rather than welfare or sympathy.</p> <p>This included, the issuance of a set of legal legislation, including the following:</p> <ul style="list-style-type: none"> - Republican Decree No. (5) for 1991 establishing the Higher National Committee for the Welfare of the Disabled. - Law No. (61) for 1999 on the Disabled Welfare and Rehabilitation. <p>However, Law No. (2) for the year 2002 establishing the DWRF was the most prominent as part of the whole legal system, thus intended to constitute a qualitative and distinct leap in the realization of the whole range of rights entitled to persons with disabilities.</p> <p>The objectives of establishing the DWRF included:</p> <ol style="list-style-type: none"> 1. Providing constant and steady sources of funding in order to support its various projects seeking to provide care for the disabled. 2. Financing programs and projects for the care and rehabilitation of the disabled. 3. Investing the Fund's proceeds in projects that have direct benefit on the disabled. 4. Co-financing activities for the care and rehabilitation of the disabled in accordance with articles (5-6-8) of the Disabled Welfare and Rehabilitation Law. 5. Coordinating with other funds working in the area of social safety nets to meet the different needs of the disabled and support activities beneficial to them. 	

Since the escalation of the conflict in March 2015, the DWRF, similar to many social protection programmes in the country has been impacted heavily. The impact effected the implementation of educational, medical, sports, vocational, social and cultural activities; the ability to meet the increasing demand for assistance as the number people with disabilities increases, the availability of adequately financial resources.

UNICEF vision is to build a world where every child can grow up healthy, protected from harm and educated, so they can reach their full potential. In light of this vision and from an equity-based-approach, UNICEF Yemen realizes the importance of mainstreaming disability across its programmes and policies and to ensure adequate support to existing national programmes and systems that provide support and assistance to the persons with disabilities, especially children.

UNICEF has the comparative advantage to support national social protection systems/programmes. Currently, UNICEF collaborates with key partners on resuming the cash transfer programme in Yemen to deliver critical social protection support to SWF beneficiaries who totals to about 1.5 million households.

Despite being a key social protection programme that provide essential support to one of the most vulnerable and excluded group; the persons with disabilities, the DWRF has been left behind in terms of support since the escalation of the conflict in March 2015. UNICEF would like to explore the possibility for supporting the fund to be able to provide at least the minimum assistance and support to its beneficiaries. One of the key steps to inform any future advocacy for the support of the fund is the assessment of institutional effectiveness and operational capacity of the DWRF. The exercise is expected to assist UNICEF and its governmental counterparts and key partners in identifying gaps in capacity if any and possible support that can be provided to the fund to enable it to deliver for the disabled people especially children.

OBJECTIVE

The main purpose of this exercise is to assess present institutional effectiveness and operational capacity of the DWRF at both central and decentralized level in Yemen to play its role as a key social protection element that targets one of the most vulnerable, marginalized, and most probably excluded group; namely the disabled, understand how the conflict affected the DWRF's capacity, diagnose institutional challenges and bottlenecks, and propose strategies, next steps, and approaches to mitigate identified concerns and improve the DWRF's capacity to deliver for the disabled throughout the country especially for children.

Specific objectives are as follows:

- Assess the present institutional effectiveness and operational capacity of the DWRF at both central and decentralized level to effectively and efficiently play its social protection role in supporting the disabled individuals;
- Assess the targeting methodology, Beneficiary List, and Payment Modalities as of pre-2015. And, study the current Beneficiary Management Information System (MIS) and propose solutions to improve it;
- Assess the feasibility of replicating the Emergency Cash Transfer delivery model to the disability fund; Understand, analyze and assess how the conflict affected the DWRF's capacity, including (i) the management structure, decision-making, oversight and operational procedures at the HQ, governorate and governorate level, (ii) ability to provide required assistance to the disabled people in general and for disabled children in particular; and
- Assess which components/elements of the fund may be operational – or potentially operational – and which ones not.
- Recommend on the most appropriate institutional arrangements and measures (including utilizing platforms currently operational under other programmes that may

be partially or fully functioning) to help build the requisite institutional and operational capacities for the DWRF in the mid- and long-term perspective to deliver for the disabled people with more focus on disabled children

SCOPE OF WORK, ACTIVITIES, TASKS, DELIVERABLES AND TIMELINES, PLUS BUDGET PER DELIVERABLE

The institutional contractor is tasked to assess the present institutional effectiveness and operational capacity of the DWRF in Yemen at both central and decentralized level (a few proposed governorates) to assist its clients; disabled people throughout the country. This includes assessing the targeting methodology, Beneficiary List, Payment Modalities as of pre-2015 and, the current Beneficiary MIS system.

