



مشروع تعزيز المرونة المؤسسية والاقتصادية في اليمن (SIERY)  
Strengthening Institutional and Economic Resilience in Yemen (SIERY)

**Terms of Reference (TOR) for Consulting Services to conduct a Comprehensive Assessment of selected Urban Centers**

## 1. Introduction

The Strengthening Institutional and Economic Resilience in Yemen (SIERY) project, implemented by the United Nations Development Programme (UNDP), aims to improve the economic and social well-being of Yemeni citizens, especially the most vulnerable and poor. This project is of great strategic importance considering the economic and social challenges facing Yemen due to the protracted crisis in the country.

A key component of the project focuses on enhancing the resilience and resilience of cities in targeted governorates, by supporting local authorities to take action in line with SDG 11: "Sustainable Cities and Communities". This component aims to improve the capacity of local authorities in urban planning and management to contribute to the sustainable development of Yemeni cities and improve the social and economic well-being of citizens.

In this context, Ghadaq for Development (GHFD) is a woman-led local NGO founded in 2015 by a team of specialists committed to making a significant difference for those affected by poverty, conflict, and difficult country conditions. GHFD has quickly become an influential organization in the development field, concentrating on enduring strategies to tackle the challenges faced by at-risk populations. Ghadaq was contracted to support this initiative by establishing urban planning and management teams (UPMTs) in Marib and Taiz governorates and building their capacity on urban development and planning concepts. The implementation of this activity will begin with introductory workshops to familiarize the local authorities in each city with the main activities and concepts related to this concept.

This initiative comes within the framework of UNDP's efforts within the SIERY project to support the local authorities in achieving the Sustainable Development Goals, by strengthening the institutional and administrative capacities of local authorities and enabling them to plan and manage effective urban management. Thus, the success of this project will contribute significantly to improving the quality of life of Yemeni citizens and enhancing their resilience in the face of economic and social challenges.

Urban centers play a crucial role in the socio-economic development of regions. However, many urban areas face challenges such as inadequate administration, insufficient resources, and poor service provision. This assessment aims to provide an in-depth analysis of urban centers (Taiz and Marib), focusing on various aspects, including administration, resources, planning, basic service provision, demographics (including the number of internally displaced persons - IDPs), and the main economic sectors.

This Terms of Reference (TOR) outlines the requirements for consulting services to conduct a comprehensive assessment of selected urban centers, focusing on their administration, resources, planning, basic service provision, demographics (including the number of internally displaced persons - IDPs), and main economic sectors.

## 2. General Objective:

The primary objectives of this consulting assignment are to:

1. Evaluate Administrative Frameworks: Assess the current administrative frameworks and governance structures in urban centers to identify strengths and weaknesses.
2. Resource Assessment: Analyze resource availability and allocation for effective urban management, including the provision of basic services such as water, sanitation, and waste management.
3. Urban Planning Effectiveness: Examine urban planning processes and their effectiveness in meeting community needs, including the identification of urban challenges such as poverty, infrastructure deficits, and social vulnerabilities.
4. Infrastructure Evaluation: Assess the state of urban infrastructure, including transportation, water, sanitation, and energy systems, to determine their adequacy and resilience.

5. Economic Analysis: Identify and analyze the main economic sectors contributing to the urban economy, including assessing economic activities and opportunities for development.
6. Demographic Data Collection: Gather demographic data with a focus on internally displaced persons (IDPs) to inform urban planning and service provision.
7. Social Conditions Analysis: Analyze social dynamics, cohesion, and vulnerabilities within urban communities to understand the broader social context.
8. Policy Development: Utilize findings from the above assessments to inform and develop targeted urban development strategies and policies.
9. Gender-Sensitive Policy Development: Utilize findings from the assessment to inform the development of targeted urban policies and strategies that promote gender equality and address the specific needs of all community members.

### 3. Scope of Work:

The scope of work for this consulting project encompasses a detailed and systematic approach to assessing urban centers. This assessment will focus on various critical aspects, including administration, resources, planning, basic service provision, demographics (with a specific emphasis on internally displaced persons - IDPs), and the main economic sectors. Below is an elaboration on the specific components of the scope of work:

#### 1. Administrative Assessment:

- Governance Structures: Analyze the existing governance frameworks within urban centers, including the roles and responsibilities of local government entities, decision-making processes, and the effectiveness of stakeholder engagement.
- Capacity Evaluation: Assess the administrative capacity of urban management teams, including human resources, training needs, and institutional frameworks that support urban governance.
- Policy Review: Examine relevant policies and regulations that guide urban administration, identifying gaps and areas for improvement.

