Photo from IMC

Third Party Monitoring (TPM) Services

TECHNICAL OFFER

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Presented to International Medical Corps (IMC).

By Platform Consulting and Investment Services.

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INTELLECTUAL PROPERTY

1. All proposals contained herein are confidential and of commercial value. The Client will, therefore, undertake to keep the proposals strictly secret and confidential and disclose them only to those individuals in the client's organization who need to know, but who are under the same obligations of confidentiality.

2. The Client will keep in its possession and control all documents and other material supplied to it and will not disclose the same or any information concerning such material to any other person, firm of company.

3. The Client will return documents and other material to the service provider if required.

4. The Client will not make any use of the information disclosed to it except for the purpose for which it has been disclosed, i.e.: in deciding whether the Client wishes the consultancy to provide public relations services.

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Platform Consulting and Investment Services LLC Profile

Platform CIS is a Consulting and Investment Services company dedicated to guiding corporations in governmental, private, and humanitarian sector.

Platform CIS was founded in 2017, licensed in Aleppo, Syria. Holding the trade register NO.22558 and registered in Aleppo Chamber of Commerce. Commercial Record attached in **Annex A**. since then it has made multiple faced interventions, where it has delivered a number of studies covering the commercial, the industrial sectors and Services Sector.

Platform CIS also contributed to helping a group of Stakeholders and investors in launching their businesses based on effective feasibility studies and market researches relayed on trusted and reliable data. In addition, Platform CIS provides support to the organizations and associations working in the humanitarian sectors in order for them to develop and expand their programs, as well as monitor and evaluate the results and impacts of their activities.

In the past five years, Platform has established a strong base of national and international partnerships, including:

▷ Syrian Enterprise & Business Centre, Syria	▷ Proger S.P.A, Italy
▷ Aleppo Chamber of Commerce, Syria	▷ Obermayer GMBH, Germany
▷ First Microfinance Institution, Syria	▷ Vanguards Consulting, Lebanon
▷ Ministry of Tourism, Syria	▷ Agha Khan Development Network, Multinational

Through these partnerships, Platform has been able to perform numerous private sector consulting projects as well as support many companies in overcoming the crisis effect and re-launch their businesses through new management and operational structures.

Furthermore, Platform Consulting and Investment is honored to be an active participant in the United Nations Global Compact, and shows utmost dedication towards its ten principles, and you can check our profile on the UNGC through this link.

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Services Provided by Platform CIS

CONSULTANCY & ADVISORY SERVICES	HUMAN RESOURCES SERVICES	LEGAL ADVISORY
Business Consulting	HR Management	Legal Services
Monitoring & Evaluation	Payroll Management	Government Affairs Services
Community assessment	Secure Accommodation and Transportation Services	Business-to-Business meetings with potential local customers and
Links to Financial Sources		

Figure 1 - Platform CIS Services

Organizational Structure

During the past five years, Platform has built a strong management structure, with presence in two major cities in Syria, Damascus and Aleppo, in addition to building a solid team of professional consultants proficient in various sectors including management, finance, infrastructure and engineering, training and skills development, feasibility studies and market assessment, media and marketing, information technology, along with education, health and human rights.

Our approach of utilizing internal and external resources allow us to deliver high-end impact, and ensure the best resource are available for each project.

Besides internal and external resources, PCIS works closely with an advisory board composed of business consultants from different disciplines. The board contributes to PCIS vision, and serves as a monitoring and controlling mechanism for our operations.

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GENERAL STRUCTURE

Figure 2 - Platform CIS Organizational Structure

Risk and Mitigation Measures

Platform CIS realizes that there are some obstacles for this assignment, especially when we operate on field, hence why we deploy the following Risks and Mitigation Measures Matrix:

Risk Area	Risk definition	Likelihood	Impact	Mitigation Measures
Health	Continuous raise of number of COVID19 cases	Very Likely	High impact	-High safety measures should be applied in the whole implementation of the assignment (including, number of people in physical meetings, social distancing, using of PPE, continuous sanitation, use of local people for the data collection to limit the travel to minimum... -Use of online tools (I.e., Zoom and MS-Teams)
Safety	Accidents during work	Possible	Significant but containable impact	- Ensure the vehicles are ready before going to the field and that is through an external transportation company who have previously conducted safety check. - The team leader carries out an area security assessment 24 hours prior to the visit.
Security	Change of security situation and inaccessibility to targeted areas	Possible	High impact	-The Team Leader will discuss with IMC how to mitigate this challenge using different approaches and by obtaining the needed approvals. - Use of online tools (I.e., Zoom and MS-Teams) and mobile phone.
Health	Illness and absenteeism of some employees	Rarely, if ever	Significant but containable impact	- Platform CIS has additional backup field monitors and support team members, who can be relied on.

Table 1 - Risks and Mitigation Matrix

Empowering Women Policy

Platform CIS shows utmost dedication and respect towards its employees; hence it always strives to create a perfectly gender balanced and empowering environment for all its staff.
For this purpose, Platform CIS developed a Women Empowerment Policy which you can find attached in **Annex B.**

Green Office Policy

Additionally, and part of Platform CIS commitment to sustainability and Corporate Social & Environment Responsibility, Platform CIS recognizes the importance of preserving the environment and therefore maintaining a friendly environment office place (Refer to **Annex C** for the formal Policy

Track Record of Previous Experiences

You can find below a table showing the recent and most important projects implemented along with its details:
You can find Satisfactory Letters attached in the **Annex D**.

N	Project	Client Name	Role in relation to undertaking goods / services / works	Period of Performance	Reference
1	Management Information System	UNDP – SYRIA	The project aims to develop a software system (Android & web Application) to manage the interaction of the potential returnees outside Syria and local individuals, committees, NGOs, INGOs UN and governmental agencies inside Syria. through an interactive map of the area that displays information about streets and various units related to Economic, Education, health and other basic services, in addition to information about the needs of the area according to a group of the indicators through which, sectors working in the humanitarian field can benefit from them. the system will be developed based on a participatory approach and compatible with the UNDP area-based approach.	9 Aug 2021 9 Oct 2021	Zaher Shrieqi zaher.shr41@gmail.com +963 935 235 414
2	National consultancy to prepare a National Plan of Action for Child Protection, and a National Plan in response to the Child Rights Committee	United Nations Children's Fund (UNICEF)	1- An implementation plan of Action to Child Protection for a period of three years, which takes into account all the observations and recommendations of the International Committee for the Convention on the Rights of the Child 2- A national plan for child protection based on an extensive study of the current reality of child protection in Syria, along with interviews and meetings with all parties concerned with children, through which a strategy and a five-year plan is reached that includes the activities to be implemented, in addition to the outputs and impacts of these activities and clear indicators	25 Mar 2021 Till now	Hala Barbara hberbara@unicef.org +963 950 044 378
3	Third Party Monitoring	UNDP SYRIA	This project is a joint venture project with Vanguards Consulting (Offshore) SAL. -To independently verify that UNDP implemented/supported activities are being implemented, as planned and meeting standard quality criteria defined by UNDP in the relevant project documents, grants agreements and/or contracts by visiting partners at fixed points during project implementation to ensure satisfactory progress and impact of UNDP interventions, alignment with contractual agreements -To prepare the reports in accordance with the applicable UNDP standards as follows: 1. Performance Reports: One report per project activity 2. Trend Analysis Reports: One quarterly report covering all monitored project activities 3. Impact Monitoring Reports: One report per project	1 Sep 2020 1 Sep 2021	Muhammad Mouftah mohamad.miftah@undp.org +963993338924
4	Infrastructure Assessment	Qimam LLC Syria	-Conducting service facilities survey Aleppo governorate. - Identifying the most devastated areas in Aleppo governorate. - Identifying areas with weak infrastructure in Aleppo governorate.	1 MAR 2018 1 AUG 2018	Bader Sadjih b.sadjih@qimamco.com +963930030556
5	Textile Market Study in Aleppo.	Sabagh Sharabati Trade Yarn and Textile	-Field survey on the textile sector. -Determining the distribution of the textile factories. -Determining the types of fabrics produced in Aleppo Governorate.	1 Sep 2019 1 Oct 2019	Kamel Sabbagh Sharabati Kameltex@hotmail.com +96394482200
6	Employment evaluation in the industrial sector in Aleppo Governorate	Aleppo Chamber of Commerce	- Conducting interviews with industrialists and workers. - Determining the training needs of workers in industrial sector. - Determining the types of industries with a shortage of labor.	30 June 2020 30 oct 2020	Numeer Musallati msallati@gmail.com +963960000710

