

UNITED NATIONS DEVELOPMENT PROGRAMME

TERMS OF REFERENCE

National RTGS Implementation Activity Manager

Project	Financial Market Infrastructure and Inclusion Development Project (FMIIP)
Contract modality	National Consultant recruited and contracted through Stars Orbit Company, UNDP's contracted service provider, under the applicable Long-Term Agreement (LTA).
Duty station	Aden, Yemen - primary workplace UNDP & CBY premises
Duration	Up to 180 working days over 12 months. Tentative start: 15 November 2026; tentative end: 14 November 2027 (subject to recruitment and contracting).
Supervisor	FMIIP Project Manager, in coordination with the designated CBY focal point

1. Background

UNDP Yemen is supporting the Central Bank of Yemen (CBY) to implement a new Real-Time Gross Settlement (RTGS) system. The implementation requires coordinated action across CBY departments, participating banks and financial institutions, the RTGS solution provider, hosting and connectivity providers, infrastructure contractors, consultants and UNDP.

The work covers implementation planning, solution and infrastructure readiness, hosting and connectivity, interfaces, participant onboarding, testing, training, operational procedures, cutover, go-live and post-go-live stabilization. A National RTGS Implementation Activity Manager is required to coordinate these interdependent activities and support timely management decisions.

2. Objective of the assignment

The Activity Manager will support CBY and UNDP in coordinating and monitoring the end-to-end RTGS implementation. The Activity Manager will convert the approved implementation plan into a practical action framework showing what is required, who is responsible, where each activity will take place, the applicable prerequisites and when it must be completed.

3. Scope of work

3.1 Implementation planning and governance

- Review the detailed implementation plan, milestones, sequencing, assumptions, resource requirements and dependencies.
- Maintain an integrated implementation schedule, responsibility matrix, action tracker, decision log, risk register and issues log.
- Establish a regular coordination calendar and prepare focused agendas, minutes and follow-up actions.
- Identify delayed or unresolved actions, assess their effect on the critical path and escalate them to CBY and UNDP management.

3.2 Stakeholder coordination and dependency management

- Serve as the day-to-day implementation coordination focal point among CBY, UNDP, participating banks and financial institutions, the RTGS solution provider, hosting and connectivity providers, and other relevant contractors and consultants.

- Confirm focal points, responsibilities, inputs, approvals and delivery dates for each organization and workstream.
- Coordinate dependencies among system configuration, hardware, hosting, connectivity, security, interfaces, participant access, testing, training and operational readiness.
- Support resolution of cross-party issues while preserving the contractual responsibilities of each provider.

3.3 Infrastructure, hosting and connectivity readiness

- Track readiness of the primary and disaster recovery environments, including access approvals, equipment delivery and installation, rack space, power, network addressing, firewalls, secure remote access, monitoring and backup arrangements.
- Coordinate the technical inputs and schedules required from CBY, the hosting and connectivity providers, the RTGS solution provider and participating institutions.
- Maintain an environment-readiness checklist and ensure that unresolved prerequisites are addressed before installation and testing activities begin.

3.4 Participant onboarding, testing and acceptance

- Maintain a bank and participant readiness matrix covering focal points, connectivity, access credentials, user setup, test data, internal procedures, assigned staff, training and sign-offs.
- Coordinate the planning and execution of installation checks, interface testing, system integration testing, user acceptance testing, performance and resilience testing, disaster recovery exercises and operational simulations, as applicable.
- Track test cases, participation, defects, retesting, evidence and formal acceptance actions, without replacing the technical owners responsible for executing or approving the tests.

3.5 Training, operational readiness and knowledge transfer

- Develop and maintain a consolidated training plan identifying the target groups, number and names of trainees, course content, trainers, dates, location, language, prerequisites, training materials, attendance, assessments and make-up sessions.
- Coordinate training for CBY administrators, operators, technical support staff, business users and participating institutions and track completion against the implementation schedule.
- Track preparation and approval of operating procedures, support arrangements, escalation paths, business continuity procedures, user administration, service monitoring and other go-live requirements.
- Monitor knowledge transfer and confirm that editable documentation, manuals and operational records are delivered to the designated CBY teams.

3.6 Cutover, go-live and stabilization

- Coordinate preparation of the cutover plan, including readiness criteria, sequence of activities, owners, decision points, fallback arrangements and communications to participants.
- Prepare consolidated readiness assessments for management review before go-live.
- Support implementation coordination during cutover and the initial stabilization period and track incidents, corrective actions, pending documentation and handover requirements.

