

TERMS OF REFERENCE (Institutional contract)
End-User (real time) Supply Monitoring in Mahama Refugee Camp
Rwanda

Position Title:	Supply End-User Monitoring Specialist
Level:	N.A.
Location:	Kigali
Duration:	8 weeks (Oct – Nov 30, 2017)
Start Date:	Oct 23, 2017
Reporting to:	Yumi Matsuda, Chief, PME
Budget PBA No:	Japan Fund

1. Background

On 31 March 2015, Rwanda began to experience a sudden mass influx of refugees from Burundi, fleeing election-related violence. As a result of the Government’s open border policies, people fleeing Burundi have been given prima facie refugee status. As of 31st October 2016, over 81,834 Burundian refugees are in Rwanda, in addition to about 75,000 Congolese refugees. Four reception/transit facilities were set up with emergency protection and assistance services to receive refugees. As the influx intensified, the Government designated land for a new refugee camp, Mahama—the country’s sixth, located in the Eastern Province. The site can host up to 60,000 refugees, currently it is the biggest refugee camp hosting over 51,437 Burundian refugees, of which children are 47 per cent.

The Rwandan Ministry of Disaster Management and Refugee Affairs and UNHCR are the overall coordinators with UNICEF as the Co-Coordinator for the inter-agency response in WASH, Child Protection, Education, Early Childhood Development, Health (with WHO and UNFPA), and Nutrition (with WFP) in refugee camps.

As of 31 October 2016, UNICEF had received US\$1.709 million for the Burundian refugee crisis (carry forward from 2015 US\$ 762,432). In 2016, UNICEF focused on improving the essential basic services. Water provision was to cover 51,000 people and exceeded the minimum standards of 20 litres/person/day. Construction of the permanent water treatment plant for Mahama camp is almost complete. The Ready to Eat Therapeutic Foods, nutritional counselling and capacity building of health providers resulted in bringing down the rates of severe and acute malnutrition, the Global Acute Malnutrition rate is at 6.4 per cent. UNICEF supported immunization, essential supplies and preparedness for cholera and typhoid responses led to no outbreak of diseases. UNICEF has provided significant funds for education supplies (consumables – paper, notebooks, pens; as well as ICT equipment). 19,000 refugee children are integrated in the education system.

During the current country programme cycle, supply procurement has been a major component of the UNICEF supported humanitarian interventions (see the UNICEF/UNHCR End of Project Joint Evaluation for Emergency Preparedness for the Influx of Refugees into Rwanda, 2014). Although most widely used, monitoring system is designed to capture input/output level results, outcome monitoring needs to go one step further by looking at complex human behaviours. Without outcome monitoring, programme managers will not know if the progression towards the intended impact, i.e. the highest intended results is actually happening according to an accepted causal sequence. Supply End-User Monitoring (EUM) is a departure from the process oriented measurement as it monitors behavioural changes, i.e. beneficiary's use of the supply items. EUM, thus, can be categorised as an outcome monitoring.

2. Justification

EUM provides the programme managers with a critical feedback about quality and usefulness of the supply items as an integral part of the intervention strategy from efficiency and effectiveness perspectives. It essentially monitors if the supply items have reached the intended users, i.e. refugees and those who provide different services to refugees in Mahama camp, if they are used or stored in correct ways and if they are still functioning. Hence, EUM serves as a risk management tool (UNICEF Rwanda Supply SOP stipulates that any supply related interventions which exceeds USD10,000 will require an end-user supply monitoring). The use of tablets for data collection allows real time data flow, which will prompt data analysis and potential errors which may be derived from paper-based data collection.

Less than one year is left prior to the closure of the current country programme, and new country programme (2018-2023) planning process has been ongoing. The programme planning process sees the humanitarian development nexus as a foundational programming principle. In this relevance, any findings and lessons learned which will be generated through this EUM in a refugee camp will feed into the humanitarian development nexus discussion.

With this background, it is proposed to undertake an EUM exercise with a focus to UNICEF procured supply items in Mahama refugee camp by contracting the 3rd party during the period of Oct-Nov 2017.

