

UNICEF YEMEN

TERMS OF REFERENCE FOR SERVICES - INSTITUTIONS

SHORT TITLE OF ASSIGNMENT

Assessment of Social Welfare Fund (SWF) Yemen Capacity to Implement the Unconditional Cash Transfer (UCT) Project and Engage in Broader in the Social Protection Environment

BACKGROUND

The Purpose of this assignment is two-fold:

A) Assess the technical (programme), institutional and operational capacity of the Yemen Social Welfare Fund (SWF) (under both Sana'a and Aden authorities) and develop a phased and costed capacity building plan, to transition the implementation of the Unconditional Cash Transfer (UCT) to SWF in the future and;

B) Assess SWF's position and capacity to engage in broader national social protection programming (social assistance, social services and social insurance), including programme design and implementation, policy and legislative reform or development, technical leadership and coordination with other social protection actors in Yemen.

The UNICEF Yemen Country Office invites qualified international or national contractors to participate in the bidding process to assess the capacity of the Yemen Social Welfare Fund (SWF) for the disbursement of quarterly unconditional cash grants to beneficiaries nationwide, to develop a capacity building plan for UCT implementation and to assess SWF's capacity to engage in social protection in Yemen beyond cash implementation. This Terms of Reference (TOR) has been developed to guide interested contractors on the purpose and objectives of this exercise as well as the scope of work and expected deliverables of the potential firms.

The conflict in Yemen has brought the economy to a near collapse. Hydrocarbon exports came to a virtual halt in 2015 due to the repeated sabotage of infrastructure and increased insecurity. This had a major impact on economic activity and led to a wide-scale suspension of basic public services and civil service salary payments, rapid depreciation of the currency, and shortages of imported goods. The distortions created by the bifurcation of institutions (particularly the Central Bank of Yemen) and the divergent policy decisions in Sana'a and Aden have further exacerbated the economic crisis. GDP has shrunk in half in real terms since 2015.

The conflict has made Yemen one of the poorest and most food insecure countries in the world. The conflict has destroyed livelihoods and with that, the ability to purchase food.¹ The cost of the minimum survival food basket increased by 144 percent in nominal terms between March 2015 and July 2020.² About two-thirds of the population (over 20 million people) are food insecure (double the number in 2014), 10 million people are at risk of famine, and two million children require treatment for acute malnutrition.³ The 2019 International Food Policy Research Institute Global Hunger Index ranked Yemen 116 out of 117 countries⁴, and the 2020 Global Report on Food Crises calls it the "world's worst food crisis."⁵ Most of the population also lacks access to basic services such as education, health services, water and sanitation.⁶

Prior to the conflict, Yemen had a broad array of social protection programs implemented by national institutions. Key programmes included the poverty-targeted unconditional cash transfers (UCT) under the Social Welfare Fund (SWF);

¹ It is estimated that 40 percent of Yemeni households have lost their primary source of income, and 51 percent of teachers have gone unpaid since 2016 (Yemen Socio-Economic Update, issue number 51, August 2020).

² WB staff calculations using Food and Agriculture Organization of the United Nations (FAO) Yemen Monthly Monitoring Bulletin and World Food Programme (WFP) Yemen Market Watch Report (monthly).

³ WFP Yemen Situation Report #2, February 2020.

⁴ <https://www.globalhungerindex.org/results.html>

⁵ FSIN (2020) 2020 Global report on Food Crises: Joint Analysis for Better Decisions. Accessed online at https://docs.wfp.org/api/documents/WFP-0000114546/download/?_ga=2.73853716.720838996.1587659542-2013531706.1571253478

⁶ Only 51 percent of health centers remain fully functional. Access to safe water has become a major challenge and the lack of proper sanitation has increased the risk of communicable diseases. About two million children are out of school, mostly girls.

Community-Driven Development (CDD) programs run by the Social Fund for Development (SFD) and the Public Works Project (PWP); categorically-targeted cash transfers (Disability Fund, and the Fund for Martyrs and the Wounded).

The SWF is the largest and longest-running unconditional cash transfer programme in the country. Established through the Social Welfare Law in 1996, it has undergone several expansions and reforms, most recently in 2008. The government's commitment to this programme has translated into a gradual expansion of coverage, from 100,000 beneficiary households in 1996 to about 1.5 million households by 2014 (9 million people). Beneficiaries of the programme were identified through a combination of categorical and proxy means targeting, for inclusion of the chronically poor, orphans and vulnerable children, widows, persons with disabilities, the elderly and female-headed households.