Specifically, the assessment should respond to the following questions:

1. What is the DWRF capacity to respond to the needs of the disabled people in the country especially children?
2. What targeting methodology and payment modalities have the DWRF been applying?
3. What is the current status of the fund's beneficiary MIS system?
4. What does the beneficiary list look like in terms of:
 - a. Age disaggregation
 - b. Geographic coverage
 - c. Percentage of beneficiaries overlapping with SWF beneficiary list
5. How has the conflict affected the DWRF's capacity, including:
 - a. The management structure and decision-making capacity and procedures at the HQ and governorate level;
 - b. Ability to provide required assistance to the disabled people in general and for disabled children in particular? and
6. Which components/elements of the fund may be operational – or potentially operational – and which ones not?
7. What are key institutional arrangements and measures that need to take place to strengthen the institutional and operational capacities for the DWRF both in the mid- and long-term perspective to be in a better position to deliver for the disabled people with more focus on disabled children including possible solutions to improve the current MIS system?
8. How feasible is it to replicate the Emergency Cash Transfer delivery model to the DWRF?

Specific Tasks

In elaborating of the above scope of work, the exercise suggests the following specific tasks:

1. Phase I: Inception Phase

- Complete a desk review of all available documentation, including thematic reports, assessments, budgets (central and local), work-plans, work reports, policy documents, legal provisions (e.g., organogram, task descriptions) and etc., provided by the DWRF and other international and non-governmental organizations, including the WB, EU, UNICEF, and others. Review all other documentation that can be useful for the purpose of this exercise.
- Assess the beneficiary list, MIS system and the targeting methodology

- Conduct in-depth semi-structured interviews with the DWRF staff, including the senior management, at both central and decentralized level (front-line staff) in a few governorates (e.g., Sana'a, Ibb/Taiz, Hodeidah, Aden and Sa'ada¹).
- Conduct focus group discussions with DWRF beneficiaries, and key informant interviews with the DWRF partners, including key local donors, Ministry of Social Affairs and Labour (MoSAL), Ministry of Finance (MoF), disabled-specialized health institutions/centres, public international and non-governmental and community-based organizations, UN agencies and INGOs, and other stakeholders and experts on DWRF to get their insights and feedback about institutional and operational capacity of the DWRF in assisting the disabled people, as well as the ability of the institution to be perceived as neutral or able to deliver to Yemenis throughout the country. Discussions will also involve programme managers/implementers of other social protection programmes that are currently partially or fully functioning.
- Prepare a brief inception report that would outline the detailed methodology (including draft instruments to be used; quantitative and qualitative methods), a sample of locations for the assessment, work-plan for assessing institutional effectiveness and operational capacity and impact of the DWRF in Yemen (for the SWOT analysis). The initial report should also provide a list of field visits for the rapid assessment exercise, and planned meetings/consultations with the DWRF branch offices at the governorate level.

2. Phase II: Assessment of institutional effectiveness and operational capacity of the DWRF

1. Undertake a field rapid assessment exercise to get a better understanding of issues that can affect assistance delivery and management/implementation challenges likely to be faced by the DWRF on the ground. The rapid assessment of the DWRF institutional capacity will address the issues of functionality of HQ and governorate offices, physical infrastructure and facilities, staff on the ground, transportation, budgets/budgetary support, local politics, including the relations between the DWRF HQ and branch offices, DWRF branch and governorate authority, and governor's office support, review of other agencies operating on the ground, and others related aspects.
2. Develop a first draft report that would assess institutional effectiveness and operational capacity of the DWRF.
 - a. Country information related to Disabled assistance as part of the national social protection system:
 1. Brief political, administrative and socio-economic background on Yemen.
 2. Brief overview of disability in Yemen, available systems and actors providing assistance to the disabled, with a particular focus on the DWRF, as the starting point for the DWRF institutional analysis.
 3. This section must also holistically assess how the DWRF is structured and funded as part the of the overall social protection system in Yemen at both central and decentralized levels, including issues of coordination, redundancy or other challenges.
 - b. Institutional and operational capacity assessment of the DWRF:

¹ Those are the randomly selected governorates. winning contractor is invited to suggest a more systematic sampling approach, if deemed necessary, to complete the assignment. The approach should classify governorates in terms of conflict affectedness and the size of targeted beneficiaries and draw a sample of locations within these classes. The sample of locations will further be agreed with UNICEF and other partners on the project.

1. Analyse and understand the mandates, organizational structure and the service delivery processes to identify the institutional and organizational factors that affect the DWRF assistance objectives:

a. At the HQ level:

- Functionality of HQ office;² leadership, and clear division of labour between central and local level;
- Administrative and organizational structures/unit(s), including the DWRF Board, that is/are in charge of decision-making, planning and operations/implementations at both HQ and decentralized levels; functionality of units;³
- The adequate mix, type and amount of human resources with required qualifications and skills at the right level for planning, budgeting, financial management, resource mobilization, monitoring and evaluation, supervision, human resource management skills, and etc., to meet the workload;⁴
- The adequate mix and amount of financial and technical resources, namely funds for staff salaries, running and maintenance costs, supervision costs, monitoring and evaluation, hardware (e.g., buildings, office space and equipment, computers, available application forms, etc.);⁵ effectiveness and efficiency in managing finances and procurement (processing of funds in a smooth and timely manner, keeping accountability rules and requirements; tendering, contracting, etc.);
- Availability and/or functionality of Management Information System;
- Information on availability and functionality of grievance redress mechanisms that promote and ensure transparency and accountability before beneficiaries;
- The extent to which risk mitigation measures as well as monitoring and evaluation processes and practices are applied at the HQ level;
- Donor relations and interactions with other key stakeholders and partners
- Impact of the war on demand for DWRF assistance versus the capacity of DWRF to respond (supply)
- What components/elements of the fund are operational – or potentially operational – and what ones are not

b. At the Governorate level (e.g., Sana'a, Sa'adah, Aden, Hodeidah, and Ibb/Taiz⁶)

- Physical infrastructure and functionality of the governorate DWRF office;⁷

² Probing questions: Is the HQ office functional? How many days a week, how many hours a day? Have they adjusted their working mode to the situation?

³ Probing questions: Does the FCRD Board of Directors still exist? What is composition of the Board? Has it changed since 2015? Has it carried out meetings since then? Has the Board made any decisions since 2015? Have these decisions been implemented? What physical infrastructure and facilities relevant to supervision/monitoring, or facilitation of payments are available (mobile connections, internet access, printing services, etc.)?

⁴ Probing questions: Are all general managers still present in Sana'a? What functions are they carrying out?

⁵ Probing questions: Are salaries paid to FCRD management and staff? For which purposes? Are these full or partial payments? What is the periodicity of payments? Is the operational budget available? If so, what is the size of budget and for what purposes is it used?

⁶ Proposed governorates; winning contractor is invited to suggested a sample of these and/or other locations

⁷ Probing questions: Is governorate office functional? How many days a week, how many hours a day? Have they adjusted their working mode to the situation?

- Administrative and organizational structures/units at the governorate level that is in charge of programme implementation; insight into the planning powers as regards social protection issues;
- The adequate mix, type and amount of human resources with required qualifications and skills at the right level for planning, budgeting, financial management, monitoring and evaluation of the cash transfer programme;⁸
- Availability of budgetary support and adequacy of financial resources at sub-national level, and the extent the DWRF branch offices have discretion to decide on their spending; effectiveness and efficiency in managing finances and procurement;⁹ transportation;¹⁰
- The right mix and amount of financial and technical resources Assessment of delivery of assistance to DWRF beneficiaries at governorate level;
- Review of available governance and accountability, including grievance mechanisms/channels for inclusion of DWRF beneficiaries' views and or lodging and resolution of complaints;
- Monitoring and evaluation; risk management measures applied by DWRF governorate office;
- Local politics and relations of the DWRF governorate office with other stakeholders (public, I/NGO, religious or private)¹¹

