

## **Terms of Reference (TOR)**

### **Infrastructure for Basic Human Needs in Afghanistan (IBN)**

#### **Recruitment of an entity to Conduct Third-Party Monitoring**

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# 1. Background

From October 7-15, 2023, Herat Province in Afghanistan was struck by four significant earthquakes, each with a magnitude of 6.3. The natural disaster left over 275,000 individuals in dire need of humanitarian aid across over 380 villages. More than 10,000 houses were destroyed, 20,000 severely damaged, and over 17,000 moderately damaged, along with other community-level infrastructure, including water and irrigation systems, community markets, agriculture and livestock facilities, and health and education buildings. The total cost of direct economic damages to buildings and infrastructure has been estimated at approximately US\$314 million.

As part of the response by the international community, the Government of the Federal Republic of Germany, through the Federal Ministry for Economic Cooperation and Development and the German Development Bank (Kreditanstalt für Wiederaufbau, KfW), has contracted with the U.N. Office for Project Services (UNOPS) to design and implement a three-year project (plus one-year Defect Notification Period, from Jan. 2024 to Dec. of 2027 in total) targeted at restoring some of the basic human needs of at-risk families located in about 50 villages spread within the 4 districts of Injil, Zinda Jan, Ghoryan, Koshk-e-robot Sangi and Gulran (Herat province).

As part of the project's implementation, UNOPS is seeking the services of an entity to provide third-party monitoring (TPM) of different project activities, as described below.

# 2. Objectives of the Consultancy

The principal objectives of the consultancy are as follows:

- In conjunction with UNOPS' internal project monitoring, the TPM is intended to provide an additional layer of accountability and assurance to strengthen the understanding of project progress and implementation.
- Facilitate learning, providing information to allow the project to adapt to changing circumstances and help Implementing Partners align their work in order to achieve the project's intended outcomes.

this includes monitoring the implementation and effectiveness of the IBN project and evaluating the impact of its short and long terms categories of interventions on beneficiaries:

A- Quick impact interventions:

- 1: Non-Food Items
- 2: Demolitions and Rubble Removal of structures, affected by the earthquake
- 3: Measures to Safeguard Drinking Water Supply
- 4: Measures to Secure Water Supply for Agricultural Production
- 5: Flood Protection and Water Management Measures
- 6: Measures to Protect Against Water, Wind, and Soil Erosion and for the Safety of the Population

B- Recovery interventions:

- 1: Shelter & Permanent Housing
- 2: Shelters for Food Storage and Livestock
- 3: Repair of Irrigation and Water Supply Systems

- 4: Repair of Health and Education<sup>1</sup> Infrastructures

#### Proposed Timeline for Project Implementation

It is expected that the contract will start on or before 1st January 2025 and will continue up to 31st Dec 2026 which may be extended if the project activities are not completed by 31st Dec 2026. The effective date of the contract depends on the commencement of project components based on agreement upon the relevant parties. UNOPS will notify the selected firm about the effective date of contract at least 30 days in advance of the actual commencement date to activities in order to allow effective planning, preparation, and coordination by UNOPS and the selected firm.

## 3. Scope & Approach

This third-party monitoring activity will assess the IBN project's performance, implementation, and impact against its plan including verifying progress, financial implementation, stakeholder engagement, and adherence to environmental and social standards.

The assignment is based on the IBN Project requirements for monitoring and reporting of results as set forth in the relevant project documents, and covering the relevance, the effectiveness and the efficiency from a entire project level and also at a sub-projects level point of view - the two categories of interventions (sub-projects) namely Quick Impact (A) and Recovery (B). Copies of relevant project's documents will be provided by UNOPS.