Table 2 - Track Record

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Our Understanding of Your Requirements

Since 2011, over half of Syria's pre-war population of 21 million has been forced to flee their homes in search of safety and opportunity, many of them more than once. Families still living in Syria are struggling to survive and meet their basic needs, with around half of Syria's children having known nothing but a lifetime of crisis, an entire generation is at risk of being lost. The decade-long crisis has inflicted immense suffering on the civilian population and caused huge damage to property and civilian infrastructure including schools, hospitals/health centers and other services necessary to daily life. We recognize the effective role International Medical Corps has been taking since it started implementing its activities in 2007 which its main objective was supporting Iraqi refugees and vulnerable local populations.

Since the start of the conflict in Syria, IMC's interventions have increased in order to decrease the struggle of individuals that are having several kinds of violence when IMC provided nearly 16 million patient consultations, performed nearly 1 million surgeries and provided much-needed relief supplies to more than 3 million people and continued to support tens of thousands of the 5.6 million Syrians who have sought refuge in neighboring countries, one of the most important interventions of IMC is the multi-sectors project "Emergency humanitarian response to the crisis-affected population in Syria", it includes 25 activities which are contained in 4 main sectors (health, nutrition, protection, economic recovery and market systems), while these activities are applied through 10 facilities (8 health facilities and 2 protection centers).

As part of the project's Monitoring, Evaluation, Accountability and Learning (MEAL) Plan, IMC wants to contract with a specialized company that can provide Third Party Monitoring (TPM) services, the primary target is to conduct independent monitoring visits to the supported facilities and verify the following:

- Application of project's activities and identify the progress in the implementation of IMC's projects, and the obstacles that holds these projects from advancing.
- Availability of pharmaceuticals, medical commodities and other supplies as relevant to the programs by conducting sudden monitoring visits.
- Collect notes from beneficiaries against IMC's services and specify the quality of the services provided.
- clarify the relevance of these projects to the basic needs of the beneficiaries.

In Geographical terms, the scope of the monitoring will focus on implementation of Third-Party Monitoring (TPM), in total of 10 districts, and relatively, considering the fact that Platform CIS have two offices where it launches its operations through; the first one in Aleppo, and the second office located in Damascus, this will further facilitate the supervising of field monitors and mobilization of them in the southern side.

Platform CIS realizes the importance of goals of such field monitoring to improve and develop the multi-sectors project's designing and planning. We will focus on every facility of the 10 facilities, and we will provide a separate report for each visit divided by the sector level with the focus on the qualitative and quantitative information and attach all the data that has been collected, the assignment should end with a final monitoring and verification report based on evidence approach.

Based on all that, Platform CIS will deploy its intensive expertise performing monitoring services (among other related services), especially the latest project providing Third Party Monitoring services to the UNDP projects in Syria, In addition to their track record of building programs with

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sustainable impact, platform CIS have developed highly effective and results proven methodology to implement when delivering such tasks, in addition to employing its finest consultants with rich background and experience in the Syrian Context and project's sectors in a way that ensures the quality of assignment deliverables.

This Methodology which will be clarified in details later in the offer will integrate qualitative and quantitative methods.

Methodology

Platform Consulting and Investment Services will follow a scientific methodology perfectly suitable to monitor "Emergency Humanitarian Response to the Crisis-Affected Population in Syria" project, comprised of 5 steps:

▷ Reviewing Documents.
▷ Inception Report.

▷ Project Management Framework (PMP)
▷ The log frame (logical analysis framework)

▷ Final report presentation.

Define Collect Analyze Report Share &Inform

▷ Quantitative and Qualitative data.

▷ Drafting the first version of the report.
▷ Final Monitoring and Verification report.

Figure 3 - Methodology

Platform CIS will adopt a comprehensive and tested methodology that aims to achieve the following objectives:

▷ Align and validate the execution of the on-going projects to its predefined objectives.
▷ Validate the implementation of IMC project and gauge the achieved progress against its predefined objectives.
▷ Determine the data collection method, sources and timing.
▷ Measure the contribution of each project to the overall satisfaction of targeted beneficiaries.
▷ Apply simple statistical tools to data analysis.
▷ Enhance and improve project results.
▷ Report results to appropriate stakeholders.

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1. Define:

This phase is very crucial and essential, where Platform CIS will understand the project's purpose and overall objective, current standing, target groups as well as operational performance requirements and logic of the multi-sectoral project through formal review of project documents and relevant available materials. These inputs, will help us in defining the clear scope of the monitoring assignment, develop data collection tools for monitoring and adopt sampling strategy.

At the end of this phase, an inception report detailing the findings with a clear action plan for next phases will be put in place.

Resources reviewed during the define phase:	• Project charter and proposal. • Project progress reports /semi-annual and annual reports. • PDMs and onsite monitoring reports. • Project budget and financial records. • Project log frame and baseline data. • Published reports and communication material. • Project Approach and Methodology on the mode of selecting beneficiaries as well as the delivery channels. • Actual list of active Project's Team with respective briefing of each team member (profile) • Project Risks as defined in the project charter
Inception report content	• Project scope. • Project resources. • Project schedule and cost. • Project stakeholders. • Project communications and quality plans. • Project risks. • Data collection methods. • Action plan for field visits and data collection. • Proposed methodology. • Sampling strategy. • Template of visit report. • Template of Final Monitoring and Verification report. • Process of Spot-checks to confirm availability of medications.

Table 3 - Define Phase Details

The Inception report will contribute to shared understanding between Platform CIS and the IMC team of how the monitoring will be carried out.

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2. Collect Data:

During this phase our teams will be running field visits and other activities deemed required for the collection of the required data. The phase will combine quantitative and qualitative methods and several tools will be developed and used to comply with the nature of the specific data requirements and ensuring the participation of all key stakeholders. At the end of this phase, we will have a database with needed data to run our analysis.

The data collection process will include at minimum the following five primary elements:

2.1   Data Collection Methods.
2.2   Data Protection.
2.3   Conflict Sensitivity & Do No Harm approach.
2.4   Setting Data-Management Procedures.
2.5   Data Collection Monitoring.

