

## Section II: Schedule of Requirements

### **Terms of Reference (ToR) Country Programme Monitor (CPM) for Senegal**

**1 October 2017 – 31 December 2019**

#### **1. Background**

The Water Supply and Sanitation Collaborative Council (WSSCC) is a membership organization that was established in 1990 with the United Nations General Assembly Resolution A/RES/45/181. It aims to accelerate the achievement of sustainable sanitation and hygiene services for all people, with special attention given to the unserved poor, by enhancing collaboration and coordination of all sector stakeholders. It achieves this aim through networking and knowledge management, advocacy and communications work, and managing a global fund that disburses grants for improved sanitation and hygiene in developing countries.

WSSCC designed and established the Global Sanitation Fund (GSF) in 2008 to inject additional finances into countries with high sanitation needs. Each country programme financed through the GSF is unique and designed by national stakeholders to meet the specific needs of that country. A number of features are common to all programmes as they prioritise the following; sound policy making related to sanitation and hygiene; implementation of demand-driven approaches and sanitation marketing; training and capacity building to strengthen essential skills; and a focus on robust monitoring and evaluation (M&E). The exact combination of these activities is tailored to meet the particular requirements of each country.

The content of the GSF programme is defined by Country Programme Proposals (CPPs) developed by a national Programme Coordinating Mechanism as the officially mandated coordinating committee which includes representatives from relevant ministries, the National WASH Coalition, international and national NGOs, development partners, the civil society and the private sector. Once a CPP has been approved for a particular country, the GSF selects through a competitive process an Executing Agency (EA) and a Country Programme Monitor (CPM) in this country. The role of the EA is to implement the GSF country programme in line with the CPP and the role of the CPM is to monitor the implementation of the programme and provide informed recommendations to the GSF.

##### **1.1. Purpose of contract**

The consultancy objectives for the CPM are to monitor the Executing Agency (EA) programme implementation, to verify EA's compliance with its contractual TOR, to oversee EA's due diligence on the use of funds and the application of systematic regulations and rules of the EA in implementing the funds, and finally, to provide professional and independent recommendations to the GSF. **A**

**contract may be made for a shorter duration than the proposed timeline herein, but shall be extendable up to this stated duration.**

It is to be noted that the CPM is not a GSF representative and does not take any decisions regarding use and allocation of funds on behalf of the GSF. The CPM support to the GSF is rather aimed at providing a basis for the GSF to evaluate the progress of the programme in terms of expected outcomes and ensuring that programme funds are used in accordance with the grant agreement between UNOPS (on behalf of the GSF/WSSCC) and the EA, in line with the approved work plan and budget.

The CPM will work in close consultation with the GSF to provide core services including but not limited to the following:

- i. To review the programme budgets
- ii. To review programme work plans
- iii. To review EA monitoring and evaluation plans;
- iv. To verify the implementation of the programme work plan through the checking of the EA's progress reports, financial reports and achievements against results indicators.
- v. To verify financial management against disbursements and expenditure at regional and implementation level;
- vi. To undertake specific assignments at the request of the GSF.

**IMPORTANT:** The CPM must approach its role with the understanding that some flexibility might be required as the level of details of certain activities depends on the type of programme components and the profile of the Implementing Partners. The CPM together with the GSF Senior Programme Officer (SPO) will determine the depth and expertise required for particular assignment in particular contexts.

## **1.2. Required Resources**

The CPM will provide a team with knowledge, capability and experience in:

- monitoring and evaluation of projects/programmes within the sustainable development context in Senegal;
- programme administration/management, financial management, accounting and/or audits;
- language proficiency in French and Wolof

Though the CPM may suggest additional team members (with clear justification as per their requirement), the minimum personnel resources must include the following:

- **Finance and Resource Management Expert**
  - minimum qualifications: Master's degree (MBA, Finance, or related field) and minimum of 7 years of experience in relevant field and experience working in Senegal
  - proficiency in French and Wolof; working knowledge of English desirable.
- **Sanitation Programme Expert**
  - minimum qualifications: Master's degree (MBA, Public Health, Social Sciences or related field) and minimum of 5 years of experience working in Senegal in public health and monitoring of

programme implementation in the social sector. Some experience working in the sanitation sector, on 'software' programmes is required.

