![IUCN logo]

Attachment 1 Terms of Reference

1. THE IUCN PROJECT PORTAL AND IUCN PROJECT MANAGEMENT PRACTICES

The IUCN Project Portal was developed to provide an online, centralized information system that is the primary source for the IUCN Secretariat project information. The Secretariat has approximately 1,000 staff members in 50 countries. At the end of 2022 the IUCN portfolio comprised 556 projects in 166 countries with a value of approximately CHF 907 million.

The Portal comprises a database of basic project information in the form of a project data sheet for each project and workflows to implement IUCN's project appraisal and approval system. These forms collectively provide standardized, transparent and relevant information from across IUCN. This information allows for customized reports for viewing and managing portfolios to be provided through online dashboards and therefore providing more accurate, timely and up-to-date reports for managers. This also provides an enhanced capacity to establish and monitor targets, indicators and baselines. There is also the ability to track IUCN's contribution to global targets and thematic trends. The Project Portal is linked to other internal systems for financial and constituency information. The Project Portal is the source point for information on the IUCN Open Project Portal (IUCN Open Project Portal) and for elements of the project information on the IUCN website (About IUCN | IUCN).

The portal development has been guided in its design by the Programme Guidelines and Standards (PGS). This is an IUCN-wide standard (Project accountability | IUCN). Standardisation is a corner stone of the digitalization of data and a basic principle upon which the Portal operates. The Portal also comprises the online system for the Project Appraisal and Approval (PAAS) process and procedures. This is the process through which Secretariat projects are appraised and approved, from creation to closure. Templates can be downloaded and documents uploaded to the system.

The IUCN project management phases follow established best practice in project cycle management and are aligned with expectations of the sponsors, whether donors or clients, of IUCN projects. This life cycle defines a general framework for managing projects independently of the specific knowledge area and intervention model. Specifically tailored to IUCN's operating models, it aligns with the fundraising and partnering cycles.

The IUCN project life cycle follows this structure:

- Identification of new project (status O)
- Conceptualization phase (status A on approval)
- Project development phase (status B on approval)
- Contracting phase (status C on approval)
- Implementation, monitoring and evaluation phase (status C)
- Finalisation phase (status E on approval)
- Closure phase (status D on approval)

The following diagram and paragraphs summarize the IUCN project life cycle as implemented through the project portal.

Identification & conceptualisation phase	Project development phase	Contracting phase	Implementation & Monitoring phase	Finalisation & Closure phases
• **Online workflow** • Concept note • Concept review meeting • Concept approval (as per the DoA) • *Status change to 'Concept (A) on approval* • (tubemap 2)	• **Online workflow** • Proposal • Budget review • Proposal decision meeting • Risks and Safeguards steps and appraisal • Proposal approval • *Status change to 'Proposal' (B) on approval* • (tubemap 3)	• **Online workflow** • Contract approval • *Status change to 'Contract (C) on approval* • (tubemap 4)	• **Offline** • project implementation • new modules: • risk assessment • logframes/indicators	• **Online workflow** • Finalisation appraisal • Finalisation approval • *Status change to 'Finalisation (E) upon approval* • **Online workflow** • Closure report • Closure checklist • Closure appraisal • Closure approval • *status change to 'Closed (D) upon approval*

Project identification and conceptualisation (PGS Module 2) – This phase outlines the basic problem to be addressed, identifies the goal and key objectives of the project and describes the implementation approach. The Concept Note allows IUCN, potential donors and partners to determine whether the proposed activity is strategically relevant and within their risk tolerance level. Short on-line workflow appraisal and approval.

Project development **(PGS Module 3)** – The Proposal package demonstrates to the potential donor that the project management plan effectively integrates the statement of the problem, the intervention logic, the monitoring and evaluation plan, the budget, the project team architecture, and the risk management plan. The proposal workflow includes a budget review. The project management plan will be refined in the initial stage of the project after contracting. However, in the proposal stage, it needs to provide confidence to the funder that the initiative has the highest potential to deliver value for money while minimizing risks in order for this sponsor to sign a binding contract. The project development phase includes risk assessments for engaging with the private sector and identifying and mitigating any environment and social impacts. More detailed online workflow for appraisal and approval.