3. Phase III. Final Report and Recommendations:

- a. Recommend on best scenarios on required arrangements (structures, rules, processes and procedures, staffing, budget support, beneficiary list, MIS, etc.) to strengthen institutional and operational capacities and performance of the DWRF in the mid- and longer-term perspectives or to promote institutional re-design] (the latter, if deemed critical).
- b. Recommend on feasibility to replicate the Emergency Cash Transfer delivery model to the DWRF
- c. Incorporate comments and feedback to the draft report from UNICEF YCO and other key partners engaged in the initiative and participate in respective validation meetings (in person and/or via conference calls).
- d. Finalize and submit a final report on assessing the present institutional effectiveness and operational capacity of DWRF in Yemen (30 pages maximum, excluding annexes).

Suggested Methodology

The institutional contractor will submit an inception report (20 pages maximum) that outlines a detailed methodology (based on qualitative and quantitative assessment methods; proposed sampling of locations; draft a list of key criteria for assessing institutional effectiveness,

⁸ Probing questions: Are all general managers still present in FCRD governorate offices? Are those who are still working virtually? What functions are they carrying out?

⁹ Probing questions: Are salaries are being paid to governorate level FCRD management and staff? For which positions? Are these full or part payments? What is the periodicity of payments? Is the operational budget available? If so, what is the size of the budget and for what purposes is it used?

¹⁰ Probing questions: What transportation is available? How much does it cost?

¹¹ Probing questions: (i) Relations between FCRD branch and the HQ office: What is the nature of the relationship between the branch and HQ?; (ii) Relations between FCRD branch and governorate authority: What authorities exist in the governorate? What is the relationship between the branch office and authorities in their areas?; (iii) governor's office support: What support can Governor's office provide (especially, in terms of ensuring security of payment distribution and oversight and managing relations with tribal leaders and sheikhs)?; and (iv) What support can other agencies operating in the governorate level provide (e.g., in areas where the capacity of the FCRD branch to facilitate payment distribution is limited)?

operational capacity and ability of the DWRF to delivery assistance, and instruments (e.g., questionnaires) to guide the assessment exercise) and work-plan to address the terms of reference.

The contractor must work at central level and carry out field visits to governorates of Yemen for rapid field assessment and is expected to conduct a general assessment of institutional effectiveness and operational capacity of the DWRF in accordance with the UNICEF quality standards. In addition, the contractor is expected meet a cohort of DWRF beneficiaries to hear their past experiences of receiving assistance from the DWRF. The institutional contractor must also meet with the UN agencies, I/NGOs, communities and other stakeholders who can share their experiences on DWRF.

Expected Deliverables, Timeframe and Budget

Reports should be submitted in English (Times New Roman, Font 12, 30 pages maximum, excluding annexes).

#	Deliverable	Timeframe	Duty-Station	Budget
1.	Phase I: Inception report	1 month	Sana'a, Yemen	15%
2.	Phase II: Draft report	3.5 months	Sana'a, Yemen	35%
3.	Phase III: Final report	1.5 month	Sana'a, Yemen	50%
Total		6 months	Total	100%

Reporting

The institutional contractor will be supervised by UNICEF Yemen Country Office (Social Policy Programme) and will be responsible for submitting by-weekly brief progress reports (3-5 pages maximum). The contractor will also coordinate and work closely with a local contractor (to be hired by an international institutional contractor) on the assignment. The contractor is supposed to address all possible concerns, feedback and comments related to their work in a timely and reasonable fashion. UNICEF YCO (Social Policy Team) have the right to contact the local contractor (consultancy firm/team of consultants) directly for urgent information or clarification during the assessment.

