



Terms of Reference

Development of Operations and Procedures Manual:

Towards Ending Drought Emergencies – TWENDE Project.

Ecosystem Based Adaptation in Kenya’s

Arid and Semi-Arid Rangelands.

I. Background

The International Union for Conservation of Nature and Natural Resources (IUCN) is a membership Union comprising both State and non-State Members. Created in 1948, it is the world’s largest and most diverse environmental network, harnessing the knowledge, resources and reach of six commissions, and it’s more than 1,300 Member organizations and some 17,000 experts. IUCN finds pragmatic solutions to the world’s most pressing environment and development challenges and works with governments, partners, and the international community to mobilize and implement an ambitious global program aimed at restoring the functionality, productivity, and ecological integrity of landscapes for the benefit of people and nature. IUCN’s current programming is focused on three areas (i) Valuing and conserving nature; (ii) Effective and equitable governance of nature’s use and (iii) Deploying nature-based solutions to global challenges in climate, food and development.

The IUCN Eastern and Southern Africa Regional Office (ESARO) operates in twenty-four countries in the Horn of Africa, East Africa, Southern Africa and the Western Indian Ocean. The current ESARO programming is composed of a suite of mutually interrelated programs and projects designed to address some of the most profound challenges affecting people and nature in the region. Among the projects implemented by IUCN’s Eastern and Southern Africa Regional Office is the TWENDE Project - Towards Ending Drought Emergencies: Ecosystem Based Adaptation in Kenya’s Arid and Semi-Arid Rangelands. It is a five-year project funded by the Green Climate Fund (GCF). The objective of the TWENDE project is to reduce the cost of climate change induced drought on Kenya’s national economy by increasing resilience of the livestock and other land use sectors in restored and effectively governed rangeland ecosystems. The project contributes to Kenya’s national policy of “Ending Drought Emergencies”, as outlined in “Kenya Vision 2030”. It strengthens climate change adaptation in Kenya’s arid and semi-arid lands (ASALs).

The project is implemented in two landscapes (Sabarwawa/Mid Tana and Chyulu Hills)

encompassing 11 counties. These target landscapes face challenges of weak capacities for landscape planning, poor access to climate data and analysis, and low access to markets and financial services. Implementation of the TWENDE project is through three components:

- Component 1: Climate change adapted planning for drought resilience
- Component 2: Restoration of rangeland landscapes for ecosystem based adaptation
- Component 3: Climate change resilient ecosystem management for investments.

TWENDE is implemented by IUCN (the Accredited Entity) and Government of Kenya through the Ministry of Agriculture, Livestock, Fisheries and Cooperatives (MoALFC); National Drought Management Authority (NDMA); and Conservation International (CI). For implementation of the TWENDE Project, NDMA, the Government of Kenya through the MoALFC, and CI are the Executing Entities for Component 1, Component 2 and Component 3 respectively. To carry out their respective Components, the Executing Entities will enter into relevant subsidiary and/or procurement agreements with Service Providers and suppliers of Goods and Services and in respect of Component 3, relevant TA Provider(s) for the relevant Activities. The service providers include Justdiggit, Northern Rangelands Trust (NRT), Maasai Wilderness Conservation Trust (MWCT), Kenya Forestry Research Institute (KEFRI), Water Resources Authority (WRA), Kenya Water Towers Agency (KWTA), World Agroforestry Centre (ICRAF). In consultation with IUCN and based on the selection criteria for service providers, Executing Entities will enter into subsidiary agreements with other service providers not mentioned above; on an as-needed basis.

2. Purpose

The International Union for Conservation of Nature intends to use part of the TWENDE project funding received from the Green Climate Fund for the development of an Operational Manual (OM) for the project. The main purpose of the assignment is to design and develop the TWENDE project manual that details the operational procedures and guidelines with the aim of improved operational efficiency and effectiveness contributing towards appropriate internal controls, transparency and accountability among project executing entities, service providers and other key stakeholders. The applicability of the OM is for each of the organizations involved in the implementation of the project (i.e. the AE, EEs and Service Providers).