The SWF was a national programme with operational structures in all governorates of Yemen. The programme provided regular cash payments every quarter to the identified beneficiaries through the established post office system in the country. Further, the SWF used to have a SWF Beneficiary Development Network (SWFN), which was established in 2011. It was designated via the network of SWF governorate and district offices, with the task of linking recipients of cash with activation measures such as microfinance and skills development as well as social care services for vulnerable groups. The main goal for adding the SWFN was to graduate beneficiaries from the list by linking them to a more sustainable income generating opportunities. Supported by UNICEF, the SWFN also piloted linking families with public services such as health and nutrition, water and sanitation (WASH) and education; a step that eventually has evolved in a Cash Plus initiative that is recently being implemented by the SWF with support from UNICEF, although on a small scale. However, the conflict which erupted in 2015 undermined the ability of national institutions to deliver support and increased reliance on humanitarian institutions. Like other government organizations, the SWF was affected by the political fragmentation of institutions and discontinued its program leaving 1.5 million poor and vulnerable households without any form of social assistance. The SWFN disintegrated along with the collapse of the SWF at the onset of the crisis.

In 2017, in response to the food crisis and impending risk of famine, the Emergency Cash Transfer (ECT) was launched in Yemen, with the financial support of the World Bank, whereby UNICEF resumed the direct implementation of the SWF's unconditional cash transfer program using the same list of beneficiaries and benefit structure.⁷ UNICEF introduced improvements to the program, including: (i) payments through private financial institutions (instead of post offices), either in fixed or mobile sites or through outreach (for beneficiaries with limited mobility); (ii) a comprehensive and secure MIS that allows real-time monitoring of payments and grievances; (iii) a robust Grievance Redress Mechanism (GRM); and (iv) monitoring through an independent third party.

The ECT project has been managed and implemented by UNICEF through a Project Management Unit (PMU), with funding and technical assistance from the World Bank/International Development Association. The Project started delivering quarterly payments to SWF beneficiaries in August 2017, and its activities have been planned and implemented in "payment cycles". Since 2017, ten payment cycles have been completed by July 2021.

The ECT model requires several interrelated processes to be conducted. These include facilitation of access and communication with beneficiaries on project principles and processes, payment, grievances redressal, case management, and third-party monitoring; all of them transversally supported by communication and Management Information System (MIS) ECT tools. These processes are either directly managed and implemented by UNICEF through the PMU, or through contracted private service providers.

The implementation of the ECT project is built on the pre-existing programme design consideration of the SWF that include the use of the beneficiary list, transfer amount, payment frequency and the policy and legislation guidelines while making a number of operational adaptations for the implementation to be effective. The ECT project design choices, established protocols, parameters, contractual terms and conditions, and working principles are continuously informed by a rigorous risk management approach. The ECT project, unlike other humanitarian cash assistance projects,

⁷ The SWF had suspended its operations after the onset of conflict in 2015, and its beneficiaries had not been paid until the first payment cycle of the ECT in August-September 2017.

has a longer-term perspective to preserve the national social protection institutions while providing predictable cash injections through unconditional cash transfers.

After directly implementing the nine cycles of the Yemen ECT project and incrementally strengthening the operational system of the Project, UNICEF, in close collaboration with the World Bank, is now gradually transitioning the project to a national institution. During the tenth payment cycle which began in June 2021, UNICEF started the first phase of transitioning the UCT to the Social Fund for Development (SFD). This is aimed as an interim step towards the larger aim of national social protection system building in Yemen while ensuring that the payment of routine cash transfers is maintained. As the Social Welfare Fund (SWF) is the legally mandated entity for the implementation of the UCT, the long-term goal is to eventually transition the programme back to the SWF, once the conditions permit.

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

The **overall purpose** of the consultancy is to assess the current institutional, operational and technical capacity of the Social Welfare Fund (SWF) in its current state, under both Sana'a and Aden authorities, to eventually take over the efficient and effective delivery of the Unconditional Cash Transfer to beneficiaries in all governorates of Yemen. The consultancy will aim to identify the capacity needs of SWF (in terms of, for example, staffing, technical capacity needs of staff, systems, tools, policies and procedures for operating the UCT) in order for it to assume operations of the UCT again in the future. The assessment would also go a step further to capture SWF's capacity to engage in broader social protection work as identified in the Objectives.