The project **Scope** of work / coverage are described below

Interventions	Categories	Scope of coverage	Scope of Coverage
		<u>Sub-projects level</u>	<u>Project level</u>
A- Quick Impact	1: Non-Food Items	<u>1. Sub-Project Implementation</u> <ul style="list-style-type: none"> <li>•Verify the contract documents, work plan, relevant E&amp;S safeguard instruments</li> </ul>	
	2: Demolitions and Rubble Removal	<u>2. Implementation Monitoring</u> <ul style="list-style-type: none"> <li>•Track sub-projects progress against the work plan and timeline</li> <li>•Verify the use of resources, including financial, human, and material resources</li> <li>•Verify the quality and effectiveness of the sub-project activities</li> <li>•Monitor compliance with relevant regulations and standards</li> </ul>	

<sup>1</sup> As per agreement with the donor, the education sector may not be covered under the project scope of work

	3: Measures to Safeguard Drinking Water Supply	<ul style="list-style-type: none"> <li>• Monitor conformance with the defined E&amp;S safeguard instruments.</li> </ul> <p><u>3. Outcome Assessment</u></p> <ul style="list-style-type: none"> <li>• Verify the sub-project outcomes and impacts</li> <li>• Assess the extent to which sub-project goals have been achieved</li> <li>• Evaluate the sustainability of sub-project results</li> <li>• Verify the effectiveness of the ESCOP</li> </ul>	<p><b>Verify</b> the project's performance against its stated objectives and goals in the key areas of focus / interventions.</p>
	4: Measures to Secure Water Supply for Agricultural Production	<ul style="list-style-type: none"> <li>• Identify any unintended consequences or negative impacts</li> </ul> <p><u>4. Financial Oversight</u></p> <ul style="list-style-type: none"> <li>• Review financial records and reports</li> <li>• Verify the accuracy and completeness of financial data</li> <li>• Verify compliance with financial regulations and procedures</li> <li>• Identify any financial irregularities or inefficiencies</li> </ul>	<p><b>Verify</b> that the project is being implemented as planned and is achieving its intended outcomes.</p>
	5: Flood Protection and Water Management Measures	<p><u>5. Stakeholder Engagement</u></p> <ul style="list-style-type: none"> <li>• Assess the level of stakeholder involvement and satisfaction</li> <li>• Evaluate the effectiveness of the project Stakeholder Engagement Plan (SEP)</li> <li>• Identify any challenges or concerns raised by stakeholders</li> <li>• Recommend strategies for improving stakeholder engagement</li> </ul> <p><u>6. Reporting and Documentation</u></p> <ul style="list-style-type: none"> <li>• Prepare monitoring reports, including findings, recommendations, and evidence</li> <li>• Document project activities, decisions, and changes</li> </ul>	<p><b>Evaluate</b> the effectiveness, efficiency, and sustainability of the project's activities.</p>
	6: Measures to Protect Against Water, Wind, and Soil Erosion and for the Safety of the Population	<p><u>7. Capacity Building</u></p> <ul style="list-style-type: none"> <li>• Provide technical assistance and training to sub-projects personnel</li> </ul>	<p><b>Identify</b> potential risks to the project's success and recommend mitigation strategies.</p> <p><b>Ensure</b> that the project is complying with relevant regulations, policies, and standards.</p> <p><b>Provide</b> objective feedback to the project management team to inform decision-making and improve performance.</p> <p><b>Document</b> findings and report on project progress to</p>

		as appropriate <ul style="list-style-type: none"> <li>•Support the development of monitoring and evaluation capacity within the sub-projects team as appropriate and agreed with UNOPS</li> </ul>	relevant stakeholders.
<b>B- Recovery</b>	1: Shelter & Permanent Housing	<u>1. Sub-Projects Planning</u> <ul style="list-style-type: none"> <li>•Verify the sub-projects documents, including the recovery plan, work plan, relevant E&amp;S safeguard instruments (e.g. ESMP)</li> <li>•Assess the alignment of the sub-projects with relevant policies, strategies, and guidelines</li> <li>•Evaluate the feasibility and sustainability of sub-projects goals and objectives</li> </ul>	<p><b>Assess</b> the project's performance against its stated objectives and goals in the key areas of focus / interventions.</p> <p><b>Verify</b> that the project is being implemented as planned and is achieving its intended outcomes.</p> <p><b>Evaluate</b> the effectiveness, efficiency, and sustainability of the project's activities.</p> <p><b>Identify</b> potential risks to the project's success and</p>
	2: Shelters for Food Storage and Livestock	<u>2. Implementation Monitoring</u> <ul style="list-style-type: none"> <li>•Track sub-projects progress against the work plan and timeline</li> <li>•Verify the use of resources, including financial, human, and material resources</li> <li>•Assess the quality and effectiveness of recovery activities</li> <li>•Monitor the conformance with the relevant E&amp;S safeguard instruments</li> </ul>	
	3: Repair of Irrigation and Water Supply Systems	<ul style="list-style-type: none"> <li>•Monitor compliance with relevant regulations and standards</li> </ul> <u>3. Outcome Assessment</u> <ul style="list-style-type: none"> <li>•Collect and analyze data on sub-projects outcomes and impacts</li> <li>•Assess the extent to which sub-project goals have been achieved</li> <li>•Evaluate the sustainability of recovery results</li> <li>•Evaluate the effectiveness of the E&amp;S safeguard measures</li> <li>•Identify any unintended consequences or negative impacts</li> </ul> <u>4. Financial Oversight</u>	