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2.1. Data Collection Methods

TYPE OF DATA	Assessment Tool	Description	Purpose	Participants
Quantitative	Questionnaires	▷ Rapid monitoring questionnaires focusing on components of multi-sectoral project (Health, Nutrition, Protection and Economic Recovery)	▷ To gain information on expectations, or perceptions and opinion to ensure different points of view regarding every district and sub-district where the project has been implemented. ▷ Record priorities, needs, protection and Health risks in project's implementation areas, in addition to the challenges faced and addressed by the projects that were identified by the community. ▷ Gain deep knowledge from other tools.	▷ Project's beneficiaries. ▷ Key persons in the area. ▷ Project's employees.
Qualitative	Direct Observations and on-site verification	▷ Structured direct observation through field visits to facilities (Sounds, smells, visual impressions, for instance the presence and absence of hygiene, beneficiaries' social distance, communication methods with the beneficiaries, availability of pharmaceuticals in the health care facilities, implementation way of the project's activities.	▷ Discover conditions and specific features of the health care and protection facilities where the project has been implemented. ▷ Knowing the extent to which activities are implemented as planned. ▷ knowing the medicines distribution techniques and the availability of pharmaceuticals and other medical commodities. ▷ knowing the availability of medical supplies in the facilities ▷ Discover what is or is not there, or what is/feels abnormal. ▷ Triangulate data obtained through other tools.	▷ Field monitors. ▷ Technical experts.
Quantitative & Qualitative	Key Informant Interviews	▷ Structured -Semi-structured Key Informant Interviews (KIIS) with key informants.	▷ To listen to the project's targeted beneficiaries, and the stakeholders. ▷ Gather information about the project's outputs, challenges that the project faces and its strengths and weaknesses in the implementation and suggestions for improvements ▷ Understanding the perspective of the project's stakeholder. ▷ Listen to the beneficiaries POV about the project and its suitability to their needs and their opinion about the quality of the provided services.	▷ Selective samples of beneficiaries of all the projects components (Emergency humanitarian response to the crisis-affected population is Syria) ▷ Key Stakeholders such as representatives from Ministry of health, project's beneficiaries and key staff such as (protection center coordinators, clinics managers, mobile medical units leaders, districts mukhtars).
	Focus Groups Discussions	▷ Gender-disaggregated Focus Group Discussions with different age groups conducted by male and female trained facilitators.	▷ Listen to project's Beneficiaries. ▷ Discuss the challenges related to protection, health, nutrition and livelihood and the extent to which the project has contributed to addressing these challenges. ▷ Record priorities, needs protection and health risks that face communities nowadays, in addition to the challenges faced and addressed by the Project that were identified by the community. ▷ understanding beneficiaries POV about the services provided to them and the consistency of these services. ▷ Triangulate data obtained through other tools.	▷ Selective samples of beneficiaries of all the Projects sectors.

Table 4 - Data Collection Methods

During the collect phase, our teams will follow strict guidelines to ensure effectiveness, data integrity, and ethical conduc

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2.2.   Data Protection

Platform CIS and its staff are fully committed to The General Data Protection Regulation (GDPR), as well as conforming to the principles based on the United Nations Global Pulses' Privacy and Data Protection Principles.

These principles combined set out the methods to our work as it is laid out below:

▷ To only access, analyze and otherwise use data that has been obtained by lawful and fair means, including, where appropriate, with the knowledge of the individual;
▷ To ensure, to the extent possible, that all of the data used is adequate, relevant and not excessive in relation to the legitimate and fair purposes for which the data was obtained;
▷ To not knowingly or purposefully access, analyze or otherwise use personal data which was shared by an individual with a reasonable expectation of privacy without the knowledge or consent of the individual;
▷ To ensure reasonable and appropriate technical and organizational safeguards are in place to prevent unauthorized disclosure or breach of data;
▷ To ensure that integrity and dignity of individuals participating in the data collection process is safeguarded and taken into sensitive consideration.
▷ To guarantee that collated data have inclusively respected interests and well-being of the population, taking into consideration the evaluation activities to be sensitive to age, sex and diversity.
▷ To ensure that the field monitors are previously trained and well experienced to handle such evaluations with respect and professionalism.
▷ For this agreement, the Team will also fully comply with IMC ethical data protocols and ensure data protection.

2.3.   Conflict Sensitivity & Do No Harm

The monitoring assignment will be implemented in a Conflict Sensitive and Do No Harm approach. Through the following:

▷ Monitoring location, language, and timing will take into consideration local specificities in order to be inclusive to different beneficiaries from all genders, age groups and disciplines. Conducting all the contacts, interviews, focus group in safe and secure locations where the participants felt protected, both physically and emotionally.
▷ Train the Field Monitors team on ethical issues including "Do No Harm".
▷ Following the "Do Not Traumatize" approach to avoid leading participants to retell their stories repeatedly.
▷ Avoiding places for conducting the interviews where the participants were likely to feel ashamed or embarrassed.
▷ The purpose must be clearly defined and explained to the participants in the data collection process.
▷ Getting approval prior to conducting the questionnaire, and informing all the participants that answering the entire and/or any questionnaire or interview questions was optional, that they had no obligation to answer any questions, and they could withdraw from the interviews at any time.
▷ Information sources should be protected by complying with best practices regarding privacy and confidentiality of respondents.

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2.4. Setting Data-Management Procedures

During primary data collection, and to ensure collected data is stored and referenced properly, ready to be used for later analyses, and for the proper management and safeguarding of information, the next steps will be carried out:

▷ Type of metadata to describe the dataset (date of collection, geographic coverage, methodology).
▷ Geographical units (use of code for each governorate and administrative place names, school).
▷ Determination of Basic information about the respondent, such as age, sex, and other aspects of diversity.
▷ Determination of Basic information about the field monitor, such as name and gender.
▷ A unique identifier for each questionnaire, focus group and KIIS.
▷ Date on which the data was collected or the information.
▷ Team leader who owns the data and who has what rights to change or modify the data.
▷ Data Management Expert should conduct daily data cleaning.
▷ Determination of who has what rights to access the data at each level of aggregation and sensitivity, (Team Leader, Data Management Expert, Health, Nutrition, Protection and Livelihood experts.

2.5. Data Collection Monitoring:

We will ensure the quality of the data collection process and follow up on the teams' work in the field through the following steps:

▷ Data-collection forms must be tested before starting monitoring and verification in the field.
▷ We will design the monitoring tools in KoboCollect to be error free with predefined drop down lists and obligatory options to be filled. They will also be designed to reject any illogical entry of data.
▷ All data collected on a visit-basis will be entered on the KoboCollect.
▷ The Team Leader and the Data Management Expert will both review KoboCollect database on visit-basis.
▷ Nevertheless, whenever a misleading data was entered, the Data Management Expert notices it and provide feedback to the field monitor to correct the data.
▷ The Team Leader will meet with his team daily after finishing the field visit, to discuss the challenges that his/her team faced, and share possible solutions and lessons learnt.
▷ Field monitors will share a visit report with team leader, using a tool developed by project team to monitor and assess the process.
▷ Visit report includes the work scope per person for each of the monitoring tools, direct observations, if any, and comments on the process.
▷ A weekly meeting between, Experts, Team Leader and Data Management Expert, will be held, to discuss weekly achievement, pose any urgent challenges. and provide ad-hoc technical support.
▷ Field visits will be conducted by Health, Nutrition, Protection and Livelihood Experts and Team Leader.
▷ In addition, there will be printed guidelines on how to conduct KIIs, FGDs and surveys that will be provided to fieldwork teams after their training.