This assessment will be used to identify the capacity needs and establish a phased and scenario based plan for the capacity and systems building to strengthen conditions for the transition of the UCT to SWF and identify further institutional and capacity gaps for social protection engagement.

Specific Objectives:

- i. Assess the current institutional and operational capacity of SWF against its original mandate, with an update on the changes since the previous assessment in 2018;
- ii. Assess the technical/programmatic expertise available within the current SWF structure to conduct nationwide implementation of the UCT, utilizing the project standards, processes, procedures, asset and managerial practices established by UNICEF under the ECT Project. The assessment should identify strengths and capacity gaps (operational and technical) in SWF's ability to safely and timely disburse quarterly emergency cash transfers to 1.5 million beneficiary households nationwide, taking into account the operation of SWF under both Sana'a and Aden authorities and the geographical presence across Yemen.
- iii. Based on findings above, develop a capacity building plan with costings for a phased transition of the UCT to SWF. A scenario-based approach should be adopted based on the current and possible changes in the political context of Yemen.
- iv. Assess SWF's capacity to engage in the broader social protection enabling environment taking into account (but not limited to) capacity for policy and legislative reform or development, technical leadership and coordination capacity with other social protection actors in the public and private sector and humanitarian and development actors and ability to build and maintain partnerships and linkages to increase efficiency gains in programme implementation.

The consultancy firm is expected to:

- I. Conduct an assessment of the capacity of SWF clearly highlighting strengths, areas that require further strengthening and any red flags/risks that may be detrimental to the purpose of sustainably delivering quarterly nationwide cash transfers in a systems-based manner. Specifically, this will entail:
 - a. Provide a baseline mapping of the SWF (in both north and south) institutional capacity around key parameters required for delivery of the ECT (detailed in Annex 1), considering the current delivery mechanisms and operational capabilities at central, governorate, and local levels as well as the impact of the conflict on the organization's capacity. This section should also build on intuitional assessment of SWF, conducted in 2018 but with stronger focus on operational aspects of transitioning the UCT project to SWF for implementation.
 - b. Assess the capacity gaps of the SWF against the requirements to implement the UCT against the established parameters.
- II. Develop a capacity building plan with costings and recommendations for a phased, scenario-based approach for the UCT transition from the SFD (where the programme is first being transitioned) to SWF. This plan must identify areas where SWF can begin to shadow, support or be handed over some of the UCT functions from the SFD with clear timelines, milestones and indicators to assess progress. Specifically, this will entail:
 - a. Identify SWF capacity building needs in relation to key elements in the ECTP model established by UNICEF, including project standards, processes and procedures; managerial practices and delivery mechanisms;
 - b. Reflect and take into account, the SWF absorption capacity and needs of the above-mentioned ECTP standards and processes, particularly the use of technological innovations pertaining to data management and electronic payments. The capacity building plan is expected to as well address SWF institutional capacity and resources in sustaining the inclusion of new processes and standards within its service delivery;
 - c. Establish a realistic roadmap with milestones for capacity enhancement taking into account the high-risk environment in which the ECT Project currently operates. The roadmap will contain the project elements to be transitioned from SFD to SWF in line with the parameters established by UNICEF during its implementation of the ECTP.
- III. Conduct a mapping of the current social protection enabling environment in Yemen (in both north and south), the involved actors including MOSAL and the Social Protection Consultative Committee and SWF's role and capacity to engage in social protection, beyond implementation of the UCT as a social safety net programme. This section should cover a review of the existing institutional frameworks; policies, strategies legislative, normative, regulatory measures, decision and policy making structures and SWF's capacity to engage in social protection policy making, system strengthening and cross-sectoral coordination.

Expected Program Deliverables/Key Milestones

1. Inception report
 - a. Includes methodology, detailed plan as per the timeframe above, resources/key personnel to be engaged in this assignment with their profiles and agreed categories and benchmarks for assessment. The assessment should utilize both primary data, including key informant interviews, focus group discussions and consultations with SWF and personnel from other Ministries, Agencies and Departments in both the northern and southern governorates of Yemen, as well as secondary data from previously conducted assessments, reviews/evaluations, research projects or related.
2. Assessment of a) SWF's capacity to take over the UCT project, focused on the key parameters listed in Annex one considering the current delivery mechanisms and technical and operational capabilities at central, governorate, and local levels, as well as the impact of the conflict on the organization's capacity and b) the current social protection environment in Yemen and SWF capacity to engage in social protection for social assistance delivery and beyond.