	4: Repair of Health and Education Infrastructure	<ul style="list-style-type: none"> <li>•Review financial records and reports</li> <li>•Verify the accuracy and completeness of financial data</li> <li>•Assess compliance with financial regulations and procedures</li> <li>•Identify any financial irregularities or inefficiencies</li> </ul> <p><u>5. Stakeholder Engagement</u></p> <ul style="list-style-type: none"> <li>•Assess the level of stakeholder involvement and satisfaction</li> <li>•Identify any challenges or concerns raised by stakeholders</li> <li>•Recommend strategies for improving stakeholder engagement</li> </ul> <p><u>6. Reporting and Documentation</u></p> <ul style="list-style-type: none"> <li>•Prepare monitoring reports, including findings, recommendations, and evidence</li> <li>•Document project activities, decisions, and changes</li> <li>•Maintain a comprehensive project database</li> </ul> <p><u>7. Capacity Building</u></p> <ul style="list-style-type: none"> <li>•Provide technical assistance and training to sub-project personnel</li> <li>•Support the development of monitoring and evaluation capacity within the sub-projects team</li> </ul> <p><u>8. Resilience Building</u></p> <ul style="list-style-type: none"> <li>•Assess the sub-projects' contribution to building community resilience</li> <li>•Identify opportunities for improving resilience to future disasters</li> <li>•Recommend strategies for enhancing long-term sustainability</li> </ul>	<p>recommend mitigation strategies.</p> <p><b>Ensure</b> that the project is complying with relevant regulations, policies, and standards.</p> <p><b>Provide</b> objective feedback to the project management team to inform decision-making and improve performance.</p> <p><b>Document</b> findings and report on project progress to relevant stakeholders.</p>
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Financial review activities will focus on the validity and accuracy of expenditure claimed for reimbursement by Implementing partners in order to avoid duplication with UNOPS' agency-level internal financial monitoring and audit systems.

All accounting procedures, and financial management and auditing requirements are subject to the standard UNOPS procedures and are outside the scope of the TPM. UNOPS may however request the TPM, under UNOPS' supervision, to verify that these procedures/systems are in operation and are being implemented by the local partners to satisfactory standards. If UNOPS determines that the TPM should perform this function, the TPM would agree with UNOPS on the reporting format and verification protocol.

Overall, the third-party monitoring entity verifies that the project is being implemented effectively, efficiently, and sustainably by assessing and reporting on its progress. This includes evaluating whether desired outcomes are being achieved across areas such as immediate needs, infrastructure repair, economic recovery, social services, and community resilience.

**The approach** of the assignment is to undertake independent results verification of sub-projects and activities funded by the IBN project and to report on the outputs, the achieved results, the safeguard processes, possible risks for delays and mitigation measures followed by local contractors and suppliers.

NOTE: The TPM entity is required to execute its mandate with a high degree of discretion, ensuring that its activities do not, in any manner, obstruct or impede the project's implementation (as examples - avoid activities and interactions with the community that might raise tension, fights, misunderstandings - also avoid creation of excessive workload for the project team or impose usage of software, platforms documentation requirements that are disrupting excessively the attention of UNOPS team from the implementation of the project). Recognizing the sensitive and complex operational context, the TPM's evaluations and methodologies should thoughtfully integrate political, technical, and social considerations, with an emphasis on flexibility and prudent judgement to effectively support project objectives without disruption.