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3. Analyze:

This is where our team of data analysts and experts dig deeply in the data collected, and reflect on the findings against the baseline and targets. In general, our analysis will cover two different frameworks for monitoring.
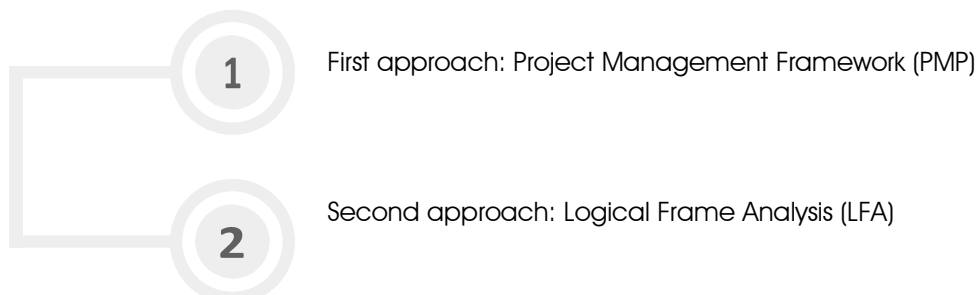
1 First approach: Project Management Framework (PMP)

2 Second approach: Logical Frame Analysis (LFA)

Figure 4 - Analyze Approaches

3.1 The project management (PMP) framework (first approach):

This framework monitors the work of the project in 10 sections or areas of knowledge. It aims to monitoring the project management techniques and standards, and provides clear indicators on the performance from a managerial point of view. this framework will depend on qualitative and quantitative data through the use of data collection tools that have been mentioned above, in addition to desk review.

The ten areas covered are:

- **Project integration**: the degree at which the different aspects of the project were managed as whole, including the level of coordination and the integration between different activities that are implemented in health facilities and protection centers, and the presences of effective tools to ensure a smooth running of the project activities.
- **Project scope**: the extent to which the project scope complies with the plan. This includes the target areas and communities, types of activities/services offered and effectiveness of interventions to meet the needs of population and the condition of beneficiaries (IDPs/host community/returnees) and any specific considerations related to the scope.
- **Project schedule**: the actual timeline of the project activities, and any deviations in schedule (identifying any delays, bottle necks and undelivered medical and pharmaceutical commodities and supplies).
- **Project cost**: the actual expenses resulting from project activities, and any deviations in budgets.
- **Project resources**: the type of resources employed for project, and their compliance with the project requirements and specifications.
- **Project quality**: the quality assurance and control mechanisms that project used to ensure effective and efficient delivery.
- **Project communications**: the communications plan, channels, messages used with the project's beneficiaries and stakeholders.
- **Project stakeholders**: the roles of the stakeholders, the degree at which they were involved, and identify key emerging issues affecting on stakeholders including children or young, girls and women
- **Project procurements**: the performance of project procurements, including methods for procurements and supplying.
- **Project risks**: the risks and risks mitigation techniques used by the project team.

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3.2. The Logical Frame Analysis (second approach):

This framework puts more emphasis on the delivery of the project. It helps us monitor all components of project from inputs to the projects' impact on different levels of depth, and provides a clear picture on how project activities contribute to the larger impact, in addition to identifying the gap between the planned and actual progress. This framework is similar to the theory of change planning methods.

A typical log frame is built as per the following matrix:

OVERALL OBJECTIVE	OBJECTIVELY VERIFIABLE INDICATORS	SOURCES OF VERIFICATION	
Project importance to society in terms of the long-term benefits to beneficiaries and the wider benefits to other groups. Is not to be achieved by the project alone	Show whether or not objectives / purpose / results / activities have been achieved at each level of the logical frame hierarchy and at defined times. Provide the basis for designing an appropriate evaluation and monitoring system.	Sources of information, means and methods used to collect and report indicators including who, when, and how frequently made available for the evaluation of the project's performance	
PROJECT PURPOSE	**OBJECTIVELY VERIFIABLE INDICATORS**	**SOURCES OF VERIFICATION**	**ASSUMPTIONS**
Central specific objective(s) of the project in terms of sustainable benefits to be delivered to the project's beneficiaries.	At this level, should include appropriate details of quantity, quality and time. Helps answer the question: 'How will we know if the project's purpose has been achieved'?	Idem as above mentioned	External factors impacting the purpose-objective linkages and affects the progress or success of the project. What external conditions must be met so that the results are of the project achieve its purpose?
RESULTS	**OBJECTIVELY VERIFIABLE INDICATORS**	**SOURCES OF VERIFICATION**	**ASSUMPTIONS**
Tangible products/services delivered - what the project's managers are responsible for achieving by the project's completion date.	At this level, should include appropriate details of quantity, quality and time. Helps answer the question: 'How will we know if the results have been delivered'?	Idem as above mentioned	External factors impacting the result-purpose linkage. What external conditions/factors must be met to obtain the expected results on schedule?
ACTIVITIES	**MEANS**	**COSTS**	**ASSUMPTIONS**
Specific tasks (work programme) to be undertaken during the project's lifetime in order to obtain results. (Sometimes optional within the matrix itself)	Summary of resources/means is to be provided. Indicate what are the inputs required or main resources to be applied including technical assistance, personnel, equipment, training, studies, supplies, operational facilities, etc.	Summary of cost and budget is to be provided. What are the different activities' cost breakdown of the budget.	External factors impacting the activity-result linkage. What external conditions / factors must be met for the activities to be implemented successfully and achieve the results.

Figure 5 - LFA Matrix

The LFA approach allows for better understanding of the outputs, outcomes and impact of a project on the community or national level (as shown in the figure below), our efforts will be focused on project outputs indicators, and we will provide suggested indicators on the project's objectives or impact If need be.

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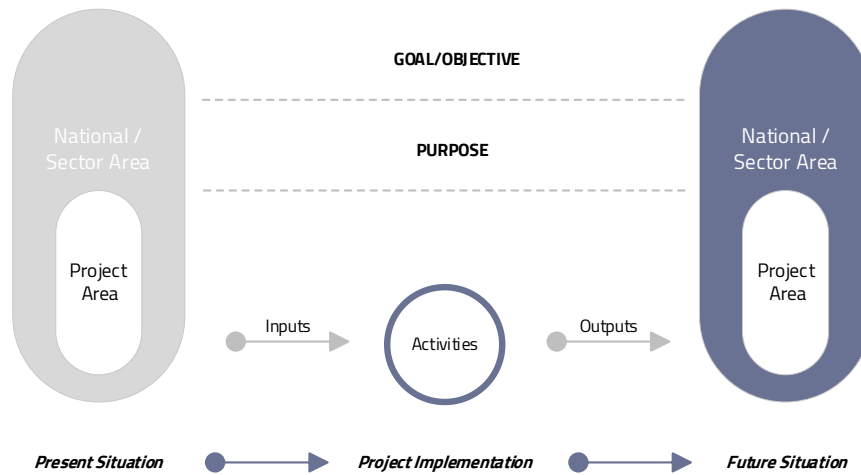
Figure 6 - Critical Concepts of LFA

Together, the two frameworks should provide a very strong monitoring of the project from a managerial, a technical, and a development point of view.

After using the previous frameworks in analysis, we will provide different techniques to present the understanding of information and extract conclusions in a comprehensive way, The table below shows the appropriate analyzing methods for each information types and outputs as following:

information type	Analyzing method	Outputs
Quantitative information	Descriptive statistics cross-tabulation	statistics frequencies, charts, percentages, statistics per variables.
Qualitative information	Unifying the responses under categorize.	Meaningful information

Table 5 - Analysis Methods for each Information

In addition, Platform CIS can use Summary statistics: providing a quick summary of information, which is particularly useful for comparing one facility to another, before and afterwards.

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4. Report

After finishing from data analysis process and producing the required information, As mentioned in the Deliverables, two types of reports are required:

> **Deliverables**

Visits Reports: | Final Monitoring and Verification report

One report per each site visit | One report covering overall project monitored
(after three weeks from each visit) | (two months after project end)

A draft report will be made for each visit and sent to the IMC who in turn will review and provide feedback, while Platform CIS will make adjustments based on these final notes, whilst all reports will contribute to the development of the final the monitoring and verification report.