3. Capacity building strategy and plan for UCT transition which should include:
 - a. Assessment on the SWF absorption capacity and needs for the ECTP standards and processes to be adopted by SWF over time;
 - b. Identification of residual gaps including key recommendations in order of priority for future consideration.
 - c. Modelling of scenarios on SWF operating environment and required capacities including
 - Required technical, institutional and operational capacity within SWF;
 - A risk-informed delivery mechanism required for the SWF to deliver quarterly payments including but not limited to governance structures
4. Mapping of social protection enabling environment and policy and decision-making structures in both north and south Yemen and assess SWF's role and capacity to engage in social protection beyond UCT implementation.

Timeframe/Payment

Payments will be made after the satisfactory completion of each deliverable and based on the certification of invoices received by the UNICEF project lead as per the following timelines and proportions:

	Timeframe	Budget
Inception report (including methodology (desk review of previous assessments, detailed criteria/indicators/checklist to assess SWF's capacity against the parameters and benchmarks outlined in Annex 1), workplan, data collection tools K II, FGDs)	20 days (on or before tbc)	20%
Data collection (primary and secondary data, interviews) and preliminary analysis	30 days (on or before tbc)	20%
Draft capacity assessment report and capacity building plan for UCT transition from SFD to SWF; this should entail the mapping of SWF institutional capacities and gaps for implementing the UCT and capacity needs with a phased, scenario-based plan	30 days (on or before tbc)	20%
Final capacity assessment Report, capacity building plan for UCT transition to SWF and PowerPoint presentation summarizing the findings	20 days (on or before tbc)	10%
Draft mapping report of the social protection environment, actors, decision making structures in Yemen (north and south) and SWF role and capacity to engage in social protection policy and programming.	20 days	20%
Final mapping report of the social protection environment and SWF role and an action plan identifying SWF's key roles and functions.	20 days	10%
Total	140 days over 6 months	100%

QUALIFICATIONS, SPECIALIZED EXPERIENCE AND ADDITIONAL COMPETENCIES

1) Education

Advanced academic degree in Social Sciences, Economics (with a focus on Development), International Relations or any relevant field for the key staff participating in this assessment.

2) Work experience

- The team lead should have a minimum of 12 years' experience in conducting similar assessments on social protection and largescale cash transfer implementation, preferably with a focus on humanitarian contexts. Experience working in conflict/high threat contexts will be a strong asset. All other team members should have a minimum of 5 years of relevant and similar professional experience.
- Demonstrated experience of direct engagement with operational consideration required to set up social protection systems in fragile contexts,
- Evidenced local presence in Yemen for data collection and conducting field visits with ability to engage with authorities in both Aden and Sana'a;
- Exposure/Understanding of UN agencies way of working, experience with UNICEF is an asset,
- Direct and demonstrated experience with the implementation of cash transfers programmes in humanitarian and high threat contexts, including technical expertise across all the different functions of a programme: community engagement, payment mechanism, data management, grievance redressal etc.
- Ability and past experience in bringing together a multidisciplinary team of technical experts on finance, procurement, risk management, audit, programme design, social protection systems and institutional capacity building in humanitarian settings, remote management, service providers daily oversight etc.

3) Competencies

- i. Strong analytical and research skills in the relevant field;
- ii. Strong communication skills and culture-sensitivity;
- iii. Demonstrated knowledge of the Yemeni political, institutional and socio-economic contexts, particularly the social protection system, is highly desirable;
- iv. Proficiency in English and Arabic are required for core team and data collecting team members.
- v. A gender-balanced team would be an asset

CONDITIONS OF WORK

- The service provider will take care of its own equipment, transportation, insurance and other logistical issues during the implementation of this assignment.