QUALIFICATIONS, SPECIALIZED EXPERIENCE AND ADDITIONAL COMPETENCIES

1. More than 10 years of professional (for team leader) and organizational experience in performing similar roles and responsibilities (assessment of institutional effectiveness and operational capacity of social protection service providers), and more than 5 years of similar experience for team members; expertise and experience in designing and delivering social protection systems, including disability programmes;
2. Contractor must have an adequate team/staff (both international and local) to carry out the assessment at all targeted geographic locations. The staff should possess advanced academic degrees from recognized universities, and appropriate professional qualifications and experience (CVs of a team leader and team members must be attached to the technical proposal);
3. Team leader should have excellent facilitation, analytical and research skills, including expertise in conducting quantitative and qualitative data collection and analysis, and track record of managing field work;
4. Field team should be gender-balanced to enable reaching out to both male and female beneficiaries;
5. The team should have at least one senior member with IT/MIS extensive background (to look at the DWRF data base);

6. The team should have at least one senior member with a strong audit background to better articulate the system's risks.
7. Field staff should demonstrate strong communication skills and culture-sensitivity; ability to freely move around Yemen;
8. Fluency in written and spoken English for team leader and other key members of the team. Arabic language skills are required for the field team members and highly preferred for the team leader. Knowledge about Yemen context, social protection systems of Yemen, and DWRF in particular, is highly preferable.

CONDITIONS OF WORK

The contractor will be engaged under short-term institutional contract on a full-time basis, immediately after the completion of the contracting procedure, for estimated period of 6 months (tentatively, from 01 (first) December 2019 to 01 (first) June 2020; specific dates are to be agreed upon at a later stage). The detailed schedule of work is to be proposed as a part of the inception report. The Terms of Reference is an integral part of an institutional contract signed between UNICEF and the contractor.

The consultancy fee should correspond to the contractor's qualifications and experience.

The payment is supposed to be against deliverables submitted on the agreed dates/schedule, and will be divided by the following stages:

- 15% will be paid upon submission and acceptance of the Inception Report (in case the Inception Report does not meet the expectations of the section and fixation of it is not feasible, UNICEF will have the right to terminate the contract)
- 35% will be paid upon submission and acceptance of the Draft Report, and
- 50% will be paid upon submission and acceptance of the Final Report

International contract should hire a local institution/sub-contractor or a team of local consultants (team leader and at least two consultants) (to be agreed with UNICEF YCO) that will support the international institutional contractor in undertaking the assignment. Hiring a local institution/team of local consultants will be the responsibility of an international contractor. However, UNICEF YCO should be involved in the hiring process and should agree on the hired institution/team of consultants. In case an international contractor travels to Yemen, UNICEF YCO will not be responsible for visa, accommodation, transportation (local transportation for field visits from and to Sana'a) and an international travel to and from Yemen (i.e., all these will be a sole responsibility of an international contractor). All costs associated with hiring a local institution/team of local consultants as well as other associated costs should be an integral part of a financial proposal to be submitted by an international contractor.

Copyrights, Data protection and security

UNICEF will be entitled to all intellectual property and other proprietary rights including but not limited to patents, copyrights and trademarks, with regards to products and deliverables under this agreement.


Contractor may not communicate at any time to any other persons, government, or authority external to UNICEF, any information that has not been made public, except with the prior written authorization of UNICEF, nor will the consultant at any time use such information to private advantage.

The contractor confirms that it has a data protection policy in place that meets all applicable data protection standards and legal requirements and that it will apply such policy in the storage,

use, processing, retention and destruction of UNICEF data. The consultant will comply with any guidance or conditions on access and disclosure notified by UNICEF to consultant in respect of UNICEF data

The consultant will impose the same requirements relating to data protection and non-disclosure of confidential information, as are imposed upon the consultant itself, on its service providers, subcontractors and other third parties and will remain responsible for compliance with such requirement by its service provides, subcontractors, and other third parties.

The contractor will be responsible for the professional and technical competence of its personnel including its employees and will select for work under this agreement reliable individuals who will perform effectively in the implementation of the agreement, respect the local laws and customs, UNICEF standards, and conform with a high standard of moral and ethical conduct.



