**TERMS OF REFERENCE**

**Integrated M&E system**

**Contract Identification No.: M4Y-9-CS-CQ**

**Municipalities for Youth in Kosovo Project**

1. **Background**

The Government of Kosovo (GoK) has received a grant in the amount of US$ 2.79 from the Japan Social Development Fund, administered by the World Bank, to support socioeconomic inclusion of marginalized youth in Kosovo. The grant is being implemented by a Project Management Unit (PMU) in the Ministry of Local Government (MLG). The Municipalities for Youth (M4Y) in Kosovo project aims to improve cooperation and trust between youth and local governments by enabling local governments to address youth socioeconomic needs through better-targeted youth initiatives and services. Building on the Municipal Performance Management System (MPMS) – a performance-based incentive grant system implemented by MLG to provide financing for municipal capital investments, the M4Y project will earmark funds to selected municipalities for youth-driven and youth-selected subprojects with the purpose of improving the delivery of youth-related small infrastructure and services at the community level.

The M4Y is predicated on a demand-driven approach to local youth programming. All initiatives prioritized for funding will be identified by youth through a participatory planning process that involves targeted beneficiaries, community stakeholders and local governments. **The objective of the M4Y is to improve the socioeconomic inclusion of at least 3,000 marginalized youth in vulnerable communities in Kosovo through youth-driven civic engagement and skills building activities.** The project will be implemented in minimum 10 municipalities across Kosovo. Within selected municipalities, the project will target about 50 vulnerable communities to benefit from the positive and productive engagement of local youth.

The project is structured around 3 components, implemented over a period of 3 years.

**Component 1: Subgrants for Youth-Driven Community Development Initiatives** finances subprojects prioritized by youth to improve youth-friendly facilities and services. The component will finance two rounds of subgrants to establish youth-driven community development initiatives that support youth inclusion and livelihoods at the community level. Through these subgrants, the project will finance about 200 youth-driven initiatives. Through these community-level activities, minimum 5,000 youth (incudes 3,000 direct and 2,000 indirect beneficiaries) will gain greater access to youth-related services or community infrastructure. This component will also finance an objective community needs and mapping assessment to identify target communities.

**Component 2: Youth Stakeholder Training** will support youth mobilization, skills development, training of 3,000 youth, and coaching activities to support the engagement of young women and men in the subgrants described in Component 1. This will include: (i) community mobilization and outreach activities; (ii) soft skills training and project preparation/management training for youth in target communities; (iii) technical support for youth groups and CBOs; and (iv) follow-up support for youth throughout subproject implementation, including opportunities for work experience.

**Component 3: Project Management and Administration, Monitoring and Evaluation, and Knowledge Dissemination** will cover the costs of a PMU, establishment of operational support mechanisms (website and, online platform MIS), travel, telecommunications, printing and other office expenses, processes to respond to beneficiary feedback, as well as managerial oversight and external audits.

1. **Objective of Assignment**

The objective of the assignment is to develop a comprehensive Monitoring and Evaluation (M&E) system, which will include 1) Monitoring and Learning Framework (MLF), 2) a twofold digital online platform consisting of (i) a public facing website and (ii) an open access Management Information System (MIS), and 3) an endline study. The MLF will include design of baseline and endline surveys. Collection of endline survey data and beneficiary feedback is included in the present assignment. The M&E system must enable adaptive project management through real-time monitoring, evaluation and learning under the Municipalities for Youth (M4Y) project. Specifically, this consultancy will deliver a project learning agenda, guidelines for data collection and analysis (and collection of endline survey data), capacity building on M&E for MLG PMU, and a public facing website for sharing results and project news. The consultancy will also procure a web-based digital platform to enable a centralized data collection system and periodic assessment and analyses to guide and accompany project implementation. The objective is to provide a framework that will help MLG generate actionable information about the project’s performance during the life of the project and provide valuable knowledge for similar initiatives in the future. The M&E system is to be developed in collaboration with the MLG PMU, selected FP-NGO(s) and focal points in participating municipalities. M4Y M&E system must be compatible and aligned with the monitoring and learning system of the complementary youth intervention – Connecting Youth Project.