CRITERIA FOR EVALUATION - INSTITUTIONS

TECHNICAL EVALUATION CRITERIA	REQUIRED SUPPORTING DOCUMENTS	RATING	SCALING	MAXIMUM SCORE
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COMPANY EXPERIENCE				
0. Presence and registration in Yemen	Registration or other documents indicating legal presence and authority to work in Yemen	Pass/Fail (Note: If the bidding company does not meet this requirement the bid of the provider will not be considered valid)	This is a must requirement	N/A
1. Years of experience in carrying out similar assessments on operational capacities of organizations to implement large scale programmes in complex and high threat environment	Project reports, reference letters etc.	12 years or more experience	8	8
		8-10 years of experience	6	
		5-8 years of experience	4	
		3-5 years of experience	2	
		0-3 years of experience	0	
2. Work experience in humanitarian contexts/protracted crisis and/or fragile contexts	Location details, partners in the region etc.	Coverage in 4 or more countries, including Yemen or countries in MENA	5	5
		Coverage in 2-3 countries	4	
		Coverage in 1 country	3	
		Coverage in 0 country	0	
3. Experience in conducting similar capacity building assessments either with the UN and/or other international organizations	Proposal showing experience in conducting similar capacity building assessments for United Nations and/or international organizations	Quantity, quality and relevance of examples provided -5 or more with 7 years of relevant	3	3
		Quantity, quality and relevance of examples provided -3 or more with 7 years of relevant	2	
		Quantity, quality and relevance of examples provided -1 or more with 7 years of relevant	1	
		No example provided	0	
4. Experience and expertise with the implementation of cash transfers programmes in humanitarian and/or fragile contexts, including technical expertise across all the different functions of a programme	Examples of such work (eg: reports, evaluations, reference letters etc.)	Quantity, quality and relevance of examples provided - 5 or more examples provided	6	6
		Quantity, quality and relevance of examples provided - 3 or more examples provided	4	
		Quantity, quality and relevance of examples provided 1 or more examples provided	2	
		No examples provided	0	
5. Experience in direct engagement with operational aspects related to setting up social protection systems in humanitarian and/or fragile contexts	Examples of such work (eg: reports, evaluations, reference letters etc.)	Quantity, quality and relevance of examples - 5 or more examples	6	6
		Quantity, quality and relevance of examples - 3 or more examples	4	
		Quantity, quality and relevance of examples 1 or more examples	2	
		No example provided	0	
6. Experience in managing and bringing together a multidisciplinary team of technical experts	Examples of such work (e.g.: Assessments, evaluation	Quantity, quality and relevance of past experience/examples shared - 5 or more examples	6	6
		Quantity, quality and relevance of past experience/examples shared - 3 or more examples	4	

	reports, analyses etc.)	Quantity, quality and relevance of past experience/examples shared - 1 or more example	2	
		No example provided	0	
7. Proven high-quality report writing in English	Reports presenting high level of proficiency in report writing in English	3 examples of High-Quality Reporting	4	4
		2 examples of High-Quality Reporting	3	
		1 example of High-Quality Reporting	2	
		No examples of High-Quality Reporting	0	
PROPOSED TEAM EXPERIENCE				
8. Experience of the individual team members in similar projects	CVs of team members	The team members having combined experience of minimum of 20 years of work experience in finance, audit, risk management, procurement, social sciences, international development, humanitarian action in MENA countries and high-risk environments/fragile contexts	8	8
		The team members having combined experience of less than 20 years of work experience in finance, audit, risk management, procurement, social sciences, international development, humanitarian action in MENA countries and high-risk environments/fragile contexts	6	
		The team members having combined experience of minimum of 15 years work experience in finance, audit, risk management, procurement, social sciences, international development, humanitarian action in MENA countries and high-risk environments/fragile contexts	4	
		The team members having combined experience of minimum of 10 years work experience in finance, audit, risk management, procurement, social sciences, international development, in MENA countries and high-risk environments/fragile contexts	2	
		The team members having combined experience of less than 10 years of work experience in finance, audit, risk management, procurement, social sciences, international development, humanitarian action in MENA countries and high risk environments/fragile contexts.	0	
9. Relevance and level of expertise of the team members in i.e at least 12 years of experience in (1) cash transfers experience, (2) the operational set up of a national social protection system, (3) in humanitarian /fragile contexts, (4) finance, procurement, (5) risk management, audit, programme design, (6) capacity building, (7) remote management, partners oversight	CVs of team members	The team fully meet the expertise requirements	6	6
		The team partially meets the expertise requirements	4	
		The team meets in a limited manner the expertise requirements	2	
		The team does not meet the expertise requirements	0	
10. Qualifications of the individual team members	CVs of team members	75% of team members or more have university degrees or equivalent (fields related to business administration, social sciences, economics, international development). Team includes 25% Arabic speakers	6	6

