



Terms of Reference:

Establishment of Participatory Monitoring, Evaluation and Learning System:

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 its 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 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 Kyulu 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 – The component ensures coordinated transboundary rangeland management decisions are strengthened by enhanced climate change analysis and participatory community and county planning. The component contributes to addressing the barriers of weak capabilities and inadequate governance institutions;
- Component 2: Restoration of rangeland landscapes for ecosystem-based adaptation – The components main output is to ensure prioritized rangeland resources (including water), are brought under restoration, safeguarded and sustainably managed for improved climate change resilience;
- Component 3: Climate change resilient ecosystem management for investments – Main focus is public, private and community investments in natural resources, addressing barriers related to insufficient investment in rangelands and poor access to markets and financial services.

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 activity implementation in the 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.

2. Purpose

The International Union for Conservation of Nature intends to use part of the TWENDE project funding received from the Green Climate Fund to procure a consultancy for establishing a participatory monitoring, evaluation and learning system for the TWENDE project. The main purpose of the assignment is to design, develop, test and deploy the Participatory Monitoring, Evaluation and Learning (PMEL) system which will facilitate improved performance tracking, accountability, learning and data assurance, data integration, visualization, retrieval and reporting. The web-based system will capture project data at various stages including field/site level, community/beneficiary level, component level and Project Management Unit (PMU) level. The online system will be accessible to the Accredited Entity (AE) and Executing Entities (EEs) project teams and at limited extent to service providers and key project beneficiary groups.

3. Scope, Tasks and Specifications

The scope of the assignment includes the following tasks:

- (i). Validation of project results framework & indicators
- (ii). Development of the key elements of a participatory monitoring, evaluation and learning system
- (iii). Elaboration of institutional arrangements for operationalization of the MEL system

- Define institutional arrangements for MEL at all levels - field/site level, community/beneficiary level, component level and Project Management Unit (PMU) level;
- (iv). Monitoring, Evaluation and Learning capacity assessment and strengthening
- Undertake MEL capacity assessment (including software and hardware) at various levels (beneficiaries and key stakeholders at sub-counties, counties, Executing Entities (EEs), Service Providers (SPs) etc.
 - Design MEL capacity building Programme to address identified needs/gaps and to enhance capacity for operations and maintenance of the PMEL system
 - Provide training for identified M&E leads in project team, including training participatory monitoring
- (v). Design, develop, test and deploy/commission the most suitable Web-based Participatory MEL system for the TWENDE project
- Based on the agreed key elements of the PMEL, develop and commission a ready-to-use web-based participatory MEL system. This system could be an off-the-shelf MEL application, a newly built MEL systems or a hybrid of both.
 - Provide training to the identified M&E and IT leads on the operation/use and maintenance of the system.
 - Perform a pilot test of the system to check its viability

Key considerations that will inform the choice of MEL systems to be implemented include:

- (i). Project Scope and Performance Requirements
- Project Results to be tracked (outcomes, outputs, activities)
 - Indicators list (qualitative, quantitative, disaggregation requirements) including tracking sustainable land management outcomes /restoration attributed to Community Resilience Fund (CRF).
 - Number of personal attributes to be collected by beneficiaries or households
 - Data collection volume and frequency
 - Data collectors (who, how, and training needs)
 - Project and process management
 - Document management
 - Retention time for all data elements collected (do we need to keep an history, for how long)
 - Data visualisation requirements (graphs, dashboards) and reporting requirements i.e. what information has to be displayed/reported.