- proficiency in French and Wolof; working knowledge of English desirable.
- **NB: The services of this function may be required on part-time basis. While the Consultant is responsible to ensure capacity maintenance and timely deployment of its personnel, it will only be at the request of UNOPS/GSF. The maximum level of effort during any given 'semester' is 10 (Ten) days. The Consultant will invoice UNOPS based on the Consultant's daily fee multiplied by the number of days worked during the respective month.**

### 1.3. Considerations

The project team must be located within Senegal, in order to ensure appropriate access to programme partners.

CPM is expected to submit Quarterly Travel Plan for approval by the GSF Senior Programme Officer listing expected travels.

Services requested will not be full time in nature. The CPM shall allocate its project team's time to activities as required to provide services described below. It is the CPM's responsibility to propose an appropriate workload required per project personnel.

Summary of services to be performed

- I. Monitoring of Implementation and Results
- II. Financial Monitoring
- III. On-site Verification
- IV. Coordination, Planning & Review
- V. Special Services
- VI. Contract Closure and Handover

## 2. Services to be performed

### 2.1 Monitoring of implementation and results

#### A) Scope of service

Monitoring programme implementation and results is one of the core activities of the CPM. Programme implementation monitoring will be performed mainly through cross checking progress against agreed EA work plans, implementing partner work plans and EA performance assessment of implementing partners.

This element will also involve process monitoring, where the CPM will need to review **the quality of implementation approaches undertaken by the EA and implementing partners**. This will involve the CPM assessing, on a sample basis, whether the resources, financial and human, are adequately organised for implementing partners to achieve the intended results.

Referring to the programme extension offers, the CPM will also re-assess whether the skills and level of involvement of the EA's key project team members are consistent with the EA's proposal and the requirements of programme, verify

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the scope of work of the EA and assess whether manpower is qualified and adequate. In addition, through periodic site visits at EA level the CPM will review the financial and programme management of the EA.

Please see below in “Financial Monitoring and On-Site Verification” for site visits to Implementing partners and expected review to be carried out.

The GSF Results Framework provides a list of agreed indicators to be monitored by the EA on individual grants and projects. Each implementing partner will collect information relating to relevant indicators as part of the agreed objectives and report them to the EA. The EA will be responsible for aggregating and consolidating the data, and report every semester to the GSF on achievements against targets for the selected indicators. **The CPM is requested to perform a review of these reports and comment on progress made towards achieving programme activities and results in accordance with the agreed work plan and logical framework.**

## **B) Timing**

This activity is performed throughout the life cycle of the programme on a regular basis. Key deliverables in relation to this activity will align with the reporting cycle.

## **C) Expected deliverables and outputs (all reports may be submitted in French)**

### **a. First Six-Months deliverables:**

- i. A rapid review of outstanding items to be addressed by the EA, CPM and GSF team based on the last 2 semi- annual reports, and the GSF recommendations for implementation during the programme extension;
- ii. Review of EA financial reports to the GSF and proposal on a revised template to better capture expenditure detail for the operations budget and grant and procurement funds.

### **b. Ongoing deliverables throughout the life cycle of the programme on a regular basis:**

- iii. Ongoing oversight of procurement processes and grant making processes, if and when applicable, for the selection of implementing partners, including attendance at bid evaluations, envelope openings and the review of major contracts;
- iv. Review the EA's management of contracts and management of implementing partners and other service providers' activities;
- v. Monitor and analyze programme implementation against work plan, producing a justified opinion on the programme trends and implementation forecast;
- vi. Site visits (EA offices, implementing partner offices and in implementation areas) to monitor the effectiveness of implementation approaches and verify results (linked to *on-site verification* described below);
- vii. Review of and comment on the EA's draft progress reports and work plans and budgets;
- viii. Detailed semi-annual and annual reports (including financial reports as described under Financial monitoring) based on reviews of the EA's semi-annual and annual progress reports and analysis of implementation and results observed;
- ix. Quarterly reports (including financial reports as described under Financial monitoring) based on reviews of the EA's quarterly financial reports;