## 4. Reporting procedures and reporting format.

The TPM shall follow a reporting format that will reflect the desired results and outputs required by UNOPS' in accordance with the Scope of Work (SOW) and agreed indicators. Reporting procedures for data and information collection & analysis based on the Scope of Works (SOWs) and the Project's relevant documents shall be agreed upon by UNOPS in accordance with UNOPS Financing Agreement with the KfW.

At the same time, the minimum number of site visits/verification visits and the locations would need to be planned in accordance with the Project implementation schedule. The reporting format and data collection/analysis procedures may be adjusted during implementation subject to UNOPS' approval and after consultation with the KfW.

## 5. Specification of Monitoring Requirements

the TPM entity is responsible for:

### 5.1 At a Project level:

At Project Level, the TPM entity will assess the project's overall performance of the project.

Key objectives include:

- 1) Performance: Verifying alignment with project goals and objectives, including progress on deliverables and responsible use of funds.
- 2) Implementation Verification: Verifying adherence to the Project Proposal & Inception Report, including stakeholder engagement, village selection, and activity implementation.
- 3) Impact Assessment: Verifying the effectiveness and efficiency of project activities.
- 4) Compliance Assurance: Confirming adherence to relevant regulations, standards, and the Environmental and Social Commitment Plan (ESCP) which is typically performed at the project level, as these compliance requirements apply broadly across all activities.
- 5) Feedback Provision: Offering constructive feedback to the project team on the overall project's progress, implementation, and outcomes also points to a project-level scope.
- 6) Reporting: Documenting findings and reporting to stakeholders.
- 7) Project documentation: Verification against content of the Project Proposal and Inception Report
- 8) Standard & regulations: Verification against ESCP and other related document (part of the Inception Report and or Project proposal
- 9) Verification against the principled approach (As described in the Project proposal and Inception Report)
- 10) Compliance Assurance: Verifying adherence to relevant UNOPS regulations and standards including the Environmental and Social Management Framework (ESMF) as outlined in the Project Proposal and Inception Report.
- 11) Project Documentation: Verifying adherence to the principles and guidelines outlined in the Project Proposal and Inception Report, including the project's objectives, activities, and expected outcomes.

#### **Monitoring Methods**

- Data collection, analysis, and evaluation
- Regular communication / constructive feedback with stakeholders and detailed reports to document findings and information

### 5.2 At a Sub Project level:

At a sub project level (88 subprojects in total forecasted) the TPM will focus on a selection of Sub projects and according to the following:

- 12) Verification of implementation progress of individual sub-projects as indicated in UNOPS reporting;

The TPM will verify that sub-projects meet quality and technical standards, with specific focus on adherence to Environmental and Social (E&S) safeguards as outlined in the ESCP and



ESMF. Key tasks include site visits to monitor compliance with construction quality, environmental practices, and social safeguards, as well as tracking activities defined in the Project Proposal and subsequently redefined in the Inception report.

- 13) Verification of existence of sub-projects deliverables and results at the time of completion to confirm the restoration of services for the intended beneficiaries;
- 14) Verification that sub-projects are in line with the agreed parameters for the different intervention categories in terms of location, scope, size and design;
- 15) In agreement with UNOPS, follow up on the flagged issues / red flags, and report those within the agreed reporting period.
- 16) Confirmation that women have been adequately involved in sub-project activities, e.g. by participation in project activities, benefitting from access to services and infrastructure and/or being involved and consulted in decision making processes.

The monitoring requirements for the different intervention categories of the project are specified as following (Sub Project level):

**A- Quick Impact Intervention:**

**A1/ NFI - Winterization**

**Goods**

1. Confirm NFI items reach intended beneficiaries in correct quantities
2. Verify distributions occur on schedule to meet urgent needs
3. Verify that distribution processes are equitable and unbiased
4. Verify NFI items meet quality standards imposed by the NFI Cluster
5. Gather feedback from beneficiaries on NFI items and distribution process

And/or,

**Services (Cash-Based Interventions – CBI)**

6. Assess the effectiveness of cash transfers in meeting beneficiaries' winter needs
7. Verify the intervention reaches the most vulnerable and marginalized populations
8. Verify the distribution of cash transfers reached intended beneficiaries
9. Verify compliance with relevant regulations, policies, and standards
10. Verify fund allocation and expenditure for efficiency and effectiveness
11. Verify transparency in financial transactions and reporting

**Monitoring Methods**

- Use surveys, observation checklists, and inventory records.
- Conduct visits, and interact with beneficiaries.