#### 2. Resource Evaluation:

- Financial Resources: Evaluate the financial mechanisms in place for urban planning and management, including budget allocations, revenue generation, and funding sources.
- Human Resources: Assess the availability and qualifications of personnel involved in urban planning and management, identifying skill gaps and training needs.
- Material Resources: Analyze the physical resources available for urban management, such as infrastructure, technology, and equipment necessary for effective service delivery.

#### 3. Urban Planning Review:

- Planning Frameworks: Review existing urban planning frameworks, including land use plans, zoning regulations, and development strategies.
- Stakeholder Involvement: Assess the level of community and stakeholder involvement in the urban planning process, identifying best practices and areas for enhancement.
- Implementation Effectiveness: Evaluate the effectiveness of urban planning implementation, including adherence to plans, timelines, and outcomes.

#### 4. Basic Service Provision Analysis:

- Service Coverage: Assess the availability and accessibility of basic services such as water supply, sanitation, waste management, housing, and transportation.
- Quality of Services: Evaluate the quality of services provided, including user satisfaction and compliance with health and safety standards.
- Service Gaps: Identify gaps in service provision, particularly in underserved areas, and recommend strategies for improvement.

#### 5. Demographic Study:

- Population Analysis: Conduct a comprehensive demographic analysis of urban centers, focusing on population size, density, and growth trends.
- Internally Displaced Persons (IDPs): Specifically assess the number and needs of IDPs within urban centers, including their integration into local communities and access to services.
- Vulnerability Assessment: Identify vulnerable populations within urban centers, including women, children, and marginalized groups, to inform targeted interventions.

#### 6. Economic Sector Analysis:

- Sector Identification: Identify the main economic sectors contributing to the urban economy, including agriculture, manufacturing, services, and informal sectors.
- Employment Trends: Analyze employment trends within these sectors, including job creation, workforce skills, and economic resilience.
- Economic Challenges: Assess challenges faced by key economic sectors, such as market access, infrastructure deficits, and regulatory barriers.

#### 7. Stakeholder Engagement:

- Interviews and Focus Groups: Conduct interviews and focus group discussions with key stakeholders, including government officials, community leaders, service providers, and residents, to gather qualitative insights.
- Workshops: Facilitate workshops to validate findings and gather additional input from stakeholders, ensuring that diverse perspectives are considered in the assessment.

#### 8. Gender consideration:

- Gender-Sensitive Data Collection: Implement methods that ensure data collection captures gender-specific information and perspectives, using gender-disaggregated data where possible.
- Develop practical recommendations for integrating gender considerations into urban governance and planning processes.

#### 9. Reporting and Recommendations:

- Comprehensive Report: Develop a detailed assessment report that synthesizes findings across all areas of focus, providing actionable recommendations for urban management improvements.
- Presentation of Findings: Prepare a presentation to share key findings and recommendations with stakeholders, fostering dialogue and collaboration for future actions.

## 4. Geographic Scope:

The assessment will encompass a total of two governorates:

- 1- **Taiz Governorate:** Districts: Salah, Almodhafar, Alqahera
- 2- **Marib Governorate:** Marib City

## 5. Targeted Audiences:

The assessment will take place within the following entities:

1. The newly formed Urban Planning & Management Teams (UPMTs)
2. Planning and International Cooperation office
3. The Public Works and Roads Office
4. The Information Centers with Governorates Head office
5. The office of the General Authority for Land, Survey, and Urban Planning
6. The technical office
7. Any other relevant university departments, research centers, government units, centers or authorities' offices recommended or suggested by the mentioned above entities.

## 6. Assessment Methodology:

The assessment should adopt a mixed-methods approach that combines both primary and secondary data collection methods. Primary data will be garnered through surveys and interviews with local authorities, community representatives, and stakeholders, which will provide valuable insights into the current situation and needs of the urban centers. Secondary data will be collected from existing sources such as government records, statistical agencies, and prior studies/reports. The study will employ both quantitative and qualitative research methods to capture a holistic understanding of the urban centers, thus allowing for a comprehensive analysis of their administrative structures, resource availability and management, urban planning frameworks, basic service provision, demographic profiles, and economic sectors. Following the collection of data, the study findings will be analyzed, synthesized, and presented in a comprehensive report. This report will serve as a valuable resource for evidence-based decision-making and future planning. Below are the key components of this methodology:

- Utilize a combination of quantitative and qualitative research methods to comprehensively understand the urban centers. This can include data collection through surveys, interviews, observations, and analysis of existing data. Engage with local authorities, community representatives, and stakeholders throughout the study process. Involve them in data collection, analysis, and decision-making to ensure their perspectives are included.
- Compare the urban centers within the study to identify similarities, differences, and best practices. This analysis can help in understanding variations in administration, resources, planning, and service provision and highlight areas for improvement.
- A systematic review will be conducted of existing reports and data related to the administration, resources, planning, and service provision of urban centers. This will provide a comprehensive overview of the current state and help identify gaps in knowledge.
- Collaborate with local authorities, community representatives, and relevant stakeholders to gather insights, perspectives, and on-ground experiences. This approach ensures that the study captures the diverse needs and priorities of the urban centers.
- Field Interviews: Conduct interviews with the 12 key stakeholders to collect primary data. This approach will allow for a deeper understanding of the challenges, opportunities, and specific needs of the urban centers. with local authorities, community representatives, and relevant stakeholders to gather insights, perspectives, and on-ground experiences. This approach ensures that the study captures the diverse needs and priorities of the urban centers.

## 7. Time line:

The specified timeframe for the consultancy is 38 working days from the start date. Below is breakdown of the estimated timeline:

Activity	# of days
<b>Inception Report Preparation:</b> (questionnaire design, surveyor recruitment and training, planning, methodology definition)	4 days
<b>Desk Review:</b> (mapping previous studies, stakeholders, legal framework, and related resources)	5 days
<b>Data Collection:</b> (interviews, FGDs, surveys, data verification)	7 days
<b>Data Analysis and Initial Draft</b>	10 days
<b>Stakeholder Presentation and Verification:</b>	5 days
<b>Report Review and Editing:</b> 3 days	3 days
<b>Feedback Incorporation and Finalization:</b>	4 days

## 8. Organizational structure, relationships and interrelation designated and actors

### **DONOR:**

Provides overall guidance, supervision & financial support.

### **CONSULTING COMPANY:**

1. Provides overall consultancy advice and technical support for the entire process.
2. Lead and conduct the assessment process, tools development and make recommendations regarding resources required and actions or changes needed to achieve desired results.
3. Identifying the gaps and the existing technical and procedural needs and assessing the requirements for their development.
4. Reviews performance over time, evaluate end results, and recommends future improvement measures.
5. Prepare of all requested reports and deliverables.

### **LOCAL IMPLEMENTING PARTNERS:**

1. Organizes all logistical requirements of planning and capacity building workshops and events in all targeted districts.
2. Coordinates with local authorities and central government and acquires any necessary permits.
3. Handles the documentation of the entire development process, training and recording of success stories and lessons learned.

## 9. Deliverables:

The consultant will provide the following deliverables:

1. Inception Report: A detailed plan outlining the methodology, timeline, and data collection strategies.
2. Draft Assessment Report: A preliminary report highlighting key findings and recommendations.
3. Final Assessment Report: A comprehensive report incorporating feedback from stakeholders and finalized.
4. Presentation: An oral presentation of findings to relevant stakeholders upon completion of the assessment.

## 10. Monitoring and Evaluation:

Ghadaq will monitor and evaluate the consulting activities to ensure that they are implemented efficiently and achieve their objectives. This mechanism is based on a set of tools and indicators to track progress, identify any challenges that the consulting service may face, and take the necessary actions.

## 11. Budget:

The budget for the consultancy will be based on the defined scope of work and deliverables. Proposals should include a comprehensive budget breakdown detailing costs.

## 12. Consultancy Competencies, Experience, and Skill Requirements:

The consultant should possess the following qualifications:

1. Proven experience in conducting urban assessments, research, or consultancy services.
2. Strong understanding of urban governance, planning, and service provision.
3. Expertise in demographic analysis, particularly concerning IDPs.
4. Excellent communication and stakeholder engagement skills.

5. Ability to deliver high-quality reports and presentations.

### 13. Submission Mechanism:

Interested consultants should submit their proposals and supporting documents, including:

- 1- A cover letter outlining relevant experience and qualifications.
- 2- A detailed work plan and methodology for the assignment.
- 3- A proposed budget and timeline.
- 4- Samples of previous work related to urban governance.

### 14. Submission Deadline:

Applications must be submitted via the following link or by hand to one of the addresses listed below no later than **[Saturday 28, September 2024] at 4:00 PM.**

Link: <https://forms.gle/K3UkErUDmAsQPkx6A>

#### Addresses:

Head office:

Khormaksar, October St.,

Aden, Yemen