The MLF will articulate the action-learning approach for the project along with the baseline and endline study design. The baseline survey will be executed by the Facilitating Partner (FP)-NGO(s) providing soft skills training as part of the training intake while the endline survey will be executed by the M&E system service provider or outsourced to a partner organization with relevant qualifications.

Website development must follow youth-centered principles and be tested with this user group. Applications from individual organizations and consortia are welcome. Specific objectives of the Monitoring and Evaluation (M&E) consultancy are:

*1) Monitoring and Learning Framework*

* To define the overall agenda, approach and procedures for monitoring, evaluation and learning for the M4Y project in coordination with MLG’s existing systems and processes for adaptive management of MLG-supported activities at municipal level
* To develop the methods and tools for data collection, including the design of baseline and endline studies, and analysis of indicator information and development corresponding guidance for users, including on the execution of baseline and endline surveys
* To design data flow maps and information management processes, related to monitoring, evaluation and learning, including clear schedules, responsibilities and interdependencies with other projects and MLG M&E processes
* To align the monitoring and learning aspects of the project with its participatory objectives.
* To provide ongoing technical support to M4Y PMU on implementation of project results framework, data collection methods and procedures, and analysis and reporting

*2) Twofold digital online platform*

*ii) Website*

* Develop a public facing web platform that displays project-specific information identified in the MLF (latest news, application forms, stories of change, project data/updates) and by the MLG PMU.
* Design website visual concept and content is appropriate for the main user group (youth ages 15-24) with emphasis on short and easy-to-access information
* Develop a website that uses a powerful, flexible, and easy to use content management system (CMS)
* Ensure responsiveness and accessibility for website visitors using mobile devices, including versatility of screen resolutions, touch-friendly navigation (not using technology that requires special configurations or additional plugin downloads e.g. flash technology)
* Ensure that the website can feature content in 3 languages – Albanian, Serbian and English
* Deliver training to PMU staff on how to maintain the project website

*ii) Management Information System (MIS)*

* Based on MLF requirements, develop/adapt a web-based Management Information System (MIS) that will monitor the progress of the project activities and collect all indicators of the results framework (preferably open access).
* Design/adapt a web-based MIS that allows for multi-stakeholder data inputs, real time tracking of indicators, data processing and analytics, and standardized reporting.
* Develop easy-to-use instruction manual and user-specific training for MLGA PMU, MLGA M&E staff in support departments, Facilitating Partner NGOs and Youth Volunteers on how to use and maintain the MIS. The training will be accompanied by an easy-to-use instruction manual for MLG staff, Facilitating Partner NGOs and Youth Volunteers to facilitate autonomous use of the system.
* Provide periodic and on-demand technical assistance and systems maintenance support.

*3) Endline study*

* Develop a technology-enabled endline study through the web-based digital platform.
* Conduct beneficiary study using quantitative (survey) and qualitative measurements to track endline values for project output, Intermediate Results and PDO indicators.
* Compare the endline results with the initial Intake/Baseline data for direct beneficiaries
1. **Scope of Work**

The selected M&E firm will work closely with the MLG PMU and Facilitating Partner NGO to develop an MLF, MIS and data collection tools that are in line with the project objective and responsive of the implementing partners monitoring and learning needs. Main activities and deliverables for this assignment include the following:

*1) Monitoring and Learning Framework*

* Assessment of project’s monitoring and learning through review of project documentation, MLG existing M&E processes and implementing partners’ identified priorities
* Development of a Monitoring and Learning Framework that will facilitate M4Y in reaching its learning objectives in line with the project’s Theory of Change (incl. prioritization of learning questions)
* Development of a list of outcome and the output indicators that correspond to the MLF, supplementing the original indicator list defined in the Project Paper
* Data collection forms, methods for collection and analysis of key indicators as related to the learning strategy (templates)
* Approved methodology for beneficiary baseline study and training plan for data collection executed as part of soft skills training intake (M&E firm is involved in the design of the baseline study, which is executed by the FP-NGO(s) as part of training intake)
* Training material for FP-NGO on the execution of baseline study as part of soft skills training intake
* Basic Terms of Reference (TOR) for the project’s final evaluation report, that is, the Implementation Completion and Results (ICR) report
* Proposal for Youth Participatory Monitoring and Evaluation throughout the project cycle, including guiding principles for development of Youth Monitors’ training (developed by the FP-NGO) and involvement of youth in the design and execution of the project ICR
* Guidance on MLF tools and processes to support consistent implementation and timely generation of information and knowledge
* Standardized reporting templates in line with the project reporting requirements
* Trainings on demand for M4Y PMU on implementation of project results framework, data collection methods and procedures, and data verification, analysis and reporting.

*2) Twofold digital online platform*

*i) Website development (task can be outsourced)*

* A functional and youth-centered website that reflects the public facing information requirements of the project. The website must include the following functionalities:
	1. A logical structure that tentatively includes the following menu options: HOME, ABOUT THE PROJECT, PARTNERS, PARTICIPATING MUNICIPALITIES, APPLICATIONS, PRESS ROOM, SUCCESS STORIES, RESULTS DASHBOARD; LIBRARY. Other menu options can be added later during the design of the website. Website navigation features must clearly indicate to a visitor where he or she is in the organizational structure and hierarchy;
	2. Perform data input with built-in data validation features to clearly notify users of common validation errors (e.g. mandatory fields that are not populated, fields with invalid content, alphanumeric field with invalid characters, etc.)
	3. Website that support the creation and administration of multi-lingual content, at least in Albanian, Serbian Latin and English
	4. Content management and administration of the website that is flexible and easy-to-use Content Management System (CMS)
	5. A website with buttons/links that lead to “printer friendly “versions of the page and it must be able to support export to PDF
	6. The website must provide content editors with a flexible and easy-to-use WYSIWYG post editor which must support at least: a) letter styles; b) different types, sizes and colors of font; c) inserting photos/images, including various alignments of images and text; d) bullets and numbering; e) Different paragraph alignments (right, central, left and justified); f) inserting hyperlinks; g) content preview before publishing; h) copy and pasting re-formatted RTF contents from other applications (eg word)
	7. The website must enable the editor to define a summary (“digest”) of the text, which leads to the full article upon clicking the appropriate hyperlink (“Read more”)
	8. The website should provide as detailed analytics and statistics of the visits to the website as possible (minimum google analytics)
	9. The website must comply with donor visibility requirements, include standard text: “The Municipalities for Youth Project was financed by the Government of Japan through the support received under the Japan Social Development Fund administered by the World Bank”, the JSDF and Gov of Japan logo. Project logo and MLG logo should also feature prominently on the website, the latter linked to the official MLG website
	10. The website must be compatible with most popular web browsers (Mozilla Firefox, Microsoft Internet Explorer / Edge, Google Chrome, Safari)
	11. The website should not require plug-ins on the client side (e.g., Adobe Flash, Microsoft
	12. Silverlight) in order to properly display content
	13. Set up project social media accounts (minimum Facebook and Instagram) with same look and feel as the website and integrate the social medial buttons into the website
	14. The website should be modular, flexible and easy to use for the project to further maintain it (e.g additional changes, extensions or removals of functionality should affect other components as little as possible)
	15. Automated Back-up of database and uploaded documents: daily between 18:00h – 08:00h
	16. Secured & Authenticated Web Access Web solution should be secured in accordance with current best practices, for example through the use of an SSL Certificate and appropriate access control methods.
	17. The maintenance should adhere to security best practices, for example: passwords should not be stored in plain-text, all form data should be validated, all user input should be sanitized, user interactions and activities should be logged etc.
	18. Access to web solution to be authenticated.
	19. User Registration and Administration: The solution should allow users to complete an appropriate user registration process when attempting to utilize application features or other profile management components. User registration data and credentials are to be persisted by the solution in an appropriate form. The user registration process should adhere to best practices including the use of official emails and email verification and should be able to scale as needed i.e. No limit on the number of users that can register.
	20. Administrators should be able to review user registration/profile details, change user roles/access rights, terminate / close user accounts.
	21. User Profile and Account Administration: Users should be able to view and update user generated information on self, for example personal details, password and account details, posts, preferences and interests.
	22. Privacy Settings Administration: Members should be able to configure how much of their profile information is shared with different users/user groups.
	23. Content Management: The solution should allow authorized project staff (or appointed
	24. personnel) to edit and update the website including the ability to create, remove, edit and publish content.
	25. Site Statistics/Management Reports: The solution should provide authorized users with a number of relevant reports, for example user registration, site usage, key interests/topics being discussed within the collaborative spaces and other relevant statistical data.
	26. Tagging/folksonomy: Users should be able to provide user-generated tags and descriptions of content being added.
	27. Calendar, Events, Reminders, calendar integration: Specific authorized users should have the ability to create and administer events and event details. Other users should be able to search for and find events based on specific criteria. Members should be able to receive notifications that an event has been scheduled and reminders of upcoming events.
	28. Mass Email/Messaging: The system should provide a feature to allow authorized content administrators (or other authorized administrators) to contact all or group/community members. This feature may be used to facilitate the dissemination of newsletters.
* Handover training for PMU staff on how to maintain the Project website and social media pages
* Periodic and on-demand technical assistance and website maintenance support during initial 12 months after acceptance report to address website stability, bug-fixing and user difficulties. Support can be provided remotely/online.
* Upon expiration of this contract the website source code will be transferred to the Ministry of Local Government of Kosovo;
* Domain name should be active for at least 5 years from the day the contract enters to force