3. Objectives

The proposed EUM serves the following objectives;

- To determine efficiency and effectiveness of the UNICEF procured supply components in Mahama refugee camps by undertaking the supply end-user monitoring, identify existing gaps and generate recommendations and necessary follow-up actions;
- To examine if UNICEF supported supply components have been benefitting the most vulnerable populations, i.e. refugee women and children;
- To test the 3rd party supply end-user monitoring in a humanitarian setting, and generate lessons learned for potential large scale humanitarian interventions;
- To contribute to the discussion for humanitarian-development nexus and the innovation discussion during the UNICEF New Country Programme planning process.

Accordingly, the proposed EUM has the scope of ‘right product’, ‘right quantity’, ‘right quality’, ‘right location’ and ‘efficient management’. More specifically, the following end-user monitoring questions will be addressed:

- Was the supply delivered to end-user/partners according to the plan?
- Are the procured items stored, maintained and/or still functioning well?
- Are end users satisfied with the supply items (in quality and quantity)?
- Is the supply management record, stock inventory and other relevant documentation for the supply items accurate and consistent?

For donors’ consumption purpose, a visibility question will be included.

4. Methodological Approach

Based on the above mentioned scope, the standard questionnaire will be developed and administered to the end-users with the focus on the items supplied to the camp, details of which are provided in the Annex I.

Given the multi-dimensional and multi-sectoral nature of supply end-user monitoring, a combination of different data collection methods will be applied as follows;

- Review of secondary data;
- Primary data collection and analysis through
 - administering the standard questionnaires;
 - undertaking key informants interviews (KII);
 - facility observation;
 - Focus Group Discussion (for innovation experiment) with children.

Secondary data review, i.e. inputs tracking for this supply chain monitoring starts with the UNICEF supply database. Primary data will be collected through the standard questionnaire which is going to be administered to the following population in Mahama camp: 200 mothers and 200 children. Sample population will be identified through a systematic random walk for the following category;

- Care givers/mothers who have at least one U5 child;
- Children at primary school age.

Data will be collected through the mobile device (tablet). In addition, the field data collection includes warehouse visit and onsite inspections (observation). For this purpose, an equity focused observation tool will be developed. KII will be undertaken with the limited number of service providers such as teachers and health workers.

This is a cross-sectoral monitoring activity which will be led by 3rd party with technical support offered by programme sections, Supply and ICT under the overall supervision of PME. The information generated through this EUM will be widely shared with UNICEF programme colleagues, partners and donors.

5. Major Tasks, Deliverables & Timeframe

Phase	Major Task	Deliverable	Timeframe
Inception meeting with UNHCR and other partners	Development and finalisation of monitoring framework, data collection tools and a short inception report	Monitoring framework, data collection tools and a short inception report	One week
Data collection and analysis (for Supply End-User Monitoring)	Collect primary data by using tablets and review secondary data	Primary data collected and Secondary data reviewed	Three weeks
Data analysis and reporting	Draft the report, Prepare PowerPoint summary presentation for wider knowledge dissemination and learning purpose.	Report drafted, Findings shared.	One week
Finalisation	Finalize the Report	Report finalised	One week
Capacity building	Conduct one day training for UNICEF IPs who have been engaged with humanitarian interventions based on gaps, findings, experience and lessons learned, produce a brief training report.	Training package produced and one day training organized and a brief report produced.	–One week

6. End products:

The final report should include executive summary, findings, conclusions, recommendations and lessons learned (max 30 pages), one day training modules and a training report, PowerPoint summary presentation to disseminate the findings among relevant programme managers.

7. Stakeholder Participation

For the exercise to be more impactful wider participation is important. In this regard, it is crucial to involve refugees using existing structures in the camp, including WASH committees and refugee committees. Moreover, UNHCR field teams, including in the areas of Protection, Field Monitoring, Community Services and Technical staff as well as Partners' staff in the areas of WASH need to be involved.

It is also crucial to have the Government's involvement through MIDIMAR for variety of reasons, including camp access, dealing with host communities, etc.