		50% of team members or more have university degrees or equivalent (fields related to business administration, social sciences, economics, international development). Team includes 15% Arabic speakers	4	
		Less than 25% team members or more have university degrees or equivalent (fields related to business administration, social sciences, economics, international development). No Arabic speakers	0	
METHODOLOGY				
11. A detailed description of the proposed methodology, describing the approach that will be taken to deliver the outputs for each of the phases, 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	12	12
		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	8	
		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	4	
		No methodology or description of activities provided	0	
TOTAL TECHNICAL SCORE				70

REQUEST FOR PROPOSAL EVALUATION AND WEIGHTING CRITERIA

Bids shall be evaluated based on technical criteria as detailed in the table overleaf and financial offers. Evaluations shall be weighted as 70% technical + 30% financial = 100% total. The minimum technical score: 70% of 70 points = 49 points. Bids that score below 49 points shall not be considered.

Annex One

Parameters ⁸	Draft Benchmarks for Capacity Assessment
GOVERNANCE	<ul style="list-style-type: none"> Governance structures with adequate checks and balances exist to ensure segregation of duties and relevant risk-informed decision-making boundaries
DOCUMENTED POLICIES & PROCEDURES	<ul style="list-style-type: none"> A Business model with documented policies and procedures exists (including how a transition/change in governance is implemented)
RISK MANAGEMENT/ MITIGATION	<ul style="list-style-type: none"> Risk management approach with robust measures in place to mitigate institutional, contextual, operational and programmatic risks across the different operations. This includes but is not limited to: maintaining a regularly updated risk register; regular process monitoring including through TPM; oversight payments against identity confirmation; mechanisms in place to prevent loss of project funds;
GEOGRAPHIC COVERAGE	<ul style="list-style-type: none"> Ability to ensure the same standard is observed in each implementation dimension across all Yemen's governorates and districts. Ability to access (or negotiate access) to all parts of the country to provide direct and independent oversight to all programme activities
Dimensions	Draft Benchmarks for Capacity Assessment
Operations	
Human resources management	<ul style="list-style-type: none"> Appropriate profiles and staffing numbers (staff with expertise in cash programming, project management, operations, finance, contracting, risk management, field facilitation, beneficiary outreach, monitoring, contract management and administration, GRM, social protection systems, communication, reporting, training, gender, fraud investigation, MIS management). Appropriate geographic spread of SWF staff to cover areas both under Sana'a and Aden authorities. Where the two above are not met, ability to recruit and train for the needed functions and roles or outsource some functions through service providers; Gender balance in staffing (especially for field staff); Availability of procedures for hiring consultants and contractors. Availability of HR manuals and procedures.
Asset management	<ul style="list-style-type: none"> The entity has an asset management protocol in place and procedures to manage appropriately (yes/no)

⁸ Parameters are cross cutting analysis elements which should be considered in each assessed dimension.

Internal Controls	<ul style="list-style-type: none"> • An internal control framework with proper separation of conflicting duties, access controls, computerized accounting and financial reporting system, periodic reconciliations, budget monitoring and approval authority; including adequate controls over legal, finance, admin, HR processes (consistently applied both at HQ and branch levels) • Adequate controls over cash payments and use of cash as method of payment • Adequate records management system with proper safeguarding and retrieval of key corporate documents
Background checks	<ul style="list-style-type: none"> • Appropriate background checks are exercised on staff, downstream partners and contractors vis-à-vis the UNSC sanctions list
Payment	
Foreign exchange management	<ul style="list-style-type: none"> • Ability to develop an FX strategy to ensure the best value for money; • Ability to negotiate exchange rates;
Management of Payment Agencies (PAs)	<ul style="list-style-type: none"> • Ability to set criteria for the identification of payment agencies • Standards of procurement, bidding and contracting processes • Contract management structures in place to coordinate and oversee the payment agencies • Ability to mitigate financial/fiduciary risks – i.e. fraud, ensuring liquidity, etc. • Project parameters - ability to develop operation manuals, implement and update these.
Coordination of field plan/payment sites with Payment Agencies	<ul style="list-style-type: none"> • Ability to make field payment plans and needs for coverage (distance, etc.) • Ability to ensure continual progress during implementation and follow-up to project requirements – including conflict areas • Ability to take immediate action arising during the payment cycle of – i.e. real-time monitoring and communication with PA hubs
Facilitation and Outreach	
Management of Facilitation Organisation	<ul style="list-style-type: none"> • Ability to conduct facilitation and outreach and mobilize SWF field staff • If third party facilitation is to be utilized, the ability to set criteria for a facilitation organization • Standards of procurement, bidding and contracting processes • Project parameters- ability to develop operation manuals, implement and updating these
Communication and outreach (through facilitators)	<ul style="list-style-type: none"> • Capacity to mobilize field and beneficiary outreach staff, leveraging on existing SWF networks • Ability to ensure country-wide outreach capacity- especially in hard to reach areas- and use of own networks if available • Ability to ensue capacity for local communication solutions- SMS, WhatsApp etc.