(ii). Technical Aspects

- Pricing schemes (more institutional) in light of Number of licence (main user), Number of licence (remote user or data collector)
- Offline and Online requirements and
- Data collection & Storage requirements
 - Data privacy special requirements (beyond GDPR in the geographies where data will be collected. Some countries may require that some data elements are stored only within the country for example)
 - Type of data collection device planned, storage requirements (between downloads to another storage), security to install on device (so data is kept confidential if device is stolen)
 - Type of connectivity for collection device (wired, wireless, 2G, 3G, 4G, others like LoRa)
- Capacity to link with other institutional tools (portal, data warehouse, etc.)
- Security

The key specifications of the web-based PMEL system include:

- System compatibility with Microsoft and ability to upload and export MS office documents [*.doc(x), *.xls(x), *.ppt(x)] *.pdfs, and *.png/*.jpeg files etc.
- Off-shelf system with ability track the project indicators and the progress made
- Automatic data quality control and validation
- Database: the database should be normalized. The system must encrypt password stored in the database using Advanced Encryption Standards (AES). An enterprise level open source relational database system should be chosen.
- High levels of system error correction and input validation.
- Provision of system database back-up and recoverability.
- System modules will include
 - User Management Panel with access rights defined
 - Coding e.g. based on project entity (AE or EE), component, service provider, beneficiary group, landscape, counties, sub counties, wards etc.
 - Planning (Annual workplan, Monitoring, Evaluation and Learning (MEL) plan etc.
 - Technical and financial reporting
 - Lessons learned and success stories
 - Security: Passwords, Administrator login for the project team and User login for selected key stakeholders and partners

- Data visualization
- Geo-referencing.
- Data analysis
- Reporting; dashboard views, pivot tables and other reporting requirements
- Warranty/Assurance: Assurance for a one-year warranty after the user acceptance sign off. During this period, the firm will be responsible for technical support including update patches, bug fixes, post deployment changes to the system based on feedback from user experience etc.

4. Methodology

The consultant will identify and describe the most appropriate and efficient methodology and approach for development of the PMEL system. It is envisioned that the methodology will include (but not limited to) the following:

- Inception: development of an inception report
- Stakeholder consultation workshops: To validate results framework and defined MEL institutional arrangements.
- MEL capacity assessment: Development of MEL capacity assessment tools, report, training curriculum and training plan.
- System requirement analysis: The consultancy firm will carry out system requirement analysis through consultations with the identified stakeholders.
- System architecture design: Designing the system based on the agreed software requirement specification.
- Software development: Production of a fully functional software including both data storage server and data collection applications designed and developed using an appropriate technology that meets the system requirements and designed software architecture.
- Prototype User acceptance test and pilot testing: The project team (PMU and EEs) will test the fully functional first MEL system prototype. User feedback will be given to the consultancy firm which will address it to the extent possible.
- Software finalization: Based on the user acceptance and test feedback, the first prototype will be updated to the final MEL system software.
- Documentation: Development of MEL system/software standard documentation (including user and technical manuals) following best practices standards.
- MEL system capacity building: Development of technical manuals, user manuals and training materials used for technology transfer and capacity building. Mode and venue of training will be decided in consultation with project team. The training will cover MEL system operations and maintenance as well as MEL system operations skill gaps identified during the capacity assessment.

- Software deployment: The final MEL system software will be deployed as required by the project.
- Technical support and maintenance: During the warranty period, the consultancy firm will provide technical support and maintenance of the MEL system. The consultancy firm will provide a plan for technical support and maintenance of the MEL system/software.

5. Deliverables/Outputs of the Assignment

The key deliverables of this assignment include:

- (1) Inception report
- (2) Revised/validated results framework
- (3) MEL institutional arrangements.
- (4) MEL capacity assessment tools, report, training curriculum and training plan.
- (5) MEL Software requirement specifications.
- (6) MEL Software design document with necessary attachments.
- (7) Prototype MEL system software.
- (8) Prototype MEL user acceptance test and pilot report.
- (9) Approved final fully functional software.
- (10) MEL system/software standard documentation (including user and technical manuals).
- (11) MEL system capacity technical manuals, user manuals and other training materials.
- (12) MEL Training report.
- (13) Final MEL system software.
- (14) Technical support and maintenance plan.
- (15) EEs and SPs MEL capacity assessment report

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 (including ESMF)
- Project Revised logical framework
- Project Monitoring and Evaluation plan
- Project Implementation plan
- Project gender and youth action plan
- Implementing Agreements and Co-financing Agreements between IUCN and EEs