**A2/ Demolition and Rubble Removal**

1. Verify the application of UNOPS Health, Safety, Social, and Environment (HSSE) is in place and working.
2. Verify adherence against ESHS requirements as defined in the simplified Environmental and Social Management Plan (Simplified-ESMP) and the associated UNOPS Codes of Conduct

3. Verify proper handling, storage, and disposal of waste materials, including hazardous substances
4. Track project progress against the planned schedule
5. Verify demolition and rubble removal activities meet required standards.

**Monitoring Methods**

- Spot check inspections to assess safety conditions, environmental compliance, and project progress
- Review relevant documents, safety plans, and waste management plans ; including the review of inspection/monitoring protocols and related corrective actions

**A3/ Measures to Safeguard Drinking Water Supply**

1. Monitor the functionality of drinking water systems, including the operation of pumps, solar panels, and distribution networks
2. Verify the resilience of drinking water systems to natural disasters, including earthquakes and droughts (if structural interventions were part of the sub project)

**Monitoring Methods**

- Conduct visits, and interact with beneficiaries.

**A4/ Measures to Secure Water Supply for Agricultural Production**

1. Verify that all rehabilitated infrastructure systems reduced water wastage.
2. Verify reliability and efficiency of irrigation systems, including pumps, canals, and pipes
3. Verify all measures in place to ensure structural integrity and capacity of reservoirs and dams (if structural interventions were part of the sub project)
4. Verify through the local community that the agricultural wastewater does not contaminate drinking water sources

**Monitoring Methods**

- Conduct spot checks with farmers to gather data on irrigation practices, water use, and crop yields.

**A5/ Flood Protection and Water Management Measures**

1. Verify adherence to design specifications and construction standards.
2. Monitor construction timelines and budget adherence
3. Verify safety protocols based on site specific ESMP and H&S Plan

**Monitoring Methods**

- Conduct visits, and interact with beneficiaries

**A6/ Measures to Protect Water, Wind, and Soil Erosion and Ensure Population Safety**

1. Verify adherence to design specifications and construction standards.
2. Monitor construction timelines and budget adherence
3. Verify safety protocols based on site Simplified ESMP and H&S Plan

**Monitoring Methods**

- Conduct visits, and interact with beneficiaries

**B- Recovery Interventions:****B1/ Shelter & Permanent Housing**

1. Verify that the project is on schedule and milestones are being met
2. Verify that construction activities align with the approved design plans and specifications
3. Verify that the target beneficiaries are accurately identified and prioritized
4. Assess the level of beneficiary participation in the project
5. Verify adherence to UNOPS Health, Safety, Social , and Environment (HSSE) plan, as well as compliance with the Environmental, Social, Health & Safety (ESHS) requirements outlined in the Simplified Environmental and Social Management Plan (Simplified ESMP)
6. Monitor environmental impacts such as noise, pollution, and waste generation
7. Confirm the number of units completed and their quality

**Monitoring Methods**

- Spot check interviews and surveys to assess progress, quality, and safety
- Quantitative data analysis on unit completion rates and beneficiary demographics.

**B2/ Shelter for Food Storage & Livestock**

1. Verify that the project is on schedule and milestones are being met
2. Verify that construction activities align with the approved design plans and specifications
3. Verify that the target beneficiaries are accurately identified and prioritized
4. Assess the level of beneficiary participation in the project
5. Verify adherence to UNOPS Health, Safety, Social and Environment (HSSE) plan, as well as compliance with the environmental, social, health and safety (ESHS) requirements outlined in the simplified ESMP
6. Assess environmental impacts, such as water pollution or odour emissions
7. Confirm the number of units completed and their quality

**Monitoring Methods**

- Spot check interviews and surveys to assess progress, quality, and safety
- Quantitative data analysis on unit completion rates and beneficiary demographics.