CRITERIA FOR EVALUATION - INSTITUTIONS

TECHNICAL EVALUATION CRITERIA	REQUIRED SUPPORTING DOCUMENTS	RATING	SCALING	MAXIMUM SCORE
COMPANY EXPERIENCE				
1. Years of experience in carrying out similar activities and a proven record in delivering professional results	Project reports, reference letters etc.	10 years or more experience	10	10
		8 - 9 years of experience	8	
		5 - 7 years of experience	6	
		Less than 5 years of experience	4	
2. Proficiency in English and Arabic	Sample reports presenting high level of proficiency in report writing in English and Arabic	At least 1 example of high-quality reporting in English and 1 example of high-quality reporting in Arabic	5	5
		At least 1 example of good or medium-quality reporting in English and 1 example of high, good or medium-quality reporting in Arabic	3	
		At least 1 example of high-quality reporting in English and 0 example of high-quality reporting in Arabic	2.5	
		At least 1 example of high-quality reporting in Arabic and 0 example of high-quality reporting in English	5	
		At least 1 example of poor-quality reporting in English and 1 example of high, good or medium-quality reporting in Arabic	2	
		Poor-quality reporting examples in English and Arabic	0	
		No examples of reporting	0	
PROPOSED TEAM EXPERIENCE				

3. Experience of the individual team members in similar projects	CVs of team members	The team members having combined experience of minimum of 15 years work experience in planning, and implementation of institutional and financial capacity analysis, or similar field; with have at least one senior person with more than 8 years IT/MIS background; and at least one senior person with more than 8 years audit experience.	10	10
		The team members having combined experience of 10 – 14 years work experience in planning, and implementation of institutional and financial capacity analysis, or similar field, with have at least one senior person with 8 years IT/MIS background; and at least one senior person with 8 years audit experience.	8	
		The team members having combined experience of minimum of 10 years work experience in planning, and implementation of institutional and financial capacity analysis, or similar field, with have at least one senior person with more than 5 but less than 8 years IT/MIS background; and at least one senior person with more than 5 years but less than 8 years audit experience.	6	
		The team members having combined experience of minimum of 8 years work experience in planning, and implementation of institutional and	4	




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		financial capacity analysis, or similar field, with have at least one senior person with 5 – 2 year experience IT/MIS background; and at least one senior person with 5 - 2 years audit experience.		
		The team members having combined experience of less than 8 years work experience in planning, and implementation of institutional and financial capacity analysis, or similar field, with have at least one senior person with less than 2 year experience IT/MIS background; and at least one senior person with less than 2 years audit experience.	2	
METHODOLOGY				
4. A detailed description of the proposed methodology, describing the approach that will be taken to deliver the outputs for each of the phases (section x of the TORs), including a description of activities, envisaged working modalities, which stakeholders are sought to be involved and how stakeholder involvement will be secured (the methodology shall be in accordance with the Terms of Reference).	A description of the proposed methodology	The proposed methodology thoroughly describes the envisaged approach taken to deliver the outputs, including a detailed description of activities, working modalities, stakeholders and strategies to secure stakeholder involvement	26 – 30	30
		The proposed methodology provides a very good detailed description of the envisaged approach taken to deliver the outputs, including a detailed description of activities, working modalities, stakeholders and strategies to secure stakeholder involvement	21 – 25	




		The proposed methodology mostly provides a satisfactory description of the envisaged approach taken to deliver the outputs, including a broad description of activities, working modalities, stakeholders and strategies to secure stakeholder involvement	16 – 20	
		The proposed methodology provides somehow satisfactory description of the envisaged approach taken to deliver the outputs, including a partial description of activities, working modalities, stakeholders and strategies to secure stakeholder involvement	11 – 15	
		The proposed methodology provides a partial description of the envisaged approach taken to deliver the outputs, including a partial description of activities, working modalities, stakeholders and strategies to secure stakeholder involvement	1 – 10	
		No methodology or description of activities provided	0	
8. A detailed presentation of the methodology to UNICEF (Face-to-Face)		Presentation demonstrates full understanding of the task required and proven experience/skills to conduct it as per the proposed plan in the technical proposal	15	15
		Presentation demonstrates satisfactory understanding of the task required and proven experience/skills to conduct it as per the proposed plan in the technical proposal	10	