*ii) Management Information System (MIS)*

The website should be integrated or linked with a Management Information System that observes the following specifications:

1. Accessibility - open access. Ideally software is open access (unlimited duration) and based on existing mature open access M&E tools, including proprietary off-the-shelf solutions (if one exists) that can be customized for the project.
2. Data management and real time tracking and reporting
3. Geo-tagging ((manual or automatic) and GIS-reporting to enable visualization of subprojects progress and results
4. Adaptability & interoperability
5. Portability/Flexibility
6. Cloud-based depository for hosting raw data collected in the field via the MIS
7. Storage capacity
8. System integrity and security
9. User management
10. Registration features that can segment and identify beneficiary groups (date of birth, gender, location, education/employment status)
11. Ability to upload/store files, forms and images, and link them with unique beneficiary IDs to create beneficiary profiles
12. Ability to assign user-specific activities and provide permission based on role
13. Real time tracking of activities (pictures from the field, time log of inputs)
14. Dashboard that allows for easy tracking of key indicators against targets (baseline, target, milestones)
15. Ability to conduct simple data analytics
16. Ability to generate standardized reports (project aggregate, municipality and community level reports) and export data in usable formats to project stakeholders;
17. Ability to display and visualize the information collected from the system on the web;
18. Ability to support multiple languages
19. Multiple stakeholders view and data input ability. All data entries will specify the data source, time and method of data collection.
20. Ability to generate regular M&E reports.
* Establish the system and make necessary updates to optimize its use for the project.
* Provide periodic and on-demand technical assistance and systems maintenance support based on assessment of technical support needs (administrator level support, etc) and training needs
* A technical guide with source codes, instructions for simple process modifications, connectivity and personnel requirements for running the system, sustainability plan. Guide will include recommended arrangements for back-up, synchronization, roles and responsibilities of information collectors, processors and other stakeholders, access, and types of automatically generate reports.
* A complete training package for MIS users consisting of an easy-to-use instruction manual, training material (visual aids, guide for TOT), hands-on training of key users/trainers
* The open access system will allow for modular build up and development to accommodate MLG M&E needs.
* Periodic and on-demand technical assistance and systems maintenance support during initial 12 months to address system stability, bug-fixing and user difficulties. Support can be provided remotely or online.