**B3/ Repair of Irrigation and Water Supply System**

1. Verify that the project is on schedule and milestones are being met
2. Verify that repair activities align with the approved design plans and specifications
3. Verify that the target locations are accurately identified and prioritized
4. Assess the level of beneficiary participation in the project
5. Verify adherence to UNOPS Health, Safety, Social, and Environment (HSSE) plan as well as compliance with the environmental, social, health and safety (ESHS) requirements outlined in the simplified ESMP
6. Verify the environmental impacts
7. Confirm the units completed and their quality

**Monitoring Methods**

- Spot check interviews and surveys to assess progress, quality, and safety
- Quantitative data analysis on completion rates and beneficiary demographics.

**B4/ Repair of Health & Education Infrastructures**

1. Verify that the project is on schedule and milestones are being met
2. Verify that repair activities align with the approved design plans and specifications
3. Verify that the target locations are accurately identified and prioritized
4. Assess the level of beneficiary participation in the project
5. Verify adherence to UNOPS Health, Safety, Social, and Environment (HSSE) plan as well as compliance with the environmental, social, health and safety (ESHS) requirements outlined in the simplified ESMP
6. Verify the environmental impacts
7. Confirm the number of units completed and their quality

**Monitoring Methods**

- Spot check interviews and surveys to assess progress, quality, and safety
- Quantitative data analysis on unit completion rates and beneficiary demographics.

In general, the TPM is responsible for identifying and promptly reporting any irregularities or red flags to both KfW and UNOPS, referencing relevant project and or sub-project level documentation. However, only significant issues or red flags that could impact the sub-project's overall objectives or compliance should be communicated directly to KfW without prior notification to UNOPS. Less critical deviations or minor issues should first be reported to UNOPS for initial clarification or rectification before being shared with KfW.

## **6. Reporting Requirements**

1. The selected entity will prepare quarterly reports on any desk review and verification visits according to the agreed reporting format and submit in parallel to KfW and to UNOPS within 15 days of the end of the reporting period. All reports shall include the following:

- 1.1. Performance Metrics:
  - Benchmarking against national/international standards
- 1.2. Risk Assessments:
  - Risk identification and mitigation
- 1.3. Compliance:
  - Regulatory compliance
  - Contractual compliance
- 1.4. Financial Performance:
  - Cost analysis
  - Invoicing and payments
- 1.5. Incident Reporting:
  - Security issues
  - Service disruptions
2. Red flagged reporting should immediately be shared to UNOPS and KfW for corrective actions.
3. The TPM will prepare quarterly reports covering all key tasks as outlined in these Scope of Works/Coverage (SOWs) and any additional specific requirements as requested by UNOPS during the reporting period. In addition, each report shall contain recommendations, if any, for improvement of subprojects' oversight, and the summary of the identified and reported red flags and irregularities to UNOPS, including follow up of red flags and irregularities. The reports shall also include photos of the project sites from before, during and after the interventions.
4. The quarterly report will be submitted to UNOPS and KfW directly and concurrently within 15 days of the end of the reporting period.
5. Completion report would be prepared at the end of the assignment (within 30 days) and is expected to give a candid assessment including lessons learned.

## 7. Submission of Proposals by Interested Entity

**Competences.** Interested Entity shall include in their proposal the organizational structure of the firm, and the relevant previous experience of the firm showing the counties of the assignment, the client organization's name, client contact for reference, date of assignment, brief description of the activities implemented, and contract value.

**Technical approach and methodology:** Interested entities shall demonstrate in their proposal the degree of understanding of the objectives of the assignment, the technical approach, and the methodology to be adopted for implementing the tasks to deliver the expected output(s). In this section of the proposal, the entity will demonstrate their ability to: (i) coordinate a technically and managerially sound and gender balanced team to perform the agreed-upon service; (ii) conduct concurrent/multiple assignments; (iii) provide stand-by capacity to ensure the satisfactory completion of services within agreed-upon timelines; (iv) and assure completion of work under tight deadlines.

### Technical Approach

1. Data Collection:

- Data Extraction: Extract relevant data from various sources, including logs, databases, and authorised digital files. TPM firms must be able to work also with digital or paper versions of the files, whatever is available.
- 2. Data Analysis:
  - Correlation Analysis: Analyse relationships between different data points to uncover potential issues.
  - Statistical Analysis: Apply statistical methods to analyze data and draw conclusions.
- 3. Real-Time Monitoring:
  - Monitor performance and security issues.
  - Red Flag based on predefined thresholds or anomalies.