Contracting (Contract Review Procedure) – Each project may have one or more awards that result in a contract agreement. Hence, contracting may take place over the course of the project to modify or extend the project. It is the first contract for an award that triggers the implementation stage. Online workflow for contract sign-off.

Implementation and monitoring and evaluation (PGS Modules 4 and 5) – Once the first contract is signed, the Project Manager launches implementation. For complex projects, a revision of the project management plan and associated diagnostics might take place in the first phase or later on after a mid-term review. The Project Manager will produce periodic Project Supervision Reports to update the management team and the project sponsors of progress against the objectives of the project. Risk assessment and lograme/indicator modules. No online workflows. Risk assessment and logframe/indicator modules to be added.

Finalisation and Closure (PGS Module 6) – At the end of the project, the Project Manager launches the finalisation and closure processes. Closure includes two-steps: technical closure and financial closure. This process ensures accountability of IUCN to project sponsors, demonstrates and shares IUCN's achievements and draw lessons learnt for improving future projects. The project is finally archived after the financial close. Short online workflows to finalise and close the project.

2. PROJECT PORTAL USERS

The project portal is primarily used by Project teams and managers for data entry and workflow completion and has approximately 600 active users.

The business owner is the Performance, Planning Monitoring and Evaluation Unit (5 members). This includes a dedicated Project Portal Manager who is supported by the IT team.

3. THE REQUIREMENT

Through this RFP, IUCN wishes to identify the supplier for the development of the 2023 release (assessed through the technical and financial proposals) and the maintenance of the application for the next 5 years (assessed through the technical proposal).

The 2023 Project Portal Backlog is comprised of four work packages (see table below).
1. Updates to the existing project dataform structure and layout (15 requirements)
2. Workflow and status changes – additional steps (1 requirement)
3. New module: logframes/indicators and performance management framework (15 requirements)
4. New module: risk register, assessment and monitoring (4 requirements)

Work packages	Detailed requirement
Dataform changes to existing structure	1. Project workflow phases banner & buttons (PBA-71) 2. Dataform version (PBA-131) 3. Menu page configurations (PBA-68) 4. Project Overview page (PBA-101) 5. Blue banner (PBA-63) 6. White and black banners (PBA-62) 7. Position of SAVE button (PBA-133) 8. Project status visual (PBA-75) 9. Background colour (PBA-74) 10. Dataform menu sections expand-collapse (PBA-69) 11. Landing page visuals versus project level page (blue bar) 12. Update donors and contract section – Proposal table (PBA-138) 13. Over-arching CRUD rules (PBA-114) 14. Configuration page (PBA-100) 15. Dataform export to a preview page (PBA-164)
Workflow and status changes: additional steps	1. Proposal document and Approval, preliminary, final, donor (PBA-60)
Logframe and indicators module (new module)	1. Logframe access and creation page (PBA-139) 2. Indicator widget: overview for catalogue and custom indicators (PBA-83) 3. Moving items in the logframe (PBA-127) 4. Export logframe and Performance Monitoring Framework (PMF) in word, excel and PDF (PBA-124) 5. Creation of outcome in logframe module (PBA-84) 6. Creation of inputs in logframe module (PBA-87) 7. Configuring a mandatory indicator (PBA-116) 8. Indicator type pop-up (PBA-99) 9. Standard indicators catalogue (PBA-78) 10. Selection of indicators from catalogue (PBA-89) 11. Custom quantitative indicator (PBA-98) 12. Logframe versioning (PBA-115) 13. Performance Monitoring Framework in monitoring module (PBA-90) 14. Performance Monitoring Framework disaggregation (PBA-135) 15. Impact Targets indicator (PBA-128)