Resolution of accessibility issues (through facilitators)	<ul style="list-style-type: none"> • Capacity to identify possible accessibility and security issues to plan and mitigate accordingly • Ability to facilitate local negotiations of access to conflict areas, including if own networks are available • Review of local networks in different governorates
Grievance Redressal	
Grievance collection	<ul style="list-style-type: none"> • Availability of adequate protocols for grievance collection; • Capacity to set-up, maintain and manage an independent, responsive, confidential and accountable call-centre unit – all year round; • Capacity to set-up/adjust, maintain and manage the mobile app and deploy field staff that can collect grievances using the app (linked to MIS). • Ability to maintain independence, confidentiality and beneficiary data protection
Grievance redressal	<ul style="list-style-type: none"> • Availability of adequate protocols and structures in place for analysis and redressal; • Capacity to set-up, maintain and manage an independent, responsive, confidential and accountable redressal unit – all year round; • Ability to maintain independence, confidentiality and beneficiary data protection; • Ability to conduct comprehensive analysis of GRM results, identify challenges and lessons learned for continual enhancement of service quality
TPM	
Management of TPM Organisation	<ul style="list-style-type: none"> • Ability to set criteria for the identification of TPM organisation • Standards of procurement, bidding and contracting processes • Ability to mitigate risks of conflict of interests that can compromise the TPM findings. • Project parameters- ability to develop operation manuals, implement and updating these • Ability to ensure independence of TPM activities across the country
Monitoring data collection and analysis	<ul style="list-style-type: none"> • Ability to set relevant indicators for cash programming; • Ability to oversee TPM and PDM data collection and analysis, provide relevant guidance to ensure that results are accurate and representative;

	<ul style="list-style-type: none"> • Ability to guide the generation of timely reports on process and progress; • Ability to analyse data, identify challenges and provide innovative solutions for programme improvement; • Ability to support TPM service provider to secure access to beneficiaries to undertake TPM activities
Fraud investigation	<ul style="list-style-type: none"> • Ability to set up a functional fraud investigation unit (can be within MOSAL for some degree of independence and neutrality) to conduct relevant investigations and obtain accurate findings on potential fraud cases; • Ability to guide the generation of timely investigation reports; • Ability to procure (following established standards of procurement, bidding and contracting) and outsource this function through an independent third-party, if the most feasible and reliable option
Management Information System	
MIS management	<ul style="list-style-type: none"> • Ability to host custodian list of the over 9 million SWF beneficiaries in a confidential manner; • MIS and IT security mechanisms in place; • Skills and resources to continuously maintain and improve the MIS environment (developers, QA, data analysis, etc.) to handle the beneficiary data and respond to the project needs; • Data protection and privacy procedures in place • Ability to handle data source integration (e.g.: FSP Data, Payment verification data, grievances)
Field Monitoring and Reporting	
Continual project monitoring during implementation: beneficiaries and payments	<ul style="list-style-type: none"> • Adequate planning and monitoring structures and tools in place for real-time, process and impact monitoring) – including different levels of monitoring and triangulation of information for reporting and programme improvement • Ability to mobilize SWF staff to monitor and coordinate SWF project implementation country wide • Capacity to monitor that beneficiaries have access to the payment services and Project information country wide • Ability to communicate sensitively taking into account cultural and gender dynamics
Reporting to donors and development partners	<ul style="list-style-type: none"> • Reporting capacity (timeliness and accuracy)