- Financing Agreement with National Treasury (NDA)
- Stakeholder analysis table

7. Required Experience, Skills and Competencies - The Consultancy team

The consultancy firm will work independently with IUCN providing overall coordination. The consultancy firm should have the following skills and competencies:

- (1) Professional experience in providing software development and implementing information systems and large-scale databases.
- (2) Proven record/evidence of similar M&E or knowledge management systems developed at national or regional scale involving governments, cooperatives and international conservation or financial institutions.
- (3) Multidisciplinary team comprising of the following experts:

Title	Minimum Education Requirements	Experience
Team Leader	At least Master's degree in Information Technology, GIS, Management Information System, or other IT related field with substantial managerial experience.	At least 10 years of relevant experiences in designing, developing M&E/MEL systems, database management system, surveys, data visualization, usability experience, etc.
System Analyst	Master's degree in IT or Computer Science.	7 years of work experience working in software, data analytics, and business intelligence; Experience with the natural resources, biodiversity, climate change or any other relevant sectors.
Software Developer	At least Degree in Computer Science, Computer Programming or IT	At least 7 years of relevant experience in developing web-based applications and system.
Monitoring and Evaluation Specialist	At least a Diploma in Monitoring & Evaluation; Masters in a degree relevant to the assignment such as Natural Resource management, Climate Change, Biodiversity Conservation etc.	At least 10 years of experience in monitoring and evaluation at regional or international level; demonstrated experience in project evaluation (baseline studies, mid term or terminal evaluations), development or review of logic models (Theory of Change or Log frames); experience in M&E capacity assessments and training.

Data Quality Assurance Officer	At least Bachelor's degree in Computer Science, Information Technology or related field	At least 5 years of experience in software testing and data quality assurance procedures, data management, analytical and statistical expertise.
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The roles and responsibilities of each team member will be clearly defined in relation to the scope, tasks and deliverables of the assignment.

8. Timeframe of the Consultancy

The assignment will be conducted within a period of 120 days between August and December 2022.

9. Evaluation Criteria

Technical offers will be evaluated on the basis of the below criteria. Any score of the technical offer lower than 70 will be eliminated and the financial offer will not be opened. The service provider will be selected on the basis of the quality / cost ratio. A four-step procedure will be adopted for the evaluation of proposals. The Technical Evaluation will be conducted first, followed by the Financial Evaluation. Offers will be ranked using a combined Technical / Financial rating system stated below.

The conformity of the offers will be checked on the presence of;

- The Consultant's CV
- Copies of the consultant's certificates.

Analysis of Technical offers

The Technical offers will be evaluated according to the following criteria based on the information provided in the submitted proposal.

N0.	Criteria	Points
1.	Clarity and completeness of the Proposal	5
2.	Approach and Methodology	
2.1	Critical analysis of the project objectives and the TOR	5
2.2	Conceptual and methodological approach Description of the conceptual and methodological	20
2.3	Operationalization of the approach and Methodology Work plan/schedule for delivery of outputs Staffing schedule and task assignment descriptions Work organization, back-up services, quality control, logistics	20
3.	Consultants Competencies	
3.1	Education and Work experience:	20
Total Technical Proposal (maximum)		70
4. Total Financial Proposal (Maximum)		30
Grand Total		100

Any score below 70 is eliminatory.

10. Applications

Interested firms should email Technical and Financial proposals detailing the firm's profile, experience and value proposition, proposed approach, methodology, workplan and budget for the assignment.

Financial proposals should be in USD and inclusive of applicable statutory taxes. Additionally, the Financial proposal **MUST** be locked with a password. The password will be shared immediately after the deadline to the contacts mentioned below.

The proposal should be accompanied by (i) detailed CVs outlining the consultant's academic qualifications, previous relevant experience, contact information etc.; (ii) documented evidence or references of completed similar assignments and (iii) and conflict of interest statement.

Applications should be sent electronically (email) to Pauline.Mungo@iucn.org and copied to Collins.Cheruiyot@iucn.org and Moses.Kola@iucn.org no later than 11.59a.m June 17th, 2022.