Risk module (new module)	1. Risk register and configuration page (PBA-53) 2. Risk register summary (PBA-54) 3. Populating risk register (PBA-50) 4. Risk register review and update – status C (PBA-120)

The 2023 backlog reflects new business needs identified as part of the latest business gap analysis recently conducted in 2022. Functional, non-functional and technical requirements can be summarised as follows:

Functional requirements

- Project results and indicator planning: guidance and a module (logframe and indicators) for project teams to plan their results and performance indicators.
- Project risk registers planning: guidance and module to create projects risks registers.
- Project performance measurement framework: Monitoring module to monitor projects' indicators and capture values achieved against targets.
- Project results and indicator revision: capacity to update projects logframes and indicators during the implementation phase.
- Project risks registers monitoring: Monitoring module to update projects risks registers.
- Generic Functions: contents life cycle, workflows/notifications, tool administration …

The functional objectives for these new features are:

- Assist Project Managers in guiding the implementation of the Project Guidelines and Standards, the Project Appraisal and Approval System.
- Assist Project Managers in designing their project results and indicators at the design stage of the project life cycle.
- Support the monitoring of the project implementation and continued relevance of the planned results for both the outcome and the output level.
- Support a consistent definition and usage of performance indicators at the outcome and output levels.
- Guide decision makers at various levels in the management of their operations (monitoring).
- Provide a possibility to consolidate, collate and present information relevant for results-based management.
- Facilitate globally the implementation and timely communication around the planning and monitoring of results.
- Support the mainstreaming of IUCN's performance and results requirement inside each project.
- Enable analytical reporting and accounting through business intelligence.

Key assumptions:

- It is a major transformational project which directly supports the monitoring and reporting of the IUCN Programme.
- The software will have a significant impact on the MDM (Master Data Management) of the organisation, and consequently the maintenance of IT applications.
- Only new projects (once in prod) will have to meet the requirements of the new features (results, indicators and risks modules). Interface aspects will be applied to all projects (old and new ones).
- The tool will still include non-complex workflow features to support the appraisals and approvals of projects according to the Portal Appraisal and Approval System.
- The project organisation includes a core team of 5 FTE to carry on the business analysis, project and change management efforts. A dozen contributors are also working on business analyses and the development of the functional requirements – each with a focus specific to their areas of work.

- The Project Portal Manager and the RP team is working together on interdependencies / synergies to ensure good integration of the solution in the information environment.
- The technical deliveries will be developed by an external supplier for the "build" phase (selected via an RFP). The testing effort will be driven by the IUCN core team who will request field workforce for the functional tests' execution.
- The technical tests, the integration and deployment efforts will be handled by the IUCN IT teams.
- The business stakeholders expect to assess the first deliverables in 2023 with the contribution of pilot projects (in parallel run), then to deploy the final solution throughout the organisation at the end of 2023.

<u>Non-functional requirements</u>*:*
- Data management: reference data, historic data
- User experience and interface: improved UX and UI and revision of projects dataforms.
- Labelling and error message management: Alignment of the portal to the revised project lifecycle labelling and naming, error message management, etc.

Technical Requirements

The solution developed needs to be built according to industry standards and best practices for web development including security and documentation.

- The solution needs to be hosted on premise in the current IUCN infrastructure.
- The application is served from by IIS 10 as web application server running on Windows Server 2016 as operating system.
- The database technology is MS SQL Server 2019.
- Identity and authentication are based on Microsoft's Active Directory and single sign-on is using on-premise ADFS.
- The solution needs to be compatible with most common browsers and fully tested for Edge, Chrome and Firefox.
- The solution is to be designed for the desktop experience.
- The application development technologies are using .NET with angular as main JavaScript framework.
- The reporting will use embedded Power BI reports developed by IUCN while vendor needs to develop and maintain the embedding including passing the parameters
- The development is done using on premise JIRA and bitbucket servers with separate development, testing and production environments.