### Methodology

- 4. Risk Assessment:
  - Assess Risk Factors: Evaluate potential risks associated with each sub-project, such as security issues, performance issues,.
  - Prioritise Risks: Rank risks based on their likelihood and impact.
- 5. Monitoring Plan Development:
  - Define Metrics: Establish key performance indicators (KPIs)
  - Determine Frequency: Decide on the frequency of monitoring activities.
  - Select Tools: Choose appropriate monitoring tools and technologies agreed with UNOPS.
- 6. Implementation and Testing:
  - Test Functionality: Ensure that monitoring tools are collecting and analyzing data accurately.
  - Validate Alerts: Verify that red flags are triggered appropriately.
- 7. Continuous Improvement:
  - Review and Refine: Review monitoring processes and make necessary adjustments.
  - Learn from Incidents: Analyze incidents to identify areas for improvement.
  - Stay Updated: Suggest best practices.

**Work plan:** The proposal should outline the plan for the team mobilization and implementation of the main activities/tasks of the assignment, their content and duration, phasing and interrelations, milestones, and tentative delivery dates of the reports. The proposed work plan should be consistent with the technical approach and methodology, showing the firm's understanding of the TOR and ability to translate them into a feasible working plan targeting 5% of sub-projects across intervention categories. Given the ongoing work by UNOPS during the inception phase, UNOPS will work with the selected firm to fully prepare a mutually agreeable and robust work plan that meets the project's objectives.

**Core team/ Key Experts:** The proposal should describe the structure and composition of the core team, to include the number of women team members. The team structure and composition will include the list of the key experts, non-key experts and relevant technical and administrative support staff. The team is expected to be self-sufficient and be responsible for all administrative support and logistics required to fulfil the requirements of the contract. These will include, but are not limited to, all travel arrangements, report preparations services, printing, etc. The firm is advised to recruit qualified staff at local level and should be fully responsible for the security and safety of their staff and logistics.

The entity shall consider including the following **key personnel** with university degrees in relevant fields on their team:

1. **Team leader** Bachelor degree in social science plus minimum work experience of 10 years. 5 years relevant experience in TPM management. Master degree in relevant fields is preferred.
2. **Monitoring and Evaluation Specialist** (bachelor in preferably in Civil, Mechanical and Electrical) with minimum work experience of 7 years in general and 3 years in monitoring and evaluation, Bachelor Degree in Social Science or Computer Science.
3. **Finance specialist** bachelor plus with minimum 5 years in general and 3 years in finance or budget management, Bachelor Degree in Finance, preferably audit experience.
4. **Data Management Specialist**, High school/diploma plus with minimum work experience of 5 years and 3 years in data management and analysis, Bachelor Degree in Computer Science.
5. **Reporting Specialist**, High school/diploma plus minimum work experience of 5 years and 3 years in reporting, Bachelor Degree in Social Science.

The entity should consider including the following **non-key personnel** with university degrees in relevant fields on their team:

1. **Structure Engineer** bachelor plus minimum 3 years in general and 2 years relevant experience, Bachelor Degree in Civil or Structural engineering.
2. **Irrigation Engineer** bachelor plus minimum 3 years in general and 2 years relevant experience, Bachelor Degree in Civil or Irrigation Engineering.
3. **Medical and Instrumentation Engineer** bachelor plus (For assessment and monitoring of medical equipment supplies) with minimum work experience of 5 years and 2 years relevant experience, Bachelor Degree in BioMedical Engineering or MD.
4. **Community engagement specialist** High school/diploma with minimum 3 years of experience in general and 2 years in community engagement, Bachelor Degree in Social Science.
5. **Environmental, Social and Health & Safety Safeguards Specialist** bachelor plus with minimum work experience of 7 years in general and 3 years in relevant field, Bachelor Degree in Social Science.

**Minimum Experience for Personnel**

- Working experience in similar projects in Afghanistan, with same level of complexity
- Capable of working in a difficult environment
- Excellent communication and interpersonal skills
- Fluency in written and spoken English
- Full proficiency in Dari/Pashto language
- practical and reasonable mindset

**Performance Measurement:** UNOPS and the selected firm Consultant and UNOPS will agree on performance indicators to be included in the work/monitoring plan. Adjustments may occur over the course of the contract and would need to be agreed upon with UNOPS.