3. Objectives and Specific Tasks

The objective of the assignment is to describe the standards, procedures and guidelines for the operationalization of the TWENDE project. The specific tasks of the assignment include:

- (i). **Description of the Project:** Including project objectives, issues addressed by the project, project cost and duration, workplan & budget, Project components, results, target areas, beneficiaries etc.
- (ii). **Institutional, Coordination and Implementation Arrangements:** Organizations responsible for project implementation (i.e. AE, EEs, Service Providers, TA Providers), contract management procedures, project management and staffing, the role of

NGO's/CBOs, governments (national and county) and other participants, coordinating mechanisms, role of the GCF during project implementation and project administration;

- (iii). **Procurement Management:** Procurement methods, procurement planning, procurement of works, goods, non-consulting services, selection of consultants and mode of procurement for operational items (maintenance of equipment and vehicles, fuel, office supplies, utilities, consumables, travel per diems and allowances, travel and accommodation, workshop venues and materials etc.);
- (iv). **Financial Management:** Elaboration of the guidelines for an appropriate Financial Management System that ensures project funds are processed, managed and reported properly for improved internal controls and accountability to project stakeholders and donors. The guidelines for financial management shall include:
- Budgeting and Accounting arrangements
 - Funds Flow Mechanisms
 - Financial systems including grant level financial management and procedures for accounting of grants
 - Internal Controls and Internal Audit Arrangements
 - Financial monitoring and reporting
 - External audit for sub-grantees
 - Asset management and disposal plan
- (v). **Monitoring, Evaluation, Learning and Reporting:** Gender sensitive Monitoring, Evaluation, Learning and Reporting Framework for capturing the information and data (disaggregated by sex) necessary for the measurement/tracking the performance and for reporting of the project from a gender perspective. Key components include:
- Participatory Monitoring, Evaluation and Learning system
 - Baseline study guidelines
 - Project monitoring structures, approaches and responsibilities at individual project level, component level and project management unit level
 - Project Supervision, Completion, Evaluation (both internal and external) and closure guidelines including technical and financial closure reporting framework
 - Knowledge generation and management approach including Learning and Adaptive Management
 - Reporting framework including types of reports, schedules and responsibilities.

(vi). **Communication and Information sharing:**

Develop an effective information-sharing framework that will support project communications, branding, visibility and sharing of best practices at both individual project level and at the PMU level. The framework should guide:

- Project communications and visibility plan
- Project branding
- Information sharing and content gathering

Develop procedures for the public disclosure of relevant project information, including timely information on the award of grants.

(vii). **Environmental and Social Management System (ESMS):** Guidelines on the adequate measures for identification and management of environmental and social risks and impacts arising from the project and implementation of the ESMF, ESIA and ESMP and other applicable environmental and social management tools and instruments;

(viii). **Gender Action Plan:** Guidance on the measures to be taken to mainstream compliance with the TWENDE Project Gender Action Plan across project implementation;

(ix). **Project sustainability plan:** Guidance on measures and approaches to be used to ensure sustainability of project interventions across the institutional, technical, social, financial and environmental aspects;

(x). **Risk Assessment and Management:** Develop a risk management framework for the project. Key components of the framework include risk identification, analysis, evaluation, treatment, monitoring and review and risk reporting tools;

(xi). **Grievance and Complaints Mechanisms:** Develop a mechanism for handling grievances relating to the entire project. The grievance mechanism should include mode of receiving and publishing grievances, eligible grievances and procedures for grievance resolution, grievance templates and any other relevant information. NDMA and MoALFC have grievance mechanisms from other projects which the operational manual consults could build on by adapting and modifying them to the TWENDE project context.

4. Methodology

The consultant will identify and describe the most appropriate and efficient methodology and approach for designing and developing the operational manual. IUCN and the Executing Entities have respective operational manuals, policies and procedures which the consultancy will build on and harmonize. The process will involve review of secondary literature, consultations and discussions with TWENDE project teams, relevant stakeholders, community leaders, experts, representatives of NGOs and/or CBOs etc. The consultant will facilitate a validation workshop

for the draft Operational Manual (including relevant annexures or templates). Participants of this workshop will be representatives of project teams and key stakeholders. After the validation workshop, the consultant will incorporate all findings and suggestions in the final operational manual.