#### **D) Process ownership**

The CPM is responsible for initiating the process and delivering the above items in a timely manner. The CPM is expected to systematically and proactively plan this activity in its agenda as a priority task. It is also the CPM's responsibility to seek information from relevant focal points and communicate regularly with the GSF Senior Programme Officer for information sharing, advice and coordination.

#### **E) Reporting tools and guidelines<sup>1</sup>**

The **GSF Guidelines Financial Management** as well as the **GSF Operations Manual** will be the guiding documents for the CPM to undertake these tasks. The **CPM reporting format**, partially mirroring the EA's reporting formats, enables the CPM to include analysis of progress against plans, comments on the quality of implementation and verification of the accuracy of the information and data presented by the EA. In addition, they will provide space for the CPM to propose corrective measures, document perceived bottlenecks and potential solutions and provide a recommendation on the disbursement of funds. Corrective measures proposed should take into consideration the existing human and financial resources as well as the constraints, opportunities, history and trajectory of the programme.

### **2.2 Financial monitoring**

#### **A) Scope of service**

Under the terms of its grant support agreement with UNOPS, the EA is required to submit semi-annual, annual and final financial reports. This includes the funds provided by GSF for Grants & Direct procurement and EA Operational costs.

The local government offices implementing GSF activities (the implementing partners) submit semi-annual financial reports, annual financial reports and audit reports to the EA which are compiled by the EA, and included in their own semi-annual and annual financial reports. The EA's semi-annual and annual financial reports are then submitted together with the EA semi-annual technical/progress reports.

The CPM is expected to review both the implementing partner financial reports, together with the review of the EA financial reports (quarterly, semi-annual final annual financial reports and audit reports), and integrate its observations and recommendations in its own semi-annual and annual reports using the GSF CPM financial report template. The annual audit reports of GSF funds (as commissioned by EA) should be analyzed and progress against recommendations follow-up measures should be tracked. It is recommended the CPM participates in the audit entry meeting and clearance meeting.

In addition, the CPM will carry out site visits to Implementing Partners to assess their financial management approaches, carry out a review of their financial books, and review their financial reports. (See section on-site verification below).

The CPM's review of financial reports will include, but not be limited to consideration of the following aspects:

- Accuracy and consistency of financial information;
- Levels of income, payments and disbursements relative to scheduled amounts;
- To provide a no-objection to the disbursement of funds if appropriate;

<sup>1</sup> The GSF/WSSCC is currently reviewing its reporting and monitoring tools; during this contract period, there may be changes to the reporting templates and monitoring tools to be used by the CPM. The CPM will be consulted in advance should these changes come into play within the GSF.

- Levels of expenditure relative to budgeted amounts, (including those for individual key project team members) and variance analysis;
- Whether expenditures are for allowable costs;
- Any budget modifications;
- Audited statements (EA and IP) and follow-up on recommendations.

## **B) Expected deliverables and outputs**

- i. Review of the EA's financial reports and implementing partners financial reports (quarterly).
- ii. Verification of programme files and books as appropriate (linked to *on-site verification* section below), including the EA's internal and external yearly audit reports and the implementing partners' internal and external yearly audit reports.
- iii. Review of EA Quarterly, semi-annual and annual reports to the GSF, including sharing of findings and recommendations.
- iv. Recommendations on the amount to be disbursed based on analysis of EA cash balance, commitments, expenditure to date, cash-flow requirements, deliverables and compliance.