These two kinds of monitoring reports will include the following:

Monitoring/Visits Reports

Includes:

- Activity verification checklist
- Project /timeline
- Target groups reach (Satisfaction and Feedback)
- Capacity development monitoring
- Project / program footprints
- Project/program risks
- Results and recommendations.
- Visited locations for monitoring
- Conducted activities
- Summary of results from monitoring and verification and monitoring process
- Main lessons caught during the verification and monitoring process
- Improvement recommendations

Final Monitoring and Verification report

Includes:

- Impact measurement and verification tools and methods
- Actual impact performance
- Results and recommendations
- Findings on accomplishment plans
- Integration of gender, disability and community concerns
- Child protection challenges and bottlenecks to implementations
- Project logical frameworks
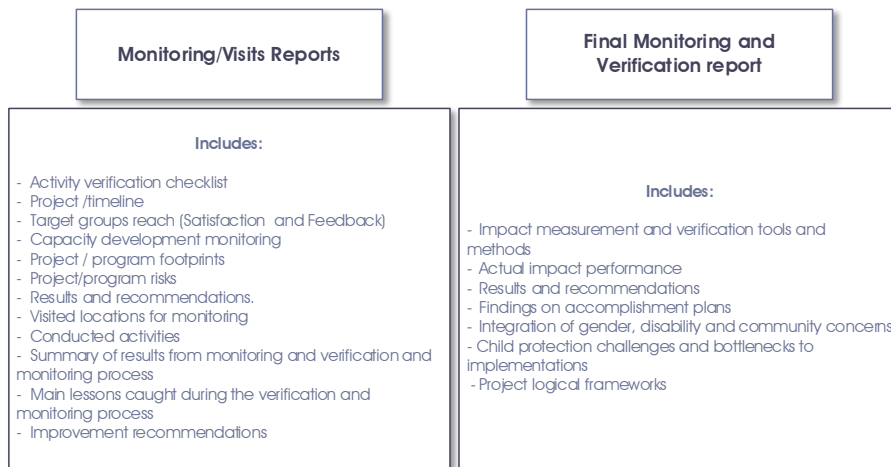
Figure 7 - Monitoring Reports Details

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In addition, Platform can provide **Trend Report** in case IMC requested, which shows insights on the common issues that faces different IMC facilities or sites, in a specific period of time.

Trend Report

Based on demand

Includes:
- Common variables among projects
- Dependent and independent variables
- Possible relationships (hypotheses)
- Statistical analyses and findings
- Spotted trends and patterns
- Results and recommendations

Figure 8 - Trend Report Details

In the end of this phase the final visit report and Final Monitoring and Verification report will be submitted After making required adjustments by IMC with all relevant annexes (interviews list, project sites visited, Techniques and approaches used for data gathering, Documents reviewed and Project sites visited etc.)

5. Share and learn:

This is the last phase where a presentation of Final Monitoring and Verification results will be conducted to IMC staff if IMC asked for it.

At the end of this stage, IMC will be able to share report with donors, communicate results and success stories, and build a lessons-learnt directory for improving the project design and implementation in future rounds.

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Implementation Workplan Timeline

For the purpose of this assignment, Platform CIS have developed the following time tables, the first detailing the overall timeline of the assignment, and the second is dedicated for monthly site visits.

I.   Overall Work Plan Time Table:

Activity	Location	Role					Month								Remarks / Perquisite
		IMC	Project Manager	Data Management Expert	Multi Sectoral Experts	Field Monitors	Feb	Mar	Apr	May	June	July	Aug	30th Aug	
Meeting with IMC Team to outline the strategies of the agreement implementation	Online		▨		▨		▬									Meeting arranged by IMC team
Desk review and revision of secondary data	Home-based		▨	▨	▨		▬									Receiving documents by IMC (identified in the meeting)
Develop research tools and Dashboard	Home-based		▨	▨	▨		▬									
Submit the inception report including (deliverables, timelines, challenges, sample startegies, data quality assurance, data analysis and reporting format)	Home-based		▨				▬									
Confirm of the Inception report	Home-based	▨					▬									Approval of the Inception Report from IMC
Orientation session for the assignment Team regarding Monitoring methodology	Online		▨	▨	▨	▨	▬									
Technical training (data collection tools, kobo)	Damascus		▨	▨	▨	▨	▬									
Field work	Hama, Damascus, Rural Damascus, Dara'a		▨		▨	▨		▬▬▬▬▬▬▬▬▬▬▬							

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Task	Location							Timeline											Notes
Data Analysis	Home-based		🟦		🟧				▬▬▬▬▬▬										
Prepare the draft monitoring report of each field visit	Home-based		🟦		🟧		⬜		▬▬▬▬▬▬										
Submit the draft of monitoring report for each field visit	Online		🟦						▬▬▬▬▬▬										
Receiving comments on draft report	Online	🟨							▬▬▬▬▬▬										Receiving comments and feedback from IMC
Amending the report based on the comments and feedback by IMC	Home-based		🟦		🟧		⬜		▬▬▬▬▬▬										Receiving comments and feedback from IMC
Submit Final version of monitoring report for each site visit	Online		🟦						▬▬▬▬▬▬										
Data Analysis for the final monitoring and verification report	Home-based		🟦		🟧											▬▬			
Prepare Final Monitoring and Verification Report	Home-based		🟦		🟧		⬜										▬▬		
Submit the Monitoring and Verification draft Report	Online		🟦														▬▬		
Receiving comments on draft report	Online	🟨																▬▬	Receiving comments and feedback from IMC
Amending the report based on the comments and feedback by IMC	Home-based		🟦		🟧		⬜											▬▬	Receiving comments and feedback from IMC
Submit the Final Version of Monitoring and Verification Report			🟦															▬▬	

Table 6 - Overall Work Plan Time Table

II. Monthly Time Table

Activity \ Day	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
Determining Number of Field Visits for each site	IMC																													
Review project's documents, technical information and data collection tools		DA	DA																											
Set Monthly Monitoring Plan				PM	PM																									
Meeting with Field Monitors to Present monthly plan and Data Collection Tools.						PM																								
Conduct Monitoring & Verification Visits							FM	FM	FM	FM	FM	FM	FM	FM	FM	FM	FM	FM	FM	FM	FM	FM	FM	FM	FM	FM				
Data Validation and Monitoring								DA	DA	DA	DA	DA	DA	DA	DA	DA	DA	DA	DA	DA	DA	DA	DA	DA	DA	DA				
Prepare Site Visit Report														DA	DA	DA	DA	DA	DA	DA	DA	DA	DA	DA	DA	DA	DA	DA		
Submitting Monthly Site Visits Report with database																												PM		
Conduct Monthly Meeting with IMC to discuss Findings, etc..																														IMC