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		Presentation demonstrates limited understanding of the task required and/or experience/skills to conduct it as per the proposed plan in the technical proposal	5	
		Presentation demonstrates poor understanding of the task required and/or experience/skills to conduct it as per the proposed plan in the technical proposal	0	
TOTAL TECHNICAL SCORE				70

Minimum technical required score: 49 points (Technical Proposals scoring less than 49 points will be considered non-responsive, therefore will be rejected)

OK

Accepted

CRITERIA FOR FINANCIAL EVALUATION - INSTITUTIONS

In this methodology, the maximum score assigned to the financial proposal 30, it is allocated to the lowest financial (technically passed proposal) proposal. All other price proposals receive scores in inverse proportion according to the following formula:

Financial Score for price proposal A = (Maximum score for price proposal (=30) * Price of lowest priced proposal)/Price of proposal A.

As a result of the financial evaluation, the points of each proposal will be taken into further consideration in the final evaluation.

The total score for the final (Combined) evaluation should be 100 (Technical score + Financial score), a ratio of 70:30, the maximum score assigned to the technical proposal is 70 and 30 to the financial proposal. Selection will be based on the highest score (Technical + Financial)

The SUPPLY team will carry out the financial evaluation only for technically passed bids, conduct a preliminary evaluation of the financial proposal to assess the completeness of the financial proposals submitted in line with the terms of reference. In case of discrepancies, unit price shall prevail i.e. recalculation shall be done by multiplying the unit price by the quantity to get the final line price. The supply staff shall correct all arithmetic errors and inform each bidder of the changes and for the bidders to either accept the corrections or reject. All corrected financial proposals rejected by the bidders shall be rejected. Only the financial proposals that satisfies all the requirements at the preliminary examinations stage shall be qualified for the detailed financial evaluation stage. All financial factors should be analyzed and compared to ensure that the prices are reasonable, comparable and cover the components specified in the financial criteria, and in the respective proposal. It is also important to identify whether they are within the available budget for the contract and to ensure that they are consistent with technical and management plans.



Ali Mohammed Al Agri

From: Ali Mohammed Al Agri
Sent: Monday, December 30, 2019 5:02 PM
To: Charles Okoth Menya; Ali Abdallah
Cc: Bassam Muharram; Hanan Al Hammadi; Amira Abomunassar; Andrey Demidovich; Waleed Ghadban; Arwa Al Awadhi; Najwa Al Romaim; Abdulhakim Al-shamiry
Subject: RE: PR#38468213 "Assessment of Disabled Welfare and Rehabilitation Fund (DWRF) <Signed Financial Schedule>
Attachments: RE: Technical committee

Dear Charles and Ali,

I am reaching out to seek your support and advice.

As you can see from the below emails, with the support from Supply Section, we have been able to advertise for the assessment in ref. Unfortunately we didn't receive enough offers (only 4 offers). We did technical evaluation of the received offers which shows that none of them meets the expectation (attached the evaluation matrix for your reference).

This is a very critical assessment for us as it will inform our agenda for advocacy and support to the disability fund in 2020 and beyond. We are seeking a quality product, we were hoping to get this locally but that didn't happen. We have discussed this with our RO advisors. According to the RO, there is no available LTA that can fit this assessment. Therefore, they agree with us that the best option is to re-advertise but this time go for international RFPs.

Please advise on what is needed to get this done. For now we will do a slight amendment to the ToR to fit an international RFPs. What else?

Thanks for your continuous support.

Best,
Ali

From: Amira Abomunassar
Sent: Monday, December 16, 2019 2:38 PM
To: Ali Mohammed Al Agri <aalagri@unicef.org>
Cc: Ali Abdallah <aabdallah@unicef.org>; Bassam Muharram <bmuhammad@unicef.org>; Hanan Al Hammadi <halhammadi@unicef.org>
Subject: RE: PR#38468213 "Assessment of Disabled Welfare and Rehabilitation Fund (DWRF) <Signed Financial Schedule>

Hi,
We received only 4 offers. There were no electronic offers. And tender cannot be extended after opening.

Best, amira

From: Ali Mohammed Al Agri
Sent: Monday, December 16, 2019 2:19 PM