4. Expected outputs and performance reporting

Output	Key contents	Indicative timing	Performance monitoring
1. Inception and coordination framework	Reviewed workplan; stakeholder and focal-point map; governance calendar; responsibility matrix; action, risk, issue and decision trackers.	Within 10 working days	Required output; not a separate percentage-based payment (within the monthly salary rate)
2. Integrated implementation and readiness plan	Consolidated milestones, prerequisites, dependencies, critical path, participant readiness and environment-readiness checklists.	Within 20 working days	Required output; not a separate percentage-based payment (within the monthly salary rate)
3. Monthly implementation coordination reports	Progress against milestones; updated trackers; decisions required; delays and corrective actions; next-month priorities.	Monthly during implementation	Required output; not a separate percentage-based payment (within the monthly salary rate)
4. Testing, training and participant readiness package	Consolidated testing calendar and evidence tracker; participant readiness matrix; detailed training and knowledge-transfer plan.	Before user acceptance testing and training	Required output; not a separate percentage-based payment (within the monthly salary rate)
5. Cutover and go-live readiness assessment	Status against go-live criteria; outstanding actions; risks; fallback arrangements; management decisions required.	Before go-live	Required output; not a separate percentage-based payment (within the monthly salary rate)
6. Stabilization and handover report	Initial operations status; unresolved incidents; documentation and knowledge-transfer status; follow-up action plan.	End of assignment	Required output; not a separate percentage-based payment (within the monthly salary rate)

The deliverables above will be used for performance monitoring and certification of satisfactory services. Remuneration will follow the fixed monthly rate of USD 4,158 indicated in the Personnel Request Form, subject to the applicable Stars Orbit LTA, approved time worked and the agreed contractual payment arrangements. Deliverables do not trigger separate percentage-based payments. Exact milestone dates will be aligned with the approved RTGS implementation schedule.

5. Institutional arrangements

- The Activity Manager will report to the FMIP Project Manager and work in close coordination with the designated CBY focal point and implementation team.
- The Activity Manager will participate in relevant coordination, technical, testing, training and readiness meetings and maintain a single consolidated record of agreed actions.
- UNDP and CBY will facilitate access to relevant plans, contractual deliverables, focal points and meetings, subject to applicable confidentiality and security requirements.
- The Activity Manager will provide coordination and management support. Technical design, implementation, testing execution, formal acceptance and contractual approvals remain with the responsible institutions and contracted providers.
- The Activity Manager may not authorize scope, cost or schedule changes. Any proposed change must be documented and submitted through the applicable CBY and UNDP approval process.

6. Duty station and duration

The assignment is for a national consultant for up to 180 working days over 12 months, tentatively from 15 November 2026 to 14 November 2027, subject to completion of recruitment and contracting. The primary duty station is Aden, Yemen, at UNDP & CBY premises. Regular in-person coordination with CBY, meetings at UNDP premises as required, and remote coordination with participating institutions and regional service providers are envisaged. Travel outside the duty station may take place only with prior UNDP authorization and applicable security approvals. Approved eligible travel costs, if any, shall be reimbursed separately in accordance with the applicable LTA and approved travel arrangements, subject to confirmation by UNDP/SOC. (up to 4 missions Aden – Cairo) (Aden – Amman) two per country.

7. Required qualifications and experience

- **Education:** Advanced university degree in information technology, computer science, engineering, finance, business administration, project management or a related field. A first-level university degree in a relevant field may be accepted in lieu of an advanced degree with two additional years of relevant professional experience.
- **Experience:** At least seven (7) years of relevant professional experience for candidates holding an advanced university degree, or at least nine (9) years for those holding a first-level university degree, including at least four (4) years coordinating complex information technology, banking, payment-system or financial-sector implementations.
- **Relevant implementation:** Demonstrated experience supporting at least one large-scale banking, payment, central-bank or other mission-critical technology implementation. Direct RTGS or national payment-system experience is a strong advantage.
- **Coordination:** Experience working with multiple institutions, technology providers and senior technical and business stakeholders and maintaining schedules, risks, actions, testing and readiness records.
- **Local knowledge:** Good knowledge of Yemen's banking and payment environment and ability to work effectively with CBY and participating financial institutions.
- **Languages:** Fluency in Arabic and working proficiency in English are required.
- **Certification:** Project management certification, such as PMP or PRINCE2, is an advantage.

8. Competencies

- Strong planning, coordination, follow-up and problem-solving skills.
- Ability to translate technical implementation requirements into clear actions, responsibilities and deadlines.
- Clear written and verbal communication with technical, operational and management stakeholders.

- Sound judgment, discretion and ability to manage sensitive information.
- Ability to work under pressure and maintain focus on critical-path actions and decisions.

9. Evaluation criteria

Candidates will be assessed on technical qualifications and relevant experience only with technical cut-off threshold of 70%. No financial proposal will be requested or evaluated because the professional rate is fixed under the applicable Stars Orbit LTA.

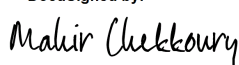
Technical criterion	Maximum points
Education and relevant professional qualifications (short-listing + Disk Review)	15
Overall experience coordinating complex technology or financial-sector implementations (interview)	28
Experience with banking, payment, central-bank or mission-critical system implementation (interview)	28
Experience coordinating multiple providers, institutions, testing, training and operational readiness (interview)	14
Knowledge of Yemen's banking and payment environment and language requirements (interview)	15
Total technical score	100

10. Application requirements

- Updated curriculum vitae or personal history form, including contact details for at least three professional references.
- Brief technical proposal explaining the proposed approach to implementation coordination and operational readiness.

Mahir Chekkoury

Project Manager

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19-Oct-2026