Legend:
- IMC
- Project Manager
- Field Monitors Team
- Multi-Sectoral Experts
- Data Analyst & Multi-Sectoral Experts
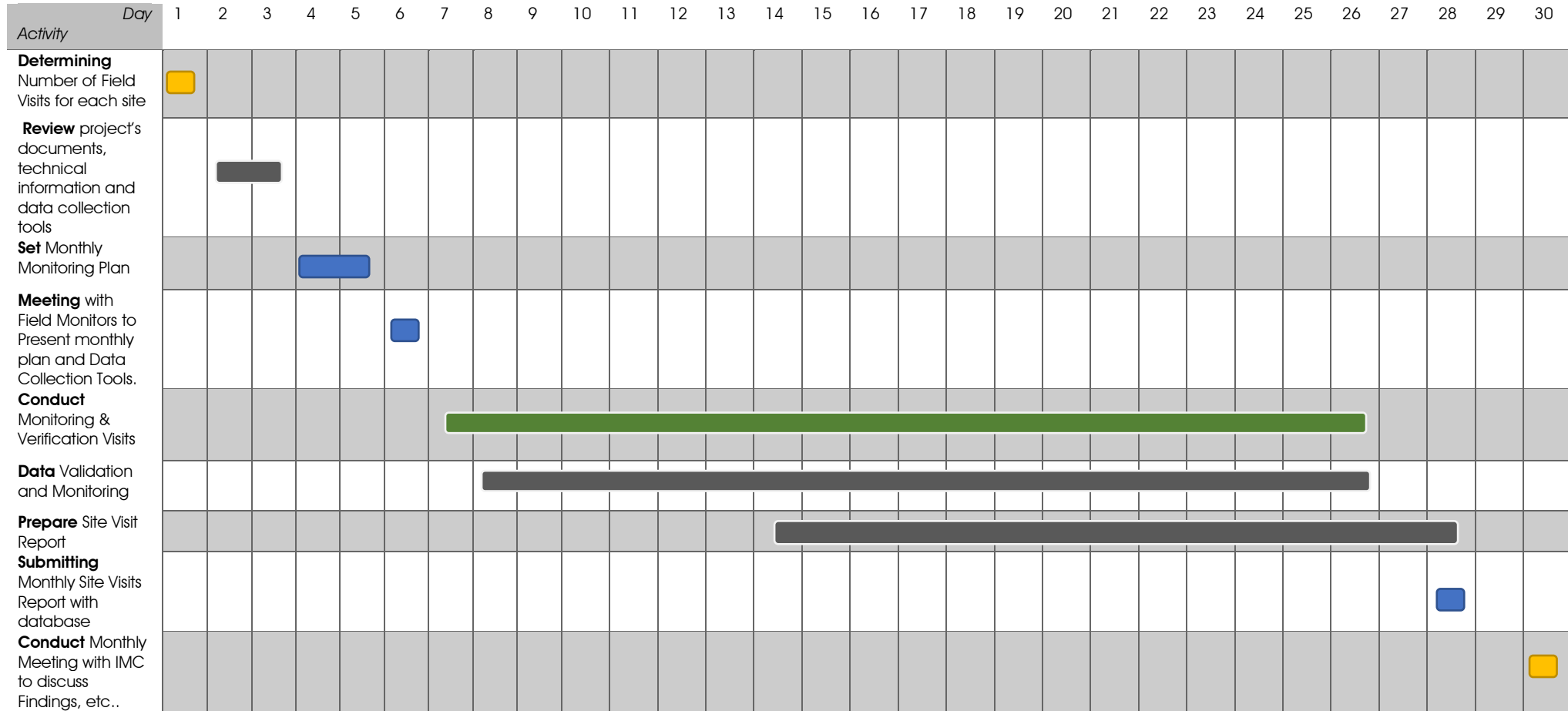
Table 7 - Monthly Time Table

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Composition of the Team

Relevant Experience and Qualifications of Key Human Resources:

For the realization of this assignment, Platform CIS will employ all needed resources (our easy access to data and public entities, know-how and expertise, our partnerships, and networks…), in addition to the human resources represented in the coming Bios and CVs and supporting staff to ensure successful and efficient delivery.

Regarding this Assignment, Platform CIS will deploy **24** members, three of whom are funded by Platform CIS, while the others are related directly to the project's required human resources, with detailed tasks and responsibilities to be reviewed ahead.

Bios of Key Human Resources in the Project: (Full CVs attached in Annex E)

Team Leader

Ashraf Al Huseiny

Ashraf holds Master's Degree in Technology Management form the Syrian Virtual University, and currently pursuing another Master in Management Information Systems.

Ashraf Graduated from the Faculty of Economics with a Bachelor's Degree in Management Information System, with a GPA of 80%.

Ashraf has more than 7 years in Humanitarian Experiences both in terms of Professional and Voluntary Expertise.

In terms of Monitoring and Evaluation, Ashraf has occupied such as M&E Officer in both the Jesuit Refugee Service and the Norwegian Refugee Council for the past 4 years, as well as being a Community Organizer in Syria Trust for Development.

Ashraf has multiple research papers related to information technology such as "Building A Technical Model to Support and Improve the Quality of Decisions for Providing Healthcare Services to Beneficiaries, 2021." which was Practically implemented in Jesuit refugee service Organization – Aleppo Project).

Ashraf also has attended various professional trainings such as the following:

- The Most Significant Change (MSC), Jesuit Refugee Service (JRS), Lebanon, (5 days)
- Human Resources and Leadership Venture business consulting & training, Damascus, (32hours)
- Active Citizen, Mobaderoon Network, Aleppo, (32hours)
- Conflict Sensitivity, House of peace, Aleppo, (24 hours).

Health Expert – Pharmaceutical Expert

Nour Sha'abani

With over six years of cumulative experiences in the humanitarian development sector, Nour has an impressive record in managing and running programmes in various complex environments, in addition to having a bachelor degree in Pharmacy, and managing a pharmacy of her own, while pursuing a master's degree in Quality Management.

Professionally, Nour's latest occupation is **Community Center Manager** at Syria Trust for Development, where she's in charge of developing annual operational plans for the center,

developing and managing the flow of expenditures and proposed financing resources, risk management plans, managing the teams and evaluating employees, and following up on the performance of the center by monitoring performance indicators for all implemented programmes inside the center.

Simultaneously, Nour is the official **Psychosocial Support Focal Point** in Aleppo, providing follow-up of the psychological support teams, reviewing awareness sessions' contents and following up on the doctors and psychiatrists' sessions and dispense of psychiatric medications.

Prior to that, Nour was responsible for building a deep knowledge about the social and economic reality of the communities around the Community center, and engaging them in developing initiatives and activities, as a **Community Supervisor** at Syria Trust for Development as well.

Nour had initial **voluntary** expertise as a **team leader** of the **Health Awareness Program** in 2015, where she followed up on the volunteer's team, managed the implementation of health awareness sessions, and provided annual evaluations of the team.

As a pharmacist with such extensive background related to development sectors, Nour will without a doubt provide the necessary experiences to be delivering the requested work concerning the health activities.

Protection Expert

Najlaa Yousef Mohammad Shekhi

With rich backgrounds in PSEA and GBV, Psychological consultation, and spanning different geographical locations, in and outside of Syria, Najlaa is highly experienced expert with senior occupations as focal point, technical officer, and area supervisor.

Starting her career path in 2013, as **M&E responsible** at a local NGO "Bahar" in *al-Hassakeh*, where she provided follow-up and evaluation of the awareness activities such as child-friendly spaces, safe spaces for women and adolescents, and professional and psychological services.

Moving on from there, Najlaa went on to Teaching and training refugee children and people with disabilities in refugee camps in **Lebanon** with the Sun of hope Charity.

Getting back to *al-Hassakeh*, and in 2014, Najlaa was the Explosive **Waste Program Responsible** in another NGO "Zewa" where she prepared plans for surveying dangerous places and dangerous areas, action plans and networking with schools, local communities, and camps to raise awareness about explosive waste.

In 2015, Najlaa was the Area Supervisor in *al-Hassakeh* branch of the Syrian Arab Red Crescent, where she in charge of the management of the community service center and processing the programs of activities within the center.

From 2016 till now, Najlaa had occupied important positions at Al-Ihsan in *Aleppo*, starting as the **Technical Officer**, preparing monthly programs and plans for implemented activities within centers, and providing follow-up, evaluation and development of work in child-friendly spaces.

Relatively, she was providing **psychological consultation** for women in the reproductive health project in cooperation with the UNFPA in the area of Tel Refa'at and rural areas.