Throughout the process, this monitoring exercise will be supervised by the Steering Committee which will consist of UNHCR and UNICEF (PME Chief, ICT Manager, Supply Manager, relevant programme officers).

The Steering Committee is accountable for providing technical inputs to the monitoring process and enhancement of the credibility of the findings. More specifically, the committee's responsibility includes:

- reviewing the overall monitoring framework including data collection tools;
- reviewing preliminary findings and recommendations; and
- establishing a dissemination plan and utilization of findings, or implementation of recommended strategy.

8. Qualifications and Requirements

It is proposed that the 3rd party service provider be a consultancy firm and consists of one leader and other experts.

Expected qualifications are as follows:

- Extensive supply procurement and logistics operation expertise and experience (at least 5 years).
- Knowledge of institutional issues related to humanitarian interventions (including funding, administration, the role of the UN system, partnerships, human rights, RBM and sustainable development, resilience issues)
- Familiarity with humanitarian intervention policy and supply related issues either as researcher/evaluator or programme manager
- Excellent writing skills in English. In addition, all the experts must be fluent in French/local language)
- Strong analytical skills

9. Supervision

The consultancy firm will work under the direct supervision of UNICEF PME Chief with technical support from ICT Manager and Supply Manager in close consultation with UNHCR officials.

10. Terms and conditions:

- The assignment will be for 8 weeks starting from October 23, 2017. The final report and findings will be shared and validated by the Steering Committee and other key stakeholders.
- UNICEF Rwanda office will provide tablets for data collection purposes.
- The consultancy firm will be responsible for transport for data collection and official meetings. Other logistical issues will be discussed in more details with the contracted firm.

- The firm shall submit a technical and financial proposal for the work. The firm will be paid three times as follows:
 - 30% - Submission of the Inception report;
 - 40% - Submission of the final report/findings
 - 30% - Completion of one day training & submission of the training report
- UNICEF reserves the right to withhold all or a portion of payment if performance is unsatisfactory, if work/outputs is incomplete, not delivered or for failure to meet deadlines
- All materials developed by the consultant will remain the copyright of UNICEF and that UNICEF will be free to adapt and modify them in future.

11. Evaluation of the Bids

Technical evaluation:

Technical criteria	Description of technical sub-criteria	Maximum Points
Overall Response	Completeness of response	5
	Overall concord between RFP requirement and Proposal	5
Maximum points		10
Technical knowledge	Extensive supply procurement and logistics operation expertise and experience (at least 5 years).	5
	Range and depth of experience with similar projects	15
	Knowledge of humanitarian intervention policy and supply related issues	10
Maximum points		30
Institution & Key Personnel	Size of projects and number of staff per projects	5
	Client references	5
	Key personnel to be assigned (at least 2): <ul style="list-style-type: none"> • Relevant qualifications & experience • Knowledge of English and French/local language 	20
Maximum points		30
Proposed methodology and approach	Proposed methodology for this project	15
	Proposed work plan to accomplish the project	15
Maximum points		30
	Total Score for technical proposal	100
	Minimum acceptable score for technical proposal	80

Additional note: Weights: Indicate 80% technical vs 20% financial offer. The financial offer should provide a detailed breakdown of the estimated cost.

Financial Evaluation:

Evaluation Criteria Formula for Financial Proposal

$$\text{Points Obtained} = \frac{20 * \text{price of lowest bidder}}{\text{Price of proposal being considered}}$$

Financial Proposal Format:

<i>Deliverable</i>	<i>Number of person days</i>	<i>Delivery date</i>	<i>Costs</i>
Inception report			
Interim Report			
Final report including a presentation			
Total			

Applications will be evaluated based on the cumulative weighted average evaluation model: 80 (technical proposal):20 (financial proposal).

12.How to apply:

Qualified institutions are requested to submit a full proposal, consisting of two parts, technical and financial, to rwasupply@unicef.org. Financial proposal should provide a budget and timeline, using the table above.

THE DEADLINE FOR SUBMISSION IS 23 OCTOBER 2017, 17H00' KIGALI TIME