*3) Endline study (task can be outsourced)*

* Technology-enabled study instrument that allows for cost-effective and quick data collection
* Piloting and training plans, and a work plan for data collection (quantitative and qualitative) and analysis stage
* Manual and training content of required number of survey takers, supervisors, and data entry staff
* Data analysis plan, consent forms and protocols used during the endline assessment
* Data collection plan and locations: dates, teams and supervision

**Note:** All content of the website and web-based online platform will be prepared by the MLG PMU and Facilitating Partner NGO(s).

*Technologies*

Knowing that the Republic of Kosovo currently possesses the necessary licenses of Microsoft technologies and tools, this system should be designed with the following technologies:

1. Javascript
2. Python
3. Open access web technologies
4. .NET Framework or .NET Core as a framework
5. C # as a programming language
6. ASP.NET WEB API as a REST API designing language
7. ASP.NET MVC, HTML 5 and CSS 3 as a web (frontend) designing language
8. JavaScript Frameworks as a client side programming languages
9. MS SQL Server 2019 as a database development tool

Offers should propose a system architecture suitable to address the needs in this Terms of Reference and describe how they will ensure transition to a more complex architecture in case of increased need for scalability.

1. **Reporting and Duration**

The selected firm will be contracted by the MLG, the implementing agency, based in Kosovo over a period of 17 months with start after contract signature. The PMU Project Coordinator will be the primary contact person, with guidance also provided by the PMU M&E Specialist and MLG Division for Public Communication.  The World Bank will provide Technical Assistance on an as-needed basis.

1. **Qualification Criteria**

The MLG/Client would like to contract a consulting firm/consortium with demonstrated experience and record of accomplishment in technical assistance in Monitoring and Evaluation (M&E) systems, which will include a Monitoring and Learning Framework (MLF) and a website that serves as an online Monitoring and Information System

* Demonstrated experience in developing comprehensive Monitoring and Learning Frameworks, Web Applications and Online Management Information System for at least 3 similar projects (proved with references and/or contracts);
* Demonstrated expertise in complex tech-enabled M&E systems;
* Specific expertise and experience in developing websites and managing Monitoring Information System (MIS), including real-time and digital monitoring, advanced data visualizations for at least two similar projects implemented successfully for public institutions with an amount of above 80,000 USD, each;
* Solid knowledge and expertise on programing, web development and website security;
* Experience in M&E capacity building, training and provision of M&E technical assistance;
* Experience in designing of Business Intelligence Systems, Statistical/Analytics Systems and Drag & Drop Report Designing Systems through .NET technologies;
* Experience in developing user manuals and providing training to users of web applications;
* Experience in implementing web applications with more than 500 users at .NET technologies
* Assignment team consisting of experts as outlined below.

The team of experts proposed by the Consultant firm shall include the following key members:

• Expert in results-based project management – Team leader;

* 1-2 Expert(s) in Database Systems/Web Application Backend Development,
* 1-2 Expert(s) in Web Application Frontend Development,
* Expert of IU/EX design,

• Expert in Monitoring, Learning and Evaluation (MEL);

The team members shall have the following individual qualifications:

a) Expert in project results-based project management – Team leader

- Master’s degree in Social Sciences in relevant field;

- Over 5-years of experience in results-based project management and project effectiveness (must provide at least three individual references related to project management in a similar field (developing software, web platforms, etc.);

- Demonstrated experience in leading a project of similar scope and scale;