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Following that, Najlaa acted as **Department Coordinator of cases of GBV**, with her main responsibilities being revolved around cases of gender-based violence for women in the (WGSS) and rural areas within the Reproductive Health Project in cooperation with the UNFPA, as well as coordinating and developing the team, developing a renewed vision for the GBV program team and working on developing work policy in terms of campaign plans, initiatives and intervention programs on the ground and studying the status of needs Regions and developing action plans commensurate with them.

And most recently, she is the **PSEA Focal Point**, in charge of Adoption of investigation procedures, identifying investigators who are qualified in the field of sexual exploitation and abuse, ensuring investigations are safe and confidential, and making sure that appropriate disciplinary action is taken, preparing the necessary exercises and monitor the program's workflow on the ground, and Coordinating with the investigations' office of the United Nations Population Fund.

Academically, Najlaa holds a bachelor degree in **Psychological Counseling**, from the University of Aleppo, and had attended several related courses and trainings such as:

- "PSEA", with the UNFPA, Damascus, 2021.
- "Civil peace and community initiatives" certified from the FDCD, Damascus, 2019.
- "Gender-based violence" certified from the UNFPA, Tartous, 2019.
- "Non community violence" certified from the UNICEF, Damascus, 2018.
- "Psychological disorders" certified from the UNFPA, Damascus Office, 2018.
- "Psychological counseling", certified from the UNFPA, Damascus Office, 2018.
- "Dealing with people with special needs", with Al-Ihsan Charity, Aleppo, 2017.
- "Psychosocial support" in Aleppo and certified with UNCIEF, 2017.
- "Community Capital" in Lebanon and certified from the COSV Network, 2016.

Nutrition Expert

KHAJADOUR KASHISH

Starting his career in 2014, Khajadour managed to balance his educational and professional lives, as he was pursuing a bachelor in **Medical Degree**, while working as a **PSS facilitator**, in the **Syrian Society for Social Development "SSSD"**, where he carried out needs assessments, and facilitated Psycho-social support sessions. In the years after, he became a part of the Needs Assessment Team in the **Jesuit Refugee Service JRS,** where he conducted registration and evaluation, Surveys and Questionnaires, and field visits in the intervention areas. In 2017, and in the JRS, he was responsible of the **data management** of the *Health Project PHC*, where he verified data and managed health referrals. Following that, Khajadour occupied the **Project Manager** at the **Homework Room Project with the Caritas – Poland,** where he was responsible for project planning, budgeting and activities designing, supporting and supervising team of volunteers, staff recruitment, communicating with stakeholders, and Monitoring and Evaluation.

Most recently, Khajadour, is the **Medical Data Entry Team Leader** at **JRS**, where he is responsible for the data accordance in coordination with the finance department, data monitoring, training of the team, and preparing periodic reports in coordination with the Health Project Coordinator.

Academically, Khajadour has secured his Medical Degree in November of 2021, and is currently pursuing a Master's degree, in addition to attending the following trainings:

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-   Prevention of Covid-19, JRS, 2020.
-   Encroachment Fears, JRS, 2020.
-   Gender-based Violence, JRS, 2019.
-   House of Peace, JRS, 2019.
-   Child Protection Yadn Bi Yad, 2016.
-   Psychological First Aid SSSD (Syrian Society for Social Development), 2016.

Livelihoods Expert

Ourba Helal

Neither the conflict in Syria nor the hard times could stop Ourba from achieving her goals, starting with a bachelor degree in Persian literature in 2011 while having 3 excellence awards during that process. In 2013, She entered the practical life as a **lecturer in the university of Aleppo** in her own field, after one year, she became an **admin of "childhood education" program with Syria trust for development**. Later on, she also had another position with **Syria trust for development as an ORV**, her main responsibility was assisting the neediest families in obtaining non-food assistance and general services during the conflict phase.

In 2016, Ourba worked as a teacher for primary and middle school students for one year to become after that an **educational support supervisor in Syria trust for development**, her responsibilities included managing, monitoring and evaluating implementation of different project components. After the conflict was over in 2018, she continued her career as a **livelihood support supervisor with Syria trust for development** among her many responsibilities such as her contribution to strategic planning, coordination and report projects and activities, in addition to budgeting researching and developing, in addition to establish, manage and strengthen accountability to beneficiaries, also she produced PCM documentations such as procurement plans, department reports, M&E matrix, etc. During her time as a livelihood support supervisor, she managed to take the position of **monitoring and evaluation officer in 2020 with Foom company**, where one of her tasks was measuring the level of water services and drainage improvement and sanitary cleanliness in the intervention areas.

Ourba had multiple trainings and certificates such as:

-   The basics of gender-based violence, WHO/UNHCR, 2015.
-   Leadership skills, New Horizons, 2016.
-   Leadership skills, Maristes Centerfor training and rehabilitation, 2016.
-   Skills of dealing with the child, Education and illiteracy association, 2016.
-   TOT skills of dealing with the child, Massar project – Syria trust for development, 2017.
-   Advanced excel, IECD, 2019.
-   Finance for non-financial managers, IECD, 2019.
-   Entrepreneurship TOT, SEBC – UNHCR, 2020.
-   Monitoring and evaluation, Foom company, 2020.
-   English for business, Projects center, 2021.

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Composition and Tasks of the Assigned Team

The below blueprint represents the outlines of the Team assigned to the External Evaluation Project, with detailed Personnel and Qualifications in the coming sections.
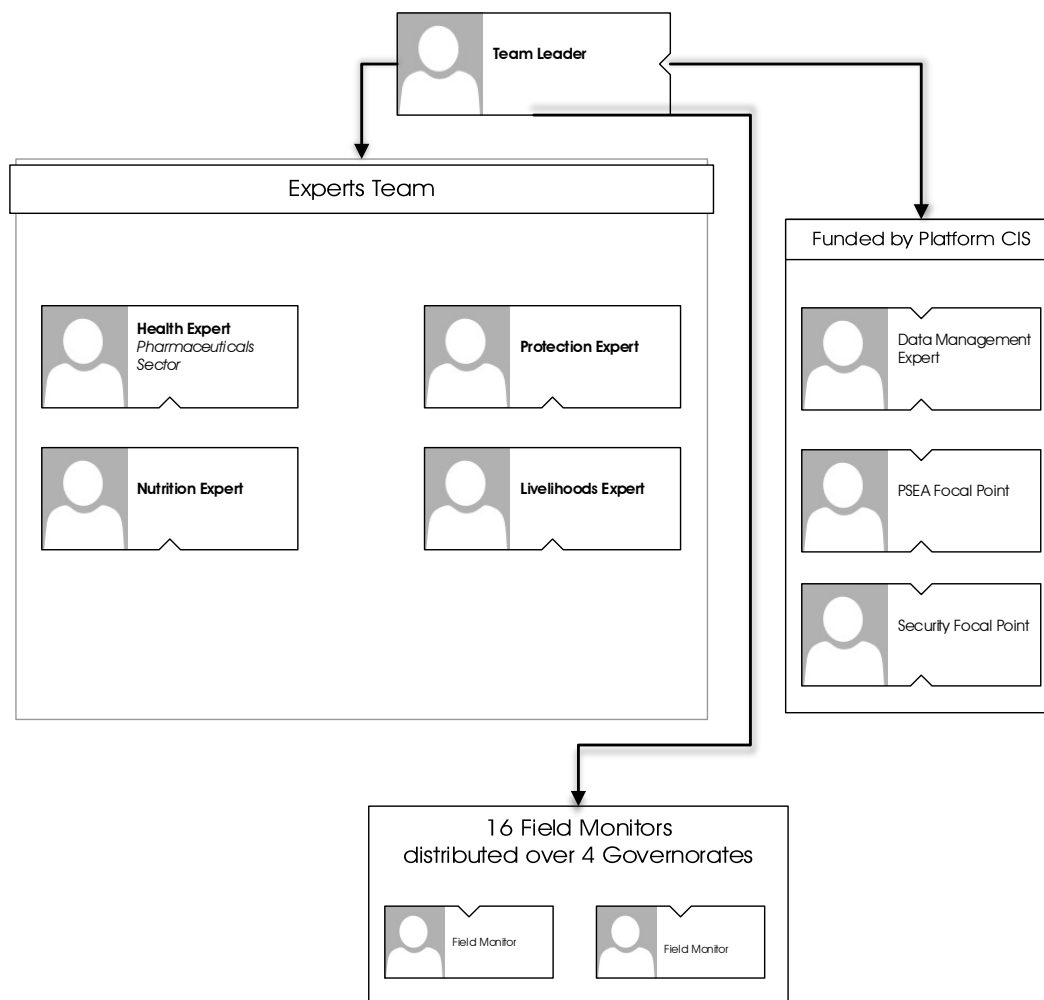