## **C) Timing**

This activity is performed on a semi-annual basis following signature of the grant support agreement. **The EA is expected to share its financial report with the CPM within 15 calendar days after the end of the reporting period.** The CPM is expected to review the report and share its recommendations and findings with the EA and the GSF **within 7 calendar days of receipt of this report from the EA.** Following revision by the EA, the CPM is expected to verify that its recommendations have been adequately addressed **prior to final submission to the GSF.**

## **D) Process ownership**

The CPM is responsible for initiating and leading the process and delivering the above items in a timely manner. It is the CPM's responsibility to request the financial reports and audit reports from the EA at the end of the reporting period if not received on time. The CPM is expected to systematically and proactively plan this activity in its agenda as a priority task.

NB: It is the CPM responsibility to send the final EA reports together with their own final reports to the GSF.

## **E) Reporting tools and guidelines**

CPM financial report template, provided by the GSF (see footnote 2).

## **2.3 On-site verification**

### **A) Scope of Service**

To support the verification and review of the implementing partners' financial management, the CPM will conduct field visits at implementing partner level.

These site visits will be used to verify 1) implementing partners' financial systems and 2) implementing partners' grant administration and 3) implementing partner M&E system, and will be carried out continuously throughout the program life cycle.

The CPM will plan field visits in consultation with EA. These could be conducted together or **independently from the EA.** The CPM will verify that the implementing partners have sound financial systems in place to implement the program in a manner consistent with the standards and work plans agreed with the GSF. The CPM will also check the implementing partners systems to ensure



that expenditures are supported by the necessary invoices, vouchers and other evidence.

Furthermore, the verification will focus on data collection systems to ensure the reliability, accuracy and safety of the reported results submitted by the implementing partners against financial disbursements.

Spot checks to verify reported results in the implementation areas will also be carried out.

### **B) Time**

The visits will be carried out as agreed with the GSF based on sample required, coordinated with the reporting cycle of EA, and aligned with operations at implementing partners level.

During the first 2 weeks of this contractual period, the CPM will propose a visit plan for the duration of the contract for approval by the GSF Senior Programme Officer.

### **C) Results and deliverables**

- CPM monitoring plan for on-site visits, including a travel schedule and budget, for GSF approval;
- A concise field trip report for each on-site visit outlining the methodology, observations and key findings and recommendations of the CPM within 15 days of the field trip.
- A summary of the findings and recommendations will be included in the CPM semi-annual and annual report.

### **D) Responsibilities**

The CPM will be responsible for initiating and directing the process, and deliver the above mentioned elements on schedule. The CPM must systematically and proactively plan this activity in its planning as a priority.

**E) Tools and guidelines for writing reports** (see Footnote 2)  
; Onsite verification report format.

## **2.4 Coordination, planning and review**

The CPM is expected to attend regular GSF Programme Coordination Mechanism (PCM) meetings (twice annually) at the invitation of the chair of the PCM, as well as meetings requested by GSF/WSSCC visiting mission teams. The CPM will be notified in advance of such meetings..

## **3. Special Services**

The CPM may be requested at key points of grant implementation to perform special services not listed in these TOR. The special services required may relate to peer-to-peer support to other CPMs, data analysis, training, procurement processes analysis, evaluation, system analysis and strengthening. Special services may include post grant services to support the GSF and/or Sub-Grantees and PCM under particular circumstances.

The details of the services and fees will be defined and agreed on a case by case basis.

## 4. Contract closure

The CPM will be required to assist the GSF Senior Programme Officer in planning and effectively managing the contract closure. This support may start 7 to 9 months before the initiation of the grant closure. In such case an initial consultation with the PCM, EA and GSF Senior Programme Officer will be made in order to assess programme progress to date and produce a phase-out plan that addresses both programmatic and financial issues.

In the event that the GSF decides to transfer fund management responsibilities from the initially selected EA to another entity at any time during or following programme implementation, the CPM will be requested to assist the GSF Senior Programme Officer in planning and effectively managing the handover process.

The details of the above services, including the identification of CPM personnel to be involved and their respective levels of effort, will be defined and agreed upon in the course of contract implementation. The services will be provided under the same terms and conditions as any other services called for in the CPM's contract with UNOPS.

### **Reporting tools and guidelines**

Contract closure guidelines will be provided by the GSF secretariat.

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