- Fluent in English; knowledge of Albanian and/or Serbian is preferred.

b) 1-2 Expert(s) in Database/Web Application Backend Development;

- Minimum Bachelor degree in computer science or relevant field, Master’s degree preferred;

- Minimum 5-years of experience in Software and website development,

- Certified on .NET web application development and SQL databases, maintenance and implementation of databases by Microsoft or equivalent organizations

- Proven experience as website/software developer and database expert;

- Fluent in English, knowledge of Albanian and/or Serbian is preferred (language requirements per team of experts).

c) 1-2 Expert(s) in Web Application Frontend Development and Back End;

- Minimum Bachelor’s degree in computer science or relevant field,

- Minimum 5-years of experience in website development;

- Certified on Java EE and HTML5, CSS3 and web application development

- Proven experience as website/software developer,

- Fluent in English and Albanian, knowledge of Serbian is preferred (language requirements per team of experts).

d) Expert of IU/EX design

- At least bachelor’s degree in graphic design,

- At least 3 years of experience in IU/EX design,

- Proven experience as UI/EX design Expert in credible institutions,

- Fluent in English and Albanian, knowledge of Serbian is preferred

e) Expert in Monitoring, Learning and Evaluation (MEL);

- Minimum bachelor degree in Social or Computer Sciences. Master’s degree preferred;

- Over 5-years of experience in MEL design and implementation;

- Certified as Software Testing, Quality Assurance Testing, certified on database and SQL design

- Demonstrated expertise in training and capacity building on M&E;

- Expertise in designing tools and protocols for survey data collection, analysis and production of monitoring and evaluation reports;

- Fluent in English; knowledge of Albanian and Serbian is preferred.

The key staff qualifications and their CVs will not be taken into consideration for the evaluation of applications/expression of interests of the firms.

1. **Deliverables and Payment**

The selected firm shall be paid in accordance with the following payment schedule:

*10% - Upon contract signature*

*60% - Upon completion of inception report (within 1 month after contract signature):* Successful completion of inception workshop with the project stakeholders, including a confirmation of monitoring and learning objectives, preferred learning/data collection tools, website structure and MIS functions; Inception report outlining project work plan, training schedules and milestones, study methodology and instruments, MIS design features agreed and signed off by MLG PMU.

* *During Phase 1 & 2: preparation & customization (within 2-4 months after contract signature):* A draft Monitoring and Learning framework with key data templates/forms and processes required for MIS development; A functional draft version of the website to be presented to the PMU and hosted on a temporary address allowing for testing of all features; A complete set of reference guide outlining the full MIS & training materials developed; Ongoing M&E technical support to MLG PMU
* *End of Phase 3: implementation (within 12 months after contract signature):* A fully functional website in line with MLF (fulfilling the full set of requirements) – The payment will not be made at the go-live date, but after the baseline data has been successfully inserted in the MIS; Full source codes and parameters of the developed website; Delivered website handover training to M4Y PMU; A full version Management Information System with MLF/project public facing requirements; Delivered MIS training together with an easy-to-use instruction manual; Ongoing M&E technical support to MLG PMU

*30% - End of Phase 4: post-implementation arrangements (after acceptance report):* A final PowerPoint presentation outlining the full range of MIS-related work; Endline study report with methodology, instrument description, survey implementation process, comparison on endline data with initial Intake/Baseline data presented in narrative and tables/graphs; Electronic files with all raw study data in SPSS, STATA or other format in English; Record of closed technical assistance, website and MIS maintenance requests; Report of M&E technical support.

1. **Selection process**

The company will be selected in accordance with the Bank’s “Procurement Regulations for IPF Borrowers” (July 2016-Revised November 2017 and August 2018) (“Procurement Regulations”), which can be found at the following website: www.worldbank.org based on an open call for Consultancy Qualification (CQ) Based Selection and is open to all eligible economic operators as defined in the Procurement Regulations.