Team Leader

Experts Team

Health Expert
Pharmaceuticals Sector

Protection Expert

Nutrition Expert

Livelihoods Expert

Funded by Platform CIS

Data Management Expert

PSEA Focal Point

Security Focal Point

**16 Field Monitors
distributed over 4 Governorates**

Field Monitor

Field Monitor

Figure 9 - Outlines of the Assigned Team

Tasks and Responsibilities:

Role	Responsibilities
(Team Leader)	• Provide direction to the project team of Data Analyst and Data Collection team. • Maintain a thorough liaison throughout the project with the Client Primary Responsible; • Oversight and support of the Data Analyst regarding quality check, validation, and analysis based on the collected data and reports. • Provide resources and monitor project progress • Ensure the quality of the deliverables • Present findings to IMC • Submit Inception, Draft reports of Site Visit and final monitoring and verification Report • Undertake related but special assignments required by the management. • Schedule sporadic site visits to control the quality of the team field visits • Carry out procurement tasks and prepare all required procurement-related documentation • Coordinate and carry Periodic meetings of the project team.

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Health, Nutrition, Protection and livelihoods experts	• Participate in designing the monitoring methodology and data collection tools. • Provide technical advice and support to team leader. • Ensure the quality of field work and the deliverables. • Contribute detailed and accurate written inputs to fulfill monitoring and verification reports requirements. • Ensure the quality of implementation of data collection tools, • Participate in Analyzing data collected. • Participate in relevant meetings and presentation with IMC • Conduct training session to the project team. • Provide recommendations and suggestions that support the results of the monitoring. • Participate in the Periodic meetings of the project team.
Data Management Expert	• Provide quality assurance to the project. • Analyze and process collected data. • Develop and research instruments, management and statistical analysis • Perform quality assurance procedures to the data collection process and data analysis using statistical tools to interpret data sets. • Participate in Preparing reports with team leader and experts.
Data Collection Team / Field Monitors	• Conduct Monitoring of the process and quality of IMC project identifying the gaps and unmet needs of vulnerable children and women. • Conduct field visits and interviews. • Report daily to the Data Management Expert to communicate issues encountered during data collection, progress of data collection. • Identify and report key emerging issues from the field.
PSEA Focal Point	• Provide awareness-raising sessions on sexual exploitation and abuse for all project team and other personnel in the company. • Make appropriate recommendations to management on enhancing prevention strategies and Keep management up to date on PSEA measures taken and plans for future action. • Work with human resources personnel to include PSEA content in staff inductions, including all contractors, consultants, temporary staff, and casual labour. • Ensure the development of internal procedures for staff and other personnel to report incidents of sexual exploitation and abuse; consistent with applicable UN/entity rules. • Receive complaints, reports and questions about alleged acts of sexual exploitation and abuse committed by all categories of the entity's personnel as well as the personnel of other entities • Ensure that all materials pertaining to complaints are handled in strict confidence and in line with applicable grievance and complaint handling procedures. • refer complainants to the SGBV/CP response mechanism • Track all PSEA-related activities for the company and ensure that all information on PSEA-related activities is shared with relevant persons in the company.
Security Focal Point	• Work with the project manager to develop, consolidate, implement, and regularly review operating procedures and security plans. • Monitor the security situation in the field, reports to project manager, promptly and effectively report risks and propose mitigation actions. • In collaboration with the project manager and project team, monitor movement and provide security guidance to filed monitors on the current situation in visited areas. • Respond to security relevant incidents with information gathering and inform the project manager. • Undertake continual assessments of equipment (including vehicles) and organizational assets to ensure that minimal conditions for security are met. • Gather security incidents concerning areas of operations and organize them in a security incident database. • Conduct security training for filed monitors on security rules and context of intervention, and provide them with the essential documents and tools according to their roles and needs.

Table 8 - Tasks and Responsibilities

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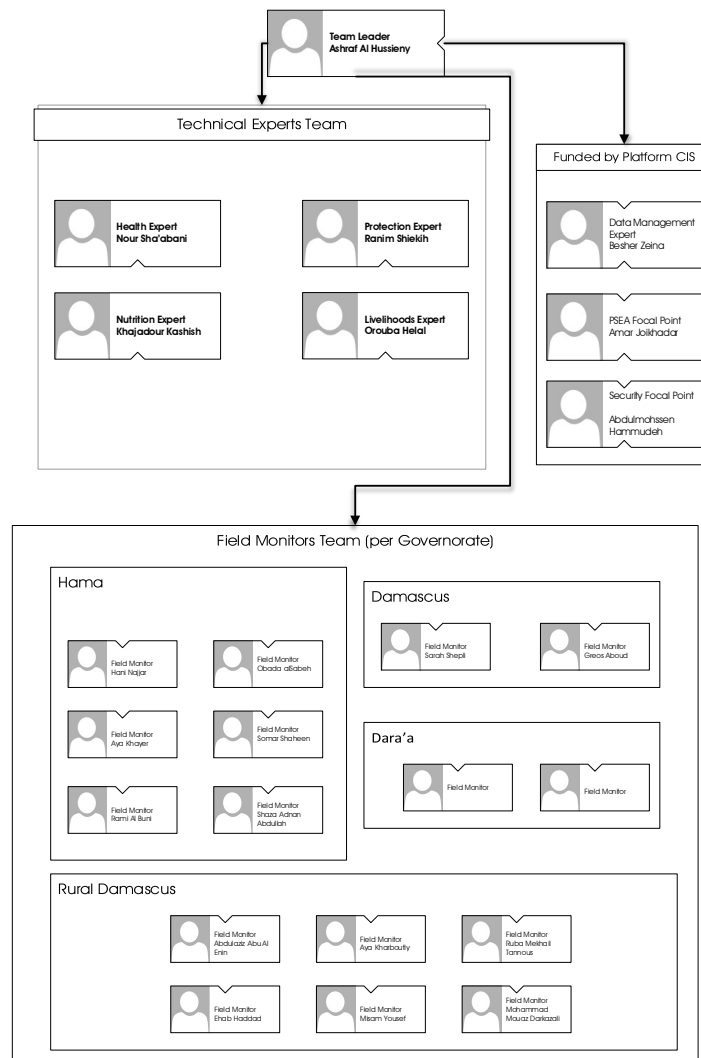Detailed View of the Team Structure:

Figure 10 - Detailed Structure of the Team

Dara'a team of field monitors will be employed from the local community.

Examples of Previous Reports:

You can find attached in the **Annex F** samples of previous reports developed by Platform CIS related to third party monitoring.