5. Deliverables/Outputs of the Assignment

The assignment has two main deliverables:

- (i). **Inception Report:** In the inception phase, the consultant will undertake consultative calls and meetings combined with review and analysis of documents, which will culminate in the development of the inception report. This report will describe in details the approach, methodology and workplan to be used in executing the assignment. The report will also include the proposed outline of the Operational Manual. The consultants will convene an inception meeting/workshop for discussing the report with a view to making comments for improvement.
- (ii). **Draft Operational Manual:** The draft OM will also include the standard templates, forms, and/or tools separately attached to each section of the manual. The manual will be presented in a validation workshop for comments and initial endorsement.
- (iii). **Final Operational Manual:** Project stakeholders will review the draft operations manual and provide feedback that will inform the subsequent update of the draft manual. The final Operations Manual together with all the relevant annexures/templates will be approved by the Steering Committee.

6. Reference Documents

Relevant documents that IUCN will share with the Consultant include (but not be limited to) the following:

- GCF Accreditation Master Agreement (AMA)
- Funded Activity Agreement (FAA)
- TWENDE funding proposal and annexes (including IUCN ESMS and ESMF)
- Implementing Agreements and Co-financing Agreements between IUCN and Executing Entities
- Financing Agreement with National Treasury (NDA)
- Grants Award Manual (GAM)
- IUCN's Procurement Policy and Procedure for Grant Recipients
- NDMA and MoALFC's grievance mechanisms
- Manuals from GoK related multi-year/multi-institutional donor funded projects.

7. Required Expertise for the Assignment

- A Master's degree in International Development Management, Operations Management, Finance and Administration, or any other field relevant to the assignment
- At least ten (10) years' experience in institutional operations consultancy services preferably with United Nations (UN) or Inter-Governmental Organizations (IGOs) or International NGOs (INGOs)
- Demonstrated experience in program/project operations
- Proven or demonstrated previous experience in developing Operational Manuals especially for Green Climate Fund (GCF) or World Bank funded projects
- Strong competence in development strategies, procedures or standards pertaining to procurement, disbursement and environmental and social safeguards
- Understanding of Government of Kenya (national and county governments) Operational policies and procedures
- Experience working in the Arid and Semi-arid Regions of Kenya.
- Knowledge and experience on gender issues would be a plus
- Experience in multi-institutional and multi-donor funded projects is an added advantage

8. Timeframe of the Consultancy

The assignment will take approximately 30 days between April 1st and June 30th 2021.

9. Technical Evaluation Criteria

The technical evaluation will be made using the following criteria and maximum points:

N0.	Criteria	Points
1.	Clarity and completeness of the Proposal	10
2.	Approach and Methodology	
2.1	Critical analysis of the project objectives and the TOR	10
2.2	Conceptual and methodological approach Description of the conceptual and methodological approach (30 pt.)	30
2.3	Operationalisation of the approach and Methodology Working programme / working schedule for delivery of outputs (20 pt.) , Staffing schedule and task assignment descriptions (5 pt.) , Work organisation, back-up services, quality control, logistics (5 pt.)	30
3.	Consultants Competencies	
3.1	Education: Master's in relevant field (3 pt.) ; Work experience: at least 10 years Operational Manual (OM) or Project Implementation Manual (PIM) preparation/development (8 pt.) ; Program/Project Operations experience (5 pt.) ; Donor (GCF or World Bank) experience (4 pt.) .	20
Total (maximum)		100

10. Applications

Interested consultants should email Technical and Financial proposal detailing the proposed approach, methodology and workplan for the assignment. The proposal should be accompanied by (i) detailed CVs outlining the consultant's academic qualifications, previous relevant experience, contact information etc.; and (ii) documented evidence e.g. copy of operational manuals previously developed.

Technical and Financial Proposals should be emailed to info.esaro@iucn.org no later than 11:59 P.M (EAT), **15th April 2021**.